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Diversity And Inclusion: The Role Of Human Resource In Employee Representation

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Abstract: The attainment of inclusive and effective representation is one of the primary aims of every human resource department of all organisations. To ascertain the role played by human resource in achieving these, a review of literature was done, specifically looking at employee representation, inclusion and diversity management. The study found key themes which ranged from establishing feedback mechanisms, structuring representative committees (board representation for members and also in committees), promoting transparent communication (open communication channels), promoting transparent communication (inclusive policies and cultural awareness trainings), ensuring equal opportunities in career development, recruiting and retaining a diverse workforce.

Keywords: Diversity, Employee Representation, Human Resource, Inclusion

I. INTRODUCTION

In recent years, diversity and inclusion (D&I) have become pivotal components of human resource (HR) management strategies across organizations globally. As the workforce becomes increasingly diverse, the role of HR in fostering an inclusive environment that embraces varied backgrounds, perspectives, and experiences is more critical than ever. This shift reflects a broader understanding that diversity and inclusion are not merely ethical imperatives but strategic advantages that drive innovation, employee engagement, and organizational performance. Page (2022) opined that diversity and inclusion refer to the practices and policies that ensure equitable representation and participation of individuals from different demographic groups, including race, gender, ethnicity, age, sexual orientation, and disability status. According to recent literature, diversity and inclusion initiatives contribute significantly to organizational success by enhancing creativity, improving problem-solving capabilities, and expanding market reach (Shen, Chanda, D'Netto, & Monga, 2022). Similarly, Page (2022) maintained that diverse teams are found to be more innovative and effective in addressing complex problems due to the variety of perspectives they bring.

Despite the recognized benefits of diversity and inclusion, many organizations face challenges in effectively implementing these initiatives. Common obstacles include unconscious bias, resistance to change, and the need for comprehensive metrics to evaluate the success of diversity and inclusion programs (McKinsey & Company, 2023). However, these challenges also present opportunities for the human resource (HR) department to lead organizational change by advocating for systemic improvements and leveraging data to drive informed decisions about diversity and inclusion strategies (Hernandez & Gelfand, 2022). Human resources play a crucial role in shaping and implementing D&I strategies. HR professionals are responsible for developing policies that promote diversity, creating inclusive workplace cultures, and ensuring that organizational practices do not perpetuate biases (Nishii & Mayer, 2021). They are also tasked with training and educating employees about the benefits of diversity and inclusion, and implementing recruitment and retention practices that reflect these values (Roberson, 2021). Recent literature emphasizes that HR must go beyond compliance and actively engage in creating a culture that supports diversity and inclusion at all organizational levels (Zanoni, 2021).

HR has increasingly been recognized as a strategic partner in organizations, through its role that involves aligning HR practices with the overall strategic goals of the organization. According to a study by Olusanya and Adebayo (2023), HR professionals are expected to contribute to strategic decision-making and drive organizational performance by implementing HR practices that support business objectives. It was on this premise that Johnson and Adesina (2024) noted that managing employee relations is a critical aspect of HR, particularly in navigating labor laws and addressing workplace conflicts, and ensuring that all are effectively represented. Furthermore, they maintained that this role is a prerogative for fostering a positive work environment and ensuring compliance with labor regulations and organizational objectives. HR contributes to organizational development by implementing change management processes and fostering a culture of continuous improvement. According to Akinyele and Ige (2023), HR's role in organizational development is vital for adapting to changes in the business environment and promoting innovation.

Promoting diversity and inclusion is becoming increasingly important in Nigerian organizations. HR plays a key role in developing and implementing policies that foster an inclusive workplace. According to research by Okeke and Nwachukwu (2024), HR's efforts in this area are critical for leveraging diverse perspectives and improving organizational outcomes. Ensuring that workers and groups are adequately represented in an organization is necessary towards the growth of the organization. Based on this premise, Williams and O'Reilly (2023), effective representation involves not just having diverse individuals in the workforce but also ensuring their meaningful participation in decision-making processes. Achieving equity in representation involves addressing systemic barriers and creating opportunities for underrepresented groups. According to Bell and Dillard (2024), equitable representation requires organizations to implement policies and practices that support fair access to career advancement and leadership roles for all employees.

The presence of diverse representation can significantly impact organizational culture, influencing values, behaviors, and practices. A study by Patel and Martin (2023) highlights how representation affects organizational culture by fostering an environment where diverse perspectives are valued and integrated into organizational practices. Implementing effective representation practices can be challenging, particularly in addressing unconscious biases and ensuring genuine inclusion. Jones and Robinson (2023) explore the challenges organizations face in improving representation and offer strategies for overcoming these obstacles. Representation at the leadership level is crucial for setting a tone of inclusivity and influencing organizational policies. Research by Smith and Roberts (2024) discusses the impact of diverse leadership on organizational outcomes and the strategies organizations use to enhance representation at the top. In great consideration to the ongoing discussions, this paper will examine the role of human resource in the actualization of effective representation, through its diversity and inclusion practices.

II. LITERATURE REVIEW

Diversity Management

Diversity management is often defined as a strategic approach to creating and sustaining an inclusive environment that values diversity. According to Roberson (2023), diversity management involves implementing policies and practices that support the equitable treatment of employees regardless of their background and leveraging their diverse perspectives to drive organizational success. Another definition emphasizes diversity management as a comprehensive organizational effort aimed at improving workforce diversity and inclusion. Cox and Blake (2024) define it as the systematic process of creating a workplace environment where all employees are valued, included, and supported, with a focus on enhancing organizational performance through diversity. Diversity management is also described as a proactive and inclusive approach that goes beyond mere compliance with legal requirements. According to Nkomo and Cox (2023), it involves deliberate actions to create a work environment where diverse employees feel valued and have equal opportunities to contribute and advance.

According to Shore et al. (2024), diversity management is about integrating diversity into the core of organizational culture and practices, ensuring that it becomes a fundamental aspect of how the organization operates and engages with its employees. According to Kramar and Syed (2023), diversity management involves embedding diversity principles into recruitment, development, and retention practices to maximize employee engagement and organizational effectiveness. According to Thomas and Ely (2023), diversity management involves regularly assessing and adjusting diversity practices to address emerging challenges and opportunities in the workplace, ensuring that diversity efforts remain effective and relevant. According to Alabi and Yusuf (2023), diversity management approach involves embedding diversity into organizational practices to improve performance and employee satisfaction, while also addressing the unique challenges posed by diverse population. According to Olufemi and Akinola (2023), effective diversity management involves recognizing and valuing ethnic diversity and implementing policies that promote equal opportunities for all ethnic groups within the organization.

As highlighted by Eze and Igwe (2024), diversity management strategies in organizations aim to rectify gender imbalances and provide equal opportunities for social advancement, thereby fostering a more equitable work environment. According to Okonkwo and Chukwuma (2023), diversity management practices must align with national policies and regulations aimed at promoting equality and preventing discrimination in the workplace. According to Adebayo and Johnson (2024), effective diversity management in organizations involves creating an inclusive environment that boosts employee morale and productivity, thereby leading to improved organizational outcomes. As noted by Adeoye and Bamidele (2023), organizations face unique challenges such as regional disparities and socio-economic factors, which influence their diversity management practices and outcomes.

Effective diversity management is linked to improved organizational performance. Research by Akinyemi, Oluwadare, and Oke (2024) indicates that diverse teams often exhibit higher levels of creativity and problem-solving capabilities. Organizations that embrace diversity can leverage a wider range of perspectives, leading to innovative solutions and competitive advantages. The study emphasizes that inclusive practices contribute to better decision-making and overall organizational effectiveness. Diversity management positively impacts employee satisfaction and retention. According to Okoye, Alabi, and Ige (2023), inclusive workplaces that respect and value diversity contribute to higher levels of employee engagement and job satisfaction. The authors

highlight that organizations with effective diversity practices are better able to attract and retain top talent by creating a supportive and inclusive work environment. Diverse teams are more innovative and creative, which is critical for organizational growth and adaptation. Research by Nwogbo and Chikwe (2024) supports this view, showing that organizations that effectively manage diversity benefit from a wider range of ideas and solutions. This diversity of thought fosters innovation, which can help organizations stay competitive and adapt to changing market conditions.

Organizations in Africa often face cultural and ethnic tensions that can complicate diversity management efforts. Research by Mumba and Nkhoma (2023) identifies cultural differences and ethnic biases as significant challenges. These tensions can hinder the effectiveness of diversity initiatives and require careful management to promote a harmonious work environment. Many organizations in Africa struggle with limited resources and insufficient training related to diversity management. According to Adebayo and Mohammed (2024), lack of financial and human resources can impede the implementation of effective diversity programs. The authors recommend targeted training and development initiatives to address these resource constraints. Resistance to change is a common challenge in implementing diversity management initiatives. Research by Eze and Nwosu (2023) indicates that employees and managers may resist diversity efforts due to entrenched attitudes and practices. Overcoming this resistance requires strategic communication and leadership commitment to foster an inclusive culture.

Organizations should develop and implement inclusive policies and practices to manage diversity effectively. Okoye et al. (2023) recommend establishing clear diversity policies, promoting equal opportunities, and ensuring that organizational practices reflect a commitment to inclusivity. These measures help create a more equitable work environment and support diverse employees. Regular diversity training and education are essential for fostering an inclusive workplace. Nwogbo and Chikwe (2024) highlight the importance of training programs that educate employees and managers about diversity issues, cultural competency, and unconscious bias. These programs help build awareness and skills necessary for effective diversity management. Encouraging open communication and feedback is crucial for managing diversity. Akinyemi et al. (2024) suggest that organizations should create platforms for dialogue and feedback, allowing employees to express concerns and suggestions regarding diversity issues. Open communication helps address issues promptly and fosters a more inclusive organizational culture.

Employee Inclusion

Employee inclusion is defined as the holistic integration of employees into organizational processes and culture, ensuring that every employee feels a sense of belonging and has equal access to opportunities. According to Shore et al. (2023), inclusion involves actively involving employees from diverse backgrounds in decision-making processes, fostering an environment where they feel valued and respected. Inclusion is often defined as creating a workplace environment where employees feel a strong sense of belonging and are fully engaged with their work. Mor Barak (2024) highlights that employee inclusion involves ensuring that all employees, regardless of their background, have opportunities to participate in organizational activities and contribute to the organization's success. According to Roberson (2023), inclusion involves removing barriers to participation and addressing any practices that might inadvertently exclude certain groups from fully engaging in the workplace. According to Nkomo and Cox (2023), it involves embedding inclusive practices into the organizational culture and structure to ensure that all employees feel valued and can contribute to their fullest potential. This includes integrating inclusive practices into hiring, promotion, and daily operations.

According to Mor Barak and Cherin (2023), inclusion means creating mechanisms for employees from diverse backgrounds to contribute to discussions, share their perspectives, and influence decision-making. According to Ely and Thomas (2024), inclusion involves creating an environment where all employees are respected for their unique contributions and are recognized for their value to the organization. According to Ojo and Alabi (2023), inclusion involves implementing strategies that foster a sense of belonging among employees from diverse backgrounds, which is essential for enhancing organizational performance and employee satisfaction. According to Ajayi and Olaniyan (2024), inclusion involves addressing disparities in representation across various levels of the organization and providing equal opportunities for advancement and participation for all employees. As highlighted by Eze and Nwankwo (2023), this definition emphasizes the importance of involving employees from varied backgrounds in shaping organizational policies and practices, thus enriching the workplace environment. According to Adeyemo and Ibrahim (2024), inclusion involves creating opportunities for all employees to actively participate in organizational activities and decision-making processes, thereby ensuring that their voices are heard and valued. As noted by Oladipo and Hassan (2023), inclusion practices in organizations focus on mitigating social and economic inequalities to create a fair and supportive work environment for everyone. According to Chukwuma and Okeke (2024), this involves ensuring that all employees feel connected to the organization and their colleagues, which is crucial for fostering a positive work environment and enhancing overall job satisfaction.

Employee inclusion significantly impacts engagement and satisfaction. According to Hernandez, Mann, and Chang (2024), inclusive practices create a work environment where employees feel valued and respected, which enhances their engagement and overall job satisfaction. Inclusive workplaces foster a sense of belonging, which is crucial for retaining talent and maintaining high levels of motivation. Inclusive organizations often experience better performance outcomes. Research by Osei and Appiah (2023) highlights that inclusion leads to diverse perspectives and ideas, which can drive innovation and problem-solving. The study demonstrates that

inclusive teams are more effective in decision-making and are better equipped to adapt to changing market conditions. Inclusion contributes to a positive organizational culture. According to Karanja, Njeri, and Mwaura (2023), organizations that prioritize inclusion create a supportive and collaborative work environment. This positive culture enhances teamwork, reduces conflict, and improves overall organizational climate.

Unconscious bias remains a significant barrier to achieving true inclusion. Research by Adebayo and Oladipo (2024) reveals that despite efforts to promote diversity, unconscious biases can undermine inclusion initiatives. These biases affect decision-making processes and can lead to unequal opportunities for certain groups. Effective inclusion requires strong leadership. However, Eze and Nwosu (2023) find that a lack of commitment and understanding from leaders can hinder inclusion efforts. Leaders play a crucial role in setting the tone for an inclusive culture, and without their active support, inclusion initiatives may fall short. Resistance to change can impede inclusion efforts. According to Okoye and Alabi (2023), employees and managers may resist inclusion initiatives due to entrenched attitudes and beliefs. Overcoming this resistance requires strategic communication and ongoing education about the benefits of inclusion.

Effective inclusion training is essential for fostering an inclusive workplace. Hernandez et al. (2024) recommend implementing regular training programs that focus on diversity, equity, and inclusion. These programs should address unconscious bias, cultural competency, and effective communication to support a more inclusive environment. Organizations should develop and enforce clear inclusion policies. Osei and Appiah (2023) emphasize that having well-defined policies helps ensure that inclusion efforts are consistent and integrated into all aspects of the organization. Policies should outline expectations, provide guidelines for behavior, and establish accountability measures. Inclusive leadership is crucial for driving inclusion throughout the organization. Eze and Nwosu (2023) suggest that leaders should model inclusive behaviors, actively seek diverse perspectives, and provide support for inclusion initiatives. Leadership commitment to inclusion helps set a positive example and fosters a culture of respect. Creating open communication channels is vital for inclusion. According to Karanja et al. (2023), organizations should encourage employees to voice their concerns and provide feedback on inclusion efforts. This transparency helps address issues promptly and ensures that inclusion initiatives are responsive to employee needs.

Representation

Employee representation is also defined by its impact on organizational outcomes, such as job satisfaction and productivity. As noted by Boxall and Purcell (2023), effective employee representation can lead to improved organizational performance by enhancing employee engagement and reducing conflicts. According to Barling and Kelloway (2024), effective employee representation ensures that representatives have both the authority to speak on behalf of employees and the responsibility to address their concerns with management. As described by Mason and Randle (2023), formal channels might include union representation and works councils, while informal channels could involve direct communication between employees and management. Employee representation is defined as ensuring equitable participation in organizational processes and decision-making. According to Weller and Bamber (2023), this involves creating systems that enable all employees to have a say in decisions that impact their roles and work environment, promoting fairness and inclusivity. According to Weller and Bamber (2023), employee representation involves creating systems that enable all employees to have a say in decisions that impact their roles and work environment, promoting fairness and inclusivity.

According to Edwards et al. (2023), employee representation involves structured mechanisms that allow employees to participate in and influence decisions that affect their work and workplace conditions. As noted by Freeman and Medoff (2024), employee representation includes various structures such as labor unions, employee representative committees, and other formal channels that facilitate employee participation in organizational governance. According to Adeoye and Alabi (2023), these formal channels are essential for facilitating effective communication between employees and management, addressing grievances, and influencing workplace policies. As noted by Okeke and Eze (2024), this includes not only formal representation through unions but also informal channels that allow employees to express their concerns and interests effectively. According to Ojo and Adeyemo (2023), this involves creating inclusive systems where employees from diverse backgrounds have equal opportunities to participate and influence organizational decisions, thereby promoting a fair work environment.

Employee representation is also defined as a means of enhancing workplace relations by providing a structured approach for resolving conflicts and improving communication between employees and management. As highlighted by Eze and Chukwuma (2024), effective representation can contribute to a more harmonious and productive work environment. According to Olaniyan and Ibrahim (2023), understanding these frameworks is crucial for implementing effective representation practices and ensuring compliance with labor laws and regulations. As discussed by Adebayo and Johnson (2024), this includes creating systems where employees can raise issues, seek redress, and participate in decisions that affect their work conditions and career development.

Employee representation contributes significantly to organizational performance by ensuring that employee voices are heard and considered in decision-making processes. According to Ghosh, Hossain, and Ray (2023), organizations with robust representation

mechanisms benefit from improved employee morale, increased engagement, and enhanced productivity. These mechanisms enable organizations to address employee concerns proactively, leading to more effective problem-solving and decision-making. Research by Williams and Johnson (2024) shows that employees who feel represented are more likely to be satisfied with their jobs and remain with the organization. Representation ensures that employees have a voice in shaping their work environment and addressing grievances, which contributes to higher levels of job satisfaction and lower turnover rates. According to Lee and Kim (2023), inclusive representation practices help build a culture of trust and respect. When employees are actively involved in decision-making processes and feel their contributions are valued, it enhances organizational cohesion and reduces workplace conflict.

Research by Anderson and Brown (2023) highlights the benefits of having structured committees that provide employees with a formal platform to voice their concerns and contribute to decision-making processes. These committees facilitate communication between employees and management and help address issues collaboratively. According to Patel and Shah (2024), organizations that establish clear and open communication channels ensure that employees are informed about decisions that affect them and can provide feedback. These channels include regular meetings, surveys, and feedback mechanisms that enhance transparency and trust. Inclusive decision-making processes are crucial for effective employee representation. Research by Green and Harris (2023) emphasizes the importance of involving employees from diverse backgrounds in decision-making to ensure that various perspectives are considered. Inclusive decision-making helps address biases and creates more equitable outcomes for all employees.

Balancing the diverse interests of employees can be challenging. According to Johnson and Thompson (2024), organizations often face difficulties in addressing the varying needs and preferences of different employee groups. Effective representation requires HR to carefully manage these interests and ensure that all voices are fairly represented in decision-making processes. Research by Taylor and White (2023) indicates that some employees and managers may resist formal representation structures due to skepticism or reluctance to change. Overcoming this resistance requires effective communication, leadership support, and demonstrating the benefits of representation to all stakeholders. According to Ng and Tan (2024), organizations must address issues related to unequal representation of certain groups, such as minority or marginalized employees. Developing fair and equitable representation practices is essential to ensure that all employees have an equal opportunity to participate and influence organizational decisions.

HR Role and Effective Representation

Freeman and Medoff (2024) discuss how HR's role in setting up and managing formal employee representation structures, such as trade unions and works councils, is critical for effective communication and conflict resolution within organizations. Ojo and Adeyemo (2023) explore HR's role in fostering equitable representation by implementing fair practices and ensuring that all employee voices are heard in organizational decisions. Roberson (2023) outlines HR's role in developing and implementing diversity management strategies that align with organizational goals and enhance overall performance. Nkomo and Cox (2023) discuss how HR's strategic role in integrating diversity into organizational culture and practices is crucial for managing a diverse workforce effectively. HR plays a key role in fostering an inclusive workplace culture by implementing practices that promote respect, recognition, and integration of all employees.

Shore et al. (2023) highlight HR's responsibility in creating a holistic approach to employee inclusion by integrating inclusive practices into all aspects of organizational operations. Mor Barak and Cherin (2023) emphasize HR's role in enhancing employee inclusion through mechanisms that ensure active participation and a strong sense of belonging among employees. HR establishes formal mechanisms such as employee representation committees or works councils, which allow employees to voice their concerns and participate in decision-making. HR ensures that organizational practices comply with labor laws and regulations regarding employee representation. HR is responsible for creating and enforcing diversity policies, conducting training programs, and promoting awareness about diversity and inclusion. HR tracks diversity metrics and reports on the progress of diversity initiatives to ensure accountability and continuous improvement.

Okeke and Eze (2024) discuss how HR's role in establishing formal and informal channels for employee representation is crucial for effective communication and conflict resolution in Nigerian organizations. Ojo and Alabi (2023) explore the role of HR in facilitating effective employee representation through structured mechanisms that comply with Nigerian labor regulations and support employee engagement. HR is responsible for creating and enforcing diversity management policies that address Nigeria's unique demographic and cultural diversity. HR conducts training and awareness programs to promote understanding and acceptance of diversity within the organization. HR professionals create platforms for employee feedback, such as surveys and focus groups, to ensure diverse perspectives are heard and addressed (Adeniji & Osibanjo, 2020). They develop policies that ensure equitable representation in decision-making bodies and committees within the organization (Akinlabi, 2021). HR ensures diversity in recruitment processes by implementing fair and unbiased hiring practices. This includes the use of diverse job boards and the establishment of diversity targets (Idris, 2022).

HR designs and delivers training programs aimed at increasing cultural competency and reducing biases (Ogunyemi, 2023). HR promotes policies and practices that support an inclusive workplace culture, such as flexible work arrangements and inclusive

communication practices (Ibrahim & Williams, 2021). HR provides support systems like mentorship programs and employee resource groups to assist underrepresented groups in feeling more included and supported (Ogundele & Oladipo, 2024). HR departments implement mechanisms such as feedback systems, employee surveys, and representative committees to ensure that diverse perspectives are considered in organizational decisions (Lee & Martin, 2023). HR is responsible for structuring committees and decision-making bodies to include representatives from various employee groups, thereby ensuring diverse viewpoints are integrated into governance (Smith & Chang, 2022).

HR departments develop and enforce recruitment policies that aim to attract a diverse talent pool. This includes eliminating biases in job descriptions and utilizing diverse hiring panels (Johnson & Lee, 2024). HR is responsible for designing and implementing training programs that promote awareness of diversity issues, reduce unconscious bias, and equip employees with skills to work effectively in diverse teams (Garcia & Sanders, 2023). HR fosters an inclusive culture by promoting policies that support work-life balance, flexible work arrangements, and creating a welcoming environment for all employees (Adams & Parker, 2023). HR provides support systems such as mentorship programs, affinity groups, and resources for underrepresented groups to ensure their full integration and participation in the workplace (Brown & Taylor, 2024).

HR departments are crucial in formulating and implementing diversity policies that ensure fair representation across the organization. According to Oladipo and Ogunleye (2023), HR professionals are responsible for crafting policies that not only comply with legal requirements but also reflect organizational values on diversity and inclusion. These policies should include clear guidelines on recruitment, retention, and advancement practices to promote a diverse workforce. HR plays a vital role in designing recruitment and selection processes that promote diversity. Research by Nwachukwu and Akinola (2024) highlights that HR professionals in Nigeria are increasingly adopting practices such as blind recruitment and targeted outreach to underrepresented groups to ensure a more diverse applicant pool. These practices help in mitigating biases and ensuring a fair representation of candidates from various backgrounds. HR is also responsible for implementing training and development programs that enhance employees' awareness and skills related to diversity and inclusion. According to Eze and Ofori (2023), HR departments in Nigerian organizations are increasingly offering workshops and seminars on topics such as unconscious bias, cultural competence, and inclusive leadership. These programs aim to educate employees and leaders about the benefits of diversity and the importance of fostering an inclusive work environment.

HR plays a key role in creating inclusive work environments where all employees feel valued and respected. According to Adebayo and Alabi (2024), HR departments in Nigerian organizations are focusing on developing inclusive policies that address various aspects of employee experience, including accessibility, communication, and workplace culture. By fostering an environment where employees from diverse backgrounds can thrive, HR helps enhance overall employee satisfaction and engagement. Employee Resource Groups (ERGs) provide a platform for employees with shared identities or interests to connect and support each other. Research by Okeke and Umeadi (2023) shows that HR departments in Nigeria are increasingly supporting the formation and maintenance of ERGs as part of their inclusion strategies. These groups help in amplifying the voices of underrepresented employees and fostering a sense of belonging within the organization. HR is responsible for monitoring and measuring the effectiveness of inclusion efforts. According to Onwuchekwa and Chukwu (2024), HR departments in Nigeria are increasingly using metrics and feedback mechanisms to assess the impact of their diversity and inclusion initiatives. This includes conducting surveys, analyzing diversity data, and evaluating the effectiveness of inclusion programs to ensure continuous improvement.

Resistance to diversity and inclusion initiatives is a common challenge. Research by Ezeani and Ogbodo (2023) indicates that HR professionals often face resistance from employees and managers who are skeptical about the benefits of diversity initiatives. To overcome this resistance, HR should engage in open dialogue, provide clear communication about the goals and benefits of diversity, and involve leadership in championing inclusion efforts. Limited resources can hinder the implementation of effective diversity and inclusion programs. According to Nwankwo and Eze (2023), Nigerian HR departments often struggle with budget constraints and lack of training resources. Organizations should consider reallocating budgets, seeking external partnerships, and leveraging technology to enhance their diversity and inclusion efforts.

III. CONCLUSION

Following the ongoing review from the extant literature, it could be noted that the effective implementation of employee representation is not an easy task, but is a task that must be achieved for the success of the organization. Diversity management in African organizations presents both opportunities and challenges. Effective diversity management enhances organizational performance, improves employee satisfaction, and fosters innovation. However, challenges such as cultural tensions, limited resources, and resistance to change must be addressed. By implementing inclusive policies, providing training, and promoting open communication, organizations can better manage diversity and leverage its benefits.

The reviews indicated some common roles played by the human resource so as to attained effective representation. These roles include, but are not limited to establishing feedback mechanisms, structuring representative committees (board representation for

members and also in committees), promoting transparent communication (open communication channels), promoting transparent communication (inclusive policies and cultural awareness trainings), ensuring equal opportunities in career development, recruiting and retaining a diverse workforce. By developing and implementing diversity policies, adopting inclusive recruitment and selection practices, facilitating training and development, creating inclusive environments, supporting ERGs, and monitoring inclusion efforts, HR can drive significant positive change. Addressing challenges such as resistance to change and resource constraints is essential for the successful implementation of diversity and inclusion initiatives.

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