

RESEARCH ARTICLE

Predictors of Humanistic Sustainability HRM Practices

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Abstract: We determined and compared the degree of implementation of humanistic sustainability human resource management (HRM) practices. We analyzed which among the firm demographics, such as the number of years of operation, size, and type of ownership, is its significant predictor. Based on the Motivations of Humanistic “Sustain Ability” framework where the HRM practices were rooted, we used the descriptive, correlational, and causal research designs to analyze the 137 samples responses of various companies who participated in the survey. Our results showed that Philippine companies were moderately implementing humanistic sustainability HRM practices. It also indicated that those that were registered as corporations and large in size were implementing humanistic sustainability HRM practices to a greater degree. Our findings also revealed that the humanistic sustainability HRM practices were significantly correlated with company demographics such as size and type of ownership. Finally, our regression analysis indicated that the significant predictor of humanistic sustainability HRM practices was the size of the firm followed by the number of years of their operation.

Keywords: humanistic management, sustainability, human resource management, human dignity, human rights

JEL classifications: L20, M12, M54, O15

“I define sustainable history as a durable progressive trajectory in which the quality of life on this planet or other planets is premised on the guarantee of human dignity for all at all times and under all circumstances.”

Al-Rodhan (2009)

Contemporary human resource management (HRM) practices show that there are efforts to implement humanistic sustainability that promote and nurture job satisfaction, organizational commitment, and meaningful life of the workers as well as the continued existence of the organization. These take into account concerns that enable workers to live in the society in a happy and dignified manner. These practices may include proper matching of competencies with the job opening and equal opportunity during recruitment that offers a sense of purpose and achievement to candidates. It also includes the development of

employees’ creative and critical thinking during training that would allow sharing of knowledge and innovation. There can be harmonious labor relations when fostering trust and open communication between workers and employer. Moreover, it promotes work-life balance so employees will have more time for their families. Finally, it provides fair compensation and good retirement package so workers will live decently even during old age.

On the other hand, try to picture this example: a supervisor in a manufacturing firm in the Export Processing Zone who was unable to buy his own complete safety gear and has only been trained once in the past two years that he has worked with the company; he has never been asked by management what he thinks will make him happy in the firm; who only comes home once every two weeks to his family because work required a 24-hour watch for the entire

week. He therefore had very little time to spend with his pregnant wife, three young children, and a 75 year old mother who is bed-ridden and needs daily maintenance medicines. He was unable to pay his house rent and was overboard with credit card bills. Worst of it all, he has just been booted out by his company in view of a decision to outsource a big chunk of the manufacturing assembly line work. This scenario happens to many workers in our world today.

We therefore ask, do HRM practices encourage humanistic sustainability? What is the degree of implementation of humanistic sustainability in organizations? Which among the firm demographics of number of years of operation, size, and type of ownership is a significant predictor? Finding answers to these questions will enlighten whether companies are supportive of humanistic sustainability.

Objectives of the Study

In this study, we used the humanistic “sustainability” lens on HRM practices. We examined practices of companies in the Philippines and answered the following objectives of this study:

1. To determine and compare the degree of implementation of humanistic sustainability HRM practices.
2. To correlate humanistic sustainability HRM practices with firm demographics such as years of operation, size, and type of ownership.
3. To analyze which among the firm demographics are significant predictors of humanistic sustainability HRM practices.

Hypotheses of the Study

Given the objectives of our study, we tested the following hypotheses:

Hypothesis 1: The bundle of humanistic sustainability HRM practices is moderately ($x=3.83$) implemented in the sample companies.

Hypothesis 2: There is no significant difference in the overall average rating of companies

with regards to the degree of implementation of humanistic sustainability HRM practices based on the number of years of operation, size, and type of ownership.

Hypothesis 3: There is no significant correlation on the number of years of operation, size, and type of ownership and humanistic sustainability HRM practices.

Hypothesis 4: The size of the company is the most significant predictor of humanistic sustainability HRM practices.

Significance of the Study

This study encapsulates the goal of Humanism which centers on the “welfare of all humankind” that is “devot[ed] to the interests of human being, wherever they live and whatever their status” (Lamont, 1997, p. 17). The concept of humanism is where “the individual attains the good life by harmoniously combining personal satisfactions and continuous self-development with significant work and other activities that contribute to the welfare of the community” (Lamont, 1997, p. 14).

This study also puts value on human rights and human duties which are “conjoined in a web of asymmetrical reciprocity, which includes and involves everyone ... [thus] if we wish to assert sustainability rights, we must assume sustainability responsibilities” (Barrett, 2010, p. 8). The study, therefore examines, whether organizations support sustainability rights of people as they would assume sustainability responsibilities.

Finally, the study is novel in that it provides knowledge on predictors of humanistic sustainability in terms of firm demographics. Our interpretations offer a fresh understanding of humanistic sustainability HRM practices that could stimulate businesses to practice humanistic sustainability in HRM.

Scope and Limitations of the Study

This study examines the humanistic sustainability practices of small, medium, and large organizations only in the Philippines. It is a cross-sectional time

frame; therefore, the whole study population was collected at a single point in time over a short period to analyze the relationships between humanistic sustainability practices of organizations, size of the firms, type of ownership, and the length of business existence. Although we are able to measure the prevalence for all factors under investigation, incident cases cannot be measured. Finally, we relied on the data collected through purpose and convenience sampling which may suffer from biases, under-representation, or over-representation of particular groups within the sample.

Review of Related Literature

People, Work, and Dignity of Persons

Alejandro Moreno-Salamanca (2015) persuasively pronounced that companies do not own people. The work scenario such as that of the supervisor in the manufacturing firm brings to mind whether companies are Goliaths simply gobbling all the profit they can acquire at anyone's expense. If this is so, then, it is a sad illustration that companies use workers as means to their ends. It jolts workers leaving them with unprotected future. The stress undoubtedly trickles down through the workers' veins and distresses everyone in their family. Should businesses banish workers after they have been exhausted only because they are a resource for the businesses? In addition, even if they stay at work, precarious work is evident (Edralin, 2014). Furthermore, "overwork is compulsory, violating labor rights, and anecdotal evidence suggests that in some cases overwork is not appropriately remunerated" in Economic Processing Zones (Cirera & Lakshman, 2014, p. 23). Since social demands and economic drives enfold businesses, employees become susceptible to unconscionable situations (Asis-Castro, 2015). Unconscionability (Amoroso, 2015) is when "it unreasonably favors one party and when the circumstance of the contract has a level of oppression and surprise within the reasonable expectations of the weaker party" (Asis-Castro, 2015); and "is unjustifiably one-sided to such an extent that it shocks the conscience" (Zenia Chavarria v. Ralphs Grocery Company, 2013, p. 14). It has always been a struggle for workers to fight for and protect their rights from the capitalist employers. More than one hundred years of the Philippine trade union movement's

existence revealed the workers' better terms and conditions of employment. Collective bargaining and concerted mass action in the workplace and in Congress made this possible. The trade unions' active participation in the political and economic issues has changed how employers should treat and deal with workers.

Prahalad and Hamel (1990) asserted that the workers are core assets of the business. People should be cared for and flourish because they are living beings. It is possible to realize a collective learning at work and workers' deep commitment across organizational boundaries by a sound regard of human resources. Companies should view people as important human being. It is important for people to have human rights and human dignity. By doing so, companies create organizational citizens where people have work behavior that helps the organization; wherein they go beyond job requirements and contribute to the organization because they value the company they work for (Hartman, Des Jardins, & MacDonald, 2014). In fact, businesses run by corporation should always remember the very reasons why they exist in the very first place; that is, to serve the public good, which was the foundation of serving the public trust when the people gave companies the gift of their existence (Post, Preston, & Sachs, 2002). Businesses should not be machines without soul motivated by profit using what the law ruthlessly so permit a limited liability (Bakan, 2005). Businesses should be conscionable not to exploit the most important asset of the companies for the sole purpose of profit.

Employers should provide work because work is a necessity to peoples' survival. For one, work is essential for the individual and his family. Work gives meaning and is an expression of our full humanity, which has significant implications on people's social lives. According to the Social Doctrine of the Church (Pontifical Council for Justice and Peace (PCJP), 2004, p. 180), "work is a fundamental right and a good for mankind, a useful good, worthy of man because it is an appropriate way for him to give expression to and enhance his human dignity." Moreover, "work is a source of riches, or at least, of the conditions for a decent life, and is, in principle, an effective instrument against poverty" (PCJP, 2004, p.164).

"Perceived need are socially and culturally determined, and sustainable development requires the promotion of values that encourage consumption

standards that are within the bounds of the ecological possible and to which all can reasonably aspire” (Brundtland Commission, 1987, p. 2:5). Thus, for a person to make a prison become paradise because of his resourcefulness to produce from the capital (not money as John Maynard Keynes saw it to be, but something that is used to produce goods and services, with his right to produce what he needs and consume), Granados (2015) believed that this would be a manifestation of dignity.

Challenges in Attaining Humanistic Sustainability

Challenges confront businesses in attaining humanistic sustainability. The number of years a firm operates, firm size, and type of ownership show different reactions to external and internal pressures. For example, the size of the firm and the length of operation of small and medium enterprises (SME), among others, were determinants of SME performance (Mothibi, 2015). An OECD (n.d.) report revealed that SMEs drove about 60%–70% of employment created in OECD countries. It also suggested that the number of years a firm operated was an important factor rather than firm size in creating jobs. This is consistent with the findings of Lawless (2013) that the size of the firms was a driver of job creation, particularly; smaller companies contributed more than larger firms did. Moreover, she established that younger companies were unfailingly vibrant than older firms. It revealed that size and growth of firms were independent when they passed the start-up stage. Haltiwanger, Jarmin, and Miranda (2013) found out when smaller companies grew older, the perception that they create the most jobs during start-up disappears compared to larger companies. Younger companies “have very high job destruction rates from exit, so that after five years, about 40% of the jobs initially created by start-ups have been eliminated by exit” (Haltiwanger et al., 2013, p. 360), which was because small and older companies were more susceptible to business cycle shocks (Fort, Haltiwanger, Jarmin, & Miranda, 2013). They also mentioned that compared to more mature companies, young firms grow fast. Contradictory to this, Moscarini and Postel-Vinay indicated that “large employers on net destroy proportionally more jobs relative to small employers when unemployment is above trend, late in and right after a typical recession, and create more when unemployment is below trend, late in a typical expansion” (2012, p. 2509).

The economic ability of companies to create jobs based on firm age and firm size were important factors to HRM. This was because management of created jobs pertains to HRM applied exercises, including but not limited to, recruiting, screening, selecting, and training and development. De Kok, Uhlaner, and Thurik (2002) expressed that larger firms usually performed more than smaller firms did. Thurik and de Butter (2003) found out that the company size associates to the way companies use high performance HRM practices. Using regression, they learned specifically that smaller firms used less of the high performance HRM practices than larger firms did.

But Ding and Wu noted that “small family firms were less likely to commit corporate misconduct than small non-family firms” (2014, p. 189) because they focused on long-term goals and plans of succession, thus, would rather preserve their reputation.

The forms of ownership, like corporations and non-corporations (single proprietorship/partnership), illustrate different effects in the performance of human resources in enterprises. “Corporations or partnerships provide for the legal, ownership, and management structures that can facilitate the continuity of the company beyond the original owner(s)...a sole proprietor own an unincorporated business, possibly working full time in that business in an industry that requires a license, a trade, or a skill. Therefore, firms operated as sole proprietorships are dependent on the entrepreneur...” (Harkins & Forster-Holt, 2014, pp. 330-331). “Some entrepreneurs manage in such a ‘hands on’ way that the business cannot function without them, while other entrepreneurs operate their business in such a way that they are not necessary for the business to function at a high level” (Harkins & Forster-Holt, 2014, p. 343). For example, the study of Parilla (2013) looked into micro businesses (composed of 211 sole proprietorships and 21 partnerships, have its place within age group between 27 to 37 years old, and dominated by females), and small businesses (comprised of 32 sole proprietorships and 12 partnerships, belonged to age group between 38 to 48 years old, and dominated by males). In Ilocos Norte, Philippines, findings showed that human resources were being practiced to an evident degree by micro businesses despite having no formal human resource structure as businesses were operated by family members. These practices included job orientation, working conditions, employee motivations, and

compensation. There was no strict implementation pertaining to salaries and benefits for family members as they composed the workforce. However, small businesses were stricter in terms of compensation policies as they employed non-family members as well. In their overall assessment, business owners presented to be highly competent in handling the business, although small businesses were more competent than micro businesses.

In Mozur's (2012) article, corporations that become global companies (cited Hon Hai Precision Industry Co., Ltd., a corporation operating under the name of Fozconn in the electronics manufacturing industry, which was a supplier of Apple and Samsung) was an example of a company that faced challenges. Hon Hai had difficulty in implementing the legally prescribed nine working hours in China because workers voiced out that they want more than 10 to 15 overtime working hours (Mozur, 2012). In trying to improve worker conditions, Fozconn had to open a mental-health office to provide worker counseling which said to have declined Foxconn's suicide rate (Mozur, 2012). Furthermore, to respond to global conditions, Coca-Cola, for instance, promoted diversity that in 2013, its total U.S. workforce included Caucasians (55%), Hispanics (18%), Native Americans (1%), Asians (3%), and African Americans (21%) (The Coca-Cola Company, 2015). These examples illustrate the opportunities of corporations to participate in worldwide business prospects which unincorporated companies may have difficulty to enter and survive. With resources, corporations can capture global opportunities. However, numerous external challenges may confront them.

In another study, to know the occurrence and influence of HRM practices, a survey of 168 Philippine corporations by Galang (2004) used organizational characteristics, particularly firm size based on the number of employees, unionization, industry, foreign ownership, product diversity, and organizational life cycle. She compared HRM practices in the Philippines with that of US and Canada. Galang (2004) found out that employment size explained 60% of the difference in the HR training practices.

Moreover, Genc's (2014) study revealed that there was no significant relationship between size and internal environmental factors (organizational mission, strategies, and objectives; corporate headquarter actions; vertical or horizontal structure; history; top

management and line management priorities; and issues of power and politics) of HRM activities. However, for these corporations, "priorities of top management" came out to be what affects HRM practices most. Genc's (2014) findings further showed that the size of the company was also an internal factor that large companies in Turkey found to be a critical determinant when planning and implementing HRM.

Finally, the study of Zheng, O'Neill, and Morrison's pointed out that ownership, age, and size of firms "influenced the motivation, capacity and ability of firms to adopt high performance human resource practices [and was] closely associated with human resource outcomes and firm performance" (2009, p. 175).

Conceptual Framework of HRM Practices with Humanistic Sustainability

Motivations of Humanistic "Sustain Ability" Model

The Brundtland Commission (1987) report stated that "sustainable development seeks to meet the needs of current generations without compromising the ability of future generations to meet their own needs," (Our Common Future, Chapter 1: A Threatened Future, II. New Approaches to Environment and Development, no.49); and that, sustainability shall give "opportunity to satisfy [people's] aspiration for a better life (Our Common Future, I. The Global Challenge, 3. Sustainable Development, no. 27). This report said that there is a need for people to manage resources, thus, it recommended that human ability be developed.

The original advances in humanistic management were forged by Mary Parker Follet in 1925 when she said: "We can never wholly separate the human from the mechanical side ... But you all see every day the study of human relations in business and the study of operating are bound up together" (Follet, 1940, p. 124). It was during this time that people at work were viewed as an important aspect of management. It was later on followed by Chester I. Barnard (1968/1938) whose work was also centered on the ethical and human demeanors and practices in management . Moreover, the importance of people, planet, and profit was considered by Elkington (1997) as the three major resources (in the principle of the Triple Bottom Line), to achieve "Sustain Ability" (Elkington, 1998). He voiced out that companies have the green light to do

business if they manage these three major resources. Because people have the highest faculties who can make sustainability happen even when the three P's of the triple bottom line approach was viewed as a more comprehensive way to muse over a business' advantage, it is not unreasonable to ask if people are being given the fair attention and care.

Furthermore, Parkes and Borland said that "HRM is best placed to provide leadership, drive, and innovation to influence individuals, groups, and all organizational actors toward embracing more sustainable attitudes and behaviors" (2012, p. 813). However, where is HRM in providing humanistic sustainability? Looking at this in a reverse manner, we can ask whether HRM is providing people the "living standards that go beyond the basic minimum which are sustainable only if consumption standards everywhere have regard for long-term sustainability" (Brundtland Commission, 1987, Ch 2, 5). Babbitt said, a "systemic oppression makes dehumanizing conditions and treatment seems unreasonable" (2013, p. 733). On the other hand, Pirson, Kimakowitz, Dierksmeier, and Spitzack (2010) opined that humanistic management is steered by three doctrines, which were "the need for the protection of human dignity and the need to integrate ethical evaluation into managerial decisions. In addition, the new paradigm appreciates that shared responsibility will produce more life-conducive business activities than individually assumed responsibility can. Humanistic managers assume responsibilities *with* not for stakeholders" (Pirson et al., 2010, p. 26). While Spitzack (2011) wrote that "human management is the pursuit of strategies and practices aimed at the creation of human welfare. It is a style of management that unconditionally respects human dignity in business through submitting its practices to societal critique... although the humanistic purpose of business is ultimately to serve people" (p. 54). Mele (2013) reiterated that humanistic management is management that stresses importance on the human condition as well as being generously and entirely concerned with human value. Arnaud and Wasieleski (2014) viewed that "humanism is concerned with the autonomy of individuals ... humanism may indeed provide the ethical standard in HRM" (pp. 314–315). Additionally, Largacha-Martinez, Maldonado, Perez, and Aristizabal insisted that "as a company implements more humanistic approaches within managerial practices, the social impact resulting from this approach will be ... to produce more decent jobs" (2013, p. 81). Furthermore, the declaration of humanist principles has a "... humanistic outlook ... based on respect for the dignity of all members of the world community; individual responsibility not only for traditional communities, but also for the destiny of humankind. The ethics of planetary humanism demands universal application of the principle to act in the way that will decrease the sum of human sufferings

and increase the sum of happiness" (Chumakov, Mazour, & Gay, 2014).

Human Resource Management Model

The human relations movement was inspired by the Hawthorne studies that resulted to management's emphasis on increasing employee satisfaction to improve productivity (Roethlisberger & Dickson, 1939). Thereafter, studies placed HRM in context, such as that of Jackson and Schuler (1995) who stated that the umbrella term of HRM covers three components. These are "(a) specific human resource practices such as recruitment, selection, and appraisal; (b) formal human resource policies, which direct and partially constrain the development of specific practices; and (c) overarching human resource philosophies, which specify the values that inform an organization's policies and practices." (Jackson & Schuler, 1995, p. 238). Furthermore, they said that these components are affected by internal contextual factors such as "technology, structure, size, organizational life cycle stage, and business strategy," (Jackson & Schuler, 1995, p. 238), and also external contextual factors, like legal, social, and political environments, industry characteristics, labor market conditions, and national cultures.

The most important component of a business is its people. They are critical to achieving organizational goals and its role in society. Traditionally, the mainstream HRM functions encompass recruitment, training and development, compensation, performance management, health and safety, work-life balance, labor relations, and separation. Effective planning and implementation of these functions are important for the survival and success of companies in a dynamic and globally competitive environment. In order to measure up, companies need to attract and retain competent and committed employees whom they can train and develop to become productive and satisfied with their job.

Linking the HRM Model with Motivations of Humanistic Sustain Ability Model

Human resource management practices today require what Noe, Hollenbeck, Gerhart, and Wright call "integrity in action" (2015, p. vii) where they must show and walk their talk that would exhibit how much they value their workers. Certainly, there is a clear-cut requirement for human resources to guarantee the welfare of workers, which will create a meaningful

work (Noe et al., 2015). Applied humanist values bring out positive effects to employees like trust, recognition, happiness, well-being, and respect for human dignity (Arnaud & Wasieleski, 2014). Thus, by applying a humanist paradigm in managing human resources where workers are provided autonomy; are able to develop their talents and capabilities; feel happy; and become trustful of the company they work for, it can develop a significant worker commitment because the satisfaction they receive from their organization was made clear (Arnaud & Wasieleski, 2014). Furthermore, workers would not feel like that the companies use them as means to companies' goals (Arnaud & Wasieleski, 2014). According to Ehnert and Harry (2013), "HRM could play a vital role in implementing a 'sustainability mindset' in business organizations" (p. 236). This would turn out to be "a 'survival strategy' for organizations dependent on high quality employees" (Ehnert & Harry, 2013, p. 236). It is therefore logical for organizations to apply sustainable HRM because it

answers what the firm should sustain. It also considers the manner in which it will do so in order to respond to the needs of future generations of the company that encompasses the triple bottom line approach.

Figure 1 provides a conceptual map of HRM practices and humanistic sustainability.

Operational Framework of Humanistic Sustainability HRM Practices

Figure 2 shows the operational framework of the predictors of the humanistic sustainability HRM practices that we have analyzed.

In probing the literature, reasons for humanistic sustainability have been thoroughly established parallel with societal aims where human dignity is essential in business. The literature pointed out that employees are important assets of the business (Prahalad & Hamel, 1990), where HR practices should provide

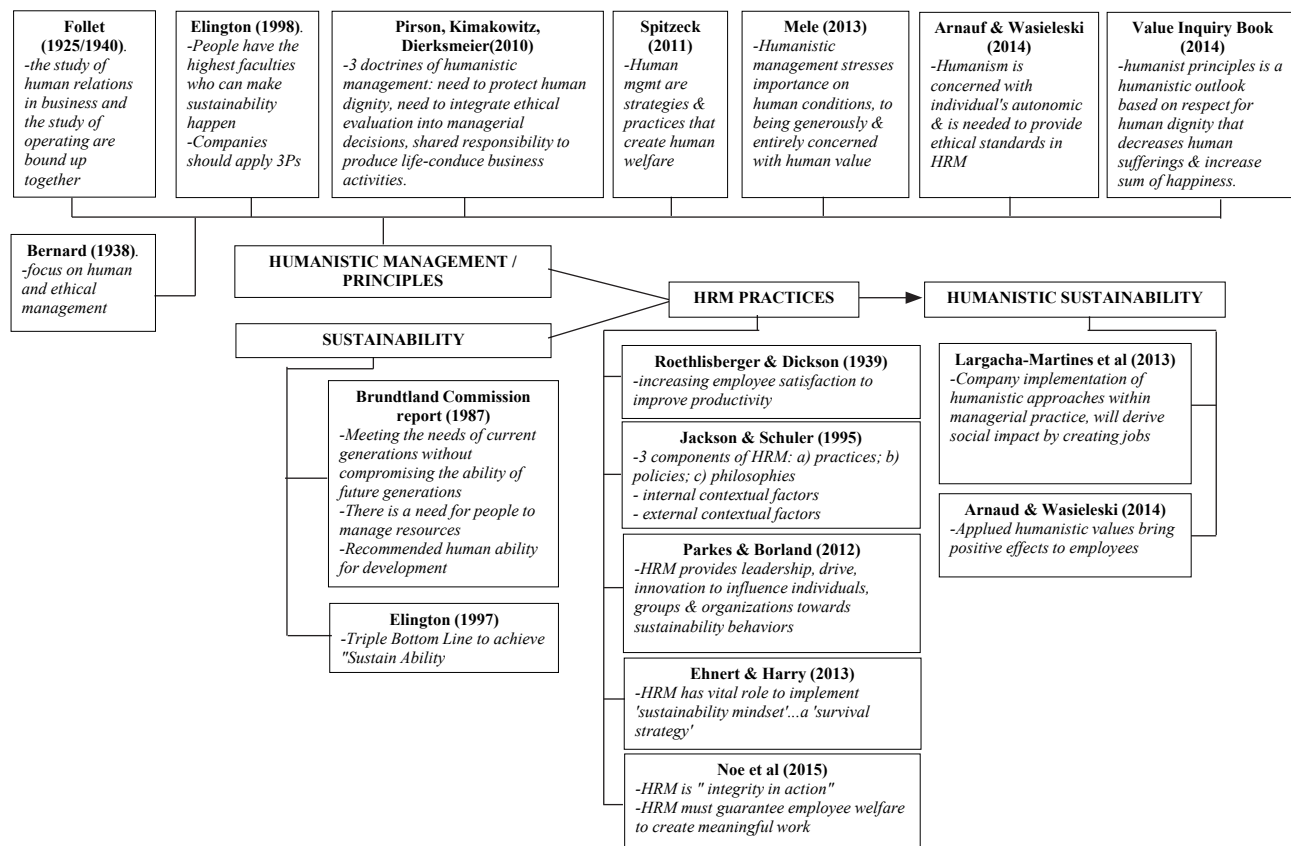


Figure 1. Conceptual Map of HRM practice & humanistic sustainability

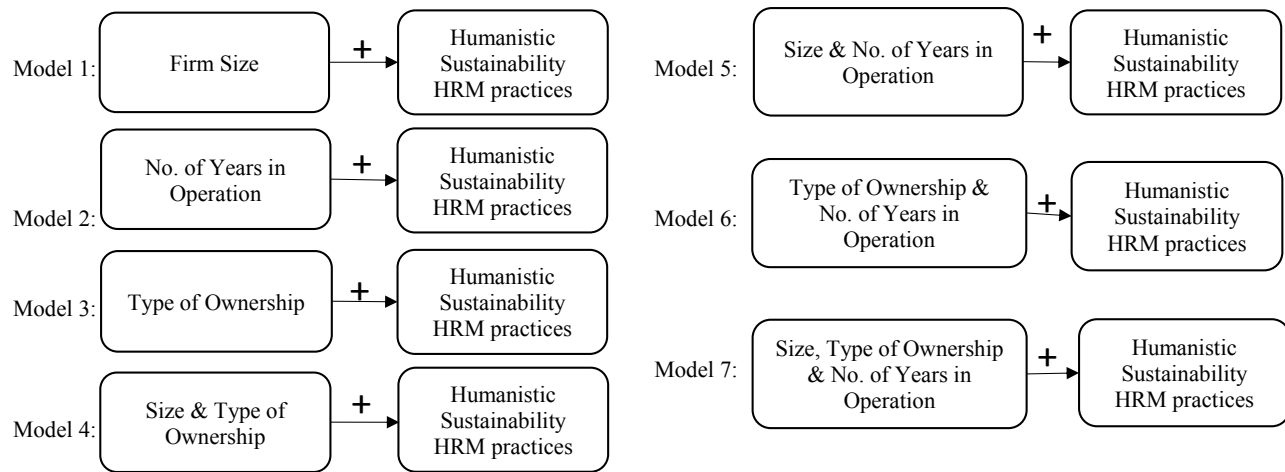


Figure 2. Operational framework of predictors of humanistic sustainability

decent work to promote human dignity (International Labour Organization, 1999), and through humanistic management (Arnaud & Wasieleski, 2014; Largacha-Martinez et al., 2013; Mele, 2013) will advance to human sustain ability (Brundtland Commission, 1987; Elkington, 1997, 1998), However, the age of the company, the ownership structure, and the size are predictors that can affect businesses in achieving humanistic sustainability. HRM practices are factors that direct humanistic sustainability practices in business because people control the way it operates the business. Business activities pursue rules people make which have nothing to do with universal laws (von Kimakowitz, Pirson, Dierksmeier, Spitzack, & Amann, in press).

Methodology

Our research design is a combination of descriptive and correlational which analyzed the HRM-related data that were part of a multi-firm dataset consisting of 137 companies of the ongoing research on “Humanistic Sustainability Practices of Private Companies in the Philippines” which started in 2013. A team of faculty from the Ramon V. Del Rosario College of Business of De La Salle University was commissioned by the Commission on Higher Education in 2014-2015, which aimed to identify the wide range and type of humanistic sustainability practices undertaken today by Philippine companies. Data were collected through purposive and

convenience sampling with the assistance of the thesis undergraduate of ACM undergraduate students and the DBA880D doctoral students.

Company representative/s who occupy key position and were knowledgeable about the study were asked to answer the humanistic sustainability initiatives as being implemented by their company based on a five-point Likert Scale from 1 = not practicing, 2 = minimal extent, 3 = moderate extent, 4 = large extent, and 5 = very large extent. The Cronbach’s alpha of the employee orientation practices consisted of five items ($\alpha = .827$), the employee conservation practices consisted of two items ($\alpha = .734$), and the human resource management practices consisted of eight items ($\alpha = .847$), which indicated that the items have relatively high internal consistency.

For the first hypothesis, we applied a “test about a population mean” to prove if the overall mean response of the companies on all HRM practices differ from the findings on emerging practices of sustainability measurement value of $x = 3.83$ by Dy, Esguerra, and Josue (2014). For the second hypothesis, we used the “one-way analysis of variance” to determine whether there was any significant difference between the overall average rating of companies with regards to the degree of implementation of HR practices that cultivate humanistic sustainability. We conducted a correlation analysis to establish the relationship of age, size, and company structure in HR practices with the implementation of humanistic sustainability. This, therefore, tests the third hypothesis. We utilized Pearson

Correlation to measure the relationship between two sets of variables on age, size, and company structure in HR practices that implement humanistic sustainability. For the fourth hypothesis, we applied simple and multiple linear regression to find out whether age, size, and ownership structure of an organization were significant predictors of humanistic sustainability HRM practices. We used the SPSS program for our statistical analysis.

Econometric Equation Model of the Predictors of Humanistic Sustainability

Let: Humanistic Sustainability HRM practices = $\alpha_i + X_i\beta + \varepsilon_i$, $I = 1, \dots, n$ where the dependent variable (HRM Practices) stands for the dummy indicating the bundle of HRM practices. X stand for a vector of explanatory variables including age, size, and ownership structure of the company. The error term assumed to be normally distributed.

Variable Selections

The dependent variables were the bundle of human resource management practices affecting the implementation of human sustainability. Put together are 15 HRM practices. Table 2 shows the probability of companies implementing human sustainability in terms of these practices. Age, size, and ownership structure of the company are the vectors of explanatory variables.

Results and Discussions

Demographic Characteristics of the Firms

Table 1 shows the demographic characteristics of companies that participated.

By size, the greater bulk (44.5%) were small companies while large companies comprised 40.1%, followed by medium-sized firms with 13.1%. By ownership, corporations included 79.6% while non-corporations were only 14.6%. According to the number of years of operations, the middle age firm covered 59.9%, whereas, the young companies were 21.2%, and the old firms were only 13.1%. The mean age of the companies was 26 years.

Degree of Implementation of Humanistic Sustainability HRM Practices

Table 2 showed that the overall mean of the bundle of humanistic sustainability HRM practices was moderately ($x = 3.82$) implemented. The first null hypothesis is accepted, that is, HRM practices is moderately ($x = 3.83$) implemented in motivating humanistic sustainability. We compared the mean results of our study ($x = 3.82$) with that of Dy et al. (2014), which was $x = 3.83$. We derived the t-test [$t(136) = 1.960$, $p = <.05$ and the observed $t = -.284$] to be less than the 1.960. This indicated that there was no significant difference in the degree of humanistic sustainability HRM practices implemented by the two group of sample firms.

Table 1. *Demographic Characteristics of Participants*

Characteristics	Categories	N (%)	Means	Std Deviation
Size	Small (10-99 employees)	61 (44.5)	3.6683	.57314
	Medium (100 to 199 employees)	18 (13.1)	3.8593	.62576
	Large (<200 employees)	55 (40.1)	3.9721	.44954
	Missing	3 (2.2)		
Ownership	Non-Corporation	20 (14.6)	3.5349	.71270
	Corporation	109 (79.6)	3.8771	.50342
	Missing	8 (5.8)		
Age	Young (>10 years old)	29 (21.2)	3.6782	.44688
	Mid (11 to 49 years old)	82 (59.9)	3.8118	.57009
	Old (<50 years old)	18 (13.1)	4.0111	.55318
	Missing	8 (5.8)		

Table 2. Summary of the Mean and SD of Humanistic Sustainability HRM Practices

Humanistic Sustainability HRM Practices	Mean	Std Deviation
We value diversity in employees	3.93	.837
We promote ethics and integrity	4.30	.770
We encourage innovation and risk-taking	3.98	.853
We ensure that human potentials and relationships can be developed at all levels of the work force to provide them a sense of purpose and achievement	4.21	.799
We encourage participative decision-making where everyone can share their knowledge, experience and creativity	4.07	.933
We promote working at home	1.88	1.244
We encourage telecommuting	2.65	1.518
We tie individual performance reviews to sustainability performance	3.92	.805
We tie rewards and incentives to sustainability performance	3.93	.901
We enhance employee-employer relations to improve sustainability performance	4.05	.807
We promote work-life balance	4.01	.870
We provide fair wages, salaries and opportunities for fringe benefits based on employee right to a fair and improving standard of living, regardless of race, sex, age and creed	4.12	.867
We implement fair recruitment practices that provide equal opportunity to all qualified job-seekers	4.09	.898
We provide adequate compensation for employees in cases of separation and retirement	4.03	.992
We provide safe and healthy work environment conducive to the physical and moral well-being and growth of employees	4.08	.940
Overall mean	3.82	

Among the 15 specific HRM practices, “We promote ethics and integrity” had the highest mean score of 4.30. This showed that companies were now more conscious in managing people to treat employees fairly, decently, and with dignity, and not as mere assets like machines and physical infrastructures. This result corroborated the firms’ relatively high score in the practices related to giving meaning to work, harmonious employee-employer relations, work-life balance, and adequate compensation. On the other hand, the specific HRM practice “We promote working at home” had the lowest mean score of 1.88. This specific HRM practice will really rate low because most of the companies covered in the study were in the manufacturing sector, which expected that their workers report for work regularly to produce the goods that they sell in the market.

In the one-way Analysis of Variance (ANOVA) of HRM practices on Humanistic Sustainability by Size of Company, there was a significant difference

between groups as determined by one-way ANOVA ($F(2,131) = 1.352, p = 0.010$). Therefore, null hypothesis 2 based on the size of the company is not accepted. A Tukey post-hoc test revealed that the humanistic sustainability HRM practices were significantly lower among small companies ($3.6683 \pm .57314$ min, $p = .007$) compared to large companies. It means that the large companies were the ones that implement humanistic sustainability HRM practices to a greater degree. These findings showed that the resources available to large firms like money, technology, exposure to global trends, and more competent and committed people who fit the organization might explain the difference. This was supported by the observation of Das, Narendra, and Mishra (2014) that having a competent workforce and being able to recruit the right talent were the most challenging to small and medium enterprises than retaining them. The

Table 3. *One-Way Analysis of Variance of HRM Practice on Humanistic Sustainability*

Comparison	Source	df	SS	MS	F	p
by Size of Company	Between groups	2	2.705	1.352	4.752	0.01
	Within groups	131	37.279	0.285		
	Total	133	29.983			
by Ownership Structure of Company	Between groups	1	1.979	1.979	6.788	0.01
	Within groups	127	37.021	0.292		
	Total	128	39			
by No. of Years in Operation of Company	Between groups	2	1.232	0.616	2.092	0.128
	Within groups	126	37.119	0.295		
	Total	128	38.352			

Note. Significant at the $p < 0.05$ level. *Post-hoc result on Humanistic Sustainability by Size of Company* show that small and large companies have significant difference at -0.30386 where the mean difference is significant at 0.05 level. There is no significant difference between medium and large companies and medium and small companies. There is no post-hoc test result on Humanistic Sustainability by Ownership Structure of Company because there were only two groups.

ANOVA test further revealed that there was no significant differences between small and medium companies ($p = .379$) and medium and large companies ($p = .716$).

In the one-way ANOVA of HRM practices on Humanistic Sustainability by Ownership Structure of Companies, we compared corporations and non-corporations (which include joint ventures and sole proprietorship). There was a significant difference between groups as determined by one-way ANOVA ($F(1,127) = 1.979, p = 0.010$). This showed that corporations implement humanistic sustainability HRM practices largely than non-corporations do. Requirements set by the law on corporations, like compliance with ethical standards and good governance are possible explanations to this outcome.

Finally, in the one-way ANOVA of HRM practices on Humanistic Sustainability by No. of Years in Operation of Companies, there was no significant difference between groups ($p = .128$) as determined by one-way ANOVA between group of young and mid ($p = .492$), young and old ($p = .106$), and mid and old ($p = .338$). Therefore, null hypothesis 2 based on the number of years of operation is accepted. This is an interesting outcome, which is consistent with the saying that “age does not matter.” This implies that

Philippine firms, whether young or old, is capable of implementing humanistic sustainability HRM practices even during challenging times or amidst business cycle shocks. The statistical result does not support the findings of Fort et al., (2013) that young and typically small businesses show very unusual recurring dynamics than businesses that are small and older, such that they are more susceptible to business cycle shocks.

Overall, the degree of implementation of humanistic sustainability HRM practices when grouped by size and by ownership showed that there was a significant difference but not by the number of years of operation of companies.

Relationship of Humanistic Sustainability HRM Practices with Firm Demographics

Humanistic sustainability HRM practices and type of ownership were significantly correlated, $r = .225, p < .05$. It was found out that humanistic sustainability HRM practices and number of years of operation were also significantly correlated, $r = .251, p < .01$. Moreover, humanistic sustainability HRM practices and size were significantly correlated, $r = .259, p < .01$. The results point out that as the number of years of operation and the size of the firms increase, the degree of humanistic sustainability HRM practices also increases.

Table 4. Correlation of HRM Practices, Ownership, Size and Years of Operation of Company

	HRM Practices	Ownership	Size	Age
HRM Practices	1	.225*	.259**	.251**
Ownership	.225*	1	.397**	.221*
Size	.259**	.397**	1	.471**
Age	.251**	.221*	.471**	1
	.010	.010	.000	.015
	.003	.000	.000	.000
	.005	.015	.000	

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

Table 5. Regression Results of Humanistic Sustainability HRM Practices

Model	Independent	Estimated of Y	Robust Regression					
			R ²	F	p	t	p	
1	Regression Size	$\hat{y}^*=3.520 - .152S$	0.067	10.19	0.002		3.19	0.002
2	Regression No. of Years of Operation	$\hat{y}^*=3.50 + .162Y$	0.031	4.94	0.028		2.22	0.028
3	Regression Type of Ownership	$\hat{y}^*=3.54 + .341O$	0.050	4.34	0.039		2.08	0.039
4	Regression Size Type of Ownership	$\hat{y}^*=3.38 + .1375 + .206O$	0.096	6.29	0.003		2.70	0.008
							1.20	0.231
5	Regression Size No. of Years of Operation	$\hat{y}^*=3.42 + .148S + .050Y$	0.080	5.99	0.003		2.63	0.010
							0.610	0.544
6	Regression Type of Ownership No. of Years in Operation	$\hat{y}^*=3.32 + .291O + .132Y$	0.071	4.15	0.018		1.76	0.081
							1.77	0.079
7	Regression Type of Ownership No. of Years in Operation Size	$\hat{y}^*=3.32 + .195O + .047Y + .126S$	0.102	4.56	0.005		1.14	0.258
							0.06	0.585
							2.11	0.037

*Humanistic Sustainability (dependent)

Firm Demographics as Predictors of Humanistic Sustainability HRM Practices

We used the robust regression analysis to test if the number of years of operations, size, and type of ownership of companies significantly predict humanistic sustainability HRM practices. The results shown in Table 5 indicate that individually, size, number of years of operations, and types of ownership were significant predictors of humanistic sustainability HRM practices. We also noted that size was the stronger predictor of humanistic sustainability HRM practice when we applied multiple regression in combining either the type of ownership or number of years of operations, or with both type of ownership and number of years of operations. Moreover, type of ownership when combined with the number of years of operation was a stronger predictor of humanistic sustainability HRM practices. Overall, it revealed that the driver of humanistic sustainability HRM practices was the size of the companies followed by the number of years of their operation. This implied that the larger and the older the companies, they tend to implement to a greater extent humanistic sustainability HRM practices. This was a confirmation of our observation in our country that companies that are large both in the number of people and their assets, as well as those firms that have been in existence for more than 20 years were preferred employers due to their reputation of treating their people fairly and with dignity. They provide adequate compensation to enable their people to live decently and give them the opportunity to be actively involved in the various operations of their firm. They also ensure that their workplace is humanizing, workers find meaning in their work, and would want to stay in their company until retirement.

The results of the robust regression show that overall, *R*-squared was low (7%–30%). However, according to Jeffrey Wooldridge (2003), in cross-sectional analysis of regression equations, it is possible to have a low *R*-square in social science but it does not mean this is useless. The *R*-square, according to Wooldridge (2003), should not be used as a key indicator of success as it may simply cause a problem. Furthermore, Figueiredo Filho, Silva and Rocha also said that the focus should be in “unstandardized coefficients and their estimated errors [instead of the *R*-squared because it should not be used to formulate] causal claims about the relationship between independent variables, dependent variables, and omitted variables” (2011, p. 40).

We used a Kolmogorov-Smirnov test and Shapiro-Wilk tests to test for normality on the dependent variable Humanistic Sustainability. Table 6 shows the result of both tests to be nonsignificant where $p > .05$. The models met the assumption for normality.

We used Cook’s distance to test for influential cases. Table 6 presents that Cook’s *D* on all models is less than one, which means that there is no cause for concern (Cook & Weisberg, 1982).

We assessed outliers using the standardized residuals statistics. The minimum and maximum values in Table 6 illustrates that there are no outliers in the models as they are within the limits of +3 and -3.

To test the independent errors, we used Durbin-Watson. Table 6 shows that Durbin-Watson is close to 2 which means that there are no nonindependent errors, thus the models meet the assumption of independent errors as the values are between 0 and 4.

We tested to see whether there is a high correlation between the independent variables and dependent variables for each model. The variance inflation factor (VIF) that measure multicollinearity in the OLS regression indicates in Table 6 to be less than 10. Therefore, there is no multicollinearity. The standards errors of the coefficients do not have a large inflation.

The ANOVA output in regression reflects the *F* statistics is highly significant; therefore, we can assume that there is a linear relationship between the variables in our model.

Conclusion and Recommendations

Our results showed that Philippine companies encourage humanistic sustainability and worthy to learn that overall, human resource management in Philippine companies was moderately implementing humanistic sustainability. While Oberhofer (2013) said that the growth performance of companies changes over its lifetime, the study suggested that the age of the company was not significant in implementing humanistic sustainability. Thus, it does not matter how

Table 6. Results of Test of Normality, Influential Statistics, Outliers, Independent Errors, Collinearity, and Linearity

Model	Variables	Test of Normality			Influential Statistics			Outliers			Independent Errors			Collinearity			Linearity		
		Kolmogorov-Smirnov df	Sig	Shapiro-Wilk's df	Sig.	Cook's D	Minimum	Maximum	Durbin-Watson	R-square	Tolerance	VIF	F	Sig.					
1	Size					0.050	-2.521	2.245	2.155	0.067	1.000	1.000	9.487	0.003					
	Small	55	0.200	55	0.536														
	Medium	17	0.200	17	0.482														
	Large	52	0.200	52	0.569														
2	Years					0.137	-2.859	2.080	2.221	0.051	1.000	1.000	4.106	0.045					
	Young	28	0.200	28	0.636														
	Mid	79	0.180	79	0.063														
	Old	17	0.200	17	0.876														
3	Type of Ownership					0.095	-2.755	1.929	2.142	0.031	1.000	1.000	6.788	0.010					
	Non-corporation	20	0.200	20	0.101														
	Corporation	104	0.200	104	0.292														
4	Size, Type of Ownership					0.093	-2.63	2.146	2.278	0.096	0.843	1.187	6.644	0.002					
	Type of Ownership										0.843	1.187							
5	Size, No. of Years in Operation					0.070	-2.517	2.257	2.195	0.080	0.762	1.313	5.440	0.005					
	Size										0.762	1.313							
	No. of Years in Operation										0.762	1.313							
6	Type of Ownership, No. of Years in Operation					0.111	-2.896	1.850	2.332	0.072	0.947	1.056	4.706	0.011					
	Ownership										0.947	1.056							
	No. of Years in Operation										0.947	1.056							
7	Type of in Operation, Size					0.082	-2.65	2.136	2.339	0.102	0.828	1.207	4.551	0.005					
	Type of Ownership										0.828	1.207							
	Years										0.743	1.345							
	Size										0.650	1.538							

old the company is. Our findings also revealed that the humanistic sustainability HRM practices significantly correlate with company demographics such as size and type of ownership. Corporations and large in size companies implement humanistic sustainability HRM practices to a greater degree more than small companies. Their global exposure and availability of their resources may be the explanations for this. In addition, small companies do not get to formalize HRM practices because they do not have the time, finances, and employees to do so (De Kok & Uhlaner, 2001). Furthermore, companies that have HRM departments or managers apparently apply high performance HRM practices than those without. In addition, in most cases, the smaller companies do not have HRM departments or managers (Thurik & de Butter, 2003).

Our study further suggested that the degree of implementation by type of ownership cultivate humanistic sustainability HRM practices where corporations accounted for about 79.6% of the results. The inability of sole proprietors to implement humanistic sustainability HRM practices can be because they “wear many hats” (Mattare, Sha, & Monahan, 2013, p. 30). As such, business owners could be the ones executing many of the business roles, as they were unable to hire professionals in each area (Mattare et al., 2013). This illustrates the focus they have in running the business. Another possible reason can be the educational background of micro and small business owners or sole proprietors who did not reach even high school as discussed by Mattare et al. (2013). These business owners do not consider investing in employee training as much as those who have more education. This, therefore, would affect their hiring and retention of employees. While sole proprietorship and partnership businesses focus on its day-to-day survival, large corporations consider strategy as an important variable that structure HRM practice (Genc, 2014). Corporations seem to consider implementing humanistic sustainability HRM practices as a strategic move, which unincorporated businesses do not appear to do so.

Finally, there was a significant correlation with the implementation of humanistic sustainability HRM practices and the company demographics. This suggests that larger and older companies implement humanistic sustainability to a greater degree.

We also asked which among the firm demographics of the number of years of operation, size, and type of

ownership is a significant predictor? Our regression analysis indicated that the significant driver of humanistic sustainability HRM practices was the size of the firm followed by the number of years of their operation.

Sustainability is currently the buzzword in many of today’s literature. Viewing human resource practices in the humanistic sustainability lens has been absent in the progressive organizational world. We developed a model and generated hypotheses around the organizational demographic outcomes. Our findings contribute to knowledge of this dynamic movement towards providing the ability to sustain people and the organization which responds to the triple bottomline and for the common good. Employers have to be convinced through advocacy work that the “humanistic management framework” founded on the Catholic Social Thought is a better foundation in developing strategies that will make the firm sustainable and prove that it has a heart that cares and a soul that nurtures the well-being of everyone.

This is a first step in what we believe to be a generative foundation for a progressive study of the humanistic sustainability construct. Future research can focus more on other types of industries and geographical/regional locations. It is also suggested to investigate in the future the reasons or obstacles to the implementation of humanistic sustainability HRM practices.

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