

Meritocracy as Foundation of Human Resource Practices Cognizant to the LGBT Community

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***Abstract:** LGBT has become the central problem of jobs due to the low social status and the position of the people engaged. Sexual orientation and gender identity discrimination happen because they are never considered to be part of policymaking. This can be seen in the practices of the HR. Obviously, this study sought to examine the need for meritocracy to be incorporated into the recruitment practices of HR in the field of pharmaceutical companies. In order to tackle the problem explicitly, the proponent made use of the mixed technique in three pharmaceutical companies. Specifically, three pharmaceutical companies have been chosen. There were twelve (12) total regional sales manager, business unit manager, national sales managers and district sales managers, who also carried out human resource roles primarily in the areas of recruitment and selection. Senior HR managers were provided with the chance to respond to the questionnaire. These managers have been chosen purposively on the grounds that they are deemed to be the very policy makers of their respective businesses. The proponent has chosen to use mixed-method to strike a balance with the results of this scholastic venture. Subsequently, despite modifications in social views, the interview revealed orthodox issues that persisted in distinct facets of society. Pharmaceutical companies have only shown that, until today, the LGBTQ+ sector has not yet been excluded from prejudicial treatment. Indeed, this prejudice has left an indelible mark on the reputation of this industry. Human rights initiatives seem to have treated this problem with deaf ears. Contemporary times may have brought about a variety of modifications throughout the manner we view life in particular. As a result, Meritocracy is one of the human resource procedures that can be implemented differently. In accordance with the request of this study, the debate must be conducted in a holistic manner. Policies need to be developed at the end of the day. These strategies will only be feasible if there is a greater policy which will lead to the development of these initiatives.*

Keywords—meritocracy, human resource practices, LGBT community

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CHAPTER 1

INTRODUCTION

Background of the study

Modernity may give rise to several perks in life. Technology is truly its greatest gift. And as people immerse themselves in the technological bandwagon, the world is shrinking to the extent that spatial barriers are beginning to shatter. At face value, this brings good tidings to humanity, but in the long run, digging deeply into this scenario will surface the authenticity of humankind. Verily, as the world gets to be more competitive, all the more discrimination may flourish. In the Workplace, HR must hire the necessary workforce in a company. In the human resource management, according to (Armstrong, 2006), HRM shall establish strategies to support programs in improving organizational effectiveness including talent management, there are best practices in the corporate arena (Pedrosa, 2012), but these are not yet susceptible to the idea of employing members of the Lesbian, Gay, Bisexual, and Transgender (LGBT) Diversity is a critical component of growing variety (Caliwan, 2018). Thangthong, S., Agahi, H. (2018) that organization success depends on the performance of the employees.

The contemporary times may have brought about various changes as to the way we view life, in general. It holds even in the realm of employment. The Human Resource, both as a discipline and a profession, has swung its doors open to opportunities which were not accessible to several sectors of the society. Nonetheless, the lesbian, Gay, Bisexual, and Transgender (LGBT) community, amid the more tolerant culture that the country has now, still articulated the prejudices that loom especially relative to a career dominated by men and women. The prevalence of discrimination was correctly verified in the authoritative report of the USAID as to being a Lesbian, Gay, Bisexual, and Transgender (LGBT) in Asia, particularly in the Philippines. The report inferred that discrimination of the Lesbian, Gay, Bisexual, and Transgender (LGBT) had become a household chore because of weak social status and the position of the individuals involved. Sexual orientation and gender identity discrimination occur because it is never delved into as part of policymaking. In the study of the impact of recruitment and selection Process on Employee performance, Meritocracy is a social system in which people's success in life depends on primarily on their talents, abilities, and effort, (Alvi, 2014). It includes the values of equal opportunity to guarantee that the most capable is chosen for a position based on merit. Meritocracy is regarded by many to be an optimal judicial principle, because only appropriate inputs (e.g., capacity) and irrelevant variables (e.g., ethnicity, gender) should be regarded. (Al, 2011)

The term meritocracy was from the British author Michael Young republished in 1994. The term first appeared in his satirical tale "The Rise of Meritocracy" in 1955. At the onset, Meritocracy was employed in the sociological and psychological sense. It is usually described today as a scheme of governments governed by an intellectual aristocracy endowed with vision and mission for the common good, or what the Greek philosopher Plato could portray as "philosopher kings" in his novel *The Republic*. However, it is also more used to refer to the policy of appointments to government and private offices and to a situation based on employee competence, capacity, technical abilities and intellectual capacity. (Reyes, 2013). The most hard-working and talented members of society are rewarded the most; the top job in the community would go to the cleverest and the most dedicated people. Michael Young end up with formula $IQ + \text{effort} = \text{merit}$.

Now, meritocracy has subdivided into various definitions and popularly; the term is being adopted in the corporate realm. Despite controversies in the past, Meritocracy has flourished as a philosophy apropos of evaluation and adjudication of performance. More so, the usage of Meritocracy has leveled up to a constructive tone which is reflective of how it is defined in widely read dictionaries. After it was promulgated in young's book, as underscored above, meritocracy has assumed diverse interpretations. Commonly, it refers to organizations where the best people and even ideas triumph. Gone are those days that it was being mocked, blamed, and undermined. It was also advised that if someone vies for leadership, this system or approach has to be adopted. In the Workplace, the very avenue where its importance has become so resounding, the meritocratic environment may lay down the opportunity where ideas can prosper and be challenged.

Here, people may freely put forth his thoughts, taking into consideration that the individual must be open to disapproval and even criticisms. Opinions may abound, and decisions are executed following the soundest one, in the long run. Some may equate Meritocracy with democracy, but if one delves into these notions, although Meritocracy may appear to common harbor traits, in the most authentic considerations, Meritocracy will boil down to ideas that have been heard by all but only a few of those ideas would merit approval. As if, to be listened to, one must earn this precious right. This right is what everyone is striving for.

According to the CEO and President of Red Hat James Whitehurst, three things ought to be taken into account if a company would intend to build a meritocratic ambiance. He suggested that a company must primarily empower its leaders. Leaders are considered as thermostats in a company, and they are the ones who set the temperature. They set the mood of the company, which is reflected by the employees, themselves. Second, passion has to be fostered in an organization. This denotes that every employee has to feel the excitement as they perform their respective tasks. The feeling of confusion would be tantamount to the commitment that can be gleaned from the employees. Moreover, this is going to do many wonders for the organization. The third and the last is that a culture of listening has to be promoted in the company. True enough, when people start to listen, it would show their interest in and concern for the company. Listening entails participation. A participatory tradition can be part of the entire advocacy once people begin to listen.

Spacey in 2017 posited illustrations of Meritocracy, and how it can be contextualized in the corporate setting. Spacey provided examples as to how Meritocracy can be understood and construed. First, the cost is an excellent way to exemplify Meritocracy. This means that opportunities abound when one is oozing with talents. That being said, it is encouraged those academic institutions must ideally be free. Second, coming up with standardized testing is a must. An excellent testing tool should not merely rely on IQ. It must allow intellectual diversity. Here, creativity and innovation can be emphatically reckoned with. Third, evaluation is the gateway to realizing the tenets of Meritocracy. Evaluation, although human in nature, must account for diversity as the arena of meritocratic endeavors. Fourth, the segregation of duties has to be undertaken to remain focused on the quality of the people being hired. Responsibilities of employees are so clear that only the ones qualified can perform them. Fifth, the concept of equal opportunity surfaces, his highlights the value of competition and sportsmanship. It is going to breed tight race as part of the corporate culture. Sixth, qualifications would mean that decisions should be predicated on the evidence presented. The cogency of proof is the ground for judgment. Seventh, past results barely matter to Meritocracy. Seniority is not the name of the game anymore. People will look into your contributions and outputs. And, eight, objectives are the precursor to Meritocracy. The goals will be the barometer to figure out if an organization can fulfill its mandate.

To date, it has more or less 260 employees detailed across the country. Despite the apparent progress of the company, the LGBT sector has had such difficulty with getting hired. Until this time, the number of LGBT in the company is scanty. This is alarming since many companies nowadays have opened their doors to this marginalized sector. Employment data from the Pharmaceutical Company is increasing as data said. Moreso, (Dubrin, and Fleetwood, 2010) discussed in equality, diversity, and inclusion establishing that gender inequality exists. Considers the leading causes of gender inequality in employment; and evaluates the effectiveness of the central policies dealing with these causes.

On the other side, the emphasis suggested that the employer should always communicate the apprehension of various causes of gender disparity in employment, and to organizational policy to address the issue. The selection is substantially competitive, one leading pharmaceutical company in the Philippines responded that the selection process may take too long to decide, one consideration of validity are the data gathered from the different methods of the recruitment process from endorsement recruitment, selection screening such as interview, examination using testing skills, and personality assessment. The recruitment and selection decision are the prime importance of as it is the vehicle for obtaining the best possible person-to-job. (Bhattacharyya, 2010).

The approach is mixed both internal and external approbation. However, after all the data assembled, the candidate should finalize the job offer before the onboarding process. Thus, there is ample proof supporting the notion that workplace prejudice based on sexes, and has effect employment and hiring process. The emphasis of stereotyping is so much relevant in the context of bias in school, places, background, origin, gender and sexuality. Besides, when the applicant has to present its ambiguous credentials (Henley, 2014) the discrimination transpires.

This paper is hoped to enrich existing literature and studies concerning homosexuality and its relation to a meritocracy as a principal yardstick of the pharmaceutical world in hiring future employees.

Statement of the Problem

The general problem of this study is: “How may the human resource practices be assessed adhering to the meritocratic procedure of the organization in consideration of the LGBT community?”

Specifically, the study sought answers to the following questions:

1. How may human resource practices in the following talent acquisition requirements be described?
 - 1.1. recruitment and selection
 - 1.2. training and development
 - 1.3. performance appraisal
 - 1.4. compensation and benefits, and

- 1.5. employee relation
2. How do human resource managers practice meritocracy among its employees in the pharmaceutical industries?
3. What problems have been encountered by the human resource managers and LGBT employees concerning recruitment and promotions?
4. What human resource intervention program may be proposed in orientating the human resource in realizing meritocracy empowerment among the employees of the pharmaceutical industries?

Significance of the Study

This study hopes to contribute to the growing knowledge of legitimate Human Resource practices that take into keen consideration of gender sensitivity as an on-point issue of contemporary times. Despite various campaigns advocating equal rights, the corporate realm seems to be unwelcoming of this notion. This study is hoped to be integral to the following sectors of society: Corporate Industry. This research will benefit corporate Industry since this can be a wake-up call to synchronize their policies to all deserving applicants irrespective of any superficialities.

Human Resource Sector may benefit from this research because this department will specifically provide a set of the company's cultural precursor by being the corporate arm in employing staff.

LGBT Community will be immensely favored by this scholastic undertaking because this is meant to improve the hiring environment of the third sex so much so that policies will be crafted in accord with.

Other Researchers in the Field Business Administration would be the vital methodologies on human resource practices to promote the empowerment of meritocracy as a method specifically for recruitment and advancement.

Scope and Delimitations of the Study

The primary purpose of this study is to assess the HR functions of pharmaceutical companies, specifically concerning their HR practices vis-a-vis gender sensitivity with meritocracy as the apparatus that utilized to revolutionize the HR processes.

This research encompasses all HR procedures from recruiting to work. It will also take into consideration its current strategies. Those who belong to the LGBT community are the focal informants. Appropriate laws on gender sensitivity will also be addressed.

This research study has estimated six months and selected Philippine pharmaceutical industries with fifteen (15) assigned HRs, including district and territorial executives who have chosen to contribute to information collection achievement. Numbers of LGBT staff who are deliberately chosen and presently working in the pharmaceutical sector and assessed their important results of human resource functions and how they have practiced

This document will not address other elements of the pharmaceutical company's leadership. It will also be restricted to the HR Department's data. The paper will not address various aspects of homosexuality except in matters that may be applicable to HR procedures.

Definition of Terms

For better understanding and comprehension of the study, the following terms are defined as conceptually and operationally. Cultural Differentiation. This refers to different sets of values, belief, and norms which co-exist in one organization (Brewis et al. 2017).

Diversity Management. This refers to the practice within a specified group of addressing and promoting different lifestyles and private features. Management operations include group education and support in accepting and respecting varied racial, cultural, societal, geographical, economic and political backgrounds.

Equality. This defines under the 2010 Equality Act requiring equal opportunities and prohibiting all employers, service providers and educational providers from discriminating against, harassing or victimizing a protected person.

External hiring. This applies to the candidates currently available from the third-party endorsement or job placement agency for certain positions. A head hunter may be used to promote the search, contact, and recruitment process when a company is engaged in external recruitment. External recruitment is an evaluation of an accessible pool of work applicants, other than current employees, to see if there are adequately skilled or qualified employees to fill and execute current work vacancies. It is the process of searching to open positions in an organization.

In-house recruitment. It defines the assessment of present employees for an employer to determine whether any present employees are adequately competent or competent to perform the vacancies needed. When a company engages in inner recruitment, it may be possible to reassign a present worker to the new position by offering them either a promotion or an inner transfer.

LGBT. This refers to jointly about gay, lesbian, bisexual, transgender. The word used for lesbian, homosexual, bisexual, and transgender LGBT is shorthand. The word "LGBT" relates to sexual orientation in this word. Sexual orientation is described as an often-enduring pattern of men's emotional, romantic and sexual attractions towards females or females towards men (heterosexual), women towards females or men towards men (gay), or men or females towards both sexes (bisexual). It also relates to the sense of personal and social identity of an individual based on those attractions, associated behaviors, and membership in a society of others sharing those attractions and activities. Some individuals who have attractions or relationships of the same sex.

Gender Equality. This is translated into sexual equality, defined as the state of equal access to resources and possibilities irrespective of gender, including financial involvement and decision-making, and the state of equal appreciation of distinct behaviors, desires and needs regardless of sex.
Gender Sensitivity. According to the European Research center for Gender Equality. (Sribar, 2015), in the most varied fields of government and private life, the aim is to understand and take into consideration the societal and cultural factors engaged in gender-based exclusion and discrimination.

Meritocracy. It refers to a social system in which people's success in life depends primarily on their talents, abilities, effort (Alvi, 2014). It incorporates the principles of equal opportunity to ensure that the most capable is selected for a position based on merit.

Operationally, **meritocratic empowerment** is a process strategy for human resources to adapt recruitment, choice and promotion to any prospective worker whose aim is to represent the merit-based system. A merit-based test is made up of abilities, abilities and high aptitude testing.

Internal Selection. According to business dictionary it defines internal selection is the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a straightforward method to a very complicated process depending on the firm hiring and the position. Specific employment laws, such as anti-discrimination laws must be obeyed during employee selection. The organization is very distinctive in its process of selection; hence, the internal policy set forth as guidance of choice.

Job posting. This refers to a company that generates work vacancies in operation. Its firm highlights feasible demands and other skills. This method provides a chance for an inner worker to apply for and move to other tasks.

Talent Acquisition. This refers to talent management recruitment process, secure, and train the most talented and high-quality employees they can find, afford, and employ. Talent management plays a particularly important role for business managers in hiring, developing and maintaining desirable employees.

Operationally, in a vacant place, **talent acquisition** embraces the process of prospective refining candidate. It also applies when viewing the candidate's abilities and capacity. In the Pharmaceutical company, the recruitment of talent used a strategy of improving abilities that are eventually worthy of being changed. Nonetheless, the assessment of candidates is fitted with standard methods that could be used as a tool for development.

CHAPTER II

THEORETICAL FRAMEWORK

This study was designed to be guided by the theories, related literature, and studies, conceptual framework, and hypotheses discussed in this chapter. Selection and presentation were made according to their meaning and import into the study.

Relevant Theories

Theories in studies are important. These will determine the study's viability worth further scrutiny. Its theories will serve as the very basis of present studies as a tenable scholastic effort that can have an explicit effect on the community of studies.

Indeed, **the Queer Theory** is suitable for the on-going studies. Annamarie Jagose started writing about queerness in the early (1990). Queer theory was originally used to study non-compliance with the set standards, perceived and thought methods of doing stuff. This theory can be used as a tool for promoting marginalized communities of gender and integrating these so-called minorities to mainstream social and political realities. Teresa de Lauretis regarded the term in 1991. As a perspective of the globe, it detested heteronormativity. Institutions advocate heteronormativity, acceptable understanding views, and induced orientations. It also warned that heteronormativity is an invasive force that affects individuals that the bar of normalcy belongs only to heterosexuals. This being the case, in order to achieve significance, sexual minorities had to grapple with such potential. The queer theory builds on the concept that gender is component of the vital self as well as the close examination of the socially constructed nature of sexual acts and identities by gay / lesbian research on both feminist problems.

More so, the relevance of this theory in the research connects and generates a social distinction and obstacles to the idea of gender; as such, the notion of theory postulates on "mismatches between sex, gender, and willingness." Queer theory also discusses the discourse of homosexuality, and this will transform into the ancient setting the difference between the distinct word "queer." Another theory that can help restore the legitimacy of gender equality as a whole is the Functionalist Gender Perspective. This theory says that there are autonomous components of society. This is done to preserve stability and equilibrium. Functionalists would indicate that gender inequality is among us as an effective manner of creating a division of labor or a specific social system in which a particular section of a community can be delineated as being accountable for the work and emanating its acts. Further, the theory of functionalist perspectives also defines inequalities between the sexes. This theory also highlighted gender's position in the level of work and capacity to maximize social effectiveness. Verdonk (1996) defines social competence in learning as the role of individual social action to justify the use of lawful skills, expertise, and attitudes. Recognized social improvement in social efficiency. This interpretation denies the concept that the research is pursued exclusively for learning enjoyment. The significance of the study's functionalist gender view is considered useful as it dictates the function of stable social relations. Functionalism was criticized for being unable to account for social change, or structural contradictions and conflict (and thus often called "consensus theory"), and for ignoring systematic inequalities, including race, gender, and class, which trigger tension and conflict.

The Theory of Stereotype, Prejudice and Discrimination is aligned with the essence of research in terms of gender issues, background, orientation and values, and constructive viewpoints or perspectives in education and selection of potential candidates leading to job matching. Thomas Gethachew quoted the critical notion of stereotype, prejudice, and discrimination in his theoretical and empirical overview, illustrating how bias can happen at individual, institutional, and developmental levels. In organizations as complex-the gender disparity argument is present the context of definite bias that leads to procedures of stereotyping. The capacity to remove gender bias is the method of disdain, neglecting the presence of justice and fairness. In addition, they review the theoretical view in events as to the level of individual differences, social cognition, a functional connection between communities, and recognize the problem in the research of Dovidio, Hewstone, Glick, and Esses (1992). As such, study is progressing in the individuality atmosphere, such as therapy with imbalance and discourse relative to judgement. In addition, a systematic and more nuisance analysis of bias and its associated phenomena developed by social psychologist construction in the robust foundation Alports of 1952.

This theory is extremely important in the present research as the early theorist directly focuses on individual differences and related prejudice with psychopathology in his theoretical viewpoint. The word stereotype is embraced in present human resource practices and refers to the typical image that comes to mind when thinking about a specific social group until it reaches a focus on social identity that affects bias.

The Theory of Essentialism has a general conception of being essential in all respects as an entity, not only in the cycle of life, but also the value of human well-being as moral. In early western thought, the concept is rooted in Plato's idealism, which implies the value of things and human beings as fundamentally important, and generally all things adhere to the "idea" or "form.". Gelman (2011) an eminent university professor of psychology debated the value of Psychological Essentialism, which outlines the human realm of children and adult constructs classes of entities, particularly biological entities. Aristotle (384-322 B.C.) classified the term "essence" a category in which they have similarity.

Today, the theory of essentialism has played an important role in the development of psychology. Essentialism has arisen as an important idea in psychology, especially throughout the field of cognitive psychology. LGBT, on the other hand, held the quality of being unique, distinct, not in terms of what they have contributed to society and culture, but in terms of economic ability as values. Currently, LGBTQI+ experience direct rejections, its ability to exist, and ideals are evidence, from the point of view of non-essentialism of the need to lay down the essence. The theory of essentialism is very significant because it deals with human existence and its importance as part of the human class, regardless of orientation. The theory was created with the essence of social recognition, which does not produce the effect that it is important to identify, but rather how people describe their essence of identity.

Related Literature

Often, one of the central themes of gender philosophy has become the issue of homosexuality vis-à-vis acquiring their required professions defined by masculine and female dominance. Since this study will prove the complexity of homosexuality, it is up to the proponent to achieve a complete understanding of their ideas, reason, views, motivations, preferences, and feelings. Only a technique devoted to reaching such an end can be used to realize this so-called high order.

Discrimination based on sexual orientation and gender identity has been placed as evidence due to numbers of related-issue in employment. In this case, the local government in different regions has been very supportive in passing city ordinances prohibiting LGBT discrimination. Due to the number of related issues in jobs, discrimination based on sexual orientation and gender identity has been put as proof. In this situation, local government has been very supportive in passing town ordinances banning discrimination against LGBT in separate areas.

Palumbarit (2012) clarified in the April issue article of "Philippine Daily Inquirer" that Quezon City is now in the gender equality growth and execution program. It was implemented in 2004 and became a community that was LGBT friendly. Sexual orientation ordinances that emphasize equal protection and discrimination were also enacted by the province of Albay and Bacolod City. In Cebu, a town resolution was submitted to include LGBT in the development program during the liberation of anti-discrimination, these programs require all local authorities to offer professional support and security recognition. Tay (2010) evaluated the foundation of the genetic and environmental stage of homosexuality. In recruitment, the problem of homosexuality puts biases. Human resource managers are at the forefront of the global war for competitive advantage, Noe, Hollenbeck, Gerhart, Wright (2015), explaining the impact of assembling the best individuals contributing to organizational development.

In addition, the recruiter should be chosen for the job position to protect the most skilled and qualified individuals. Employee diversity cited by (Monticeno, 2014) as a universal human resource problem. Within businesses, there are usually two categories of HR roles, generalist and specialist, according to (Jing, 2013). Human resource practices in selected Pharmaceutical in China addressed that generalist support staff directly in their issues to whatever staff believe confusing about the level of co-employee connection, their employment, their duties, their system and policy support supervisor needs a wide variety of expertise. In the present results, this aspect research is very important that gender is not the selection problem at the core. With regard to studies, the human resource seems to have crucial knowledge of placing itself at danger by means of credibility and ability to select the finest individuals.

In his recruitment context (Gusdorf, 2008) emphasized that the organization has an inner recruiting policy and the selection basis. Many organizations used in-house promotion as a motivation instrument and the organization's reward for excellent job or longevity. Bogdanova et al. (2008) should develop and allocate human capital by defining human resource practices. Gurbuz (2009) specified the significance of managing human resources and procedures that have a level of sustainability in job satisfaction. (Zulfar, Sharif, Saed, Niasi, et al., 2011) emphasized the connection between human resource practices and the perception of staff in financial sector performance in Pakistan. Evidence of the study's present results; job performance and productivity are mixed abilities and skill effort. It emphasizes employee satisfaction objective and scope, irrespective of gender differentiation.

Diversity is the present issue in the current state. Gusdorf (2008) emphasized the 1964 Civil Right Act, the 1967 Age Discrimination of Employment Act (ADEA), the 1978 Pregnancy Discrimination Act, the 1990 ADA. The legislation has been enacted in the US for all types of discrimination. In addition, Gusdorf (2008) assessed that the best practices prevail as the best regulations in current employment law and should always be updated as such. In addition, the emphasis on diversity of jobs is extremely important in the organization, and this will lead to a stronger comprehension of social orientation and will always abide by the law. The word recruitment relates to the organization's process of hiring equipped candidates for vacancies. The recruitment's main goal is to classify and adapt the standard rules and to act as the primary force of all applicants in organizing the capacity to perform a work assignment.

On the other side, selection is designed to include the most tailor-made applicant in the position. Baskhar (2007) affirmed that recruitment and choice are affected by the standard operating procedures of each organization. This is due to the inner system and recruitment rules. In addition, the selection indices will also be a method of applicants' abilities and competency, gender, age, education, and experience. In addition, a lack of recruitment policy can lead to discrepancies and problems in choosing applicants; this will also result in a adverse evaluation of the organization's original performance Berkeley (2018) when evaluating the recruitment process from the candidate, a distinctive selection criterion should always be recognized; this information will be used to determine the candidate's best fit or general suitability. Knowledge, skills, and skills are examples of selection criteria to highlight the ability, from identifying great ideas, from being able to correctly transform thoughts and data.

Khan (2013) emphasized the significance of recruitment and choice as well as current policies. His assessment offers a deeper understanding of the implementation of current theory in the human resource department, its consistency as the cornerstone of applicants' pooling, whether on the basis of entry-level, inner approval or outsourced information. The method of recruitment is the method of forcing individuals to apply for the work of vacancies in the post. Recruitment attracts people to fill employment vacancies. Moreso, it follows HR planning which generates very extensive decision-making after the final process is defined by the selection method.

Currently, the LGBT industry has suffered from job fear. The due process it is also referred to as Presidential Decree 442, while several articles code have been modified, this feature defines workers' security. In their research, however, USAID, "Being LGBT in ASIA: the country report outlined for many LGBT people in the Philippines begins discrimination even before they are employed. Some circumstances have been provided that in their private choice transgenders are victimized in life, and guidance. In Women Worker's ABC research, gender issues are defined as: "Gender equality, males and women alike, describe the view that all human beings, men and females alike, are free to create their skills and make decisions without the constraints of stereotypes, gender roles and prejudices. Gender equality often implies that females and men's distinct behaviors, ambitions, and needs are similarly regarded, appreciated, and favored. This is extremely important in the study of studies, it does not imply that women and men must become the same, and their rights, obligations and possibilities will not rely on whether they are born male or female. Gender equity implies that females and males are treated fairly according to their individual requirements. This may include distinct treatment or equal treatment, but deemed equivalent in terms of rights, advantages, responsibilities, and possibilities. (ABC of Women Worker's Rights and Gender Equality, ILO, 2000. p. 48.).

The U.S. Act of Equality, which is "The 1964 Civil Rights Act" prohibits discrimination based on sexual orientation and sex identity in jobs, housing, government housing, government education, federal financing, and even the jury system. This is a strong support that the legislation is in the process of defining human rights irrespective of sexual orientation, job emphasis is a privilege. Each person shares with peers at the workplace a multifaceted connection according to (Tewari and Sharma, 2019). In the research of Gender Diversity at workplace (Arangalla, 2016) was a topical problem in the modern company environment, he emphasized the significance of gender in the workplace, henceforth the capacity to recognize the authority of gender as equal and productive, the focus of development orientation and organizational culture is on dependent as well as independent variables.

In the article of the Florida LGBT Employment Discrimination as emphasized by Richard Cellar, known as the Florida overtime lawyer, as he practiced in all fields of perception, that typical instances of LGBT discrimination are to be disqualified for employment or progress based on your status as LGBT, to be paid less than other comparable staff for comparable job. The Non-discrimination Employment Act (ENDA) highlighted vital workplace security based on sexual orientation or gender identity. This promotes concept, based on excessive prejudice, accentuates discrimination. The ENDA is submitting all affiliated organizations such as employment agencies, other unions, and private organizations. The lack of other supporting workplace policies for queer individuals has a negative impact on queer people's workplace well-being and is a human rights issue.

Gates, (2010) discussed that in the workplace, LGBT people are not free of discrimination or persecution. Friday (2018) discussed that in LGBTQ society workplace discrimination remains a significant factor that affects the personal and career narrative.

Bulgarelli, De Jesus, and Douek (2015) emphasizes in creating equal opportunities in the workplace; in promoting LGBT rights, the easy operation was discussed in accepting true dedication and equal treatment; consequently, decent work is the right to assure liberty, equality, security and human dignity of working circumstances.

The European Union Fundamental Rights Agency (EUA) identified the LGBT's employment privilege, Homophobia. In comparison, the regulating act on work preferences in the Philippines has also been stated under the city ordinance. Burin (2009) discussed specific undertakings to comprehensive protection to any form of discrimination on the ground of sexual orientation has been mentioned in his study the idea was published in June 2008 that (18) EU member states keeping the advocacy of safeguard and protect gender biases.

In his study Burin he addressed particular undertakings for extensive safety against all forms of discrimination based on race and sexual orientation. The concept was released in June 2008 that (18) EU Member States should continue to advocate for the protection and preservation of gender biases. Workplace diversity, quality challenges for LGBT people, the fundamental engagement issue highlights the need to look at the role of government authorities, executive roles, law enforcement, and health care. Chrismann, Gibbs, Monro (2015). In Brewis ' declaration, Contru, Grey, and Kerfoot (2017) concludes that, even in so-called "gay-friendly" organizational environments, professional identity is created and maintained, and competence is displayed –often described in rationality and objectivity.

Related Studies

The Philippines is considered the most gay-friendly nation in Asia in the context of the Philippines. In a 2013 worldwide study of 39 countries, in which only 17 had majorities accepting homosexuality, the nation ranked 10th most gay-friendly. In addition, their rights and privileges are accentuated by the growing number of LGBTs. Pew Research Center discussed that 73% of adult Filipinos agreed that "society should accept homosexuality,"

In the research of the United States Agency for International Development (USAID), "The Relationship between LGBT Inclusion and Economic Development: An An Analysis of Emerging Economies," it was discussed that nations that have implemented anti-LGBT economic law have dropped GDPs relative to other nations that are truly supporting LGBT's employment rights. Employers who have not discriminated against LGBT on the basis of sexual orientation also provide appropriate performance-based effect. Mello (2015), addressed the impact of the organization's employer-employee relationship. Its main factor is to affect morality, motivation, and productivity issues. The notion of the landscape of labor relations is the National Specific Rights; this will conform to the full limit of human rights or the rights of staff.

One of the bases of the Philippine context Civil Rights discusses the concern about discrimination of government social employees on the grounds of their sexual orientation: "Section 17. Rights of a Public Social Worker. — Public Social Workers shall have the following rights: Protection from discrimination on the grounds of gender, sexual orientation, age, political or religious convictions, civil society.

Caliwan (2018) Gender equality upholds cop's recruitment, in his report that Philippine National Police is now one hundred percent compliant to the requirement of law in terms of gender equality and empowerment of women. The pharmaceutical company, on the other hand, should adopt this process of recruitment. Aballe, as the head of the Philippine National Police, discussed the issue of consistency of National Policy on gender and development.

In the Philippine Labor Code, 1974 Chapter 1 article 3 of the preliminary section of the code of states: "The State shall afford protection The State shall provide protection to labor, promote full employment, ensure equal ample employment opportunities regardless of sex, race or creed, and regulate the relation between workers and employers. The States shall assure the right of the workers to self-organization, collective bargaining, the security of tenure, just, and humane of work.

Supangco (2018) clarified that the Philippines Labor Code also affects human capital variables such as education and gender salary gaps. Also stated in the research, any type of discrimination is prohibited. The information developed in 2018 consisted of 13 chapters of labor and employment gender statistics. This is also intended to promote the use of gender data in preparing the plan, monitoring the project, and upholding the country's gender equality. The survey of human resources in the nation is always based on the gender issue, according to the Philippine Statistics Office, Manila. Diversity, however, is now the core of all organizations '

property. Khiem (2015) in his research on job performance predictors for staff, the quality of human resources is seen as a crucial factor in the company's growth. For the correct assessment, he centers on the analysis of job performance and the issue of equal access. Management of human resources plays a key role in tracking employee development, and there are several ways to improve surveillance. Despite these deviations, with regard to recruitment and choice that gender issue remains at the core of all, in the macro-level view, corporate owners dictate the variety in accordance with their inner policy as such, choice of applicants considers top priority based on qualification in reaction to the critical emphasis of recruitment in the Philippine environment.

In her research of Tan (2015) on the quotient of diversity and accomplishment among gay practitioners, pointed out that the importance of diversity among people should provide training and seminars to advance the process and that there needs to be a sustainable plan not selective in gender. Feinstien, Goldfried, and Davilla (2012) research focused on the connection between discrimination and impact on mental health, the debate of dismissal, and adverse homosexual attitudes affected their workplace mental health. The question of LGBT's abilities and capacity is central to the relationship. The practice of human resources has an effect on candidate selection. It is a stereotype for any position applicant.

Lacsaman (2010) described the outcome of homophobia among 100 Philippine counselors working at Manila's schools and universities, and the research showed homophobic attitudes, prevention, discrimination, physical assault, and extermination. The research considered that gay and lesbian are certainly productive in the personal, emotional, mental, spiritual, and physical dimensions of the person.

In addition, UNSAID emphasized that they are different forms of suggestions on the level of comprehensive experience of discrimination among all individuals and communities of LGBT. They suggested that group support should be set up to oversee, and that paralegal assistance should be given to LGBT individuals to accentuate job-related biases. Another emphasis is to use LGBT employees to form a union simply to consider LGBT's powerful connection and empower the freedoms of the workforce.

In her research on the impact on Philippine Bank's performance in organizational culture and human resource management practices, Recilis (2009) addressed HRM practices affecting the performance of the organization's entire staff. Compensation and benefits are one of the HR procedures; therefore, reward and compensation play an important part in the organization's good results.

Moreso, HR procedures should always be tailored to inner policy, and executives still need to know the HR management tool as one of the instruments to address managerial efficiency. In Drivers Stimulating Corporate Entrepreneurship in big businesses in the Philippines, Edralin (2010) mentioned that the most important are firms dealing with various comprehensive procedures linked to HRM functions, staff relationships, training and growth, and recruitment and choice in HRM tasks.

The fact that the research mentions the staff relationship in the organizational performance to play the most important drivers. This avenue is definitely a matter of selecting employees, and an organization is faced with the reality that different problems have arisen. SGC, Philippines Incorporated mentioned that in their selection process, they considered a combination of skills, competencies, experience, and motivation. In her research, Recelis (2009) verified that organizational achievement is measured by the equilibrium of supplementary features of achieving objectives as such, credit has been given to employing skills and skills. On the other side, Gavilan (2019) described the abilities and ability testing of employment facilities to prioritize implementation and choice.

In the Asian Development Bank study, the problem of gender analysis was identified in the Philippines to expand or enhance employment and job possibilities for females in particular industries. This paper emphasized that the labor market gender inequality is identified by reference to the seven gender gaps (or women's deficits), labor force involvement, and few to mention in the article. Gender sensitivity is, in my view, the core issue of the organization's inclusive growth. The organization is complicated, and the orientation assortment offers accessibility to informal learning, which may become insightful as to the process of the interpersonal relationship between employees. Human resource typically comes into contact with different variables to assist form a stronger culture of an organization. Specifically, there is accumulated evidence that HR roles should be gender-sensitive as far as the program and operations are concerned, not only in recruitment and choice but throughout the progress phase.

In the emergence of neoliberalism, the fact that the organization does seem to be aligning worldwide competitiveness, ethnicity and race have become an important consideration for development. The organization requires to provide empowered people with abilities and competencies; the task of local and foreign recruitment must be impartial and not selective. The SOGIE Act is the only law on discrimination against the LGBT community, and the Philippines is the Anti-Discrimination Act, also known as the SOGIE Bill. It describes that the legislation strengthens the stigma to be regarded as better gender identity and should be understood in the same way as everyone else. SOGIE Equal law or also known as Sexual Orientation and Gender Identity and Expression

Equality, describe the conditions for those who breach these bills to be punished and sentenced to one to six years in prison. The legislation penalizes the following acts, including gender profiling.

On 20 September 2017, the Anti-Discrimination Act passed its third reading (HB 4982) by a unanimous vote of 198-0 under the wing of a representative, adopted in 2018 on the protection of gender identity. As stated in the framework of the setting up of the Philippines, multiple barangays and municipalities have non-discrimination ordinances enabling the LGBT community to promote the right to unionize.

City Ordinance No. 1953-2010, published in the Explanatory Note on Gender Equality, is a fundamental right in the City of Dagupan, backed by the Councilor, explains chapter 4 of the Policy Statement:

first, respect, safeguard, respect and encourage all human rights and basic freedoms of women and men, irrespective of sex, gender or sexual orientation.

Second, to encourage the inclusion of people and to achieve equal employment opportunities and men, irrespective of sex, sexual orientation, and to guarantee equal access to services and outcomes and outcomes for growth.

Third, eliminate discrimination against those who have been marginalized because of their sex, gender and sexual orientation.

Fourth, work to create plans, policies, programs, interventions and methods to define gender bias and inequality in the financial, political, social and cultural lives of women and men.

Fifthly, to provide the means necessary to encourage gender equality and to take all legal steps necessary to encourage and encourage equal opportunities for women and men, irrespective of sex, gender and sexual orientation, to engage in and contribute to the growth of the political, economic, social and religious spheres.

In order to emphasize the significance of this literature and study, it further describes, in the context of human resource practices, that perceived discrimination has a important impact on the decrease in the credibility, engagement and morality of human resource professionals, including executives who perform human resource tasks in functional and operational accountability. However, human resources should highlight their legitimacy in recruitment and promotion, if unfair practices are still regarded, the effect of the effects is wide, both to the employer and to the organization as a whole.

Conceptual Framework

The goal of this study is to examine human resource practices related to the acquisition of talent through the use of meritocratic autonomy for the pharmaceutical companies. The aim of the research is to examine the contemporary human resource practices in terms of recruitment of talent, to assess the development and progress of human resource practices in the field of pharmaceutical companies and to ascertain the feelings and ideas of selected LGBT workers with regard to job.

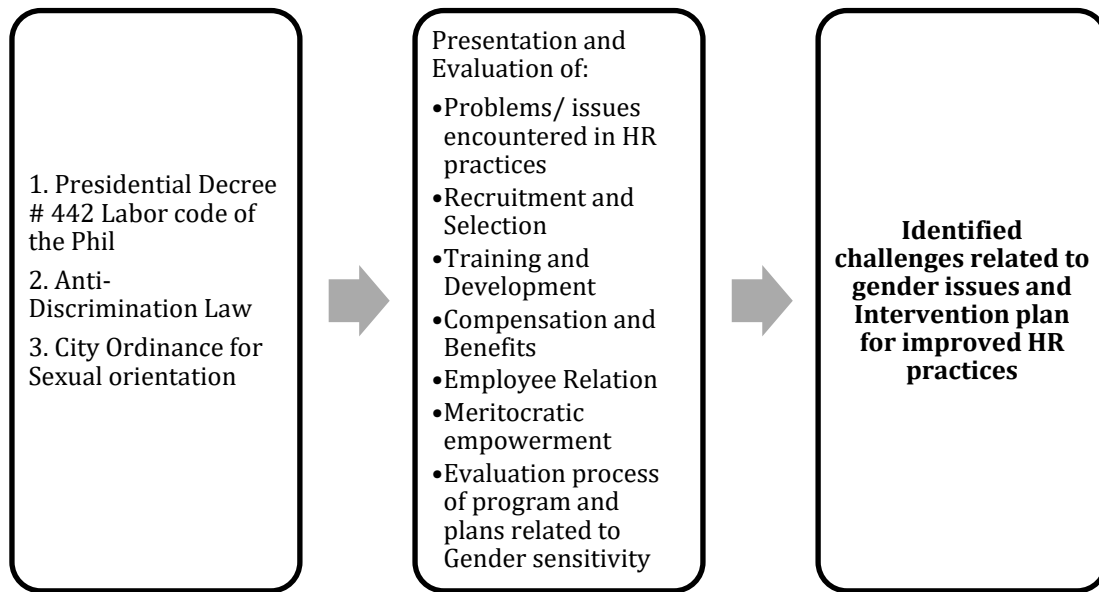


Figure 1. Paradigm of the study

Figure 1 shows the activities of human resources that include policies and structures which affect the actions, attitudes and results of the employees. The conceptual framework displays the schematic diagram of the analysis system used to explain the different inputs and the multiple testing tasks. The input frames have been obtained from the following important data in regional studies and literature anchored to the different sources. The Anti-Discrimination Law, which understands the importance of evidence and the city ordinance and the Philippine Labor Code offered credible incentives for carrying out the analysis. It controls the quality of procedures, jobs and labor relations in the Philippines. The law provides guidelines on rights to employees in order to express concern about wages and salaries and job status.

The method section defines the conceptual framework and an overview of the parameters, and postulates criteria for talent acquisition, such as a selection of candidates for recruiting & placement, training and development, compensation and benefits, and the workplace relationship. The role of meritocratic mechanisms in the process of selecting talent is also a central issue for human Resource Practices to consider the validity of selection and to evaluate the human resources praxis at InNogen Pharmaceutical Inc. by pooling applicants from both the domestic or external origin, gender, and social orientations and inclusion.

Recruitment & selection includes the full evaluation of human resource management, institutional roles, tactical hiring strategies (e.g., company vs. outsourcing) and recruiting approaches such as internal, international, network and internet. The recruitment includes the whole system in which individuals who deserve good performance are chosen. Every method for evaluating potential employer is the recruitment check. Each paragraph decides whether the candidate has all the abilities and skills. Depending on the specified qualifications, strengths, temperament and inspiration, the candidate is assessed.

Training and Development includes the recruitment of workers, education of staff and development of professions. Education is important in understanding individuals who learn knowledge and skills, and in helping to achieve the highest organizational objective. Education is an organized and structured training of an individual as a consequence of the continuing analysis of plans and development through the process of information. Design accentuates the recognition of services that lead to potential credit. It also enhanced more results and the desire to search for strategic challenges for an organization.

Compensation and benefits include the complexity of the organization's pay principles and payment elements. The company must evaluate the job and results, decide the quality of the system and determine the performance improvement plan. The workplace partnership includes worker and corporate interaction procedures. The company's ability to define the scope of credit, its unique culture and traditions is its main determinant. Workplace partnership is a common practice in the business culture which involves executives and middle managers' social affiliations to help people understand the stakeholder's managing relationships.

The assessment of gender awareness systems and strategies will determine how the organization responds in the recruitment of potential candidates internally and externally. That mechanism therefore sets the path for the equal protection, freedoms, benefits, strategies and programs, which are central to the implementation of human rights for all, in order to process gender and sexuality which contribute to sustainable development. The corporation's policy and strategy should always guarantee that men and women receive equal care in social and economic terms, and that sexual orientation is not discriminated against.

As a method, meritocratic dominance directs the selection of candidates based on HR standards, and the requirements for meritocracy are a way of modifying ability, ambition, success, instead of ethnicity, color, class, age and wealth considerations. The whole system is dictated by the outcome of the assessed output.

The system of ethnography is highly regarded. An ethnographical analysis is a descriptive technique in which the researcher examines the subjects and connects with them. The research would examine relevant experiences and events related to your present organization. The primary concern and analysis of the information was chosen LGBT workers in the different pharmaceutical industries. Such chosen participants are associated to different issues relating to employment practices and gender in hiring and promotion.

The respondents were selected purposely having a similar work interest and worked in the same product and services. These are an employee who engaged and experienced in different programs and activities of human resource and their practices. Further, the qualitative portion comprised of information in a particular event where the respondents have utilized the knowledge and geared toward addressing the biases and unequal rights.

The other stage, where the presentation discussed through the use of different sources, like periodicals, local and international sources of the manuscript, local journals, and internet sites. The use of other references would help to analyze the context of the analysis and the literature to classify current predicaments and research-related cases.

CHAPTER III

RESEARCH METHODOLOGY

This chapter presents are the methods and techniques of the study. The methodology and procedures of the analysis are discussed here. In a research, the information is obtained, introduced and examined using a blended approach which is then interpreted. Quantitative and qualitative information and findings are discussed.

Population and Sample of the Study

In the research study— the researchers selected respondents within the population— the purposeful sampling technique was used. Three pharmaceutical companies from Luzon, Visayas and Mindanao have been chosen. There were fifteen (15) total human resource professionals, composed of regional administrators and district managers, who also carried out human resource roles primarily in the areas of human resource management, labor recruitment, training and development and preservation of staff relationships. Selected lesbian, gay, bisexual and transgender individuals assessed their participation with recruiting and other human resource services.

Research Instrument

The research adopted the questionnaire in the international study of human resource practices its emphasis on improving job satisfaction and retention program and its impact on organizational performance. Moreover, the additional researcher constructed questions instrument used in the study for human resource managers and LGBT employees. There were two main parts to the testing instrument.

The first section deals with defining and summarizing the respondent's profile and asking for responses to the interview guide questions that evaluate human resource activities and their background with services and issues related to work practices, differences, disparities in employment-related issues such as sex and classification.

The second part was used by the Human Resources, District / Territorial Managers of Human Resources Procedures (7), with seven interview guide questions circulated and confirmed their expertise on current issues of hiring, choice and development, meritocratic leadership and gender awareness. Periodicals and journals are also part of the study to provide for the basic importance of studies, up-to-date information from different sources, specialists from different fields, linked articles.

Consultations by various professionals are also the primary objective of drawing up conclusions and insights, with additional information originating from the business education portal and from international locations.

Written or unpublished theses and dissertations are also part of the development of the studies and used as valid information. In order to guarantee the accuracy of the testing tool, the author invited his advisor and reviewer to check the text, design, grammar and other areas of improvement.

Data Gathering Procedure

The data collection phase was performed from June to August 2019. Distribution and collection of questionnaires for one month during the interview visit of the identified drug industry in Manila, Cagayan de Oro, Iligan, Butuan, Tagum, Davao, and in Kidapawan Headquarters. In contrast, the City Ordinance on Sexual Preferences, State Regulations and Policies such as the Philippines Labor Code, the SOGIE Act on Gender Equality and other relevant documents were all reviewed. A standard operating protocol was found prior to the analysis.

A letter of intent to execute a study was sent to the Head Unit of the HR Department with Members and Managers of the identified Pharmaceutical Company conducting the HR functions and LGTB staff who are actually in sales and marketing jobs in the pharmaceutical industry. LGBT information was used to evaluate their knowledge and thoughts regarding human resource policies and services.

In the ethical theory during the actual interview, all the responses given by the respondents are driven by secrecy. A description of the coded answers and themes of discussion was presented. To protect the confidentiality of the participants, the identities of the participants have been listed on the basis of their allocated keys. Both human resource directors of Pharma A (PMA1-5), Pharma B (PMB1-5) and Pharma C (PMC1-5) and LGT1-LGT9 for LGBT workers in the pharmaceutical company, respectively. The researcher describes the letter "R" in the transcript file. Both interview transcripts found in the Appendix chapter of the report and the chosen interview transcript have been included in the review field of Chapter IV.

Data Processing and Statistical Treatment

The study used mixed-methods approach where the data and evidence gathered were examined distinctly. For the qualitative data, content analysis was organized and employed, analyzed, and processed both documentary shreds of evidence and transcription from interviews. The interpretation of coded topics and themes used for the research discussion. The highlighted issues were established and organized and used for thematic analysis concerning strategic recruitment structuring, meritocratic perspective, and problems encountered in the recruitment and promotion. the qualitative method identified by human resource experience in certain pharmaceutical companies to gain a better understanding of this work. Evaluated all gender awareness initiatives and strategies related to human resource hiring, recruitment and retention, quality management, compensation and benefits as well as workplace relationships.

The qualitative study strategy was focused on the technique of participant interviews and assessments, which are typically more applicable to sensitive topics which rely on the collection of detailed answers to human resources policies, meritocracy. The investigator interviewed the experts and executives interested in applicant testing and supervisors who handled the hiring and selection roles. An interview guide questions are designed for participants to test the coherence of the validity of the results. The descriptive approach is used because it includes the collection of data from the particular group of the topic with a view to evaluating the observations of the workers selected concerning the functions and activities of the human resources hiring, and advancement concerns.

In the quantitative data, sums, frequencies, percentage and mean scores were computed using the spreadsheet software, which was done personally by the researcher. After which, qualitative and quantitative findings were integrated and rationalized to produce comprehensive evaluation result. Responses made to this part were based according to the five-point Likert scale with the corresponding description.

For the level of performance, the five-point Likert Scale was used and presented as follows:

Scale	Range	Verbal Interpretation
4	3.60-4.00	(SA) Strongly Agree
3	2.60-3.59	(A) Agree
2	1.60-2.59	(D) Disagree
1	0-1.59	(SD) Strong Disagree

CHAPTER IV

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data gathered, the result of the statistical analysis done, and interpretation of findings. These are presented in tables following the sequence of the specific research problem regarding orientating human resource practices talent acquisition in meritocratic empowerment cognizant of the LGBT community. To clearly interpret the data, the presentation is done on the problem sequence as presented in Chapter I.

The first issue in the inquiry centered on the image of human resource administration, local and regional administrators. The respondents' profile were determined according to their assigned job, years of experience and training in terms of frequency and percentage. The second problem was a reviewed of pharmaceutical human resources procedures. Each information was transmitted and tabled orally. Thirdly, the findings were presented in surveying questionnaires based on human resources policies, meritocracy, inclusion and other cultures in the pharmaceutical industry, and are viewed by (HR) human resources managers, and LGBT workers.

Profile of the Respondents

The researcher established the personal information of the respondents. These may include the job designation, years of experience, and educational attainment.

Table 1
Frequency and Percentage Distribution of the respondents

Pharmaceutical Industry	Frequency (f)	Percent (%)
HR manager	4	26.66
District Manager	7	46.66
Territorial Manager	4	26.66
Years in the company		
1-3 years	4	26.66
4-6 years	6	40.00
7-10 years	3	20.00
11 and above	2	13.33
Educational Attainment		
Doctoral Degree	1	6.66
Master's degree	4	26.66
Bachelor's Degree	10	66.66

Table 1 above presents the (26.66%) respondents who hold the position under Human Resource Manager, and another Territorial Manager, followed by 7 (46.66%) in District Manage and, there are one third of the respondents belong in 1-3 years' experience (26.66%), followed by 4-6 year experience (40%), 3 respondents for 7-10 (20%), 2 respondents for more than 11 years (13.33%), In terms of their educational attainment there is (6.66%) who has Doctorate, 4 of them hold the Masteral Degree (26.66%), and (66.66%) or 6 hold related business administration Courses.

Part I. Human Resource Practices in Talent Acquisition

Table 2
 Frequency Distribution and Descriptive Measures of
 Human Resource Practices in terms of the
Recruitment and Selection

Items	Responses				Mean	Descriptive Interpretation
	1	2	3	4		
1. HR Administers an employee test before hiring	0	0	4	11	3.50	Strongly Agree
2. HR conducts a preliminary interview is observed to eliminate any unqualified applicants	0	2	5	8	3.40	Agree
3. HR recruits only from the best, top-notch school in the country	0	2	9	4	3.13	Agree
4. HR carefully studies recruiting sources such as direct referral, employee referrals, college recruiting, outsourcing, etc.	0	0	3	12	3.80	Strongly Agree
5. Evaluation of information related to education, work experience and other job-related information should always be intensive and in process	1	3	6	5	3.00	Agree
6. HR Has highly selective in recruiting programs	0	2	9	4	3.26	Agree
7. Recruits based on people the right to fit	0	2	4	9	3.26	Agree
8. Recruits people who share the same set of values and belief of the company	0	4	6	5	3.00	Agree
9. The company keeps practice across the organization mostly consistent	0	3	7	4	3.06	Agree
10. The company finds new workers through referrals from existing employees and supervisors	0	0	1	14	3.09	Strongly Agree
	Total Mean				3.19	Agree

Table 2 shows that the current human resource functions in terms of recruitment and selection as perceived by the respondent. As observed in the table, the respondents, on the average, *agree* to HR functions in terms of recruitment and selection, as a whole, as evidently shown in its mean of 3.19. Clearly, the respondents agree that HR administers an employee test prior to hiring (3.50), HR conducts preliminary interview is observed to eliminate any obviously unqualified applicants, HR recruits only from the best, top-notch school in the country (3.40), HR recruits only from the best, top-notch school in the country (3.54), HR carefully studies recruiting sources such as direct referral, employee referrals, college recruiting, outsourcing, etc.(3.80), Evaluation of information related to education, work experience, and other job-related information should always be intensive and in process (3.80), HR Has highly selective in recruiting programs (3.26). On the above result, the Endorsement referral resulted in the highest practice in the organization; the majority of the managers admitted that they usually accept applicants from the referral.

Table 3
 Frequency Distribution and Descriptive Measures of

Human Resource Practices in terms of the
Training and Development

Items	Responses				Mean	Descriptive Interpretation
	1	2	3	4		
1. The employees are encouraged to take responsibility for their development	0	1	9	4	3.26	Agree
2. The company fosters a culture of growth	0	1	8	6	3.33	Agree
3. The company identifies its future leader and ensuring their development	5	6	2	2	2.06	Disagree
4. The company promotes the people who are best equipped to meet the future demands of our business	0	0	2	13	3.80	Strongly Agree
5. The company invest more time in developing their managers and high potential employees	0	0	2	13	3.80	Strongly Agree
6. The company emphasizes on learning and development for cultural behaviors and values than technical skills training	0	0	7	8	3.33	Agree
7. The company provides essential guidance on career opportunities	1	0	9	5	3.20	Agree
8. The company offers specialized coaching for career development	0	0	3	12	3.80	Strongly Agree
9. The company implement one-on-one mentoring program	0	0	3	12	3.80	Strongly Disagree
	Total Mean				3.37	Agree

Table 3 shows that the current human resource functions in terms of Training and Development as perceived by the respondent. As observed in the table, the respondents, on average, *agree* to HR functions in terms of training and development. as a whole, as evidently shown in its mean of 2.77. The respondents, the employees are encouraged to take responsibility for their development (2.60). The company fosters a culture of growth (2.31). The company identifies its future leader and ensuring their development (1.85). The company promotes the people who are best equipped to meet the future demands of our business (3.90). The company invests more time in developing their managers and high potential employees (3.75). The company emphasizes on learning and development for cultural behaviors and values than technical skills training (2.60). The company provides essential guidance on career opportunities (2.80). The company offers specialized coaching for career development (3.80). The company implements a one-on-one mentoring program (1.80).

In the study of Kumair and Dubey (2018) IOSR-Journal Business of Management promoting employee’s performance and commitment said that referral could be achieved productivity since employee from different companies are assessed and appropriately evaluated. In relation, the company admitted to promoting engagement in their performances, which improve higher quality of works, and by getting people through referrals; thus, the operations become more efficient.

If the company conceived of fostering culture and leading to change and innovation, the result did not match the expected growth. Employees prioritized culture-based training, and for sustainability as a requirement, still, the company created a profound effect in developing the future leader in the organization employees did not feel the effort of commitment from the HR department.

Table 4
 Frequency Distribution and Descriptive Measures of
 Human Resource Practices in terms of
Compensation and Benefits

Items	Responses				Mean	Descriptive Interpretation
	1	2	3	4		
1. The company rightly acknowledges and adequately compensates overtime	3	5	6	1	2.33	Disagree
2. The company provide financial reward other than salary	0	4	5	6	3.20	Agree
3. The company is likely to offer an incentive or variable pay	0	0	6	9	3.60	Strongly Agree
4. The company offers flexible benefits that are tailored-fit to the diverse needs of an employee	0	2	3	10	3.53	Agree
5. The company gives cash incentives not only to recognize excellent performance but also encourage employees	0	0	1	14	3.93	Strongly Agree
6. The company offers high package fringe benefits that can be converted to cash	1	2	6	6	3.33	Agree
7. The company provides profit sharing programs	0	1	7	7	3.30	Agree
	Total Mean				3.17	Agree

Table 4 shows that the current human resource functions in terms of Compensation and Benefits as perceived by the respondent. As observed in the table, the respondents, on the average, *agree* to the Human Resource functions in terms of Compensation and Benefits. As a whole, as evidently shown in its mean of 3.17. The respondents the company rightly acknowledges and adequately compensates overtime (2.33). The company provides financial reward other than salary (3.20). The company is likely to offer an incentive or variable pay (3.60). The company offers flexible benefits that are tailored-fit to the diverse needs of employee (3.53). The company gives cash incentives not only to recognize excellent performance but also encourage employees (3.93). The company offers excellent package fringe benefits that can be converted to cash (3.33).

The company provides profit-sharing programs (3.30). The company rightly acknowledges and adequately compensates overtime where this area employees disagreed, and the company offers enormous package fringe benefits that can be converted to cash also the same result. In the study of Garner et al. (2011), his perspective in giving incentives, merit pay, bonuses, promotion opportunities have a significant positive relationship in creating employee's commitment.

Table 5
 Frequency Distribution and Descriptive Measures of
 Human Resource Practices in terms of the
Performance Appraisal

Items	Responses				Mean	Descriptive Interpretation
	1	2	3	4		
1. The company recognizes result with enthusiasm	0	0	2	13	3.86	Strongly agree
2. The managers provide constructive feedback on their performance	1	2	10	2	2.86	Agree
3. The company prefers continual coaching rather than over-reliance on formal performance evaluation	0	2	11	2	3.00	Agree

4. The company provides an opportunity for employees to evaluate their managers and their peers	0	0	1	14	3.90	Strongly Agree
	Total Mean				3.40	Agree

Table 5 shows that the current human resource functions in terms of Performance Management as perceived by the respondent. As observed in the table, the respondents, on the average, *agree* to the Human Resource functions in terms of Performance Management. As a whole, as evidently shown in its mean of (3.40). The respondents believe that the company recognizes result with enthusiasm (3.86). The managers provide constructive feedback on their performance (2.86). The company prefers continual coaching rather than over-reliance on formal performance evaluation (3.00). The company provides opportunity for employees to evaluate their managers and their peers (3.90). In the performance Management, one of the best results is by evaluating the performance of their managers, and enthusiasm. Narang and Singh (2010) conducted a study in Human Resource Practices in Indian Organization, they mentioned that performance management and appraisal has to be paid higher courtesy so that competency level is consistent.

Table 6
 Frequency Distribution and Descriptive Measures of
 Human Resource Practices in terms of the **Employee Relation**

Items	Responses				Mean	Descriptive Interpretation
	1	2	3	4		
1. Managers communicate the company's business strategy	0	0	1	14	3.93	Strongly Agree
2. Manager's beliefs are based on values, such as respect for their people, guides the company with what they do more than just running the company with only strategies	0	0	2	13	3.86	Strongly agree
3. The company is focused on team-oriented culture	0	1	2	12	3.74	Strongly Agree
4. The company has a system and practices in place that inspires the workforce to do their best	0	0	1	14	3.93	Strongly Agree
5. The company creates a feel-good atmosphere in the workplace	0	0	1	14	3.93	Strongly Agree
6. Managers utilize every communication channel possible to help an employee understand the company's direction	1	2	1	11	3.40	Agree
7. Managers provide frequent and continuous communication regarding their expectation on the employees	0	3	1	11	3.45	Agree
8. The company creates a fun atmosphere in the workplace	1	4	9	1	2.60	Agree
9. The company is giving more control over how, when, for whom and where the employees work	0	1	2	12	3.74	Strongly Agree
10. The company is transparent in decision-making	0	2	1	12	3.66	Agree
11. The company has a clear-cut communication flow between the managers and subordinates	2	1	6	6	3.00	Agree
12. Managers consult employees when significant changes are made in the company	0	1	5	9	3.53	Agree
13. The company is open to criticism	0	1	5	9	3.55	Agree
	Total Mean				3.56	Agree

Table 6 shows that the current Human Resource functions in terms of Employee Relation as perceived by the respondent. As observed in the table, the respondents, on the average *agree* to the Human Resource functions in terms of employee relation, as a whole, as evidently shown in its mean of (3.56). Managers communicate the company's business strategy (3.10). Manager's beliefs are based on values, such as respect for their people, guides the company with what they do more than just running the company with only strategies (3.25). The company is focused on team-oriented culture (3.80). The company has system and practices in place that inspire the workforce to do their best (3.80).

These were all interpreted the most robust implementation in the execution of employee relation. The company proved that all employees are adequately communicated in terms of the system and policy in operation. Thus, it gave a proper direction in their duties and responsibilities. In the study of (Chew and Chan, 2018) discussed the effect of employees the intention to stay, and the result provides impact and the interpretation of employee's relationship significantly related to person-organization fit. A person who has a strong foundation in a cross-cultural relationship, interpersonal relationship, employee involvement, job autonomy, training, and learning also has a significant relationship in job satisfaction.

Table 7
 Summary of Human Resource Practices

Items	Mean	Descriptive Interpretation
Recruitment and Selection	3.19	Agree
Training and Development	3.37	Agree
Compensation and Benefits	3.17	Agree
Performance Appraisal	3.40	Agree
Employee Relation	3.56	Agree
Total	3.33	Agree

The summary of human resource practices in table 7 showed that the current human resource practices as perceived by the respondent. As observed in the table, the respondents, on the average *Agree* to the Human Resource practices in terms general interpretation, as a whole, as evidently shown in its mean of (3.33). Recruitment and selection (3.19). Training and Development (3.37). Compensation and Benefits (3.17) Performance Appraisal (3.40). Also, Employee relation (3.56).

In the summary of human resource practices in terms of the program, system, support, and policy was identified average interpretation and did establish the functional result of their respective company. This interpretation exists in the current practices and the research findings.

The analysis and the interest of creating high impact should always be consistent so that the operational competencies is leading to growth, and sustainability. In the study of Rahman, et al. (2017) the study suggested the pharmaceutical company should develop proper human resource policy to achieve a high-performance level. The data was interpreted not so appealing as expected to get a high result, but it needs further development and proper implementation as to the level of needs of the employee in operation. The obligation of a more senior organization must achieve a higher result in the performance of the HR practices and implementation.

Meritocratic Practices in Pharmaceutical Industries

Meritocratic Perspective. Meritocracy was described as human resource practices in the research of Bahaudin Zakariya University, Multan Pakistan, his argument in Meritocracy and Innovation. Synergy for an organization in Pakistan (Ammedh et al., 2017) indicated that a meritocracy strategy is crucial and helpful in the exploitation of skills and abilities.

The researcher noted that the participants repeatedly argued that meritocracy has not yet been completely enforced. There are areas for assessing circumstances as far as the performance assessment of employees is concerned. The two dominant requirements in the meritocratic approach are the area of competence and ability. In the study debate on "Meritocracy and Innovation Synergy for an Organization in Pakistan," abilities and capabilities are two key variables in the abilities of the workers to attain the highest organizational performance.

The researcher felt that meritocratic empowerment was not a prerequisite in the operational function of human resources during the interview. Political intervention at the corporate level is common, and the problem of gender bias and prejudice has also been raised throughout the interview. District executives thought that the best way to attain fair labor practice was just to implement meritocracy as legislative action. **The generally accepted definition of meritocracy is focused on measured competence and use of skills and abilities, as well as the ' aptitude test. '** The usual pattern of the pharmaceutical industry is far from being able to conform to this process or procedure. It is worth noting here that respondents are supporting a merit-based approach.

Strategic Recruitment Structuring

In the present age of unpredictable business environment, drug manufacturers have a robust hiring process. It has been described as a comprehensive and specific process of obtaining prospective employees into their company as such, because those procedures laid down in their frameworks and regulations, commonly called as organizational policy. Respondents claimed that a kind method of hiring was considered simple and not complex. We also found out that the recruitment, promotion and transfer of jobs, the referral of current employees were debated as efficient system factors in so far as recruiting is a concern. The researcher determined that other pharmaceutical companies were acquainted with different phases of their hiring activities. These are all specific in the stages of strategic hiring. After that, another stage highlighted the position of organizational obligations by the respondents. At this level, the respondents stressed the availability of a job, administrative responsibilities and the possible number of employees required. The accessibility of a job defines the range of new workers necessary, such as back-door office personnel, procurement, marketing and sales, procurement. etc.

Figure 2 Describe the most popular method of recruitment in Pharmaceutical Company. Several of the uses covered are thread-advertisement, advertising, university and school contracting, broadcast advertisements, online internship, or online recruiting.

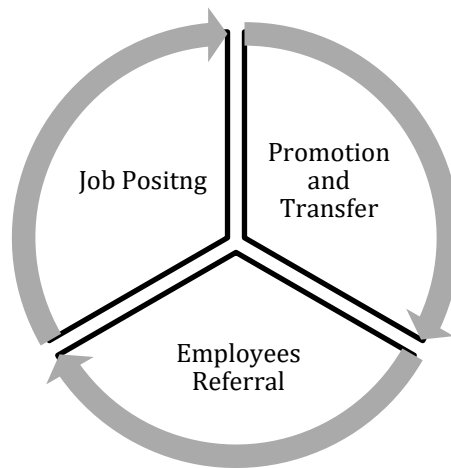


Figure 2 Strategic Recruiting Method in the Pharmaceutical Industry

Human Resource Internal & External Considerations

Organizational registry, work posting process, lateral relocation, advancement, and senior manager references are called internal while external concern is the outsourcing, advertisement ad campaign. Both internal and external exposure have benefits and drawbacks, according to the respondents. Participants pointed out that the internal process resulting in career advancement, an improvement of employee morale and a higher retention program, a strengthening in corporate ethos and principles since the company set internal recruiting goals, indicating that the succession plan is driven by the presence and primary participation of employees.

The researcher also identified major disadvantages one informant mentioned was the consequence of having an influential culture. The process creates a stagnant process, and the same dormant variety of employees, unlike the other companies process outsourcing plays as the significant role of recruitment such as internet job searching, publication ad and contracting universities and colleges. This data supported in the study of Ofori & Aryeetey (2011). An organization will hire whether from its internal or external sources that depend on the needs of the organization, human resource, and objectives.

Strategic Selection Process

The evaluation of qualifications and experience was considered to be the best objective at the selection stage. In the area of marketing and sales, for instance, one human resource director stated that possessing a variety of skills is a benefit. This was identified and endorsed in the Katou Report (2008) which conducted a survey of the effect of HR practices on organizational performance, and then partially interceded HR outcomes such as skills, actions and attitudes considered to be a key influence on commercial success. The pharmaceutical company also offers training for those who have successfully pre-screened in selection and placement, particularly in sales and marketing, and for a medical representative role. Years of experience is an essential part of sales skills in improving the sales training process, self-motivated, compassion, work-ethics and aggressiveness.

The pharmaceutical companies have a stable business ethical climate and its purpose was not only to progress revenue but also to reinvest in the long-term relationship. In the internal selection, majority explained that the human resource department utilized their workforce at an optimum level. This phase also has an impact on human resource system integration, with the number of respondents considering the value of performance assessment. The pharmaceutical industry chose to use the same method as part of the selection interference. Nonetheless, a series of quality tests are generated in the candidate's choice before the external source. Most of them used the same methodology or process in the chosen pharmaceutical companies.

The performance of this research reinforced in Khan's study (2008) he highlighted the deep commitment to hiring, and the core issue of choice is to address deciding factor, and by this measure, in the business environment, the organization needs to focus on such plans to gain cost advantage.

Part II. Problems encountered by the human resource managers and LGBT employees in the Pharmaceutical Industry as to recruitment, selection, and promotion

Throughout the study, the author discovered difficulties with human resource selection and advancement in pharmaceutical businesses, as well as with lesbian, gay bisexual, and transgender (LGBT) employees in the pharmaceutical sector. Participants were asked if their perceptions of current difficulties in a company were primarily concerned with recruiting and promotion. The majority of responders listed a variety of issues in various combinations but biases in the ultimate concern. Participants debated the existence of the main discriminatory law. As a result, despite effective monitoring of gender concerns, anti-discrimination legislation is not fully enforced.

Managers and human resource professionals faced similar challenges in internal recruitment. One issue is human resource planning, which includes determining the required number of people, the budget, and the precise KSA or knowledge, skills, and abilities required. Due to the fact that human resources and managers share duties, the manager's understanding of human resources frequently falls short of their expectations. The author discovered frequent difficulties in recruiting and promotion via a thorough interview process with participants. External selection is typically associated with a lengthier transition or training period, which might create moral dilemmas for non-selected potential applicants. A shortlist of applicants for internal recruitment or the availability of eligible candidates for internal selection, as well as political involvement that may result in misunderstanding as a result of personal and internal recommendation.

Figure 3. Highlights frequent issues encountered by human resource managers in a sample of pharmaceutical businesses. This began with the hiring procedure, which encountered difficulties. The majority are reflected in the organizational functions of human resources. Equal employment opportunities are significant inequalities, job diversity has been shown to improve performance, and recruiting procedures are extremely uneven.

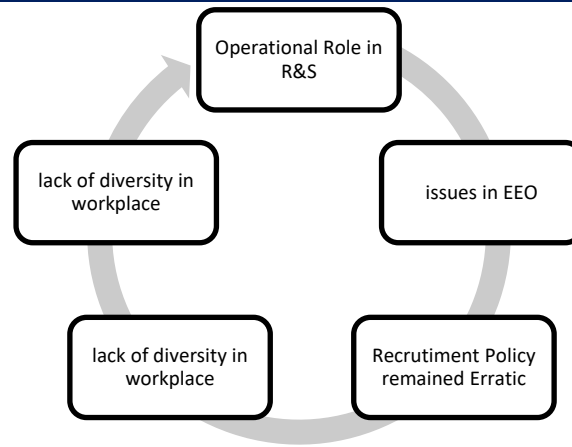


Figure 3. Problems Encountered by the Human Resource Managers in terms of Recruitment and Selection

This basis of interpretation was supported in the study of Esfani (2014).

While such responses are limited, the majority share the same perspective and sentiments, implying that a lack of diversity is a prevalent issue in recruiting and that the solution is all part of the recruitment policy process. The organization has the ability to create a highly uneven structure, rendering it unfair in terms of gender disparity, qualifications, age, orientation, employment, and even income. Due to the existing HR culture, the researcher perceived prejudiced or one-sided unfair behaviors. A significant manifestation of unfair labor practices is taking place right now. The effect of meritocracy of employees on organizational innovation, management and administrative stipulated that one of the main issues concerning this recruitment and promotion approach at that time of selection, the frame of meritocracy should always be embraced appointing future employees or promotion is adaptable in with their abilities, skills, and experiences.

Part III. Human Resource Proposed Intervention Program

The researcher recommended various human resource intervention strategies that may be used in conjunction with current human resource practices. The suggested intervention program's objective is to simplify human resource procedures while promoting gender diversity and creativity. Individuals and organizational administrators will need to give increased instructional feedback and incentives in order to raise the bar for human resource operational requirements. Additionally, it will oversee executive officers' budget rate presence. The following is an overview of the current human resources intervention program.

Table 8
 Summary of the Human Resource Intervention Program
 Proposed Intervention Program

Program	Objectives	Participants	Implementation
A. Revisit HR practices, program, and Policy	Develop a new curriculum, policy, and guidelines for human resource procedures that integrate meritocratic participation.	VP in the HR department HR specialist	A week of preparation and policy and advisory sessions, culminating in a presentation to the Executive Committee for evaluation, finalization, and adoption.
B. Diversity and Equality (DE) Training	Defining the company's and government's opportunity equality and legal obligations.	HR, Regional, District and territorial Managers	Education and conference involving NGOs (such as UNESCO or government agencies) for two days

C. Gender and Development training	Identifying human rights, development, and gender sensitivity.	All employees	Three days of seminars participating by DOLE, NGO's
D. Training on Gender Mainstreaming (GM) in Human Resource Processes and System and Labor relation	Streamlining gender awareness efforts in human resources Gender equality must be incorporated and promoted.	HR, Regional, District and territorial Managers	Involve eight-day development program of (HR) human resource practitioners

The intervention program for human resource practices in Table 9 is designed to encourage relevant program and activities inside the organization. These events and activities offer a greater emphasis on workplace equality, sexual orientation, and diversity.

Program A Revisit HR practices, program, and Policy

Conduct a review of human resource program and policies to ensure that practices are integrated and that diversity is embraced. It will examine current human resource development techniques, with a particular emphasis on the inclusion of meritocracy as a new basis for human resource recruitment and selection. The analysis discovered a lack of integration in the "merit-based" program factor across recruiting and promotion.

Program B Diversity and Equality (DE) Program.

Design for gender equality and inclusivity. The program would focus heavily on managing diversity and promoting equitable job opportunities. Human resource executives must develop advice to assist employees in comprehending the organization's position, regulatory framework, and obligation regarding discrimination.

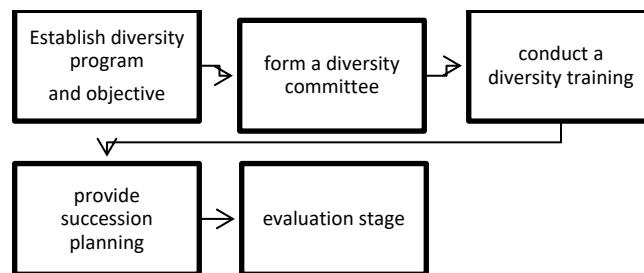


Figure 4. Workflow Analysis of Diversity and Development Process

Program C Gender and Development Training.

A three-day curriculum and conference that will identify the human resource and employee problems inside the organization, how to create goals, and how to increase chances for protected minority members and eliminate the repercussions of racial discrimination.

Program D. Training on Gender Mainstreaming (GM) in Human Resource Processes System, and Labor Relation.

A novel method of increasing LGBTQI+ knowledge and understanding through training. Both workers must adhere to Philippine business policies and the Human Rights Council's standards for human rights and fair practices.

CHAPTER V

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter presents the summary, conclusion, and recommendation of the study. The review provides the highlights of the findings of this study. The conclusions based on the results and the judgment are from statements that able to provide information presented in the study.

Summary of Findings

Based on the problems and questions posited in chapter 1. The salient findings of the study are as follows:

1. How may human resource practices requirements be described?

All organizational practices are accurately represented in the process and execution, and hence the overall output is good. Human resource methods place an emphasis on maximum functional performance while maintaining total control over their employees. According to respondents, the total outcome of human resource operations is unlikely to be satisfactory caused by inadequate implementation of some procedures. When human resource strategies are executed, all employees should have a strong sense of equality, and the goal of hiring and managing human capital must be equitable.

2. How do Human Resource Managers practice meritocracy among its employees in the pharmaceutical industries?

In three pharmaceutical firms, meritocracy is not completely implemented since it has never been included into the policy procedure.

3. What problems have been encountered by the Human Resource Managers and LGBT employees concerning recruitment and promotion?

Throughout the recruiting and selection process, topics such as equal employment opportunity, workplace discrimination against LGBT individuals, and workplace inequality are frequently discussed. They are denied an equal opportunity to be heard and demonstrate their ability to manage positions of greater responsibility. Mostly in the Pharmaceutical companies the issue of Internal policies and endorsements of applicants are a necessary component of the candidate in selection process. Discrimination in hiring continues to be widespread.

Conclusions and Recommendations

This research has always supported the need to embrace meritocracy in the enterprise. It was even thought at first that meritocracy, being a philosophy, must be reflected in HR procedures. However, after the tools that were used to gather the data, a dilemma seemed to have surfaced. Meritocracy is no longer a novel idea.

There are extremely reputable firms that have incorporated the same into their businesses. Pharmaceuticals have always been immersed in orthodox inclinations. Until this very moment, this category of business operation has remained stagnant, and progress seems depressed. The pharmaceutical industry has remained in prison in the past. Specifically, their HR processes will engender an occurrence of doubt from various sectors of society.

This is a gloomy reality that needs to be addressed head-on. Contemporary times necessitate changes, particularly concerning the treatment and consideration of humanity. This scholastic effort is designed to herald meritocracy as a missing nexus that will, once and for all, lay to rest problems involving discrimination as an overwhelmingly archaic approach to mortal truth reckoning.

As predicted, human resource practices should be carefully evaluated and modified in the HR Handbook, which incorporates meritocracy as a policy intervention. The SOGIE bill proposal has begun to develop proof of gender equality and sexual orientation in such a way that every business must be aware of and employ sexual orientation not only in the workplace, but also as a necessary staff requirement. This legislation totally safeguards the LGBTQI+ community and their rights as citizens of the Republic of the Philippines and the anti-discrimination law is the finest reflection of an organization's commitment to preserving the rights of every employee, and organizations should constantly embrace the ideal of inclusion, not only as a concept, but as a practice.

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