

Emerging Experiences Faced by Human Resource Practitioners: A Phenomenological Inquiry

Lovely V. Echalar
A Research Presented to
The Faculty of the School of Graduate
Studies Notre Dame of Dadiangas University
General Santos City

In Partial Fulfillment of the Requirements for the
Degree Doctor in Management
Major in Human Resource Management

Abstract:- Human Resource Management (HRM) is a critical component of management that has seen significant transformative developments in the recent millennium. There has been a notable transition in the role of HRM managers, as their responsibilities have evolved from primarily addressing individual personnel matters to the creation and execution of intricate strategic initiatives for the firm. Presently, there is a substantial discourse on the primary considerations for Human Resource management in the future. Human resource managers are encountering difficulties due to heightened globalization, advancements in working methods, client preference shifts, and company reorganization (Nasir, 2017). Human resource managers are facing significant challenges in their efforts to retain talented people, fulfill the expectations of a multicultural workforce, and optimize the utilization of their personnel. Developing a versatile workforce is necessary to address the evolving demands of the 21st century effectively. This study aims to investigate human resources (HR) concerns and obstacles and suggest sensible options. The participants were chosen from the ISO 9001 – Quality Management System Certified Higher Education Institutions in General Santos City. Data were gathered through in-depth interviews using a standardized open-ended interview guide. Conclusively the findings revealed four significant themes as the emerging experiences faced by human resource practitioners. These were the make and break of employee management, hurdles of compliance with organizational laws and regulations, the challenge of recruitment and retention, and ethical dilemmas of human resource management. Based on these themes, a recommendation to Human Resource Practitioners and Higher Education Institutions was made to address such challenges.

Keywords:- Human Resource Management, Human Resource Practitioners, Higher Education Institutions, General Santos City.

I. INTRODUCTION

➤ *The Problem and its Setting*

Companies must ensure that their workforce is equipped with the newest techniques and technology to effectively traverse the difficulties of the 21st century and preserve a competitive advantage in the present and future. The demands placed on organizations today are numerous, including increasing globalization, intense competition, rapid technological advancements, new organizational alliances, innovative organizational structures, demographic shifts, and changes in working methods (Nasir, 2017). These changes create significant pressure on organizations, with the HR function playing a crucial role in assisting and guiding them through these evolutions.

Consequently, HR must enhance its perceived and actual value.

Human Resource Management (HRM) is a critical component of management that has seen significant transformative developments in the recent millennium. There has been a notable transition in the role of HRM managers, as their responsibilities have evolved from primarily addressing individual personnel matters to the creation and execution of intricate strategic initiatives for the firm. Presently, there is a substantial discourse on the primary considerations for Human Resource management in the future. Human resource managers are encountering difficulties due to heightened globalization, advancements in working methods, client preference shifts, and company reorganization (Nasir, 2017). Human resource managers are facing significant challenges in their efforts to retain talented people, fulfill the expectations of a multicultural workforce, and optimize the utilization of their personnel. Developing a versatile workforce is necessary to address the evolving demands of the 21st century effectively. This study aims to investigate human resources (HR) concerns and obstacles and suggest sensible options.

➤ *Statement of the Problem*

The primary purpose of this study is to explore the emerging experiences faced by Human Resource Practitioners in the ISO 9001 – Quality Management System Certified Higher Education Institutions in General Santos City.

➤ *Significance of the Study*

The findings of this study could have a significant contribution to the following;

- *Human Resource Practitioners.*

This research has the potential to assist human resource practitioners in effectively managing the challenges arising from their professional responsibilities and maintaining a robust and healthy workplace culture conducive to creativity and productivity. HR practitioners would also benefit from this study by having sound and definite knowledge of improving every aspect of the labor force, such as Recruitment and selection, Performance Management, Learning and Development, and Compensation and Benefits.

- *Higher Education Institutions (HEI).*

This study could be beneficial to HEIs in identifying and developing programs that effectively improve their Human Resource Management. Navigating how experiences affect HR is critical to enable management to make educated choices about Human Resource Management, especially in attracting, retaining, and motivating talents. It also improves the wellness of the institution and the labor force.

- *Researchers, Students, and Academicians.*

The research is helpful for future researchers, students, and academicians. As the study contributes to the present literature, it gives a starting point for other researchers to absorb its results as a reference when performing research on comparable or related topics. This study's findings contribute to the current body of information and help bridge the gap between policy and practice. Therefore, the research reduces the literature gap in experiences faced by Human Resource Practitioners, particularly on the HEIs.

II. LITERATURE REVIEW

This section reviewed the empirical and theoretical literature on the study's essential variables. It highlights the theories and models, definitions, and conceptual approaches to emerging experiences faced by human resource practitioners.

➤ *The Concept of Human Resource Management*

Human resource management started in North America and spread to England, Asia, and other developing nations. No group focused on management practice before 1900. World War I introduced "personnel administration" after 1900. Moore (1966) noted that personnel recruiting, training, and paying many workers in war production forced the assignment of such responsibilities to specialized personnel (Olasoji, 2019).

Administrative staff often handled people in the first decade of the 20th century. The first goal of scientific management was efficient organization productivity, and at the end of the 20th century, a human relations movement focused on employee attitudes and productivity. In the early 21st century, the human resources department led people management in building a competitive advantage for the firm and its employees.

Torrington and Hall (1991) defined personnel management as focusing on employees, including recruitment, training, compensation, expectations, and activities. Human resource management focuses on providing and deploying human resources, not personnel, to meet management needs. Mediation is less important than planning, monitoring, and control (Olasoji, 2019).

Human resource management replaces personnel management. Human resource management (HRM) philosophy, research, and practice have changed significantly in the past two decades. According to scholars and practitioners, human resources provide a persistent competitive advantage for global organizations (Olasoji, 2019). Today, human resource professionals are well-versed in problem-solving, communicating, benchmarking, pension plans, conducting salary reviews, enforcing dress codes, and overseeing training and development. Human resources management now includes "hard" concerns like recruiting and retention, rewards and incentives, and "softer" issues like motivation, work-life balance, and career development. Higher Education Human Resource Practices, published by the College and University Professional Association for Human Resources, outlines the essential functions of a typical higher education human resources department. Essential functions include:

- **Employee Benefits** – Incorporates benefits like dental, health, domestic partners, workers' compensation, prescription medicines, and other employee health and wellbeing benefits.
- **Diversity "Respectful Workplace"** - Implements University policies, initiatives, and events that promote discrimination- and harassment-free workplace and respects individuals and their roles at the University.
- **HR Management** - Practical guidelines for hiring, training, employee relations, legal issues, general management, and record retention.
- **Performance Metrics** - Comprehensive list of indicators in various HR program areas. Data are collected and evaluated to detect trends and desired performance enhancements over time.
- **Recruitment/Selection/Termination** – Process for finding, interviewing, and recruiting qualified candidates, including minorities. Employee firing policies are included.
- **Risk Management/Safety & Health** - Professional safety, occupational health, environmental, and risk management advice.

- Wage & Salary Administration – Establishes fair compensation criteria and applies accordingly
- Employee Compliance/Legal Matters – Compliance with government and legal rules on hiring, managing, and firing regular employees.
- Employee Relations/Labor Issues – Legal issues related to labor contracts and negotiations, agents, units, negotiation teams, and methods
- HRIS & Technology - HR technology ensures high-quality hiring, compliance, professional development, and retention.
- Employee Leave & Holiday – Provide paid or unpaid time off for employees' nonwork activities, as mandated by law or the business's design.
- Payroll – The delineation of compensation via a payroll system.
- Retirement – Plans, analyses, and implements retirement plans.
- Training & Development - Training and development initiatives that meet employee demands without increasing expenditures. Programs track staff training, use college facilities, and boost company image (Olasoji, 2019).

➤ *Emerging HR Challenges in the 21st Century*

HR planning is essential for managers. HR operations in the 21st century have moved from behind the scenes to a critical business differentiator. Globalization has changed HR jobs in the 21st century. HR management is stressful and demands specific skills. Due to heavy layoffs, many workers lost their employment in recent years, placing strain on the organization. HR problems found through the literature study are discussed below (Nasir, 2017).

• *Recruitment & Selection.*

The central role of HR is to find skilled workers for a company's growth. Recruitment and selection techniques significantly impact hiring quality. However, globalization has allowed corporations to invest far and wide, making this recruiting and selection process difficult. Recruiters and hiring managers may have communication issues, while job opening advertising costs are concrete. Every person is different, and even the hiring committee's opinions are impacted by their values, beliefs, and societal perspectives, making prejudice challenging to rule out. HR in multinationals and local enterprises is struggling. Both types of organizations struggle to locate qualified workers. To find the best candidates, 21st-century managers must examine origin, culture, values, ethnicity, and background (Nasir, 2017).

• *Career Development & Growth.*

Employee career advancement activities are ways companies and employees improve their skills and stay relevant. Globalization has spurred technical advancements. Innovation is the cornerstone of corporate growth and survival. Organizations can retain great people by offering professional progression options. Training and developing employees to handle changes and innovations is crucial. Training should now go beyond teaching employees a skill or

subject. Instead, it should prioritize employee growth and career development. Training should not be done just because one must consider the program's substance (Nasir, 2017).

• *Promoting Organization Culture & Heterogeneous Workforce.*

Modern companies have a diversified staff, which is good since various minds inspire new ideas.

Managing a culture with varied perspectives and promoting cultural values is difficult. The foundation of any workplace is its culture; therefore, HR managers must work hard to foster it. Due to 21st-century acquisitions and mergers, HR managers must create a culture that promotes change (Nasir, 2017).

• *Conflict Management and Resolution.*

Constructive and harmful conflicts exist. Modern managers must be taught to handle both types of confrontations. Long working hours, strong competitiveness, pressure to meet objectives, etc., in the 21st century can produce stress and tension among employees. HR managers must identify conflict resolution strategies quickly. Mediators must resolve conflicts swiftly before they damage an organization. Since conflict resolution requires clear communication, the HR manager must communicate well. HR managers may explain the code of conduct to employees to settle complaints and mediate disputes between businesses and labor unions (Nasir, 2017).

• *Managing Multi-Generational Workforce.*

Organizations employ multigenerational staff. These generations are Baby Boomers I, Jones or Boomers II, X, and Y. Generation X and Y are tech-savvy and like innovative methods. They prefer fresh philosophies and are inventive. At the same time, baby boomers and boomers II prefer their conventional ways and dislike change. Successful organizations must keep both groups because they are equally important. The HR manager must meet their demands (Nasir, 2017).

• *Strategies for Motivation & Retention.*

Stopping individuals from hunting for new jobs is difficult at a time of affluence. Organizations have opened doors to global hiring; HR managers must establish effective retention practices. We know people are different, and businesses inspire and retain talent differently. Financial advantages are no longer used to keep employees. Every firm must find creative methods to please its employees to reduce turnover (Nasir, 2017).

• *Flexible Work Hours.*

In the 21st century, time is more flexible, which challenges HR managers. Technology and other factors make working from home more popular. The internet created the virtual world and 24/7 commerce. Flexible work arrangements provide many benefits but also raise the requirement for HR professionals to track project accomplishments and issues constantly. This can assist in

improving flexible employment arrangements in the future (Nasir, 2017).

- *Striking Work-Life Balance.*

This idea is popular now. Due to market competitiveness, workloads are rising daily, causing health issues and stress among workers. Managers must separate work and recreation. People abandon employment if they cannot manage work and life. Thus, managers must prevent such situations and assist workers in achieving work-life balance (Nasir, 2017).

- *Managing 5 R's.*

With HR managers changing roles, the 5 R's are vital to any organization's success in the 21st century. Managers must now focus on Resourcing, Recruiting, Retaining, Retraining, and Restructuring (Nasir, 2017).

➤ *Best Practices on Human Resource Management*

Best practices are standard HRM procedures and actions. In HRM research, there are two people management theories. The best fit is first, then best practices. The HR strategy and actions should match the organization's plan for maximum efficiency (strive for best fit). This alignment is called Strategic Human Resource Management in literature. However, many best practices have improved organizational performance. These best practices benefit the business and its goals if HR implements them correctly. Performance management and learning and development use these best practices. The seven HR best practices below are from Jeffrey Pfeffer (Vulpen, 2019).

- *Providing Security to Employees.*

The First HR best practice is job security. Most individuals value employment because life is uncertain. People work for the leading cause of being able to support their families. Having job stability helps companies retain employees. The company frequently compensates for layoffs. They hired, trained, and developed these workers, which was expensive. If the company does not retain employees, they will depart for the competitors. (Vulpen, 2019).

- *Selective Hiring: Hiring the Right People.*

The second HR best practice is selective hiring. This lets a company hire valuable workers. You need qualified candidates, not just anyone. Companies hire the best because they bring the most value. Structured and fair selection must also be prioritized. This meets legal and internal diversity goals, and a more diversified workforce better represents society. Building a competitive edge requires hiring the right people. We may utilize several recruitment tools in the digital age to make the right choice. More firms closely monitor their recruiting data to assess performance (Vulpen, 2019).

- *Self-Managed and Effective Teams.*

All of us know that collaboration is essential to success. Companies need high-performing teams to succeed. Teams are valuable because they include diverse individuals working toward a goal. This implies that multiple ideas are developed to attain the objective. These ideas are evaluated

and blended to choose the finest. Psychologically safe and diverse teams work best. Team members may brainstorm and exchange ideas without feeling awkward (Vulpen, 2019).

HR must build and develop top teams. Teambuilding with Belbin's Team Role Inventory is a popular method. Through team organization, effective HRM supports teamwork. Several ways are available. One strategy includes measuring team performance, recognizing excellence, and advising management on collaboration tools and tactics. Finally, HR should promote teamwork across the company. Teams are frequently members of departments or other teams. These larger organizations must collaborate. This helps establish an efficient and productive organization, and Organizational Network Analysis can help (Vulpen, 2019).

- *Fair and Performance-based Compensation.*

The fourth HR excellent practice is contingent pay. This is all about pay and perks. You want to pay the appropriate people over average. You should retain and appropriately pay these employees since they provide the most value to your organization. This example demonstrates how selective hiring, contingent remuneration, and employment security add value (Vulpen, 2019).

- *Training in Relevant Skills.*

This HR best practice recommends investing extensively in employee training time and budget. You must keep the most outstanding employees at the top after hiring them. This is increasingly important now as technology develops tremendously. Here comes learning and development. Younger generations, like Millennials and Generation Z, value learning more. Gallup reports that younger workers value learning and personal improvement more than older ones (Vulpen, 2019).

- *Creating a Flat and Egalitarian Organization.*

Japanese management's egalitarianism inspired this HR best practice. It was just observed that some people are more critical to the company's success, but this should not be said. All employees are valued and should be treated as such. Standard canteens, business uniforms, and illness and vacation leave reflect this in Japanese companies. Egalitarianism shows that everyone deserves respect and can foster idea exchange (Vulpen, 2019).

- *Making Information Easily Accessible to those who Need it.*

Shared information is vital. Large firms deal with this: How do you keep track of who knows what so you can ask questions? Information exchange is crucial for two reasons, says Pfeffer. First, open communication regarding strategy, finances, and operations fosters trust. Business involves personnel. It reduces rumors and unfavorable informal conversations. Secondly, your employees must comprehend business happenings to offer suggestions. (Vulpen, 2019).

III. METHODOLOGY

This chapter covered the overview of the methodology used in the study. The discussion in the chapter was structured around the research design, sampling, and instrumentation.

➤ *Research Design*

This study employed a qualitative research approach, precisely a phenomenological analysis by Colaizzi (1978), to gain insight into Human Resource Practitioners' subjective sentiments, emotions, and experiences on their evolving encounters within their professional domain. Qualitative research entails systematically collecting and analyzing non-numerical data, such as textual, visual, or auditory materials, intending to comprehend abstract concepts, subjective viewpoints, or personal encounters. This tool can acquire a comprehensive understanding of a subject or produce novel ideas for research (Bhandari, 2023).

Phenomenological analysis by Colaizzi (1978) is an approach to interpreting qualitative research data, often in medicine and the social sciences, to identify meaningful information and organize it into themes or categories. Colaizzi's phenomenological analysis emphasizes a rigorous and systematic approach to understanding lived experiences while remaining true to the richness of participants' perspectives. The method encourages researchers to delve deeply into the data, derive meaningful themes, and present a nuanced portrayal of the phenomenon under investigation.

➤ *Setting*

The study transpired in General Santos, the first class highly urbanized city in the SOCCSKSARGEN region of Southern Mindanao, Philippines. General Santos, formerly Dadiangas, is popularly linked with South Cotabato province but is now officially declared the "Lone Legislative District of General Santos" (City Government of General Santos, n.d.). The ISO 9001 – Quality Management System Certified Higher Education Institutions in the city will be the study participants. These are the private colleges such as Mindanao Polytechnic College, Notre Dame of Dadiangas University, Ramon Magsaysay Memorial Colleges, Cronasia College Foundation, and Holy Trinity College.

➤ *Research Participants*

Participants of this phenomenological inquiry were Human Resource Practitioners from the ISO 9001 – Quality Management System Certified Higher Education Institutions in General Santos City, such as Mindanao Polytechnic College, Notre Dame of Dadiangas University, Ramon Magsaysay Memorial Colleges, Cronasia College Foundation, and Holy Trinity College. The researcher employed purposive sampling to get comprehensive data from participants in the selected private colleges. This allows an understanding of the notable influence that the findings have on the population. According to Creswell (1998), it is suggested that conducting an in-depth interview with a sample size of between 5-25 individuals is sufficient for a phenomenological investigation. Therefore, a sample size of ten (10) HR practitioners or until the data reach saturation was selected to participate in the study's in-depth interviews.

➤ *Data Gathering Procedure*

The researcher formulates questions to elicit insights, sentiments, affective states, and personal encounters of human resource practitioners according to their career trajectories. The primary data-gathering method employed in this study was an in-depth interview. An expert in the field confirmed the interview guide before the participants were requested to provide a narrative of their professional journeys and encounters and articulate their perspectives.

The utilization of an interview guide is prevalent in phenomenological research and is regarded as the most valuable instrument for addressing the study questions and objectives. The standardized open-ended interview was identified as the form of guide that most aligns with the intended purpose. The methodology employed in this study included a pre-established sequencing and phrasing of a standardized set of questions administered to informants from the same group. This approach was implemented to mitigate potential biases during data collection. The researcher also explain to the participants the studies' benefits and risks and made sure that they understand all the information they need to decide whether they want to participate. The researcher educated prospective participants that by responding to the interview they are also providing their informed consent to be audio recorded otherwise the dialogue will not pushed through.

➤ *Data Analysis*

In data analysis, the researcher adhered to the steps of Colaizzi's process. The sequential stages of this process started with reading and re-reading each transcript in order to obtain a general sense about the whole content. The first step is also called turning to the phenomenon where I immerse myself in the data and read through the collected material to gain a sense of the whole. This step involves becoming familiar with the participants' experiences. The second step is extracting significant statements. For each transcript, I identify and extract significant statements from the data. These are specific quotes or expressions that directly relate to the phenomenon being studied. The third step is formulating meanings. I analyze each significant statement to uncover the meanings embedded in them. This step involves interpreting and understanding the essence of what participants are conveying. The fourth step is clustering themes. I group formulated meanings into clusters themes based on commonalities. I organize these themes into emergent themes to capture the various aspects of the experience. The fifth step is developing an exhaustive description. I create a comprehensive and exhaustive description of the phenomenon by integrating the identified themes. This step involves synthesizing the clustered meanings into a coherent narrative. Sixth step is bridling phenomenological descriptions. I finalize and refine the phenomenological descriptions by ensuring that it remain true to the participants' experiences and that any researcher bias or preconceptions are acknowledged and addressed. And the last step is seeking validation of descriptions. I validate the findings with the participants by sharing it with them and seeking their feedback to ensure accuracy and resonance with their experiences. These steps in Colaizzi's phenomenological

analysis ensures to systematically and rigorously explore and understand the lived experiences of HR practitioners. The approach emphasizes a thorough engagement with the data, a commitment to capturing the essence of the phenomenon, and validation of findings through participant input.

➤ *Rigors of Qualitative Research*

The rigor of qualitative research continues to be challenged in the 21st century from the very idea that qualitative research alone is open to questions, so with the terms rigor and trustworthiness. It is critical to understand rigor in research. Rigor is defined as the quality or state of being very exact, careful, or with strict precision or the quality of being thorough and accurate. Qualitative rigor is an oxymoron, considering that qualitative research is a journey of explanation and discovery that does not lend to stiff boundaries. Trustworthiness is used as the central concept in the framework of Lincoln and Guba (1985) to appraise the rigor of a qualitative study.

➤ *Trustworthiness*

In demonstrating the study's validity and reliability, the researcher displays trustworthiness by reporting emerging HR practitioner experiences. According to Crabtree (2005), qualitative research is reliable when it accurately represents participants' experiences. Similarly, the study reveals trustworthiness when the individuals' affairs are appropriately described. The reliability of the data was verified by paying close attention to and verifying the information acquired while engaging with the research participants. Rigor was used to describe this. The goal of rigor in qualitative research is to authentically depict the experiences of the study participants (Guba, 2001).

The research study employed the model proposed by Lincoln and Guba (1985), which outlines four essential characteristics for establishing trustworthiness. Firstly, it is important to note that *credibility* aligns closely with the positivist notion of internal validity. Secondly, *dependability* is primarily concerned with reliability. Thirdly, *transferability* can be understood as a sort of external validity. Lastly, *confirmability* mainly pertains to how information is presented. In this study, the researcher employed Guba's model to assess the trustworthiness of qualitative research. This model was chosen due to its robust conceptual framework and widespread adoption among qualitative researchers, particularly within the academic sphere, over an extended period of time.

Concerning credibility issues, the researcher ensured that the study measured or tested what was intended to navigate HR practitioner experiences. In addition, the researcher ensured that study participants were accurately identified and described. Credibility is demonstrated when participants recognize the reported research findings as their own experiences (Torrance, 2013). It is the reality of how the participants perceive and encounter the phenomenon (Yin, 2011).

In dependability, the researcher used techniques to demonstrate that the study can be repeated in the same context, with the same methodologies, and with the same participants, with similar outcomes. Lincoln (1999) states that dependability was achieved by ensuring the credibility of the findings. Data consistency over time is obtained through iterative replication and inquiry auditing (Lofland, 1999). Holloway (2005), on the other hand, suggested that dependability is related to the consistency of findings. This indicates that the same results would be obtained if the study were repeated in a similar setting with the same subjects. The researcher and the participants' instruments must be evaluated for consistency in qualitative research. In connection with this, the researcher will suggest that future researchers conduct comparable studies in other colleges and institutions within the academic environment of General Santos City or outside of Region XII.

Similarly, transferability was observed in this study by demonstrating that the study's results and findings can be applied to other academic institutions or a larger population. However, only 5 HR Practitioners in General Santos City were included in this qualitative study's findings. Due to the limited number of chosen environments and individuals, the findings and conclusions may apply to other circumstances and populations. This was supported by Cameron's (2001) assertion that transferability determines whether or not the results are applicable or transferable to analogous situations. It is the extent to which the data's conclusions can be applied to other situations.

Concerning confirmability, the researcher emphasized from the study's outset that confirmability and objectivity must be considered to produce objective findings and results. According to Davidson (2007), conclusions must be free of bias. In qualitative research, audit strategies are required to systematize the accumulation of materials and documents so that independent or external auditors can reach comparable conclusions regarding the data (Lincoln, 1999). Confirmability seeks to demonstrate that the evidence and thought processes lead another researcher to the same conclusions as those in the research context (Creswell, 2009).

IV. RESULTS

This chapter presents the results, analyses, and interpretations of the responses to emerging experiences faced by human resource practitioners. The results were analyzed using phenomenological reduction presented below.

➤ *Results*

The information of the participants is shown in Table 1. The participants of this study consist of five (5) Human Resource Practitioners employed in various Higher Education Institutions (HEI) situated in General Santos City. The gender distribution highlights a significant disparity, with three (3) females and two (2) males. In data management, ethical considerations were diligently upheld to prevent potential confidentiality issues that could result in the overstatement of reported data from participants.

Table 1 Participants' Information

Category	Assumed Name	Gender
HR1	Rain	Male
HR2	Josephine	Female
HR3	Cyrill	Female
HR4	Elma	Female
HR5	Robert	Male

The data cleaning process involved carefully removing personal identifiers, such as names while preserving the contextual identifiers of the informants' life experiences. This observation has special validity for the individuals I encountered who have had unusual life circumstances or possess distinctive characteristics compared to the remaining participants in this research study. In this instance, before conducting the comprehensive interview, I duly apprised the participants of the option to either maintain anonymity or receive acknowledgment for their contributions. I diligently tried to honor their preferences concerning the information divulged during the interview.

Most participants preferred maintaining anonymity with the information they provided for the study to prevent potential repercussions such as gossip and criticism from readers of the paper. Therefore, safeguarding the integrity of the participants' identities is of utmost importance to the researcher. Confidentiality and anonymity were prioritized in this study, leading to the assignment of aliases to participants. The in-depth interview participants were pseudonymized as Rain, Josephine, Cyrill, Elma, and Robert.

➤ Theme Codes on Emerging Experiences Faced by Human Resource Practitioners

In the context of my participants' experiences as human resource practitioners, they highlighted the make and break of employee management, hurdles of compliance with organizational laws and regulations, the challenge of recruitment and retention, and ethical dilemmas of human resource management as the emerging experiences they are currently facing. The following four (4) themes were analyzed and interpreted conscientiously.

• Theme 1: Make and Break of Employee Management

After considering the narratives, the Make and Break of Employee Management theme emerged as one of the participants' experiences during the in-depth interviews. HR practitioners described the experiences of employee management in different ways. Rain said that his experiences in employee management were the challenge of employee recognition and engagement, supporting professional development, and high turnover; Josephine said that employee management is handling different personalities of employees; To Cyrill, it is the opportunity to manage people; To Elma, it is managing individuals who tend to take matters personally and even engage in offensive behavior; and to Robert, it is more on employee termination. Indeed, managing people can be challenging, but learning the art of influential people management can improve morale and employee engagement, reduce turnover, and enhance team communication.

Moreover, I was touched by Elma's experience as she mentioned that,

"One of the most challenging experiences I encountered as a human resource practitioner involved managing individuals who exhibited a tendency to take matters personally and even engage in offensive behavior. This particular experience proved to be quite demanding, as I had not yet acquired the skills necessary to effectively defend myself. Nevertheless, I recognized that these encounters were valuable opportunities for personal growth and learning." (Transcript 4, Page 1, lines 4.1 to 4.5)

Cyrill also mentioned the beauty of employee management as she said,

"Best experience is the opportunity to manage people, design compensation system for them like perks, benefits, salary alignment. It's a bit fulfilling and overwhelming that people are happy with your implementations." (Transcript 3, Page 1, lines 4.1 to 4.3)

• Theme 2: Hurdles of Compliance with Organizational Laws and Regulations

The theme of hurdles of compliance with organizational laws and regulations also received the frequency of responses from the participants of in-depth interviews. This theme was described by Rain as legal issues and communication barriers in the company. According to Josephine, organizational management is the challenge of the implementation of policies; To Cyrill, it is the difficulty of defending expenses of HR; To Elma, it is the lack of management support and managing the multitude of work assignments; and to Robert, his experience in organizational management is more on the adherence to accreditation standards and compliance with academic policies. Organizational management is a critical process of defining policies and procedures to ensure employment, and work practices demonstrate a thorough understanding of applicable laws and regulations while being aware of the company's larger human capital resources objectives.

Rain said,

"Dealing with legal compliance issues, such as discrimination or harassment claims, can be (a) stressful and time-consuming part of the job as it requires careful handling to protect both the company and the employees involved." (Transcript 1, Page 1, lines 9.1 to 9.3)

Robert added,

“Ensuring compliance with academic policies and regulations is crucial. HR practitioners must be knowledgeable about academic governance and policies related to faculty appointments, promotions, and tenure.” (Transcript 5, Page 1, lines 2.7 to 2.9)

- **Theme 3: The Challenge of Recruitment and Retention**

The theme Recruitment and Retention received the frequency of responses from the participants of in-depth interviews. HR practitioners described the experiences of recruitment and selection in different ways. According to Rain, recruitment and selection is all about successful recruitment. To Cyrill, it is finding qualified personnel per the CHED Memorandum Order, and to Robert, it is the faculty recruitment and retention and successful onboarding. Indeed, recruitment and selection can be a bit challenging, especially in attracting suitable and qualified candidates. As Cyrill further stated,

“Finding a qualified candidate is a challenge especially that in the academe we are required to follow the CMO on the qualifications of our teaching personnel. Mahirap maghanap ng Master’s or Doctoral graduate especially sa mga courses na kaunti lang ang graduates or wala talagang existing dito sa Gensan like BSNAME.” (Transcript 3, Page 1, lines 2.1 to 2.4)

Rain added,

“One of the most rewarding experiences is successfully recruiting and onboarding a highly talented individual who significantly contributes to the organization’s success.” (Transcript 1, Page 1, lines 4.1 to 4.3)

- **Theme 4: Ethical Dilemmas of Human Resource Management**

Lastly, the theme ethical dilemmas of human resource management received the frequency of responses of the participants of in-depth interviews. HR practitioners described the experiences of ethical dilemmas in different ways. Rain said that his ethical dilemma was the challenge of conflict resolution. Josephine said that her ethical dilemma is handling demanding employees, and to Robert, it is more on conflicts of interest or pressure to compromise ethical standards in decision-making. Indeed, Ethical standards must be maintained in any workplace to maintain order. Moreover, I was caught by Robert’s experience as he mentioned that one of his worst experiences was,

“Facing challenges in resolving persistent conflicts among employees or between employees and management. Some conflicts may be deeply rooted and resistant to resolution.” (Transcript 5, Page 2, lines 5.4 to 5.6)

Rain added,

“...mediating and resolving workplace conflicts can be a source of pride.” (Transcript 1, Page 1, lines 6.1 to 6.2)

V. DISCUSSIONS

This chapter summarizes the significant findings of the research based on the questions presented in Chapter One. Emerging themes were also discussed, including interpretations that attempted to provide logical explanations. The findings were related to the trends and developments outlined in the literature review. It concludes and makes corresponding recommendations on emerging experiences faced by human resource practitioners.

VI. CONCLUSION

➤ *Based on the Findings, the Following Conclusions were drawn;*

Emerging Experiences Faced by Human Resource Practitioners Within the framework of the participants’ roles as human resource practitioners, they emphasized the make and break of employee management, hurdles of compliance with organizational laws and regulations, the challenge of recruitment and retention, and ethical dilemmas of human resource management. These emerging experiences were identified as the primary challenges encountered by HR practitioners.

The make and break of employee management is considered an emerging experience for human resource practitioners due to several factors related to the evolving nature of work, workforce expectations, and the dynamic business environment. One reason employee management is becoming a prominent challenge for HR professionals is work-life integration. Employees increasingly seek better integration of work and personal life. Balancing work demands with personal responsibilities and wellbeing is a complex challenge that requires HR practitioners to design flexible policies and support mechanisms. The focus on employee well-being has also intensified, especially with recognizing mental health as a critical aspect of overall well-being. HR professionals are now tasked with developing programs and strategies to address the holistic well-being of employees. The second reason why employee management is becoming more prominent is because the workforce is also becoming more diverse in age, with multiple generations working together. Managing different generations’ expectations, preferences, and communication styles requires HR practitioners to implement inclusive practices and cater to a wide range of needs. Employees today have higher expectations for their work experiences. They value a positive workplace culture, opportunities for professional development, and a sense of purpose in their work. HR practitioners must align organizational practices with these expectations to smoothen employee management challenges.

Hurdles of compliance with organizational laws and regulations is considered an emerging challenge for HR practitioners due to several evolving trends and shifts in the business landscape. Some key reasons this area is becoming more challenging include budget constraints and funding challenges. Many academic institutions face budget constraints and uncertainties related to funding sources. HR

practitioners must effectively manage human resources within these financial constraints, ensuring optimal use of resources while maintaining a high standard of education and research. Also, academic institutions are subject to various regulations, including accreditation requirements and government standards. HR practitioners must stay informed about academic regulations, ensuring that HR policies and practices align with these standards. The challenges of organizational management in academia for HR practitioners stem from the unique nature of educational institutions, including shared governance, diverse roles, and the need for adaptability to technological and academic changes. Effectively managing human resources in academia requires a deep understanding of the academic environment and collaboration with diverse stakeholders to ensure the institution's success in its educational mission.

The challenge of recruitment and retention in academia presents unique challenges for HR practitioners due to the distinct nature of academic positions, the evolving landscape of higher education, and the specific expectations within academic communities. Some reasons why recruitment and retention have become emerging challenges for HR practitioners in the academe include specialized skill requirements. Academic positions often require highly specialized skills and expertise in a particular field. Identifying candidates with the right combination of academic qualifications, research experience, and teaching abilities can be challenging, especially in niche areas. The challenges in recruitment and retention for HR practitioners in academia arise from the specialized nature of academic positions, global competition for talent, and the unique characteristics of academic institutions. Successful academic recruitment requires a deep understanding of the academic landscape, effective communication with stakeholders, and a commitment to fostering a diverse and inclusive academic community.

Ethical dilemmas of human resource management in academia pose an emerging challenge for HR practitioners due to increasing expectations to operate ethically and responsibly. HR practitioners are increasingly involved in shaping and communicating organizational values, ensuring compliance with ethical standards, and addressing social responsibility concerns. Ethical dilemmas in academic HR are multifaceted, encompassing issues related to academic freedom, fairness, diversity, and the responsible use of technology. HR practitioners must navigate these complexities while upholding the ethical standards and values of the academic institution. Developing clear ethical guidelines, fostering a culture of integrity, and providing training on ethical decision-making are essential aspects of addressing these emerging challenges.

RECOMMENDATIONS

➤ *In Light of the Findings from the Data, the Researcher would like to Recommend the Following;*

As **Human Resource Practitioners** face various professional challenges, from organizational management to talent acquisition and employee relations, they may overcome

these challenges through strategic thinking, effective communication, and adaptability. HR practitioners may stay informed about the latest developments in HR by attending conferences, engaging in continuous learning, and participating in professional development activities to remain current. They may also develop robust compliance management processes, conduct regular audits, and seek legal advice to ensure policies and practices align with current regulations. Lastly, they may embrace HR technology solutions to streamline processes, improve efficiency, and enhance data accuracy. They could explore tools for recruitment, performance management, and employee engagement.

Higher Education Institutions (HEI) also face unique challenges in human resource management that require strategic approaches to recruitment, retention, professional development, and overall organizational effectiveness. Some recommendations for academe to overcome challenges in human resource management were strategic workforce planning, work-life balance initiatives, and crisis management and preparedness. HEIs could develop a strategic workforce plan that aligns with the institution's academic goals. This includes forecasting staffing needs, identifying critical roles, and implementing recruitment and retention strategies. They can also implement policies that support work-life balance, such as flexible scheduling, remote work options, and family-friendly policies to encourage a culture that values wellbeing and self-care. In addition, HEIs could develop crisis management plans, establish communication protocols, and provide training for faculty and staff on emergency response procedures to ensure the institution is well-prepared to address unexpected challenges.

Researchers, Students, and Academicians may use the findings of this research as a reference when performing research on similar or related topics. This would eliminate redundancy and produce up-to-date and more quality research. Corroborating with this study would also rapidly bridge the gap between policy and practice, as this study's findings already contributed to the current body of knowledge.

REFERENCES

- [1]. **Bhandari, P. (2023).** What is qualitative research? | Methods & Examples. Scribbr. <https://www.scribbr.com/methodology/qualitative-research/>
- [2]. **Cameron, L. (2001).** Teaching Languages to Young Learners. Cambridge: Cambridge University Press. <http://dx.doi.org/10.1017/CBO9780511733109>
- [3]. **City Government of General Santos (n.d.).** About General Santos City. Retrieved from portal.gensantos.gov.ph/about-general-santos.
- [4]. **Crabtree BF. (2005).** "Primary Care Practice: Uncertainty and Surprise." In R McDaniel & D Driebe (Eds) Uncertainty and Surprise in Complex Systems. The Netherlands: Springer-Verlag Berlin Heidelberg, pp 123-129.

- [5]. **Creswell, J. W. (1998).** Qualitative inquiry and research design: Choosing among five traditions. Sage Publications, Inc.
- [6]. **Creswell, J. W. (2009).** Research design: Qualitative, quantitative, and mixed methods approaches (3rd ed.). Sage Publications, Inc.
- [7]. **Guba, E. G., & Lincoln, Y. (1989).** Fourth-generation evaluation. Newbury Park, CA: Sage.
- [8]. **Holloway I. (2005).** Qualitative research in health care: editor Immy Holloway. Open University Press
- [9]. **Lincoln, Y., & Guba, E. G. (1985).** Naturalistic inquiry. Newbury Park, CA: Sage
- [10]. **Lofland, J., & Lofland, L. H. (1999).** Data logging in observation: Fieldnotes. In A. Bryman & R. G.Burgess (Eds.), Qualitative research (Vol. 3). London: Sage
- [11]. **Nasir, S. (2017).** Emerging Challenges of HRM in 21st Century: A Theoretical Analysis. International Journal of Academic Research in Business and Social Sciences. Vol. 7, No. 3. <http://dx.doi.org/10.6007/IJARBSS/v7-i3/2727>
- [12]. **Olasoji, O. (2019).** Challenges Of Human Resource Management In Regards To Organizational Effectiveness. Vaasan ammattikorkeakoulu University of Applied Sciences.<https://www.theseus.fi/bitstream/handle/10024/166809/Challenges%20of%20HRM%20in%20regards%20to%20%20organizational%20effectivenessconverted.pdf?sequence=2&isAllowed=y>
- [13]. **Riessman, C. K. (2008).** Narrative methods for the human sciences. Sage Publications, Inc.
- [14]. **Torrance D. (2013).** Distributed leadership: challenging five generally held assumptions, School Leadership & Management, 33:4, 354-372, <http://doi.org/10.1080/13632434.2013.813463>
- [15]. **Torrington, D., & Hall, L. (1991).** Personnel management: A new approach. New York: Prentice-Hall.
- [16]. **Vulpin, E. (2019).** 7 HR Best Practices to Implement in 2023 – A Mini-Guide. AIHR Digital Analytics in HR B.V. https://www.aihr.com/resources/7_HR_Best_Practices.pdf
- [17]. **Yin, R. K. (2011).** Qualitative Research from Start to Finish. New York: Guilford.

APPENDICES

APPENDIX A

➤ *Informed Consent*

I am **LOVELY V. ECHALAR** from Notre Dame of Dadiangas University –School of Graduate Studies. I am inviting you to participate in a research study entitled **“EMERGING EXPERIENCES FACED BY HUMAN RESOURCE PRACTITIONERS: A PHENOMENOLOGICAL INQUIRY.”** Your involvement in the study is voluntary, so you may choose to participate or not. Please feel free to ask any questions that you may have about the research; I will be happy to explain anything in greater detail. The benefit of this research is that you will be helping us to understand the lived experiences of your professional journey as a human resource practitioner. Please be informed of the following important points to consider:

- My participation in this project is voluntary. I understand that I will not be paid for my participation. I may withdraw and discontinue my participation at any time without penalty. No one in my company will be told if I decline to participate or withdraw from the study.
- I understand that most interviewees will find the discussion engaging and thoughtprovoking. If, however, I feel uncomfortable during the interview session, I have the right to decline to answer any question or end the interview.
- Participation involves being interviewed by the researcher from Mindanao Polytechnic College. The interview will last approximately 10-20 minutes. Notes will be written during the interview. An audio recorder of the interview and subsequent dialogue will be made. I cannot participate in the study if I don't want to be recorded.
- I understand that the researcher will not identify me by name in any reports using information obtained from this interview and that my confidentiality as a participant in this study will remain secure. Subsequent uses of records and data will be subject to standard data use policies that protect individuals' and institutions' anonymity.
- Other employee from my company will neither be present at the interview nor have access to raw notes or transcripts. This precaution will prevent my personal comments from having any negative repercussions.
- I understand that the Office of Research and Development has reviewed and approved this research study.
- I have read and understand the explanation provided to me. All my questions were answered satisfactorily, and I voluntarily agreed to participate in this study.
- I have been given a copy of this consent form.

My Signature

Date

My Printed Name

Signature of the Investigator

APPENDIX B

➤ Interview Guide

- *What are the Emerging Experiences faced by Human Resource Practitioners?*
 - ✓ What are your experiences as a Human Resource Practitioner?
 - ✓ Aside from those you have mentioned, please tell me more about your best experience and your worst experience as an HR practitioner.
- *How do these Experiences affect Human Resource Practitioners in Terms of*
 - ✓ Recruitment and Selection;
 - ✓ Performance Management;
 - ✓ Learning and Development; and
 - ✓ Compensation and Benefits?
- ✓ How do your experiences affect you in terms of Recruitment and Selection?
- ✓ How do your experiences affect you in terms of Performance Management?
- ✓ How do your experiences affect you in terms of Learning and Development?
- ✓ How do your experiences affect you in terms of Compensation and Benefits?
- *What are the Practices Human Resource Practitioners use to cope with the Experiences in the Workplace?*
 - ✓ How will you deal with good and bad experiences in the workplace?
 - ✓ What strategy/ies do you employ to overcome the bad experiences?
 - ✓ How do you manage risks before they occur?

APPENDIX C

Summary of Significant Statement, Transcript, Line, and Page Number Emerging Experiences Faced By Human Resource Practitioners: A Phenomenological Inquiry

Significant Statement	Transcript Number	Page Number	Line Number
<i>“One of the most challenging experiences I encountered as a human resource practitioner involved managing individuals who exhibited a tendency to take matters personally and even engage in offensive behavior. This particular experience proved to be quite demanding, as I had not yet acquired the skills necessary to effectively defend myself. Nevertheless, I recognized that these encounters were valuable opportunities for personal growth and learning.”</i>	4	1	4.1-4.5
<i>“Best experience is the opportunity to manage people, design compensation system for them like perks, benefits, salary alignment. It’s a bit fulfilling and overwhelming that people are happy with your implementations.”</i>	3	1	4.1-4.3
<i>“Dealing with legal compliance issues, such as discrimination or harassment claims, can be (a) stressful and time-consuming part of the job as it requires careful handling to protect both the company and the employees involved.”</i>	1	1	9.1-9.3
<i>“Ensuring compliance with academic policies and regulations is crucial. HR practitioners must be knowledgeable about academic governance and policies related to faculty appointments, promotions, and tenure.”</i>	5	1	2.7-2.9
<i>“Finding a qualified candidate is a challenge especially that in the academe we are required to follow the CMO on the qualifications of our teaching personnel. Mahirap maghanap ng Master’s or Doctoral graduate especially sa mga courses na kaunti lang ang graduates or wala talagang existing dito sa Gensan like BSNAME.”</i>	3	1	2.1-2.4
<i>“One of the most rewarding experiences is successfully recruiting and onboarding a highly talented individual who significantly contributes to the organization’s success.”</i>	1	1	4.1-4.3
<i>“Facing challenges in resolving persistent conflicts among employees or between employees and management. Some conflicts may be deeply rooted and resistant to resolution.”</i>	5	2	5.4-5.6
<i>“...mediating and resolving workplace conflicts can be a source of pride.”</i>	1	1	6.1-6.2

APPENDIX D

Summary of Significant Statement, Formulated Meaning and Theme Cluster Emerging Experiences Faced By Human Resource Practitioners: A Phenomenological Inquiry

Significant Statements	Formulated Meaning	Theme Cluster
<p><i>“One of the most challenging experiences I encountered as a human resource practitioner involved managing individuals who exhibited a tendency to take matters personally and even engage in offensive behavior. This particular experience proved to be quite demanding, as I had not yet acquired the skills necessary to effectively defend myself. Nevertheless, I recognized that these encounters were valuable opportunities for personal growth and learning.”</i></p>	Challenge of employee management	Employee Management
<p>“Best experience is the opportunity to manage people, design compensation system for them like perks, benefits, salary alignment. It’s a bit fulfilling and overwhelming that people are happy with your implementations.”</p>	Opportunity of employee management	Employee Management
<p>“Dealing with legal compliance issues, such as discrimination or harassment claims, can be (a) stressful and timeconsuming part of the job as it requires careful handling to protect both the company and the employees involved.”</p>	Legal compliance	Organizational Management
<p>“Ensuring compliance with academic policies and regulations is crucial. HR practitioners must be knowledgeable about academic governance and policies related to faculty appointments, promotions, and tenure.”</p>	Compliance with academic policies and regulations	Organizational Management
<p>“Finding a qualified candidate is a challenge especially that in the academe we are required to follow the CMO on the qualifications of our teaching personnel.</p>	Challenge on recruitment	Recruitment and Retention

<p>Mahirap maghanap ng Master's or Doctoral graduate especially sa mga courses na kaunti lang ang graduates or wala talagang existing dito sa Gensan like BSNAME.”</p> <p>“One of the most rewarding experiences is successfully recruiting and onboarding a highly talented individual who significantly contributes to the organization's success.”</p>	<p>Challenge of Recruitment and onboarding</p>	<p>Recruitment and Retention</p>
<p>“Facing challenges in resolving persistent conflicts among employees or between employees and management. Some conflicts may be deeply rooted and resistant to resolution.”</p> <p>“...mediating and resolving workplace conflicts can be a source of pride.”</p>	<p>Conflict Resolution</p> <p>Workplace conflicts</p>	<p>Ethical Dilemmas</p> <p>Ethical Dilemmas</p>
Formulated Meaning	Theme Clusters	Emergent Themes
<p>Challenge of employee management</p> <p>Opportunity of employee management</p> <p>Legal compliance</p> <p>Compliance with academic policies and regulations</p> <p>Challenge on recruitment</p> <p>Challenge of Recruitment and onboarding</p> <p>Conflict Resolution</p> <p>Workplace conflicts</p>	<p>Employee Management</p> <p>Employee Management</p> <p>Organizational Management</p> <p>Organizational Management</p> <p>Recruitment and Retention</p> <p>Recruitment and Retention</p> <p>Ethical Dilemmas</p> <p>Ethical Dilemmas</p>	<p>The make and break of employee management</p> <p>Hurdles of compliance with organizational laws and regulations</p> <p>The challenge of recruitment and retention</p> <p>Ethical dilemmas of human resource management</p>