

HR Practitioners' Perceptions on Boosting Employees' Loyalty and Commitment: Inputs for a 21st Century-Responsive Human Resource System

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Abstract

Aim: This study described (1) the perceptions of selected HR practitioners as regards boosting employees' loyalty and commitment, and (2) the attributes of a 21st century-responsive human resource system based on contemporary literature.

Methodology: This grounded theory research was conducted through the following processes: (a) the collection of views and opinions of ten (10) Human Resource Managers who participated in the study, and (b) the analysis of contemporary literature dealing with the attributes of a 21st century-responsive human resource system.

Results: General findings show that of all the factors mentioned by the HR manager-participants and the evidence gathered from literature, the consideration of the employee as a human stands firm and is identified as the foundation of all the factors mentioned. There are twenty-one factors that both the participants and the literature claim as boosting employees' loyalty and commitment to the business organization. According to the degree of their significance, these factors are (1) Compensation Motivation, (2) Perks for Extra Work, (3) Job Security like Pension Plans, (4) Employee-employer relationship, (5) Employee-employee relationship, (6) Respect for both individual and work, (7) Fairness of the manager, (8) Culture or the feeling of belongingness, (9) Prioritizing of employees, (10) Appreciation, (11) Rewards, (12) Promotion, (13) Self-fulfillment, (14) Job satisfaction, (15) Availability of appropriate materials to perform job well, (16) Safe working conditions, (17) Job Plan [being assigned to specialization], (18) Career Growth and Development, (19) Clear Job Description [knowing one's place in the company], (20) Education [or the lack of it] and (21) Location [distance of work from home]. These 21 factors were categorized into six themes: (1) Monetary Considerations, (2) Relationships, (3) Recognitions, (4) Working Conditions, (5) Career Path, and (6) Education and Location.

Conclusion: From the results of data analyses, series of discussions, and integration of other references and authoritative pieces of works, the study concludes that indeed, the task of boosting employees' loyalty and commitment to stay in one business organization is a tough and challenging job that requires careful planning and careful considerations of the factors mentioned above. It is also concluded that in consideration of all these factors, the consideration of the human in every employee shall not be disregarded for doing so will be tantamount to the collapse of the rest of the factors. Indeed, management nowadays has become more human-centered and the denial of the same and embrace of merely profits will not let any business or industry to stand for long. All factors identified have humans as the end-users and beneficiaries, thus everything else falls to the significance of the human in every employee.

Keywords: *HR practitioners, perceptions, loyalty, commitment, business organization*

INTRODUCTION

Human resource is one of the most important units or areas in any organization. According to Beheshtifar and Herat (2013, p. 306), this unit is "one of those capital resources of an organization which not only increases the efficiency and the effectiveness of the organization, but it acts as a sheer source of competitive advantage which is inimitable". Indeed, the vital role of the human resource in any organization is inseparable to the organization's smooth operations and existence in general.

Various significant contributions to growth, development, profitability, and sustainability of any business organization are in fact attributed to the human resource. From the hiring process up to the training of employees, their monitoring and evaluation, among others, all of which are dependent on the competence, commitment and passion of a human resource management unit who is responsible for handling people.

It is the responsibility of the Human Resource Management unit (HRMU) to assess and determine the capability, potential and attitude of the applicants through the organization's selection process. There must be matching of the demands of the position with the competence and attitude of the applicant to minimize the risk of failing to realize the organization's goals and objectives due to inefficiency, severed work relationships brought about by failure to meet the expectations, and the like. Thus, before an applicant is finally accepted to the organization, the HRMU must have full confidence to the applicant that he or she can contribute to the furtherance of the organization.

Ragos (2012) believes that in any hiring process, the poor assessment on the true qualifications of applicants is one of the major reasons why some organizations fail in the long run. Here, the due significance given to proper and informed assessment of job applicants is emphasized.

In view of the significant role of the human resource, a great challenge rests on the people comprising this vital unit most especially on its head, the Human Resource manager (HR manager). The HR manager's strategies, judgment, skills, and competence shall be helpful in the successful human resource management. As the manager of this challenging unit, he/she is given various functions and responsibilities which really require from him/her time, efforts, and expertise. According to Dessler (2013), some of these functions are recruitment and selection, training and development, compensation and benefits, promotion and transfers and any activities designed for the welfare of all the employees.

As the HR manager, he or she is expected to hire the right persons for the right job, train the employees to be able to bridge the gap between job requirements and present competence of an employee, offer just compensation and grant the best benefits to the employees, promote best employees and plan welfare activities for all them.

Aside from those functions and responsibilities already mentioned above, it is undeniable that one of the most challenging responsibilities of the HR manager is this - keeping the good employees within the organization and ensuring their loyalty and commitment to it (Thompson, 2012). According to Gul (2015), this responsibility is said to

be a priority of all HR managers because of the fact that nowadays, one of the most pressing problems of the HR managers is the high employee turnover. The prevention of the exodus of employees from one organization to the other is indeed a priority of both the HR managers and the other company administrators. The effects of the high employee turnover include major setback in the operations, difficulty in recruiting qualified employees, increase in training costs, among others. This is why the issue of loyalty and commitment to the organization is in fact a concern that must be given focus and immediate attention, otherwise there is a big probability that the business organization will not increase its profitability and will not avoid the lost of good employees and the expenses of another hiring and training processes.

This study derived inputs for a 21st century-responsive human resource system in business organizations. Specifically, it sought to describe; (1) the perceptions of selected HR practitioners as regards boosting employees' loyalty and commitment; and (2) the attributes of a 21st century-responsive human resource system based on contemporary literature. Unlike the studies previously cited, this endeavor discovered new insights from the inputs and perceptions of people from various businesses and industries and from contemporary literature. It is unique in its own way for it also aimed to go beyond those essential factors of the HR systems and, while confirming and corroborating with the established systems in human resource, the study sought to embrace innovations that might be suitable and necessary both in application and in reality today.

This study focused on describing the perceptions of HR practitioners' on boosting employees' loyalty and commitment with the end goal of providing inputs for a 21st century-responsive human resource system. In doing so, the necessity to look into the various factors resulting to such loyalty and commitment had been conducted.

While it is undeniable that the impact of employees' loyalty and commitment to the business organization was tackled, the same was only done by way of introducing or relating the subject matter to various studies and researches. As far as the collected pertinent data are concerned, the study only dealt with the factors resulting to such loyalty and commitment.

The study is limited by the following considerations: (1) not all business sectors, business organizations, or industries were included as participants in the study, thus the results may not be applicable to all industries; (2) the data gathered came from the HR managers only, thus they exclude the perceptions or opinions of employees as to the possible factors that can boost their loyalty and commitment to their respective business organization; and (3) the opinions or perceptions of the participants in this study, corroborated by contemporary literature, are not in any way representative of the stand of the entire HR industry and that these are only applicable in their respective workplaces.

METHOD

This study employed the grounded theory approach. According to Creswell (2007), this approach is an attempt to deal into various human concerns and employ their own assumptions and perceptions as means to find meaning, value and solutions to those concerns. He wrote that this method commences when one places himself into the natural setting of the participants, observing them and trying to find meaning and value to their inputs. He

elaborated that in this method, data collection is geared towards the attainment of pertinent information that may be provided by the participants in their natural setting. From their inputs, trends and themes are identified and integrated to various facts already established. Citing Denzin and Lincoln, Creswell wrote that in this approach, the researchers immersed themselves into the meaning and value that the participants and phenomena provide. Interviews, conversations, and other means of communication may be used by the study to gather pertinent data. When the process is culminated, the results are no other but the true voices and opinions of the participants described in scientific means. Additionally, this study integrated inputs from various contemporary literature and studies focusing on the attributes of a 21st century-responsive human resource system.

This approach is deemed to be the most appropriate and most suitable for the current undertaking for the reason that in-depth analysis of the meaning and value provided by the participants' inputs and perceptions can best achieve the objectives of the study. When there is personal and 'intimate' interaction conducted in the participants' natural setting, the study yields better results as it speaks of the participants' true experiences - experiences that statistical data can possibly hide. In this approach, data are explored, themes or trends of the phenomenon or of the subject matter of the study are found, and results that are true expressions of the opinions of the participants as to the matter at hand are finally presented. According to Creswell (2003), in this approach, the researcher finds certain theories based on his/her close interactions with the participants in the study.

As regards the participants, there were ten (10) HR managers of selected business organizations who participated in this study. The selected business organizations have a high retention rate and low turn-over rate. Additionally, these business organizations are from different types of business organizations such as merchandising, service, manufacturing and leasing. The participants have been serving as HR managers in the respective business organizations for at least ten (10) years as of the time of the conduct of this study. Table 1 shows the list of participants and the criteria for their selection.

Table 1. Participants and Selection Criteria

Participants' Code	Types of Business Organization	of Years as HR Manager	Turn-over Rate	Retention Rate
HRa	Merchandising	12 years	10%	70%
HRb	Service	14 years	9%	75%
HRc	Leasing	32 years	8%	80%
HRd	Manufacturing	10 years	9%	76%
HRe	Leasing	10 years	3%	90%
HRf	Service	14 years	10%	75%
HRg	Service	15 years	10%	78%
HRh	Manufacturing	11 years	5%	75%
HRi	Service	13 years	7%	78%
HRj	Manufacturing	13 years	8%	80%

The study used the expert-validated interview guide as the instrument in the data gathering which is a face-to-face interview with the HR manager-participants. This is in addition to the fact that the researcher herself acted as a key instrument in the data collection process. As a key instrument, the researcher tries to respond directly to the necessities and demands of the data gathering procedure, applying flexibility in the process, avoiding prejudices and adhering to objectivity and fairness. On the analysis of the various contemporary literature and studies utilized in this study, content analysis was employed to determine and integrate discussions on the attributes of a 21st century-responsive human resource system in relation to HR practitioners' perceptions on boosting employees' loyalty and commitment.

As for the procedures of the data gathering, it commenced from the sending of invitation letters, together with the interview guide, to the invited HR manager-participants. With their acceptance of the invitation, informed consents were secured and the face-to-face interviews were conducted in their respective offices or business locations. They have also given their permission to record the proceedings of the interview. The research focused on the participants' perspectives, the meanings that they provided, and their subjective views on the matters presented to them.

The data gathered were analyzed systematically. Trends, norms or themes were explored and identified based on the results of the face-to-face interviews with the HR manager-participants.

The processing of the pertinent data gathered from the interviewed participants consisted of the verbatim transcription of their interviews. The responses in the Filipino language were translated into the English language. The translations were then reviewed and validated by two experts in the field. These were organized based on the requirements of the objectives of the study. These data were subjected to Data Analysis Matrix as used in Creswell and Plano Clark (2007). The said matrix, now modified to fit the cause of this study, consists of the following: First is the preparation of the data for analysis. This is done through the transcription of the interview data in verbatim. Second is the exploration of the data, done through the coding of the data and aligning them in accordance with the objectives set in the study. Third is the data analysis proper, done through the classification of the coded data to create syntheses of ideas as required by the study. Fourth is the representation of the data analysis, done by deducing the factors that can boost employees' loyalty and commitment to the business organization from the syntheses of the responses, input, or views of the participants in the study. Finally, the validation of the data as integrated with various researches and authoritative views was conducted. This was done through the explanation of the conclusions in the study and relating them with the proposed management model. For the second part, the related literature and studies were content analyzed and the significant evidence gathered from them were integrated in the themes formulated from the inputs of the HR participants.

FINDINGS AND DISCUSSION

The following themes emerged: (1) Monetary Considerations which include Compensation Motivation, Perks for Extra Work and Job Security like Pension Plans, (2) Relationships which include Employee-employer relationship, Employee-employee relationship, Respect for both individual and work, Fairness of the manager, Culture or the

feeling of belongingness and Prioritizing of employees, (3) Recognitions which include Appreciation, Rewards and Promotion and Self fulfillment and Job satisfaction, (4) Working Conditions which include Availability of appropriate materials to perform job well and Safe working conditions, (5) Career Path which includes Job Plan (being assigned to specialization), Career Growth and Development and Clear Job Description (knowing one's place in the company), and (6) other factors such as Education (or the lack of it) and Location (distance of work from home).

Monetary considerations top the list of themes that were categorized from the key points provided by the participants and the points integrated from the contemporary literature and studies. Compensation or salary is the first consideration under this theme. According to Sanders (2012), managers should enrich the job and motivations of employees in order to keep them loyal. Jones (2011) said that in order to gain loyalty of the employees, managers should first and foremost meet the former's key needs. Dessler (2013) claims that with competitive salaries employees tend to stay in the company. With poor and uncompetitive salary, workers cannot be prohibited from leaving or from transferring to another business organization. In the Philippines, for example, it is known that there are more decent jobs that Filipinos can have here, but it is not surprising that they go to abroad and get a job that seems to be "less decent" than their jobs here. It is because there is higher compensation abroad. For example a doctor in the Philippines would want to become a nurse abroad. A teacher in the country would want to become a caregiver or a janitress abroad, all because of higher compensation. For participant HRc, salary is "the first reason why employees come for work". From the responses, it seems that everybody goes for compensation. If one has right compensation for the right effort that he/she gives in a job, will he or she not be loyal? Will he or she not commit himself or herself to the business organization? Participant HRg assert that "the main reason why people work is to earn money for living and if they are being paid well, then perhaps it will make them stay longer than usual in the company". One participant also emphasized on just compensation, that is, a compensation that is proportionate to the rendered services of the employee. In Lamba & Choudhary (2013), just compensation was also rendered high significant in any business organization and HR practices supporting it are highly recommended.

As previously mentioned, aside from the basic compensation, benefits and allowances coming from the business organization are also factors that are greatly considered by employees. In the Philippines, benefits may be in the forms of medical benefits, scholarship for the children of the employees, the payment of Social Security System (SSS) premiums or Government Services Insurance System (GSIS), as the case may be, Pag-ibig premiums and other mandatory benefits, and others. Allowances, on the other hand, may include subsidies that are given to employees for particular projects that were asked of them to accomplish, or particular missions that were given them. If employees will only rely on the compensation, the basic pay that they get, they will not likely stay in the company longer because there are still other needs that they need to fulfill like health and wellness, education, pension, and others. In fact, six of the participants are in agreement that compensation without these benefits and allowances in the workplace would not actually fill for the lacking necessities of the employees, leading to transfer to another company offering the said benefits and allowances.

Job security or security of tenure, together with pension plans, is likewise included from the participants' point of view in so far as monetary considerations are concerned. According to participant HRc, "every employee wants to have a security in their job so that they can perform well, without any distractions". It is undeniable that

employees do consider companies or business organizations that guarantee their longer period of stay in the company, worry-free of the possibilities that anytime they will be out of the company due to the so-called lack of permanency in the job. Soriano (2002) claims that security of tenure has indeed a great impact to employees' decision making on whether or not to remain loyal to the company or business organization. It connotes the value and importance of being immersed in that experience (Sanchez & Sarmiento, 2020).

Another theme, relationship with various people in the business organization, makes its way to the top answers from the participants. In fact, although it places second in so far as statistical consideration is concerned, it serves as the heart of all the inputs provided by the participants. It was even admitted that monetary considerations and other benefits are powerless when the value of relationships and care for the human in every employee is at stake. It is the same as the value of an authentic service to people (Sanchez, et al., 2022).

Six sub-themes emerged from the participants' responses. The first one has something to do with the employee-employer relationship. While it is true that factors like compensation and other benefits have great impact for employees' loyalty and commitment to the organization, it cannot be denied the great role relationship plays. In so far as manager to employees' relationship is concerned, the truth tells that the manager has a very difficult task. As a manager, he or she has to treat all employees as valuable customers (Thompson, 2013). To be a manager, one needs to be strong yet considerate because the job is tough and challenging. A manager handles people, and people, they can be dangerous more than what others think they are. Because no one knows what is running in their heads. There are instances that a manager does good, yet employees will say something at the manager's back. He or She does bad, the same actions to some other people, especially if the manager does not belong to their group. That is why, as a manager, one needs to strike the balance. Employees may leave or stay in the company and this will always reflect on how a manager handles them. Good handling of employees may include a professional dialogue with them in the form of performance evaluation and feed backing (Becker, 2016). Meneses (2013) claimed that the quality and style of leadership of managers have great impact on employees' loyalty to the company. Lopez (2011) believe that managers should possess and model wholesome behavior that are worthy of imitation to the employees. According to one participant, manager relationship factor is one that is more, if not most, considered by employees in staying committed and loyal to the company. Participant Hrd looks forward to a 'supportive boss', one who is understanding and considerate of the employees' situations and valid circumstances. Even if an employee is being compensated well however, respect is not given by his or her boss and there is no rapport among employees and if the working environment is not conducive to doing the job, then it is not surprising if an employee will not last on that kind of organization. According to Uriarte (2009), "a manager should remember that to earn trust, he must first learn to trust those who work for him" (p. 113). An employee must feel the sense of belongingness in an organization to better appreciate his or her job. A healthy working relationship with people, especially to the superiors, is a factor that is greatly considered by most employees. Seven out of the 10 HR manager-participants believe that the way the employer relates with the subordinates or employees is a major factor that needs to be addressed. According to the participants, good and just compensation and abundant benefits are powerless in a situation when employees are not treated properly by the employers. They all agree with Villanueva (2015) who claims that a manager is the one who enriches individual motivation and performance remarkably.

The second one deals about the relationship existing among the employees themselves. Although competition is sometimes inevitable in organizations, the role of one another as other's support should not be disregarded. As the saying goes, "united we stand, divided we fall", employees should also be united for this is the only way true progress can be achieved. With working environment giving each employee support, then everyone is inspired to give more for the betterment of the company or the organization because relationship with people around us says a lot about our performance in work. There is also a saying that "no man is an island" which in turn, tells people the need for one another. Working in a hostile or uncomfortable environment will definitely bring the affected people down, which in turn a failure of the company as well. Six participants categorically claim that the way employees relate with each other says a lot about an employee's stay and commitment to the business organization.

The fairness of the manager in dealing with conflicts or issues between and among employees was also mentioned by a participant. It was specifically mentioned separately from the broader theme on employer's treatment to a particular employee. As a manager, fairness in actions and dealings with the employees say a lot. The managers have to avoid being one sided. As managers, they encounter conflicts and issues between and among their employees. And their decision making should always be considerate of what is just and fair to everyone. In that way, managers gain true respect. In that way, they encourage their employees to believe that they are in the right organization. Managers should show that they are good examples (Paul, 2013). They should avoid the 'natural child ego' structure as mentioned in James and Jongeward (1994).

The culture or feeling of belongingness was likewise mentioned by three participants who all believe that a sense of being a family is very important in any workplace. Uriarte (2009) made mention that "the principle of the need to belong explains that, by nature, each and every individual in the workplace wants to belong to people important in his life (p. 22)". It is a signal of one's progress in any setting (Dizon & Sanchez, 2020). Harmonious relationship where everyone feels the sense of a family is a factor that has to be carefully considered by HR managers and other business administrators. Roosevelt (2013) made mention that an employee who feels neglected and excluded from the working force is at the brink of being unmotivated which eventually results to poor performance. Employees must always be involved specifically on matters geared towards the improvement of the organization (Mondy & Premeaux, 1993). In the research conducted by Badillo (1997), the impact of organizational culture was correlated with the behavior and performance of employees. More than workers, the feeling of belongingness in this 'family' encourages the employees to also take good care of each member. Rather than focusing on individual personalities of each employee, the manager, as the father/mother of the company, should emphasize more on the contributions of each member (Waldroop & Butler, 2000).

Another participant proposed that making the employees the top priority in any business organization can really boost their loyalty and commitment to the company. Said participant pointed this out through the five key points it enumerated: (1) putting the employees first, (2) addressing their needs, (3) securing their family, (4) assuring employees' retirement plan, and (5) assuring their progress. The company is successful because it has the services of its employees first. So giving the employees priorities is something which they deserve. Second, the basic needs of the employees must be addressed as their provision, or lack of the same, will definitely reflect on the employee's performance. Another would be employee's family security which may include health benefits, education

and other benefits. Thinking about their future is a must for all business organizations. And lastly, making sure that employees' progress professionally is also significant.

The third emerging theme deals about recognitions from the superiors. Recognitions include appreciation, rewards and promotion and self fulfillment and job satisfaction. Four participants believe that being appreciated or recognized for a job well done or for some good works in the business organization uplifts the spirit of the employees, encourages them to give even more, and to perform better. According to Participant HRa, whenever employees feel that they are appreciated and recognized for the good things that they did for the company, they are inspired to give even more. This is because at the end of the day, employees know that there are people who really see the goodness that they do and the excellence that they offer. Indeed, rewards and appreciation to commendable works are important to employees. According to Maslow's Hierarchy of Needs, this is the so-called self actualization which includes having individual rewards and recognizing exerted efforts. And the last one would be recognition or appreciation. The rewards are not necessarily the ones when employees go up the stage and recognized before a big crowd. Rather, even the simple gestures of a tap on a shoulder, saying thank you and appreciation to good works, these already say a lot to well performing employees. Employees must feel that they are appreciated and that their services are not being taken for granted. Complementing them when they have done something good could make them feel good and could help in boosting their commitment and loyalty to the company. Managers have to let employees feel they are not really 'working', but let them feel that they are 'at home' and with people who would appreciate them. This type of recognition is different from another form of recognition via incentives, rewards, and finally a promotion. Managers need to implement giving of rewards especially those which are performance related. For the attainment of specific goals, rewards such as promotion and pay increase should be given to deserving employees (Beheshtifar & Heart, 2013). Managers must look for ways to increase rewards' visibility to make them more motivated. According to three participants, recognition also results in self-fulfillment or job satisfaction that the employee is doing the right thing at the right time and at the right place. Employees stay because they enjoy the work and have a sense of fulfillment. When they do things that are unique to them, their expertise, their own skills, they perform better (Varma, 1997). Skopec (1990) even suggested that managers should allow their staff to achieve their ambitions and be successful in their chosen skills.

Working environment and conditions are also significant factors mentioned in the data gathering. These include the availability of appropriate materials to perform job well and a safe working conditions. The physical environment and resources in the company is also very significant for a better working performance. Hackney and Cormier (1996) made mention that the creation of a positive environment in an organization is an invitation to all managers.

Another factor provided by the two of the participants as to the matter at hand deals about the career path that employees look into. These include a job plan, meaning being assigned to specialization, and career growth and development and clear job description, that is - knowing one's place and roles in the company. When one is assigned to work on his/her specialization, he/she can give better results than being assigned to jobs that are foreign to him/her. When one applies for a job, he/she expects that the education that he/she took and learned in school is also the same field that will be assigned to him/her. There is self fulfillment when one enjoys in his/her work, when

there is growth and development of individuals in the organization. Growth and development shall include the provision of training. According to Robins and De Cenzo (1995) the manager has to always consider on targeting various skills of the employees that can be improved and enhanced.

Finally, two other factors were also mentioned by one participant who believes that these two factors make their employees stay in the company. It has something to do with the education, or the lack of the same, of the employees who stay in the company because they cannot transfer to other companies that require certain educational attainment to be hired. Some workers would like to transfer to other business organizations but they cannot do due to lack of qualifications. Good examples of these are skilled workers who stay in one business organization because as much as they would like to find another company, they're lacking of the necessary qualifications, specifically on educational attainment. The other one is the employees' location, meaning the distance between the workplace and the employee's house. This is not surprising since convenience in transportation and in reaching the workplace is one factor that most employees do consider.

Overall, all participants agree that for employees to stay loyal and committed to the company or business organization, the consideration of various factors is very crucial. Worth mentioning is that at the center of all these factors, the value and consideration that in every employee there is a human, is very significant. It requires serious consideration, planning and sincerity to really take note and act on these necessities to adjust to the needs and fulfillment of the working force.

This undertaking, however, dealt with various factors affecting all employees' considerations in staying loyal and committed to their business organizations. As suggested by two participants in the previous parts of this paper, the study did not specifically choose specific participants on the basis of other factors like age levels, marital status, and individual perceptions to work, among others. This is in a way exposing one significant limitation of the study, that of inquiring into the factors affecting a specific sample of employees only. There is therefore a necessity to invite other researchers to fill this gap and contribute to the betterment of this study and other future attempts.

From the results of data analyses, series of discussions, and integration of other references and authoritative pieces of works, the study hereby concludes that indeed, the task of boosting employees' loyalty and commitment to stay in one business organization is a tough and challenging job that requires careful planning and careful considerations of the factors mentioned above. It is also concluded that in consideration of all these factors, the consideration of the human in every employee shall not be disregarded for doing so will be tantamount to the collapse of the rest of the factors. Indeed, management nowadays has become more human-centered and the denial of the same and embrace of merely profits will not let any business or industry to stand for long. All factors identified have humans as the end-users and beneficiaries, thus everything else falls to the significance of the human in every employee.

The study humbly recommends to concerned stakeholders, HR managers and business organizations' managers, the consideration of the inputs provided by the HR practitioners and which emerged based on the salient findings of the present academic investigation. Although the study takes note of the fact that there could be no

single formula that can be generally used for all employees, the consideration of the results of this undertaking will hopefully be of help to neophyte managers in the field who are just starting to see the big world of this industry.

It can be noted that from the emerging themes, the centrality of the human person, the human in every employee, is being emphasized. While corroborating with the established HR system, the discovery of the great significance of this value of the employee as a human is a new insight that deserves careful consideration.

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