



Received: 24-01-2024
Accepted: 04-03-2024

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

The Role of the Human Resource Management from a Different Perspective: A Narrative Analysis

¹ Villaroman John Jason M, ² Villaroman Maria Imelda M
^{1,2} Wesleyan University- Philippines, Philippines

DOI: <https://doi.org/10.62225/2583049X.2024.4.2.2480>

Corresponding Author: Villaroman John Jason M

Abstract

The Human Resource Management plays a vital role in an academic institution particularly ensuring the welfare of its employees. However, in a dynamic work environment and a fast-changing landscape of labor, industry and education, there are challenges that need to be discovered to provide a remedy that will serve as a catalyst of change for the improvement of its function and effectiveness. These will transcend barriers of ambiguity and complexity and initiate value and principles augmenting to the gap between the top management and employees. The researchers aimed to answer the following: Functions of the Human Resource Department, challenges, coping and its quality assurance mechanisms.

To explore the experiences and insights of instituting quality assurance mechanisms of the HRDO directors, a narrative analysis was used. Results have revealed that *the Human Resource is a complex work environment, and a genuine commitment is necessary, challenges are emanating from both internal and external factors, and one should adapt to provide a continuing and nurturing commitment that will ensure the well-being of employees.* Recommendations focuses on fostering interpersonal relationships, providing regular faculty and staff development opportunities, ensuring accountability and responsibility and a sense of security.

Keywords: Challenges, Human Resource Management, HR Models, Narrative Analysis

Introduction

Cabanatuan City, Nueva Ecija, Philippines has several educational institutions with different orientation in terms of work culture, environment, attributes, standards, religion, and leadership-management style. Being an urbanized and one of the most progressive cities in the region, our city has one state university, 2 universities and several colleges offering different programs. Wesleyan University- Philippines, a private non- stock, non- profit, United Methodist Church-related, non-sectarian, co- educational institution which the vision- mission is to exercise scholarship, character and service, extending hands to the less fortunate community thru community outreach and extension programs and develop people for a better life by empowering the youth for exemplary leadership to strengthen democratic institutions for nation-building (Wesleyan University – Phils., 2017). This institution run by several board of trustees and university president with different organizational and department heads, different student organizations, allied health services is a collective body anchored with specific core values. It is known for its provision of academic excellence molding students to become leaders in the various aspects of social, cultural, economic and Christian living and services, hence serving the nation and the Church. In terms of the voluminous number of students, our institution the Wesleyan University- Philippines that cater with an estimated 6,000 students from the pre-elementary to the post graduate courses and being an autonomous frame faces challenges in different organizational structure.

From the article about management and business found in the web, Human Resource Management is all about increasing employees' performance to their highest level corresponding to their role in the organization. Human Resource Management acquires services to the people, developing their skills and motivating them to the foremost level and making sure that they continue to maintain their commitment towards the organization. Being concerned with the management of employees from recruitment to retirement, this office has five (5) vital functions; recruitment and selection process, orientation, maintaining good human relations, managing employees' relations and training and development.

Based on these vital functions, the department of human resource management of Wesleyan University- Philippines plays an important role in the organization. Its function is selection and hiring of applicants, promote industrial peace and harmony of workers from the rank and file extending to other groups. The department is also involved in peace and order between the union and administration, it seeks to build a good relationship that may benefit everyone. It also protects the interest of stakeholders in more sensitive issues like finances and manpower. However, there are challenges that are being experienced particularly by the head or the director of this department.

Methodology

The following research problem statements were formulated that will explore the experiences of the Human Resource Management director, illustrate challenges, and aims to provide a specific and realistic solution to the different problems encountered by this office. It seeks to answer the following questions.

1. What are the functions of the Wesleyan University - Philippines Human Resources Management Department office?
2. How are these challenges and experiences regarding Human Resources Management Department affecting the overall function and performance of the university?
3. What specific and realistic solutions can be offered based on these experiences and challenges?

Furthermore, a narrative analysis was used by the researchers to come up with a substantial finding that will be a basis for a concrete recommendations.

Results and Discussions

The content of this section are the information, views, and ideas of the human resource director of Wesleyan University-Philippines. It also alternatives on how these challenges is solved. The following data were gathered using interview.

The department of human resource management plays a vital role in the organization. Its function is selection and hiring of applicants, promote industrial peace and harmony of workers from the rank and file extending to other groups. The department is also involved in peace and order between the union and administration, it seeks to build a good relationship that may benefit everyone. It also protects the interest of stakeholders in more sensitive issues like finances and manpower. However, there are challenges that are being experienced particularly by the head or the director of this department.

A challenge to select the best employees

- *“The challenge is to hire the best possible applicants for prospective employment, interview applicants in different settings because there are set of applicants na wala kang itulak kabigin, everybody is good. Unfortunately, there are times that you can just push everybody off. The irony is you have to choose somebody because there is a vacancy pending to be filled up. Those are the challenges”.*

To remain competitive in today’s market, organization must try to attract, hire and retain qualified employees. Human resource management must train the hiring manager about the importance of competency. (Kelly 2012).

According to Thompson (2009), candidate quality is almost an issue particularly in a changing economy where new technologies, awareness of global economy and increasing educational requirements are in high demand. High quality candidates are quickly snapped up and it can be difficult to lure them to a new job, particularly if the job doesn’t have a topnotch benefits package. When the hiring process itself takes a long time, the best candidates are sometime offered an option to take a job from another company. Further, many businesses do not have a hiring and recruitment strategy and instead simply seek a new employee when there is vacancy. This can decrease their access to the job pool and make it more difficult to recruit a quality employee when there is vacancy. Though there are a lot of applicants who seek employment, the question is, are they competent? Do they have the knowledge, attitude and skills that will benefit the company where they are aspiring for? One phrase that our human resource director told us during interview was, he seeks for the wisdom of the old and the vigor and vitality of the youth and that he may be able to discern the right people during the hiring process.

A challenge to cope with a constant change

- *“Another is coping with the changes that are happening”. He was requested by the president of the university to write a column in the university’s newspaper and those were his thoughts about how the human resource management should run in the university. The name of the president was written in the column, and everybody thinks that the one writing was the president.*

A challenge to implement the policy

- *“It is a challenge of providing a remedy to individual’s situation of employees that lays the most crucial challenge because somebody is different especially if there are conflicts. There were cases of investigation. There were parties that to be pronounced innocent and guilty because that is a part of the policy. There have been cases that termination is served”.*

A challenge to promote unity

- *“It’s a challenge sometime how to approach people that is the subject of penalties because of infractions of policies that they committed. How to soften the approach of the impact, it’s a challenge how to approach them. The stress comes from employees and approaching people especially employees who may have violated some policies where the penalty is stiff and how to let it appear that they can just handle it with ease even it is something”.*

The human resource management director explained the university’s issue regarding the union. There have been some conflicts that are arising between the administration and the union, and the role of the HR department is to be able to bridge the gap, help in solving conflicts and issues that may hinder productivity and progress. Cruz (2017), the director of Schuller Christian Academy Foundation ideas regarding leadership is a journey to achieve the vision and to be a good leader is to be able to transcend people to see beautiful flowers in the broken wall. There may be infractions because of differences and the challenge is to be able to harmonize and orchestrate them.

America’s judicial system most commonly defines the term “conflict” to mean a serious disagreement or argument, typically a protected one. Whenever people work together and are required to be mutually supportive or dependent upon one another, conflict is bound to occur. Although conflict is a normal and natural part of any workplace, it becomes especially challenging in the public arena where conflicts have the habit of garnering media and public scrutiny. Such scrutiny can, depending upon how conflicts are resolved, discredit an entity.

When conflicts occur, managers experience dips in morale and productivity, there is marked increases in absenteeism. According to human resource professionals at Newfoundland Public Service Commission, some of the results of unresolved conflicts in the workplace are employee’s stress, frustration, anxiety and loss of sleep, strained relationships, high employee’s turnover, and loss of productivity. There are also increased incidences of absenteeism and sabotage, rampant use of sick leave and incidence of workplace violence.

Unlike wine, which gets better with age, unresolved workplace conflicts festers and worsens as time goes on. It is not uncommon for a workplace conflict to precipitate into workplace violence. Effective conflict resolutions require the human resource manager to deal with the matter as soon as possible. By confronting conflict intelligently, compassionately, and affirmatively, managers can go a long way towards insuring their employees are working in a safe, positive, and productive environment.

A challenge to adapt relevant theory to practice

- *“Human resource management is not simply managing people that are already present here and now, it is trying to adopt ways and means on how to improve camaraderie and performance because sometimes there are theories that maybe the practice in most educational system. It is also a challenge on how to cope with the latest theories of implementation in human resource management. I attend convention every other year like the activities of Asia’s Association of Human Resource Practitioners (AAHRP)”.*

A remedy to protect and keep employees

The human resource management must be nurturing to its people. It should not only protect the interest of the institution but protecting the people within. There are better options than retrenching the workers or faculty. Some of those are; availing scholarship grants from Commission on Higher Education (CHED) that would benefit both the institution and faculty, allowing those faculty to teach in another department with their respective field of specialization and involving them to extension and research program. Another strategy that researchers have learned is offering products to the market. Combining R1 (new product) to R3 (new market), example is PhD program for CHED scholars, combine R2 (old product) to R4 (old market) example is offering BSN program for oversees Filipino workers and combining R1 (new product) to R4 (old market), new diagnostic test for same patients. The goal of this strategy is to generate income as much as possible that will support the manpower in the organization. “Poverty makes you creative”.

According to an article in the web, retrenching then hiring new talent may seem like an attractive strategy in tough

times but it has hidden costs. Retention can actually be cheaper and more effective approach for surviving the recession. For a company whose very survival is threatened, retrenchment may indeed the way to go. But if the company or institution is not moving to its terminal stages, then retention along with retraining is necessary as a cheaper and more effective strategy.

Qualities of a good Human Resource Leader

- *“I just need to have the wisdom and experiences of people who may have reach their retirement age plus the vigor and enthusiasm of the young faculty. Wisdom and experience of the old, vitality and vigor of the young”.*

Thematic Diagram

<i>A challenge to select the best employees</i>
<i>A challenge to cope with a constant change</i>
<i>A challenge to implement the policy</i>
<i>A challenge to promote unity</i>
<i>A challenge to adapt relevant theory to practice</i>
<i>A remedy to protect and keep employees</i>
<i>Qualities of a good Human Resource Leader</i>

Fig 1

Conclusion

The researchers have concluded that the Human Resource Management is a dynamic work setting playing a big role in harnessing the well-being of employees. Further, challenges emanated from different issues brought by internal and external factors from an organizational context arises. As forefront is running this office, one should adapt to the changes brought by the ambiguous and complex world. One should also blend with the organization before taking the lead and know the people first. An action plan can be formulated specifically aligned with the niche of the research locale for empowerment.

Recommendations

The concept of Human resource management covers the fields of staffing, hiring, retention of people, pay and management. It is also concerned with the notion of people enabling their development and focus on their relationship that is fulfilling for both the management and employees. This department works in fulfilling management objectives, providing, and deploying people and with greater emphasis on planning, monitoring, and control. From the issues and challenges with proposed solutions, recommendations have been made and specifically these are the following:

1. For providing a more effective hiring system that will select qualified and competent applicants that possesses both the soft and technical skills, provide a criterion in the selection process that the objectives are always anchored to the vision-mission and core values of the institution, Wesleyan University- Philippines which is scholarship, character, and service. Another is in the interview process, an expert from the outside can be of help to avoid biases because there have been incidences of hired employees and promotions due to politics and personal interests. This system should also be evaluated annually to define the statistical results. In terms of promotions, the pillars should adhere to the criteria

- which are academic qualification, length of service, peer and students' evaluation, and contribution to the institution to provide equity among employees. I believe that the president, vice president, the human resource director and the dean should decide collectively in this aspect. Plan in terms of manpower, budget, costs, and projects to avoid over or under staffing/employees. In strategic planning, involve the stakeholders to provide transparency and accountability.
2. To build relationships that will strengthen the organization and resolve conflicts, a more specific activity would be a regular faculty development program that all employees will participate. These programs will not only develop their competencies but provide camaraderie. The heads and program managers must be able to assess and evaluate his subordinates in a deeper sense that targets their professional and personal concerns which may affect their relationships among others. Provide a sense of understanding and always involve the welfare of everyone in decision-making.
 3. In developing a sound stress management program that will reduce stress among employees, hire an expert to orchestrate the program and provide unique management based on the results of the stress temperature scale and the individual needs. A regular and a sound moral and ethical consultation can also be included to address stress-related sensitive issues of the employees.
 4. Provide a Conflict Resolution Methods that will address relevant issues between the union and administration. This method can be categorized as informal, non-legally binding methods and structured legal procedures. Forms of this conflict resolution method could be identified as reconciliation, negotiation, mediation, and arbitration. With a more specific form, these can be as dispute settlement by Collective Bargaining Agreement (CBA), dispute settlement by Conciliation and dispute settlement by Arbitration. Furthermore, employers and employees need to initiate collective action to achieve both their objectives thus, achieving industrial peace.
6. Eliaz I. Why Stress Management is Important for Your Health, 2017. Retrieved from: Why Stress Management is so Important for Your Health | mindbodygreen
 7. Kelly-Heidenthal. Nursing-Leadership and Management. Delma, Thompson Learning Asia, 2003. ISBN: 0766825086, 9780766825086
 8. New Testament, Psalms and Proverbs, the Gideons International, Nashville, TN 3214-0800.
 9. Peace in the Industrial Relations Management Essays, 2015. Retrieved from: <https://www.ukessays.com>
 10. Reynolds M. How Does Employee Stress Affect the Organization, 2003. Retrieved from: How Does Employee Stress Affect the Organization.45257.html

References

1. Al-Amin M, Akter R, Ayesha Akter A, Uddin MA, Al Mamun A. Socially responsible human resource management and voluntary environmental behavior: The moderating effect of ecocentric leadership. *Central European Management Journal*. 2021; 29(2):147-168. Doi: <https://doi.org/10.7206/cemj.2658-0845.49>
2. Belbia M. *Management Teams: Why We Succeed or Fail*, London Heinemann, 2010. ISBN: 1856178072, 9781856178075
3. Bowen DE, Ostroff C. Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Review*. 2004; 29(2):203-221. Doi: <https://doi.org/10.5465/amr.2004.12736076>
4. Burton S. *(The Four Hiring Practices of Highly Successful Organization*. Kennedy Information Inc. 800-531-007. Retrieved from: <https://www.inc.com>
5. Christian MS, Garza AS, Slaughter JE. Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*. 2011; 64(1):89-136. Doi: <https://doi.org/10.1111/j.1744-6570.2010.01203.x>