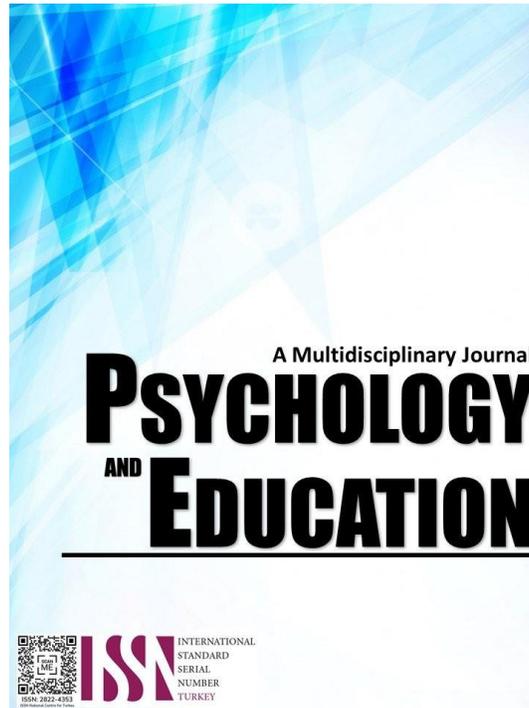


PERCEPTION ON HUMAN CAPITAL MANAGEMENT PRACTICES IN THE BUSINESS PROCESS OUTSOURCING IN CEBU CITY, PHILIPPINES



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Perception on Human Capital Management Practices in the Business Process Outsourcing in Cebu City, Philippines

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Abstract

This study examines the relationship between sustainability and employee perceptions of Human Capital Management (HCM) practices in Cebu City's Business Process Outsourcing (BPO) industry. The participation of 370 different BPO companies at Cebu I.T. Park indicates their dedication to HCM and highlights areas that require improvement, particularly in labor relations and HRIS deployment. Employee evaluations are influenced by demographic factors such as age, gender, and educational attainment. Suggestions for improvement include implementing employee development plans, streamlining the HRIS, strengthening due process, integrating sustainability into HCM practices, and personalizing strategies based on demographics. To foster adaptable workplaces and keep pace with the changing BPO landscape, it is strongly advised to employ continuous monitoring and feedback mechanisms.

Keywords: *human capital management, business process outsourcing, sustainability*

Introduction

The efficient management of human capital is essential for long-term success and growth in the dynamic Business Process Outsourcing (BPO) sector in Cebu City. Given the industry's substantial economic benefits to the region and its status as a global center for outsourcing, it is critical to comprehend and improve human capital management (HCM) processes.

According to recent statistics, Cebu City's BPO industry is expanding rapidly, with several businesses locating in strategic locations like Cebu I.T. Park (Jones, 2023). Opportunities for employment, economic progress, and technological innovation have been brought about by this expansion. But in the midst of all of this expansion, there are important things to keep in mind about how these companies handle their human resources.

HCM practices are prominently featured in the BPO business, according to a review of the most recent international publications. This focus highlights the significance of HCM practices in promoting employee engagement, productivity, and organizational performance (Smith et al., 2022). Even while previous studies have shed light on several HCM-related topics, there is still a clear knowledge vacuum about the unique dynamics and difficulties that the BPO industry in Cebu City faces.

Prior research has mostly concentrated on more general BPO business trends and practices, frequently ignoring the particular elements impacting HCM in particular regions, such Cebu City (Brown & Martinez, 2021). Because of this, there is a dearth of thorough research that explores the subtleties of HCM practices specific to the local context, which limits our comprehension of the efficacy and applicability of current practices in meeting the needs and expectations of workers in Cebu City's BPO sector.

The goal of this study is to close this gap by thoroughly examining HCM practices in the BPO companies that operate in Cebu City. Organizational socialization, work-life balance, HRI system adoption, labor-management relations, adherence to due process, employee morale, and talent management are just a few of the topics that will be covered. This study aims to fill in these gaps in prior research findings and offer fresh perspectives and suggestions that help guide more specialized and successful HCM tactics in the regional BPO sector. To optimize human capital management in Cebu City's BPO sector, this research aims to both advance our theoretical understanding of HCM practices and offer useful implications for industry stakeholders, including managers, policymakers, and HR practitioners.

Research Objectives

The goal of the study is to evaluate the state of human capital management in the business process outsourcing (BPO) sector in Cebu City. Specific topics covered include organizational socialization, work-life balance, adoption of HRIS, labor-management relations, due process of law, employee morale, and talent management. It looks into the ways that demographic profiles such as age, sex, civil status, highest educational attainment, and length of service affect how employees view their employers. To strengthen human capital management methods and eventually promote employee engagement and organizational performance in the local BPO industry, the objective is to identify areas for development and offer practical advice.

Literature Review

Current research emphasizes how crucial good organizational socialization is to helping workers integrate into the company and develop their commitment and involvement. Research has demonstrated that socialization strategies, like official orientation programs and mentorship, have a big impact on how new employees perceive company culture and how they behave and think about their jobs later on (Bauer et al., 2017). The attainment of work-life balance has become a critical priority for both employers and workers, as evidenced by the findings of recent studies that highlight the importance of organizational support and flexible work schedules in

fostering employee happiness and well-being (Allen et al., 2013). Scholars have investigated the variables impacting the adoption of HRIS and the potential of AI-powered solutions to transform talent management procedures (Rao et al., 2020).

Furthermore, preserving good labor-management relations in remote work settings poses new difficulties. As a result, recent research has focused on the application of virtual communication tools and techniques for resolving conflicts to promote cooperation and trust between management and staff (Batt et al., 2017). According to studies, procedural fairness has an impact on employee trust and organizational citizenship behaviors, hence it is still imperative that due process be followed in disciplinary processes for organizational justice and employee relations (Colquitt et al., 2013). Resilience and productivity within an organization depend on high employee morale, and current research highlights the importance of communication and leadership styles in fostering engagement and morale (Khan et al., 2018).

Scholars emphasize that talent analytics and diversity and inclusion programs are vital to organizational success, and that effective talent management techniques are essential for attracting, developing, and keeping top personnel (Cappelli & Keller, 2014). Organizations can learn about new trends and best practices for maximizing human capital management strategies in the fast-paced business climate of today by looking at recent study findings across various aspects.

Methodology

This study uses a descriptive-correlational research methodology to thoroughly examine and understand the dynamics of HRM practices in Business Process Outsourcing (BPO) organizations. The primary data collection tool is a survey questionnaire the researcher created, providing a nuanced perspective on the complex interactions among various factors. The survey focuses on respondent profiles and practices related to human capital management, making a well-designed instrument. The study takes place at Cebu I.T. Park, a vibrant environment that houses important BPO companies such as JPMorgan Chase & Co., Accenture Inc., Concentrix, Qualfon Philippines Inc., and Teleperformance SE. This deliberate choice ensures a fair and insightful examination of various BPO procedures.

Participants

The target participants include managers, supervisors, personnel in the rank-and-file, and management in general. The sample consists of 370 participants, guaranteeing a strong and diverse dataset that enhances the breadth and depth of the research findings. The majority of the respondents are young adults, with most being employees in the rank-and-file (33.97%) and management (38.18%) categories, and ages ranging from 26 to 28. The gender breakdown reveals a higher percentage of male employees: 12 (21.82%) of management staff and 172 (54.61%) of rank-and-file staff are female. Most of the respondents—202 rank-and-file workers (64.13%) and 36 management workers (65.45%)—are single. In terms of education, 35 management personnel (63.64%) and 184 rank-and-file employees (58.41%) hold college degrees. Additionally, 168 rank-and-file employees (53.33%) have worked for 4 to 6 years, while 40 management employees (72.73%) have worked for 7 to 10 years. This indicates that rank-and-file staff members have shorter tenures, whereas management-level staff members have better retention rates, with only 15 (or 27.27%) having worked for less than ten years.

Instruments

The research tool used is a carefully designed questionnaire that aims to gather the demographic profile of the respondents and explore fundamental areas of human resource management. This includes topics such as organizational socialization, work-life balance, adoption of human resource information systems, labor-management relations, due process adherence, employee morale, and talent management.

Procedure

Before gathering data, the researcher secured permission from the management of Accenture Inc., Concentrix, Qualfon Philippines Inc., Teleperformance SE, and JPMorgan Chase & Co. to conduct the study. Before the data gathering, the proponent provided a short explanation about the study through their e-mail or social media accounts and a soft copy of the Informed Consent Form [ICF] to the respondents so that they would have information about the research. This formed part of their decision to participate in the study. Only those willing to answer the survey questionnaire were asked to affix their e-signature to the ICF. The research instrument was administered using the Google form, and the link was sent through either e-mail, Facebook Messenger, or Viber. The social media details were obtained from the Human Resource Management Office of each BPO company. The gathered data were stored and kept in the researcher's laptop and treated with the utmost confidentiality. These data would be deleted/discarded three (3) years from the acceptance and finalization of the report to the University of Cebu Graduate School.

Ethical Considerations

This study ensures the ethical principles of beneficence, non-maleficence, justice, and autonomy. The risks and benefits of research are not always known, and investigators, along with the institutional review board (IRBs) that approve their protocols, decide with imperfect knowledge when it is justifiable to seek certain benefits despite the risks involved and when the benefits should be foregone because of the risks. The second general rule of beneficence obligates investigators to design their protocols to maximize the probability and magnitude of benefits to individual research subjects and society (Yale University, n.d.).

This study aims to provide the proposed employee development plan to serve as a guiding framework for the complete development of the employees in the BPO company. The principle of non-maleficence requires an intention to avoid needless harm or injury that can arise through acts of commission or omission. In common language, it can be considered negligence if the researcher imposes a careless or unreasonable risk of harm upon another (Ethics of International Engagement and Service Learning [EIESL] Project, 2011).

To ensure that the respondents would not be exposed to the infection of the COVID-19 virus, data gathering utilized the Google form to administer the survey questionnaire to the respondents. All the questions or items in the survey questionnaire were structured in neutral form so that the emotional and psychological well-being of the respondents was protected. The research ensures that all the data relating to the respondents were de-identified and treated with utmost privacy and confidentiality as stipulated in the Data Privacy Act of 2012. The data were kept on the investigator's personal computer, and only he and his adviser were granted access. The information gathered from the research would be discarded three (3) years after the finalization of the research report. Justice is concerned with the equitable distribution of benefits and burdens to individuals in social institutions and how the rights of various individuals are realized. Justice is a concept intended to promote fair and equitable treatment of individuals within populations. Justice can be appropriately considered only when criteria are similar and applied equally to all involved in the community's population (Feinson & Wagner, 2008).

To adhere to the ethical principle of justice, selecting respondents randomly made to give each research respondent a chance to participate in the study. No discrimination was done against the respondents, regardless of their socio-economic situation, religion, gender, and position. Any notion of moral decision-making assumes that rational agents make informed and voluntary decisions. In common parlance, the capacity to act intentionally, with understanding, and without controlling influences would mitigate against a free and voluntary act (McCormick, 2018). To adhere to the ethical principle of autonomy, the researcher communicated with the target respondents and explained the study's purpose via the online platform. The respondents were given a soft copy of the Informed Consent Form (ICF) to have enough time to read it. It was emphasized that their participation would be voluntary and that they were informed they have the right to withdraw their participation at any time without any negative consequences.

Results and Discussion

Based on the results, the following are the salient findings of the study more research respondents were 26 to 28 years old and had served the company for 4 to 6 years. Moreover, the majority of them were males, single, and college graduates. The management personnel and the rank-and-file employees assessed that the human capital management practices in terms of organizational socialization, work-life balance, adoption of human resource information system, labor-management relations, observance to due process of law, employee morale, and talent management were moderately practiced. The management personnel and the rank-and-file employees revealed that they were moderately satisfied with the human capital management practices in terms of organizational socialization, work-life balance, adoption of human resource information system, labor-management relations, observance to due process of law, employee morale, and talent management.

Table 2. Summarized Data on the Perception of Human Capital Management Practices

Indicators	Rank-and-File <i>n</i> = 315		Mgt. Personnel <i>n</i> = 55		Consolidated <i>N</i> = 370	
	\bar{x}	Int	\bar{x}	Int	\bar{x}	Int
	A. Organizational Socialization	2.99	MP	3.10	MP	3.01
B. Work-Life Balance	2.94	MP	2.89	MP	2.94	MP
C. Adoption of Human Resource Information Systems	3.02	MP	2.96	MP	3.01	MP
D. Labor-Management Relations	2.71	MP	2.50	MP	2.68	MP
E. Observance to Due Process of Law	2.94	MP	3.23	MP	2.98	MP
F. Employee Morale	2.91	MP	2.55	MP	2.86	MP
G. Talent Management	2.90	MP	2.57	MP	2.85	MP
Grand Mean	2.92	MP	2.83	MP	2.90	MP

Legend: 1.00-1.74 Not Practiced [NP]; 1.75-2.49 Less Practiced [LP]; 2.50-3.24 Moderately Practiced [MP]; 3.25-4.00 Highly Practiced [HP]

The highest aggregate mean of 3.02 and the consolidated mean of 3.01 denotes that the employees, particularly the rank-and-file, assessed that human capital management in adopting human resource information system (HRIS) was moderately practiced. These data indicate that the call center agents find the existing HRIS of their respective companies helpful in harmonizing the process of their employment.

HRIS is software that provides a centralized repository of employee master data that the HRM group needs for completing core human resource core processes. An HRIS can help HR and organizations become more efficient through technology (Yasar, n.d.).

Another highest aggregate mean of 3.23 indicates that the management personnel, consisting of the managers and supervisors, assessed that the current human capital management in terms of the observance of the due process of law was moderately practiced. This information specifies that, in many cases, they ensure that each employee will be given the right to explain their side during investigations of alleged violations of company policies.

Due process is a course of legal proceedings according to rules and principles established in a system of jurisprudence to enforce and protect privacy rights. In each case, due process contemplates an exercise of the powers of government as the law permits and sanctions under-recognized safeguards for the protection of individual rights (The Editors of Encyclopedia Britannica, 2022).

On the other hand, the rank-and-file employees ($\mu=2.71$) and the management personnel ($\mu= 2.50$) assessed that human capital management in the aspect of labor-management relations was moderately practiced, as shown by the lowest consolidated aggregate mean of 2.68. These results mean that the policies and actions to ensure harmonious employer-employee relationships were often undertaken in BPO companies. Labor-management relations are the most complicated set of relations that any HR Manager has to deal with. Efficient maintenance of labor relations helps the HR Managers develop a harmonious environment within the organization, which, in turn, helps the organization effectively achieve its goals and objectives (Juneja, n.d.).

The grand mean of 2.90, based on the consolidated aggregate mean of 2.92 for the assessments of the rank-and-file employee and the consolidated aggregate mean of 2.83 for the evaluations of the management personnel, specifies that the human capital management in the selected business process outsourcing companies in Cebu I.T., Lahug, Cebu City was moderately practiced. These results denote that the two groups of employees find the existing systems of human resource management (HCM) in place but the ideal outcomes of forging engagement, productivity, and business value are in the process of achieving.

A complete HCM solution connects all human resource (HR) processes, including recruiting, global HR, compensation, benefits, talent management, learning, workforce planning, work-life solutions, time tracking, and payroll. With HCM solutions, businesses can make smarter and faster decisions, deliver a best-in-class employee experience, and leverage embedded cutting-edge technologies, such as Artificial Intelligence (AI) and chatbots, to automate workflows, improve efficiency, and engage quickly (Oracle, 2022).

Table 3. *Test of Relationship Between the Respondents' Profile and the Perception of Human Capital Management Practices*

<i>Paired Variables</i>	<i>Chi-Square</i>	<i>df</i>	<i>Critical Value</i>	<i>Significance</i>	<i>Result</i>
A. Age and Assessment on					
Organizational Socialization	39.403	10	18.307	Significant	Ho Rejected
Work-Life Balance	168.020	15	24.996	Significant	Ho Rejected
Adoption of HRIS	153.293	15	24.996	Significant	Ho Rejected
Labor-Management Relations	218.586	15	24.996	Significant	Ho Rejected
Observance to Due Process of Law	157.617	10	18.307	Significant	Ho Rejected
Employee Morale	195.101	10	18.307	Significant	Ho Rejected
Talent Management	131.190	10	18.307	Significant	Ho Rejected
Overall Perception of Practices	150.198	10	18.307	Significant	Ho Rejected
B. Sex & Assessment on					
Organizational Socialization	43.702	2	5.991	Significant	Ho Rejected
Work-Life Balance	11.743	3	7.815	Significant	Ho Rejected
Adoption of HRIS	31.849	3	7.815	Significant	Ho Rejected
Labor-Management Relations	47.554	3	7.815	Significant	Ho Rejected
Observance to Due Process of Law	6.254	2	5.991	Significant	Ho Rejected
Employee Morale	18.632	2	5.991	Significant	Ho Rejected
Talent Management	25.380	2	5.991	Significant	Ho Rejected
Overall Perception of Practices	75.347	2	5.991	Significant	Ho Rejected
C. Civil Status & Assessment on					
Organizational Socialization	57.294	6	12.592	Significant	Ho Rejected
Work-Life Balance	38.761	9	16.919	Significant	Ho Rejected
Adoption of HRIS	27.969	9	16.919	Significant	Ho Rejected
Labor-Management Relations	61.369	9	16.919	Significant	Ho Rejected
Observance to Due Process of Law	58.546	6	12.592	Significant	Ho Rejected
Employee Morale	45.623	6	12.592	Significant	Ho Rejected
Talent Management	41.845	6	12.592	Significant	Ho Rejected
Overall Perception of Practices	40.141	6	12.592	Significant	Ho Rejected
D. Highest Educational Attainment & Assessment on					
Organizational Socialization	17.265	6	12.592	Significant	Ho Rejected
Work-Life Balance	16.377	9	16.919	Not Significant	Ho Accepted
Adoption of HRIS	14.926	9	16.919	Not Significant	Ho Accepted
Labor-Management Relations	52.595	9	16.919	Significant	Ho Rejected
Observance to Due Process of Law	14.158	6	12.592	Significant	Ho Rejected
Employee Morale	13.173	6	12.592	Significant	Ho Rejected
Talent Management	4.594	6	12.592	Not Significant	Ho Accepted
Overall Perception of Practices	9.938	6	12.592	Not Significant	Ho Accepted
E. Length of Service & Assessment on					
Organizational Socialization	16.982	6	12.592	Significant	Ho Rejected
Work-Life Balance	50.657	9	16.919	Significant	Ho Rejected

Adoption of HRIS	128.184	9	16.919	Significant	Ho Rejected
Labor-Management Relations	96.716	9	16.919	Significant	Ho Rejected
Observance to Due Process of Law	52.178	6	12.592	Significant	Ho Rejected
Employee Morale	81.011	6	12.592	Significant	Ho Rejected
Talent Management	81.111	6	12.592	Significant	Ho Rejected
Overall Perception of Practices	72.850	6	12.592	Significant	Ho Rejected

The table presents the results of the test of the significant relationship between the demographic profile of the respondents and their assessment of the perception of human capital management practices in the BPO companies at Cebu I.T. Park.

There is a relationship between the respondents' age and their assessment of human capital management in the aspects of organizational socialization, work-life balance, adoption of HRIS, labor-management relations, observance of due process of law, employee morale, and talent management of the selected BPO companies operating at Cebu I.T. Park, based on the computed Chi-square values that are greater than the critical values. Hence, the null hypothesis is rejected. The data imply that since most of the research respondents were in the young adulthood stage and were still building their careers and capabilities in the corporate world, they saw the gap between the ideal norms of the human resource management system and the current practices.

There is also a significant relationship between the respondents' sex and their assessments of human capital management in the aspects of organizational socialization, work-life balance, adoption of HRIS, labor-management relations, observance of due process of law, employee morale, and talent management of the selected BPO companies operating at Cebu I.T. Park, based on the computed Chi-square values that are higher than the critical values. These results denote that differences in gender among the two groups of respondents connect to how they evaluated the human resource management system of the BPO company where they were employed.

In addition, there is a significant relationship between the respondents' civil status and their assessments of human capital management in the aspects of organizational socialization, work-life balance, adoption of HRIS, labor-management relations, observance of due process of law, employee morale, and talent management of the selected BPO companies operating at Cebu I.T. Park, based on the computed Chi-square values that are higher than the critical values. Since most employees at the selected BPO establishments were still single during the survey, this relates to their viewpoints about the current human resource management since they are looking for security and a better career in the industry.

There is a significant relationship between the respondents' highest educational attainment and their assessments of human capital management in the aspects of organizational socialization, labor-management relations, and observance of due process of law of the selected BPO companies operating at Cebu I.T. Park, based on the computed Chi-square values that are greater than the critical values. These results indicate that since most of the respondents were bachelor's degree holders, they tend to see the strength of the company's policies on orienting the newly hired employees and management of employees' behavior in the company and maintaining mutually beneficial relationships with them and the management.

Further, there is a significant relationship between the respondents' length of service and their assessment of human capital management in the aspects of organizational socialization, work-life balance, adoption of HRIS, labor-management relations, observance of due process of law, employee morale, and talent management of the selected BPO companies operating at Cebu I.T. Park, based on the computed Chi-square values that are greater than the critical values. Since more of the respondents had served the company for less than five (5) years, their assessments of the strength of the human resource management system are connected to their recent experience with how the company treats them.

Singh and Rao (2017) emphasized the need to manage Knowledge Management (KM) processes to improve human capital and the importance of combining relevant aspects to get the best outcomes from the interplay of various practices and elements. Programs have been incorporated by BPO firms and plan to enhance their own organization's expertise and competencies as a means of motivating their workers. Motivational methods have a more substantial influence on the company's staff retention. Further, there is a strong link between the size of a company's effort and its profitability. They are considering the perception of which corporate culture influences employee retention, the organization's strategies, cultures, and perks, and the overall variables that have been established (Villanueva, 2017).

Conclusions

The results show both areas of strength and potential for improvement in several HCM-related areas. For example, while adoption of HRIS is a practice that is moderately used and well-received, labor-management interactions might use some improvement. Furthermore, the strong correlations shown between demographic variables and workers' attitudes highlight the necessity of customized methods to human resource management (HRM) that consider variables such as age, sex, civil status, highest educational attainment, and length of service. Through its alignment with extant research that highlights the significance of knowledge management procedures and motivational tactics, the study offers practical insights for enterprises looking to enhance their human resource management methods. These observations have useful ramifications for BPO companies, assisting them in cultivating a happy workplace and promoting organizational performance. The paper also identifies directions for future investigation, such as examining how cultural variations and technology progress affect the efficacy of HCM and carrying out long-term studies to monitor shifts in attitudes over

time. The conversation as a whole highlights how crucial it is to keep improving HCM tactics in order to satisfy changing workforce demands and foster sustainable development.

Based on the results of the study, examining human capital management (HCM) procedures in Cebu City's business process outsourcing (BPO) industry, the study finds a basic framework that is only partly applied. Although the sector shows a dedication to HCM, there are still certain aspects that need to be improved, like labor-management interactions and the implementation of HRIS. The study emphasizes the importance of demographic aspects in influencing employee attitudes and highlights the necessity of strategic improvements catered to the varying expectations of a diverse workforce. BPO businesses should give priority to HRIS optimization to better match employee needs and boost HCM practices. Important actions include improving due process procedures, putting in place an employee development plan, and adjusting tactics based on demographic factors. Furthermore, including sustainability ideas in HCM procedures guarantees ecologically conscious corporate strategies. It is imperative to build methods for continuous monitoring and feedback to facilitate continuing adaptation to the dynamic BPO landscape. This will help to foster a workplace that not only fulfills present needs but also anticipates and tackles future difficulties.

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