

Movers of Mountains: The Challenges Encountered by HR Managers in Handling Multinational Corporations

Amelie L. Chico¹, Lucci Leiann U. Medalla², Sheerlyn T. Salamatin³, and Leagen M. Turado⁴

¹Adviser, Department of Business Administration Education

^{2,3,4}Researcher, Department of Business Administration Education

Abstract—The researchers conducted studies to identify the challenges that HR managers encounter in handling multinational corporations. This research study aims to discover the challenges and experiences that HR managers' face in multinational corporations. Nine informants who are currently working as HR managers in two multinational corporations were interviewed and recorded to gather qualitative data. The data collected in this qualitative phenomenological study were based on the responses to three research questions. Results were grouped into themes. The study shows that HR managers face challenges in dealing with multinational companies, such as employee behavior, extensive work coverage, and cultural differences among the employees in the company. HR managers address those challenges by sharing their techniques and strategies, which include implementing training and development programs like psychosocial training, seminars, coaching, mentoring, etc., and through feedbacking to encourage employees to openly express concerns and to promptly give alternative actions or solutions to improve their work performance. However, despite the challenges that HR managers encountered, they still needed to stick to the policy of whatever changes there were in the company and step up for their people's welfare.

Keywords—Challenges; HR Managers Multinational Corporations; Qualitative Research; Philippines.

INTRODUCTION

Multinational corporations operate in more than one country besides their home country. Multinational corporations' Human resource managers encounter numerous challenges in today's business environment. These challenges include globalization, workforce diversity, technological advances, and developments in information technology. As stated in the study of Srivastava and Agarwal (2012, pp. 46-47), these various challenges add to the increased pressure that human resource managers experience to recruit, retain, and develop skilled employees. Throughout a period, it has been evident that HR managers have experienced a shift in their responsibilities. Rather than solely dealing with people matters, they are now tasked with planning and implementing complex strategies for organizations and companies, added Divya and Gupta (2022, p. 2975). Thus, human resource professionals must not overlook these issues; instead, they should align themselves with designing and implementing new strategies to enhance the development of skills and competencies among human resources, which will enable them to effectively address the forthcoming challenges stated by Srivastava and Agarwal (2012, pp. 46-47).

Human resource managers in multinational corporations play an important role in today's workplace environment. They contribute their knowledge and practices to the company's success. HR managers in

multinational corporations today are having difficulties managing the organization and its people because of globalization, diversity in the workforce, and technological advancements, which have made it critical for HR managers to achieve goals effectively and keep up with the trend. It is important to immediately address these difficulties to foster resilient and globally competitive multinational corporations. As stated by Susanto, Leu, Chen, and Mohiddin (2019, pp. 1-63), the globalization of business concerns has prompted a rise in the importance of a well-managed workforce and the evolution of HR's role in achieving strategic goals. Added by Edwards and Rees (2017, pp. 1-63), human resource management (HRM) is one area in which global management researchers pay close attention. However, Dowling, Festing, and Engle (2013, pp. 1-63) and Susanto et al. (2019, pp. 1-63) make the point that to support this rise in international trade, human resource management should be viewed as a vital issue across all business units because HRM policies and practices are essential to the competitiveness and long-term viability of the company.

Overall, this phenomenological study aims to address the existing knowledge gaps by identifying the challenges encountered by human resource managers and proposing solutions to these problems. The study focuses on multinational corporations and the problems HR managers face due to globalization and

technological advancement. That is why researchers chose to look into how HR managers have evolved with modernity. Accordingly, the researchers want this study to be valuable by showing how it can help people who want to work as HR managers in multinational companies.

Buckley, Casson, and Henart's theory suggests that multinational corporations (MNCs) emerge when a company internalizes operations like production and marketing, gaining more control and reducing transaction costs rather than relying on foreign markets. This theory suggests that multinational corporations (MNCs) emerge when the costs of conducting business with foreign companies in external markets outweigh the costs of managing the same business internally within the MNC. It may be due to specialized assets, contractual hazards, and difficulty obtaining reliable information, as stated by Williamson (1976, pp. 548-577). However, Dunning (1970, pp. 569-571) identifies three elements of a successful multinational corporation (MNC): internalization advantages (IAs), location-specific advantages (LSAs), and ownership-specific advantages (OSAs). OSAs provide a competitive advantage, while LSAs offer benefits for a specific nation or area. IAs give MNCs an advantage in internal transaction organization.

Based on Jai and Sharma (2019, p. 85), globalization allows human resources and modern technology to cross borders. It makes the business world more active and competitive. People from different countries are becoming more connected through a trend called "globalization." This part of globalization has affected human resource management in today's business world. HR managers can now find suitable people for jobs worldwide, not just in a small market. People from all over the world can work for them. Companies' future success will depend on how well they can handle a diverse workforce that brings new ideas, different points of view, and unique perspectives to their jobs. So, the management of human resources needs to be careful, think globally, and act locally most of the time.

In conformity with Cooke, Wu, Zhou, Zhong, and Wang (2018, p. 184), there is currently available research that shows MNCs from developing markets struggle with managing HRM globally, in part because of inadequacies in their global experience, innovation-centric mentality, and strategic competency. As expatriates, they often rely significantly on locally sourced talent. At the same time, there are signs of

diversification in the employment of host country and third country citizens as well as abroad residents of home country origin, as stated by Cooke et al. (2018, p. 184); Tarique and Schuler (2018, p. 79).

Additionally, Stone, Cox, and Gavin (2020, p. 195) stated that information technology is used to spread information in the education field, making learning more convenient, quicker, and more fun than it used to be. Technology has considerably helped human resource management in recent years. Due to information technology's efficiency, human resource management procedures are more accessible and flexible, added Carnevale and Hatak (2020, p. 183).

Human resource management is still manual, with executives helping the manager, Stone, Cox, and Gavin, (2020, p. 195). However, most HR processes today are performed using online databases and IT systems, making them faster, more efficient, and more effective. Papaevaggelou, Syndoukas, Kalogiannidis, and Kontsas (2023, pp. 258-269)., Through information technology, HR managers conduct more accurate employee background checks, payroll and other business payments are handled and delivered faster, and better performance tracking and review are achievable, as claimed by Zaid, Jaaron, and Bon (2018, p. 965) and Stone, Cox, and Gavin, (2020, p. 195).

Technological advancements like service companies setting up network connections make it easier for a wide range of information and communication technology services to be widely available (Sunyaev, 2020, pp. 195-236). Due to the growth of the internet and technological advances, service providers have been able to break into new industries and change how HR management operates. Diawati, Gadzali, Mahardhani, Irawan, and Ausat (2023, p. 537) stated that technological advancement can reduce specific challenges and improve chances for career growth in human resources. Gadzali, J. Gazalin, S. Sutrisno, Prasetya, and Ausat (2023, p. 760) claim that in the current era of globalization and significant technological advancement, the importance of information technology in the progression of human resource (HR) career development continues to rise in prominence.

Over the 20th century, digital technology brought about nothing short of transformative changes in the workplace. The transition from mechanical and analog electronics from the 19th and 20th centuries to digital electronics is known as the digital transformation, as

stated by Xin and VincentKow (2022, p. 781). The rapid and explosive growth of digital technologies has profoundly impacted every aspect of life, but arguably none more so than how we learn, educate, work, and manage personnel. The use of digitalization in the workplace has facilitated the utilization of data, applications, and collaborative tools, as claimed by Szymkowiak, Dabic, Jeganathan, and Kundi (2021, pp. 1-10). Hence, it enables staff members to work on various devices at any time and location. This technological advancement has effectively enhanced workplace efficiency and fostered increased productivity. Cijan, Jenič, Lamovsek, and Stemberger (2019, pp. 3-12) have described a digital workplace as the virtual, contemporary interpretation of conventional employment. We concur with this broad definition. Bresciani, Ferraris, Romano, and Santoro (2021, pp. 117-138), "Digitalization is not just a buzzword; it has an immediate and enormous influence on the workplace and business."

After looking at much literature, it is clear that HR practice is getting more challenging and more complex every day. They have to deal with many problems, such as the rise of technology and globalization. Also, results and ideas from different pieces of literature helped solve the problem of the paper and helped the researchers find and categorize other problems that HRM faced.

This research study aimed to discover HR managers' challenges and experiences in multinational corporations. The main idea of this study, on the other hand, is only based on these three research questions: First, the challenges an HR manager encounters in handling MNCs. Second, the techniques or strategies of HR managers in handling MNCs. Third are the insights of the researchers.

This study's general importance is understanding the challenges and hardships that HR managers face in handling multinational corporations and appreciating their limitless efforts and contributions to the company's success and welfare. This study is to inform human resource, managers, staff and leaders at companies about promoting inclusion and diversity in their workforce. This study can help increase and improve organizational performance, developing a more equitable and culturally competent environment at work. The significance of this study is that it provides a deeper understanding of the challenges and experiences that an HR manager encounters when working with multinational corporations (MNCs). This study will benefit human

resources managers, students, and future researchers by giving insights into how HR managers address organizational challenges, solve problems, and use strategies. It can also serve as a roadmap for future studies.

METHOD

This section of the study presents the details of how the study was conducted. It shows the participants, instruments, design, and procedure study.

Participants

The targeted informants for this study are HR managers who have handled multinational corporations (MNCs) for at least five (5) years of experience. The chosen informants for this study are the HR managers currently working for a multinational company, particularly in the agriculture and wood industries in Davao City. There are 9 participants in this study, and to support the number of participants, Creswell's (2013, pp. 60–65) study recommended that phenomenological research requires between five and 25 participants. Furthermore, these informants expressed interest in helping us gather data about the challenges of handling multinational corporations.

Thus, these chosen informants had formally received a letter of consent from us, the researchers, stating that they agreed to be interviewees for this study. The inclusion criteria of this study were HR managers currently working in a multinational corporation and with at least five years of experience in the field, regardless of their age and gender. The study's exclusion criteria were HR managers who do not work in a multinational corporation and those who are currently working in a multinational corporation with less than five years' experience in the field, regardless of their age and gender.

Materials/ Instrument

This research study utilized a phenomenological study. The researchers' semi-structured interview guide questionnaire is the primary tool of this study. The researchers made interview guide questions to the qualified participants and sought the validity of the questions from the research experts. Additionally, before starting to analyze the answers, the researchers first got a thorough overview of all the data that would be collected. It includes transcribing audio recordings, taking notes, and getting familiar with the data collected. After familiarizing ourselves with the data, the researchers started coding, highlighting parts of the

answers, phrases, or sentences, and putting labels or codes to describe their key points. Next, the researchers analyzed the codes created and identified patterns to develop themes. The researchers ensured that our themes were accurate and presented our data. Moreover, the researchers consulted with our data analyst before the final list of themes.

Design and Procedure

This study used a phenomenological approach to qualitative research. This research design can apply to this study because phenomenology aims to describe what all individuals have in common when they encounter a phenomenon (Creswell, 2016, p. 58). The researchers gathered information from the participants who experienced the phenomenon and produced an overall description of the critical aspects of the experience; the description is made up of what they experienced and how they experienced it (Creswell, 2016, p. 58). Furthermore, this paper aims to examine and investigate the challenges HR Managers encounter in Handling Multinational Corporations. For the data collection and investigation, the researchers conducted an in-depth interview with an open-ended questionnaire to gather factual information and answers from the participants. The researchers utilized in-depth interviews as it is an effective qualitative technique for encouraging the informants to discuss their innermost thoughts, feelings, and experiences (Alin, Dainora, and Milena, 2010, p. 1279)

As mentioned by Lincoln and Guba (1985, pp. 289–331), the researchers may persuade readers and themselves that the outcomes of their research are important by establishing their trustworthiness. They present the characteristics of credibility, transferability, dependability, and confirmability to gain an in-depth understanding of trustworthiness. For credibility, the researchers ensured that the participants in the study faced challenges so that the experiences they stated were accurate. To facilitate transferability, the researchers provide much information about the study so that readers and other researchers can apply the findings to different contexts. The study's dependability, researchers were intent on gathering, and only relevant

information was analyzed in the data analysis. In confirmability, the researchers ensured that the data presented were based upon the study and research conducted personally by the researchers from their chosen participants.

Lastly, to ensure ethical consideration of the study, the participants demonstrated voluntary cooperation; participants were informed and eventually consented to participate in the research. As much as is practical, offensive and discriminatory language will not be used in creating the questionnaire. In this approach, participants' confidentiality and integrity are upheld. Furthermore, when disclosing the study's findings, the researchers protected the informant's privacy and anonymity by withholding their names and identities. Additionally, the researchers ensured that every correspondence within the study was carried out openly and truthfully.

RESULTS AND DISCUSSION

This section presents the data concerning the challenges, strategies, and insights of the researchers in handling MNCs, which are presented in the several data sources gathered by the researchers.

Presentation of Challenges Encountered by HR Managers in Handling MNCs

Presented in Table 1 are data collected from the responses of the HR managers in several stages of data collection. The items encapsulated within the table were analyzed using several responses from the HR managers, which were categorized into different groups and arranged according to several themes. Table 1 focuses on the challenges encountered by HR managers in handling MNCs and their classifications, as well as the following themes: (1) Employee Behavior, (2) Extensive Work Coverage, and (3) Culture Differences.

The themes used for this presentation are collected and scrutinized through literature and studies focusing on HR Managers' challenges in handling MNCs. The researchers then thoroughly scrutinized the HR Manager's responses and classified the information according to the standard and emanating categories.

Table 1. Challenges Encountered by HR Managers in Handling MNCs

This table presents the challenges that HR managers encounter in handling multinational corporations. The responses of the HR Managers were grouped and classified according to themes: (1) Employee Behavior, (2) Extensive Work Coverage, and (3) Culture Differences.

Major Themes	Core Ideas
Employee Behavior	<ul style="list-style-type: none"> • stubborn or behavioral attitude • extensive work coverage and employee behavior • difficulty in handling attitude
Extensive Work Coverage	<ul style="list-style-type: none"> • wide scope of human resource • dealing with different people • multifunction of HR managers • wide scope of work
Culture Differences	<ul style="list-style-type: none"> • different culture in organization • different values in the organization • problems on ethnicity differences • culture adaptation

The table comprises ideas and themes that were grouped after rereading and identifying common concepts based on the informants' responses. This information was collected through answering the questionnaire given to the informants. Table 1 is all about the challenges HR managers encounter in handling MNCs, which can be interpreted through several themes. After identifying the themes, concept maps were outlined by grouping similar themes based on the informant's responses and collecting these data into one established and related theme. Furthermore, to give a clear representation of how themes are organized, the researchers used several informants' responses. The quoted items within the interpretation of the tabular inputs can distinguish these.

Employee Behavior. Employee behavior is a significant issue in multinational companies due to the challenges of managing various cultures, communication barriers, and varied job expectations.

Multinational corporations operate in various nations, meaning distinct cultural origins, customs, and values. Employees from diverse cultural backgrounds may have distinct work attitudes, ways to communicate, and ways to resolve issues. It was supported through the statements given by the informants, who asserted:

"Gahig ulo, behavior, may attitude.", (I2)

(Stubborn, behavior, bad attitude.)

"Extensive work coverage and employee behavior.", (I4)

This was also supported by the statement of informant 4, who said:

"Attitude. Pinaka importante and pinaka mahirap I handle is yung attitude...", (I5)

(Attitude. The most important and the most difficult to handle is attitude...)

These responses from the informants reveal that one of the challenges facing multinational corporations is employee behavior. According to Lyons and Kuron (2014, pp. 139–157), one of the significant challenges for HR managers involves managing the diverse attitudes and behaviors of employees across various generations, including Baby Boomers, Generation X, Millennials, and Generation Z. Each generational group brings its own distinct set of values, preferences, and communication methods to the workplace, presenting HR professionals with the challenge of promoting unity and teamwork. Furthermore, Luthans (2011, pp. 5-6) added that effective employee behavior management has been and will continue to be a key challenge for human resources in modern corporations. Mathis and Jackson (2017, pp. 151-152) confirmed that understanding and managing employee behavior is crucial for HR managers who want to develop a positive atmosphere at work and employee well-being.

In addition, HR managers have an essential role in managing and fostering positive employee behaviors through effective management strategies (Diamantidis and Chatzoglou, 2019, pp. 171-193.). Thus, according to Kaye and Giulioni (2019, pp. 10-15), HR managers should invest in continuous training and development programs to provide employees with the skills and information they need to thrive in their professions. Organizations that offer opportunities for professional growth and advancement might enable employees to take charge of their careers and behave ethically. Therefore, HR managers encounter various issues when managing employee behavior, including fostering inclusive and diverse cultures, addressing issues, and ensuring employee well-being.

Extensive Work Coverage. The workplace is becoming more global, and awareness of how diversity can be managed has been raised in addition to demographic characteristics such as race, gender, age, or educational attainment.

Engagement with other countries can be essential concerning their leadership style, workplace policies, beliefs, and language, which might impact staff work in a way that could make it difficult for them to do their jobs. Therefore, the primary strategy is developing and promoting workplace diversity and establishing a system enabling workers to be integrated into companies. Below-mentioned are statements which can attest the existence of the theme.

“First is when we talk about HR, or human resources. Medyo broad kasi yan. Kasi yung scope pag sinabing mong human resource, kapag human resource ang pinag uisapan. From hiring process, hanggang sa pag nandyan na yung employee is syempre aalagaan mo siya. In terms of training and motivation until such time, parang ima-manage mo yong career niya within the company. Until such time, na aalis na siya sa company. Ang role ng HR is hindi lang matatapos kasi may mga exit interview pa may ganun so very wide ang ang scope ng HR.”, (13)

(First is when we talk about HR, or human resources. That's a bit broad. Because the scope, when you say human resources, when you're talking about human resources, from the hiring process right up to when the employee is there, of course you will take care of them. In terms of training and motivation, until such time, it seems like you will manage their career within the, within the company. Until such time that he leaves the company. The role of HR is never-ending, because there are exit interviews, there are things like that, so the scope of HR is very wide.)

Informants 4 and 5 statements agreed with the theme, who said:

“Dealing with different people.”, (14)

“It's more on the diversity of the company, different nationality and also one of the challenges is different culture...” (15)

Informants 6 and 8 also supported the statement that they faced challenges in handling multi-national corporations:

“Well, basically the biggest challenge in our section is, that employees are different, their ways and values in life and also the diversity of the company.”, (16)

“The main challenge is that we are a diverse company... We are located all over the Mindanao...” (18)

The responses were grouped under the category of Extensive Work Coverage. As stated by Indarapu, Vodithala, Kumar, Kiran, Reddy, and Dorthi (2023, pp. 100-446), human resource management is essential to any business, but especially to multinational corporations as they need to manage a diverse range of people working in different countries and from different cultural backgrounds. Multinational companies typically have employees in multiple countries and cultures, making it challenging to communicate expectations and assign tasks, as stated by Anayat (2023, pp. 97-115).

Verbeke, Coeurderoy, and Matt (2018, pp. 1101–1112) stated that the concept of globalization refers to the growth and broadening the scope of international economic exchange relationships of any country with all other countries around the world, as measured by trade and foreign direct investment flows, and other types of exchanges (capital, people, technology, ideas, effective institutional practices). Carayannis, Sindakis, and Walter (2015, pp. 10-85) emphasize that the globalization process can be a catalyst that accelerates development. However, it can also disrupt a chaotic system, resulting in socio-economic and political problems. However, the same diversity and inclusion practices will not apply to all organizations. Therefore, it is essential to design and customize diversity and inclusion initiatives according to the situations and local needs supported by Derven (2014, pp. 84-91) and Goodman (2013, pp. 180-183).

In order to meet the demands and expectations of the new reality in the workplace, the role of human resources managers should be changed in practice, but not in terms of content. Adapting to different cultures, norms, habits, and values was challenging for human resource managers. It is, therefore, necessary for a leader to react quickly and offer his staff advice on how they should adjust, as well as clarify the importance of any changes that may occur. In addition, as organizations seek to adapt quickly and effectively, the role of human resource managers and their expertise has increased.

Culture Differences. Managers in the 21st-century workforce can manage up to five different generations,

as explained by Cushing (2019, pp. 1-115), adding value and diversity to their team and working together to achieve the workforce goals. Cushing (2019, pp. 1-115) adds that for these multi-generation teams to work together, it is the manager's responsibility to understand each generation, find common ground among the different generations, motivate and inspire the team to work together to achieve the organization's goals and create a thriving work environment.

HR Managers need to work on handling such a complex diversity in multinational corporations as they have to deal with employees who differ from one another in ethics, ambitions, views, mindsets, and working habits. The researchers also observed the adaptation of cultural differences based on the answers given by the informants. In accordance with the statements below were based on their challenges encountered in handling multi-national corporations which supported by the informants.

“Actually, pagsulod nako diri, kung I diagnose nimo among organization lahi lahi siya’g culture.”, (11)

(Actually, when I entered here, if you diagnose our organization, it is from a different culture.)

“It’s more on the diversity of the company, different nationality and also one of the challenges is different culture.”, (15)

Informant 6, 8 and 9 supported the theme through the given statement, who said:

“Well, basically ang pinaka challenge in our section is, ang employees is ang ilang ways and values in life and also the diversity of the company.”, (16)

(Well, basically the biggest challenge in our section is, the employees have different ways and values in life and also the diversity of the company.)

“The main challenge is that we are diverse company, we are located all over the Mindanao, and we have different ethnicities so that’s one of our problems now.”, (18)

“It’s an adaptation, the culture of the company also. They know the culture, they know the language, so medyo madali lang. But pag foreign yung leader or employees, it takes a lot.”, (19)

(It’s an adaptation, the culture of the company also. They know the culture, they know the language, so, it’s pretty easy. But if the leader or employees are foreigner, it takes a lot.)

Abdullah, Shamsuddin, Wahab, and Hamid (2014, pp. 140-147) stated that cultural differences, globalization, and communication barriers are a few of the challenges of HR managers in multinational corporations. Chaney and Martin (2011, pp. 664-668) also added that an organization's sentiments and values are called its culture.

On the other hand, culture shock can be described as a condition in which employees experience difficulty adapting to a new culture because of insecurities and disorientations. Organizational culture, on the other hand, is the set of beliefs, norms, and shared values, as stated by Schein (2010, pp. 13-65). It was also mentioned in the study of Ortega and Sastre (2013, pp. 13-65) that it defines the boundaries between one organization and others.

TABLE 2. Strategies and Techniques to Overcome the Challenges Encountered by HR Managers

This table presents the strategies and techniques to overcome the challenges HR Managers encounter. The responses of the HR managers were grouped and classified according to themes and collected as one. After this, the themes are collected: (1) Training and Development Programs; (2) Feedbacking.

Major Themes	Core Ideas
Training and Development Programs	<ul style="list-style-type: none"> • training related to psycho-social, technical and developmental. • attending seminar and trainings to acquire knowledge. • do coaching, mentoring, trainings, and interventions within the inter department and team. • social and psycho training. • specific training for talent management to the people. • trainings on total rewards. • create programs for employees. • communicate with your people.

Feedbacking

- feedback using websites.
- feedback through orientation of employees.

Training and Development Programs. Providing training is vital to increasing organizational productivity. The most effective method for an organization to retain and motivate its best human resources is through training. To improve an employee's capacity and performance, training and development are ongoing initiatives aimed at enhancing competence and organizing performance. It is the tool that impacts how effectively an organization achieves its goals and objectives. All organizations, however, want to maximize profit and generate high revenue, and having a productive and efficient workforce is essential to achieving these goals. Therefore, a workforce can only be fruitful if it receives the proper training and development, which leads to efficiency and effectiveness. The following statements will prove the existence of the said theme.

“Naa miy mga training sa psycho-social og sa akoo pud na na belong ang technical og developmental.”, (I1)

(We have psycho-social training and the technical and developmental which belongs to me as well.)

Informant 2 and 3 supported the theme through the given statement, who said:

“Ang pinaka ginabuhay lang jud nako is training or seminars. Mag attend ug seminars or trainings, kay lisod gyud diay siya, labi nag wala gane ka kabalo, labi na gyud sa tao, labi nag mag-DOLE na gane mo. Kanang mag-kasuhay ba. Mao gyud nay pinakalisod kayo. Kanang wala kay kabalo.”, (I2)

(The only thing I do is training or seminars. Attend seminars or trainings, because it's really difficult, especially if you don't know, especially with people, the more if DOLE is involved. When someone files a case, that's the hardest part. When you do not know.)

“Didto gyud ka sa coaching, mentoring, training nga mga interventions nga not really katong mga formal, pero kana lang pwede ra gyud ma implement dayon. Within sa inter-department or sa team.”, (I3)

(You are there for coaching, mentoring, and training interventions that are not really formal, but that only can be implemented right away. Within the inter-department or the team.)

Informants 5, 6 and 7 also stated one of the strategies they use in handling multinational corporations, who said:

“Social and psycho training... Psycho-social training kasi kailangan talaga yan siya for them para dili sila ma stress and dili sila magka anxiety.”, (I5)

(Social and psycho training... Psycho-social training because it really needs it for them so they don't get stressed and they don't get anxiety.)

“I believe that you also have to train your people, specific training for talent management... more on trainings to provide a definite structure for the company.”, (I6)

“We create programs for our employees.”, (I7)

With these lines, training and development programs enhance employees' initiative and output, which helps them become more dedicated to accomplishing the aims and objectives of the company and, as a result, increases workers' effectiveness within the company.

Nishtha and Amit (2010, pp. 14-18) claim that training and development are crucial for all employee levels because abilities deteriorate and become obsolete over time and must be replenished. As stated in the study of Manju and Suresh (2011, pp. 52-68), training acts as an intervention that enhances an organization's quality of goods and services in the context of stiff competition by enhancing employees' professional abilities. Development programs are precious, considering most successful organizations care about their employees' advancement and spend money on their training. This results in an increase in skill and competence that improves morale and productivity, as added by Sheeba (2011, pp. 72-82).

Rama and Nagurvali (2012, pp. 128-152) assert that training is essential for organizations to uncover growth and development opportunities and gain a competitive edge.

Additionally, Rohan and Madhumita (2012, pp. 301-317) stated that training employees in decision-making, collaboration, problem-solving, and interpersonal interactions positively affects employee performance and the organization's growth rate.

Feedbacking. Feedbacking. Feedbacking involves employees expressing their viewpoints, insights, or recommendations regarding their workplace, duties, or company protocols. HR managers use this process to empower employees to voice their concerns, share their perspectives, and improve their workplace efficiency, effectiveness, and productivity. Encouraging and valuing employee feedback is essential, as it can influence decision-making, cultivate transparent communication, and ultimately boost employee engagement and productivity. It was evident through the statements given by the informants, who said:

"Communicate sa imong mga tao kay after sa programa maghatag mana sila og feedback...", (11)

(Communicate with your people because after the program they will give feedback...)

Informants 2 and 5 also stated one of the techniques they use in handling multinational corporations, who said:

"Naa mi mga system na ginagamit na pwede maka feedback ang mga employee didto.", (12)

(We have systems that we use where employees can give feedback.)

"We have our website na pwede sila and kami as well na mag comment or mag leave ng feedback anonymously.", (15)

(We have our website where they and we can comment or leave feedback anonymously.)

Informant 7 supported the theme through the given statement, who said:

"We also prepare cascading or orientation for our employees so that we can get feedback", (17)

This line from the informants signifies that one of the strategies HR managers use to address issues inside the organization is feedbacking. According to Saks (2017, pp. 76–86), effective feedback mechanisms help boost employee engagement, fulfillment, and performance. Employees who feel appreciated and valued will likely be driven, dedicated, and practical (Deci, Olafsen, and Ryan, 2017, pp. 19-43).

Mathew (2014, pp. 29-39) added that corporations that value employee feedback have lower turnover rates, more significant innovation, and excellent overall performance.

Additionally, Sadia and Aman (2018, pp. 59-75) affirmed that corporations can lean into their workforce's wisdom and skills by incorporating workers in making decisions and tackling issues, resulting in more favorable results and solutions. Moreover, organizations need to ensure that feedback mechanisms are accessible, transparent, and inclusive to encourage participation from all employees, regardless of their role or position within the organization (Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis, 2017, pp. 1854-1884).

CONCLUSION

The research findings indicate that HR managers face significant challenges in Employee Behavior, Extensive Work Coverage, and Different Cultures. These difficulties take many forms, including unconscious discrimination, disparate work styles, and individual conflicts. Diversity may also help promote organizational resilience, innovation, uniqueness, and creativity. HR managers should be motivated by this opportunity for development and change to work toward a diverse environment where employees or workers are encouraged to share their knowledge and opinions and treated with respect and worth.

It also highlights how diversity in today's workforce is dual, offering HR managers benefits and challenges. However, diversity may provide various perspectives and innovations, inspiring HR managers to capitalize on these beneficial characteristics. However, it can also lead to misunderstandings, contradictory work practices, and misinterpretation.

Additionally, the students utilize several effective coping strategies for HR managers to address these challenges. The techniques include implementing extensive training and development programs to enhance employees' capabilities and encouraging employees to give feedback to ease continuous improvement and communication.

RECOMMENDATIONS

HR managers in multinational corporations encounter several challenges due to the workforce's diversity and the operations' complexity. These challenges include employee behavior, extensive work coverage, and cultural differences. To effectively manage these issues, HR managers must develop cross-cultural communication skills, implement inclusive policies and practices, and foster a diverse and inclusive workplace culture. To address the challenge, implementing

strategies and techniques like training and seminars and creating a transparent and open communication system, such as feedbacking within all of the company's employees, can be of help in fostering a healthy work environment and ensuring everyone feels valued, which can contribute to the employee's efficiency and productivity within the workplace.

Based on the result, the researchers would like to recommend the following: Training and Development Programs; offering training courses has a significant impact on how HR managers handle the difficulties of controlling behavior in a diverse workplace and also to prevent burnout that could lead to low job satisfaction. HR managers may also provide employees with the right communication system to openly communicate their ideas through feedbacking. This practice reduces the probability of cultural misinterpretations and conflicts and develops an environment of compassion, comprehension, and mutual respect among employees. Expertness training can also encourage overall, which celebrates diversity as a source of strength and, in turn, creates a more peaceful and cohesive work environment.

Secondly, one of HR managers' most important tools for dealing with behavioral issues in varied workplaces is the implementation of feedbacking. By asking workers about their problems, difficulties, experiences, and impressions of the workplace atmosphere, HR managers can determine areas to help employees develop and potential sources of tension or despair. It makes it possible for HR managers to adopt policies and procedures more skillfully in response to the demands and goals of their workforce, encouraging teamwork and creating an environment where every worker is recognized, valued, and acknowledged. Additionally, applying feedback and training programs conveys to employees that their opinions and thoughts are heard and respected. Moreover, it can build workplace relationships and collaboration, enhance employee production, and increase productivity, which can all rise due to strengthening ties and fostering trust.

Furthermore, this will establish a basis for further research to delve into the topic of "Movers of Mountains: The Challenges Encountered by HR Managers in Handling Multinational Corporations," inspiring individuals to write insightful papers exploring the challenges and experiences of managers qualitatively. Moreover, we suggest that future researchers use this paper as a reference to understand

the methodology and process involved in conducting similar studies.

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