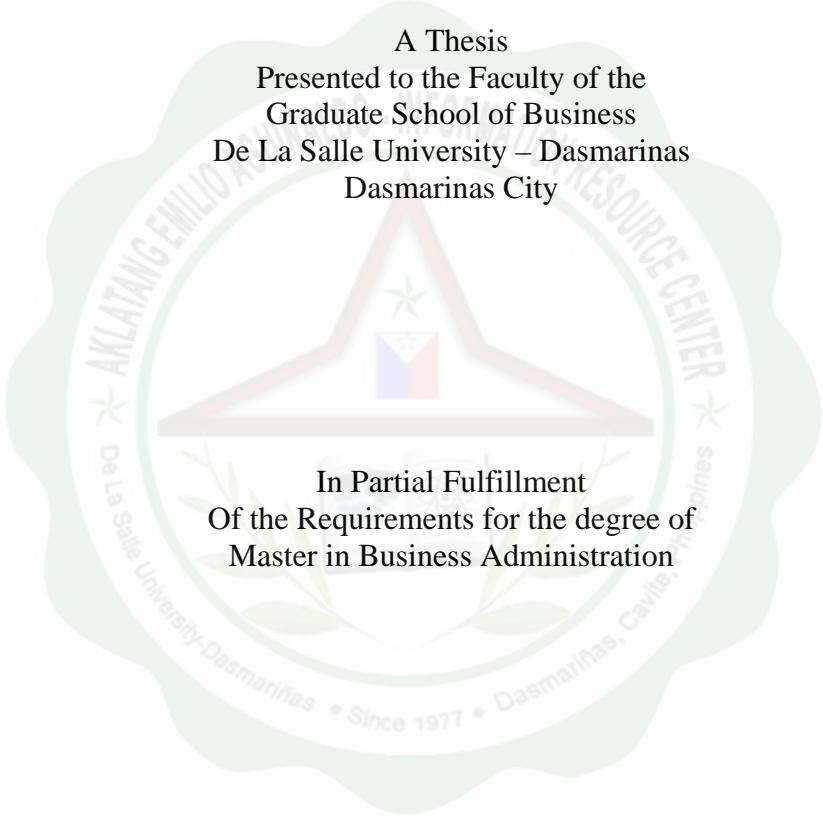


HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE  
BEHAVIORS: SOCIETY OF THE DIVINE WORD  
INSTITUTIONS IN THE PHILIPPINES

A Thesis  
Presented to the Faculty of the  
Graduate School of Business  
De La Salle University – Dasmariñas  
Dasmariñas City

The seal of De La Salle University - Dasmariñas is a circular emblem with a scalloped border. It features a central shield with a blue field containing a white cross and a red field containing a white cross. The shield is set against a background of green leaves. The text "AKLATANG EMILIO AQUINO" is written along the top inner edge, and "HUMAN RESOURCE CENTER" is written along the right inner edge. The bottom inner edge contains the text "De La Salle University - Dasmariñas • Since 1977 • Dasmariñas, Cavite, Philippines".

In Partial Fulfillment  
Of the Requirements for the degree of  
Master in Business Administration

FR. RENATO A. TAMPOL, SVD

January 2011

## ABSTRACT

Human resource management (HRM) practices like: recruitment and selection, compensation and benefits, employee relations and human resource development were tools to check the eight (8) SVD-PHC institutions, how they affect employee behaviors particularly: work attendance, grievances and leaving. Respondents were three (3) groups: administrators, faculty and staff.

The eight (8) institutions are: Divine Word College of Legazpi (DWCL), Divine Word College of Calapan (DWCC), Divine Word College of San Jose (DWCSJ), St. Jude Catholic School-Manila (SJCS-Mla), Divine Word Seminary-Tagaytay City (DWS-TC), Christ the King Mission Seminary-Quezon City (CKMS-QC), Catholic Trade Store- Manila (CTM-Mla), SVD Retreat House-Tagaytay City (SVDRH-TC).

Among the HRM practices, recruitment and selection and compensation and benefits got the highest rating. This means that SVD institutions did well in these practices. But as regards employee relations, this needs improvement. The school performance is on the average, but seminaries, store and retreat house is below average. HRM practice where the SVD institutions are at its weakest is

human resource development. Again, schools are performing on the average due to the presence of HR department, but seminars, store and retreat house, it is seldom or not even practiced at all in these institutions.

As to the effect of HRM practices on employee behaviors, attendance of employees is mostly affected. Recruitment and selection, compensation and benefits and employee relations affect the attendance of employees in the workplace. As recruitment and selection, compensation and benefits and employee relations increase, attendance also increases as employees are inspired to report to work on time. Recruitment and selection has a very minimal effect on leaving.

