

THE 2023 STATE OF HR REPORT

Renewing HR's Focus: Enhancing the Employee Experience to Drive Engagement & Retention



23 PAGES
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01 Executive Summary

Sprout's State of HR report is an annual survey that explores key HR trends and insights in the Philippines. The study aims to guide organizations on how to optimize their work environment and enhance the workplace experience for digital transformation and optimum performance.

HR professionals were asked about their priorities, challenges, performance goals, and how to improve the employee experience to increase engagement and retention.

Our comprehensive survey reveals key trends across core areas of HR, such as working arrangements, HR processes, inclusion and diversity, and digital maturity.

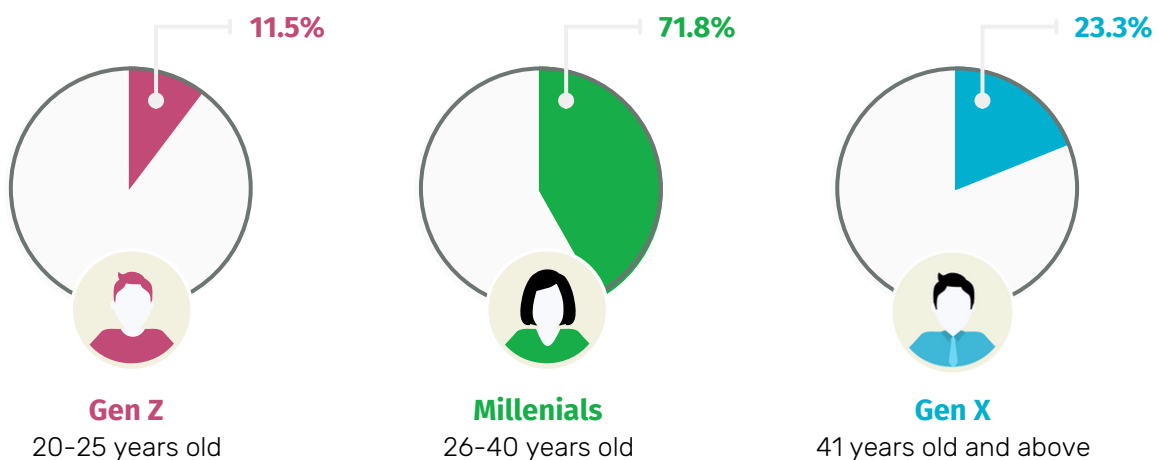
By comparing findings with the 2022 State of HR report, we uncovered valuable insights into how HR practices have changed over the past year, especially in the wake of [The Great Resignation](#) and the [Quiet Quitting](#) phenomenon.

Discover how HR teams are streamlining onboarding and training programs, measuring employee satisfaction levels, and improving every stage of the employee lifecycle in this comprehensive report.

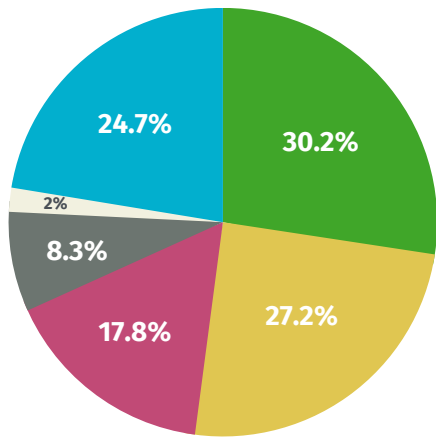
02 Methodology

The State of HR 2023 is derived from an extensive online survey conducted on 400+ HR professionals and over 2,200 employees in various industries and companies in the Philippines. The findings are supplemented by actual anonymized data related to salary benchmark, attendance, and attrition.

What age bracket do you fall under?

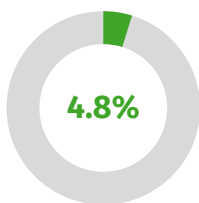
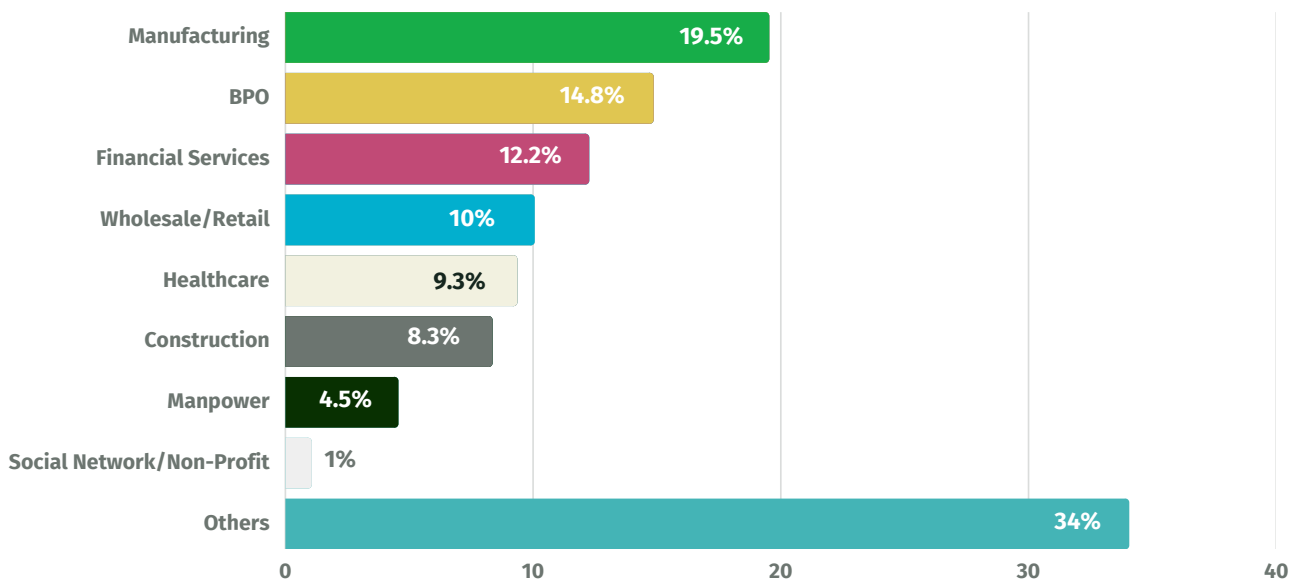


What is your job title?

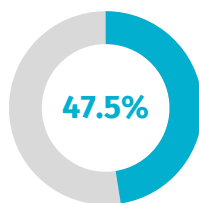


- HR/Compensation and Benefits Officer
- HR Directors and Heads
- HR Manager
- Recruitment Officer/Specialist
- CEO/Business Owner & C-level Executives
- Other HR and Business Functions

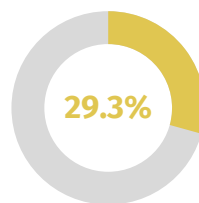
What is your industry and total headcount?



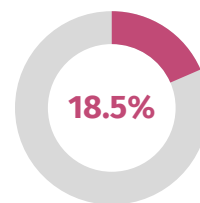
1-10 employees



11-200 employees



201-501 employees

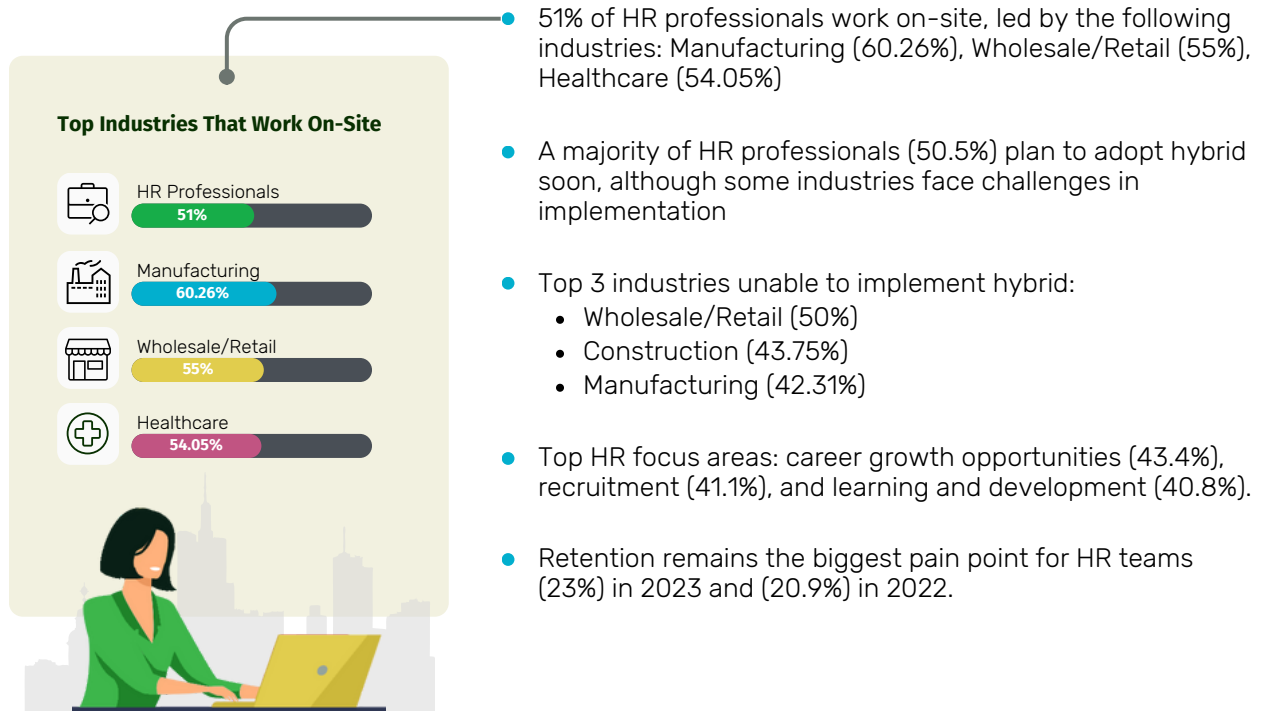


501+ employees



03 Key Findings

✓ Addressing Retention Challenges & The Ever-changing Landscape of Work



✓ Key HR priorities for 2023: Attraction, Onboarding, and Employee Development

Attraction and Retention



57.4%

attract potential employees with a competitive compensation package



49.5%

place emphasis on benefits when seeking new hires



64.8%

still rely on manual methods, such as spreadsheets, to track candidates

Employee Engagement & Retention

Most utilized employee benefits:



mandatory government benefits



access to cash advance



HMO coverage



36.7%

of HR professionals say employee engagement is significantly affected by the current work setup.



65.6%

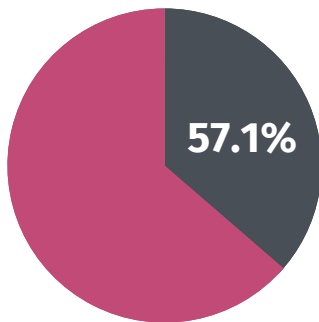
of HR leaders proactively develop strategies to implement engagement activities.



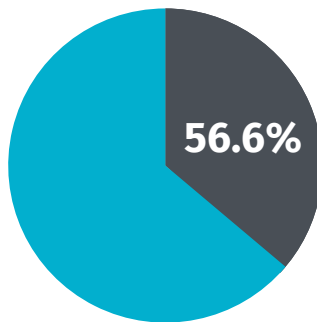
27.4%

of employees believe companies should prioritize Engagement & Retention.

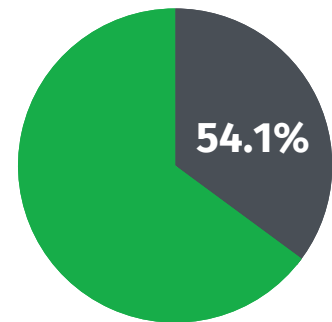
Employee Development



of employers offer in-house training programs.



of HR professionals face the challenge of consolidating evaluations

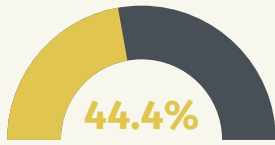


conduct performance evaluations virtually or face-to-face

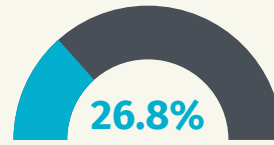
✓ Dominant Working Arrangements in the Post-Great Resignation Era

- 32.4% of HR professionals feel no significant impact about the Great Resignation.
- 36.2% of HR professionals noted that better opportunities elsewhere, such as job roles in similar industries and remote work opportunities, were the top reason for attrition, highlighting the importance of a competitive salary and benefits package for retention.
- 41.6% feel strongly about implementing a hybrid policy in 2023.
- 34.7% feel confident about their productivity regardless if they're working remotely or on-site.

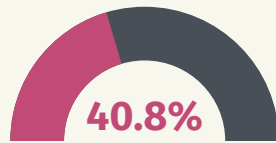
✔ Overcoming Challenge to Diversity & Inclusion: Women are the Primary Focus



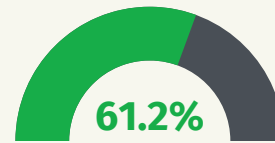
say that the biggest challenge is differing views on diversity and inclusion



of surveyed organizations direct their diversity and inclusion efforts primarily toward women



expressed strong views to promote workplace diversity and inclusion



feel that diversity and inclusion are an important area of their CSR programs

✔ Unlocking HR's Digital Potential: Overcoming Budget Constraints for Transformation

- 31.4% are willing to adopt and upgrade their digital tech stack.
- 53.3% revealed they are currently exploring various digital transformation strategies.
- 53% are exploring digital transformation but 46.7% are experiencing budget constraints.

04 Discussion of Findings

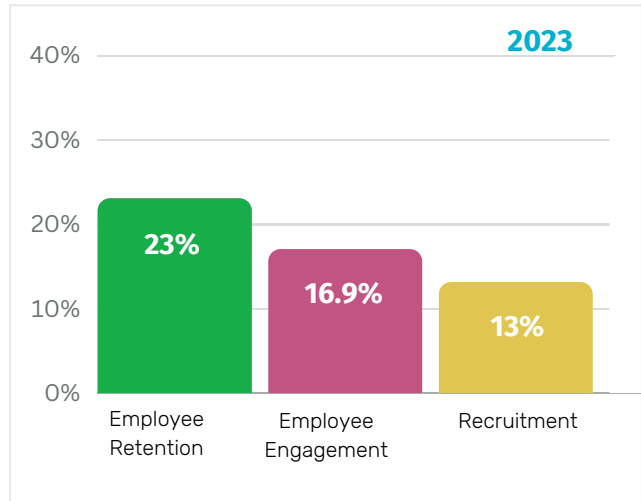
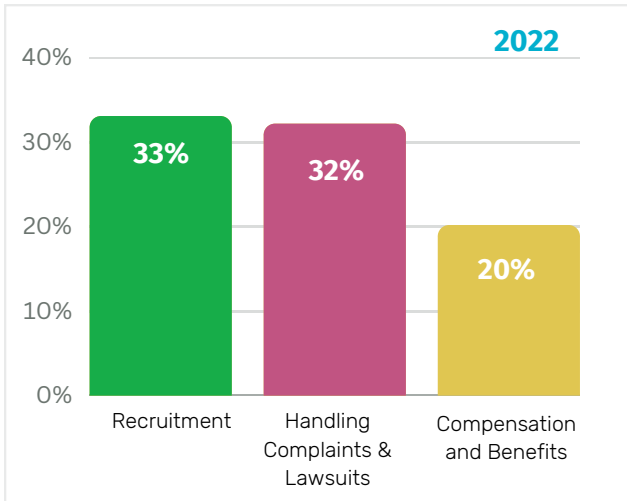
The State of HR 2023 report provides an in-depth glimpse at how HR teams in the Philippines manage the different stages of the employee lifecycle, now that the threat of the Great Resignation is no longer as significant as it was in the previous year.

The research shows how companies use digital technology to streamline their workflow, measure employee satisfaction, and adapt to changes. These insights help identify trends, key focus areas, and effective strategies to improve recruitment, employee management, and career development.

✓ Bridging the Gap: A Comparative Analysis of the 2022 & 2023 HR Landscape

In reviewing the State of HR for 2023, we conducted a comparative analysis with data from the previous year. Some notable insights:

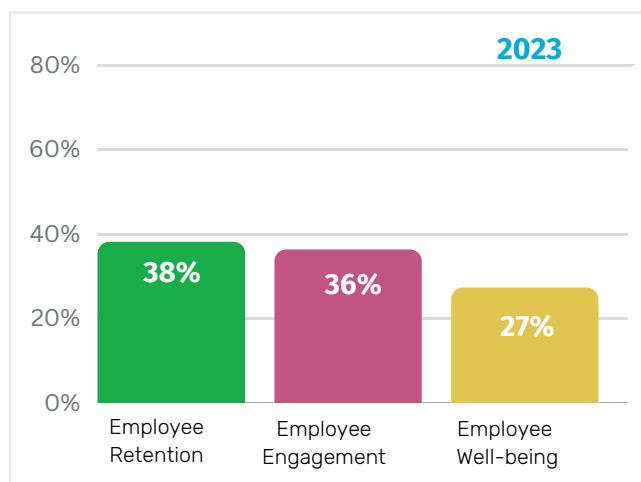
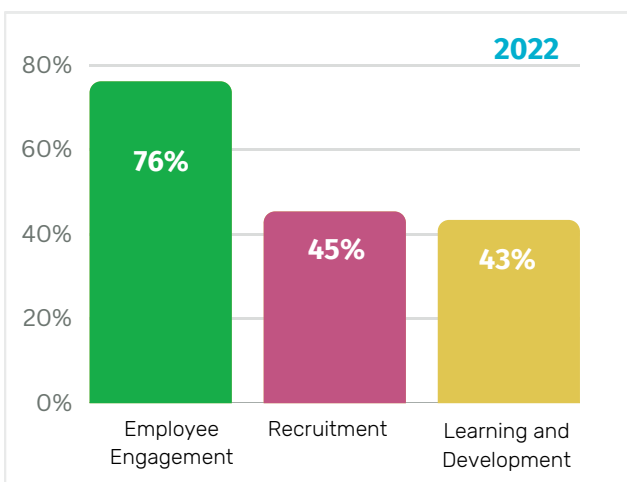
Biggest HR Pain Points



In 2023, employee retention (23%) and engagement (13%) take precedence over recruitment (33%) and handling complaints (32%), which were top areas of focus in 2022.

The shift emphasizes the significance of retaining talent and cultivating a dedicated workforce, as evidenced by the emphasis on recruitment in both years. In contrast, legal disputes dropped in importance, ranking 6th as an HR challenge in 2023. The prevalence of on-site work may have facilitated policy enforcement and process monitoring unlike when hybrid work was the dominant working arrangement in 2022.

Key HR Areas Affected by Current Working Arrangements

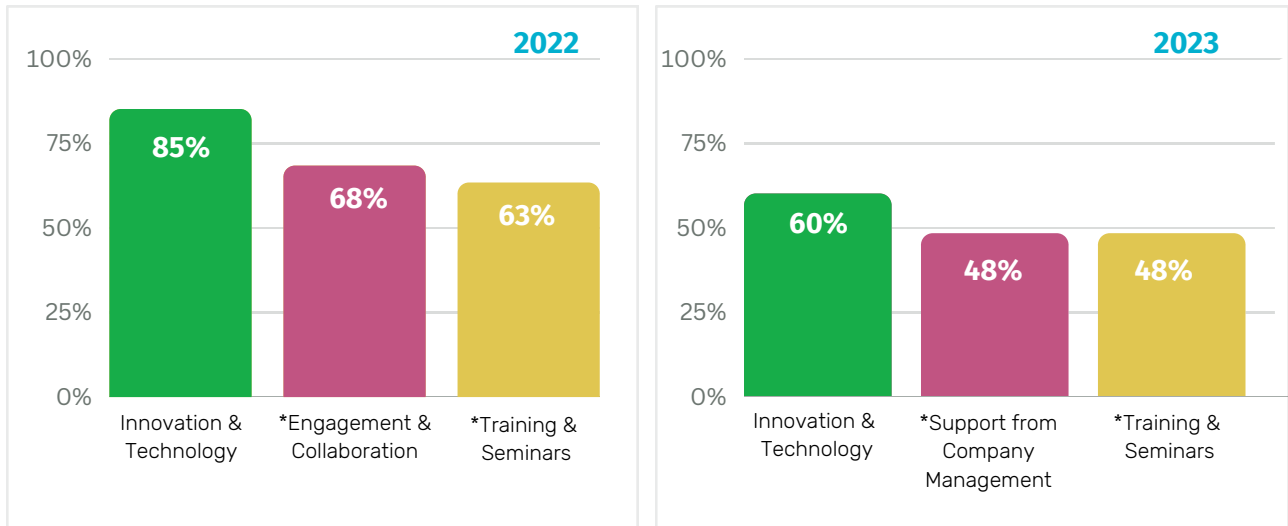


In 2022, majority of organizations (59.4%) adopted a predominantly hybrid setup. This led to engagement difficulties for employees unable to report on-site.

51% of HR professionals work on-site, led by the following industries: Manufacturing (60.26%), Wholesale/Retail (55%), Healthcare (54.05%), HR's focus has pivoted from managing hybrid challenges to nurturing a committed workforce.

This shift signifies that simply providing a hybrid work option is not enough. Organizations need to foster a work environment that retains talent and keeps employees engaged, regardless of their work location.

Top Three Factors For HR Success



**Engagement and Collaboration between HR and company employees and management*

**Trainings & Seminars for individual growth & development plans implemented by HR teams*

**Support for company management describes budget and project support from company decision-makers for the HR department*

The factors that consistently drive HR success in both 2022 and 2023 are Innovation and Technology adoption, along with Training and Seminars. The only notable difference in 2023 is a heightened need for support from company management (48%).

This aligns with HR's plans to be more digitally proactive in the transition to Industry 4.0. After all, increasing an organization's digital maturity necessitates a larger budget and greater support.

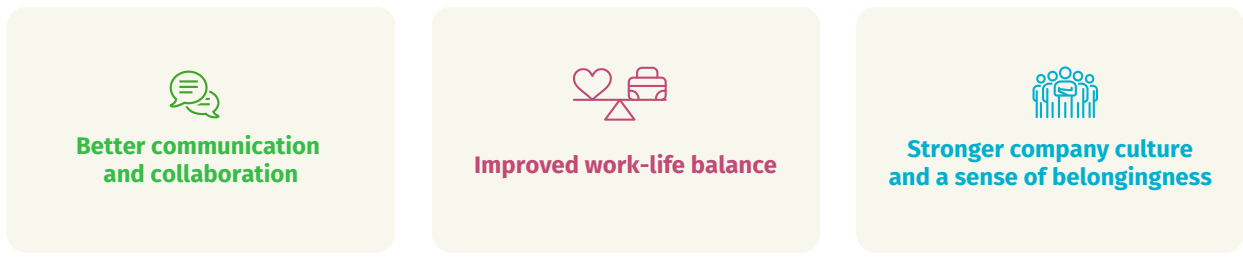
THE FUTURE OF WORK: **Working Arrangements & HR Processes in the PH**

51% of HR professionals work on-site, led by the following industries: Manufacturing (60.26%), Wholesale/Retail (55%), Healthcare (54.05%). As pandemic restrictions continue to ease and vaccination rates rise, organizations are returning to their pre-pandemic work setups.

According to our survey, 51% reported that their companies implemented an on-site working policy. Interestingly enough, 33.4% of HR professionals felt uncertain about transitioning to an on-site arrangement, suggesting less resistance to working face-to-face in a physical office than the year before.

The lack of resistance to returning on-site may arise from recognizing the advantages of in-person work, including:





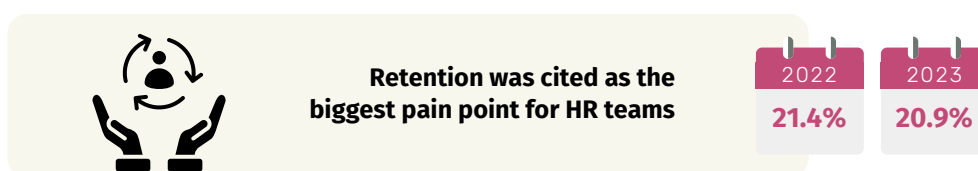
Despite 50.5% of HR professionals foreseeing hybrid work as the future, the neutral responses towards on-site work suggest a lack of immediate urgency to adopt a hybrid model. This hesitation may stem from the perceived advantages and benefits associated with on-site work.



When asked about top HR focus areas, career growth opportunities, recruitment, and learning & development emerged as the top priorities for HR teams.

To differentiate, career growth opportunities describe the chance of individuals advancing in their career, acquiring new responsibilities, or achieving a higher position within an organization. Meanwhile, learning and development is the process of acquiring knowledge, skills, and competencies through training and education for personal and professional growth.

Once again, HR teams identified retention as the most significant challenge, persisting as the top pain point this year and last year.



As retention remains the biggest pain point, HR teams must focus on engagement and retention strategies to better retain their people.





EMPOWERING SUCCESS:

Nurturing Talent Throughout the Employee Lifecycle

Organizations face the challenge of retaining exceptional talent. This report explores HR strategies for managing the employee lifecycle and how technology helps optimize recruitment, onboarding, engagement, retention, and development.

Attraction and Recruitment



In recruitment, HR teams use compensation and benefits to attract qualified candidates, according to the State of HR survey.

Despite their best efforts to attract top talent, candidate tracking seems to have fallen short of the priority list: 64.8% of HR professionals still rely on manual methods like spreadsheets to track candidates. This is a drastic departure from the 70% that used an applicant tracking system in 2022. Meanwhile, only 61.5% use email collaborations.

The persistence of manual candidate tracking relates to cost. While digital HR tools provided effective solutions during the pandemic, their adoption has been limited due to long-term maintenance expenses.

Additionally, some HR professionals may feel uncomfortable with the new technology or lack the training needed to use it effectively.

Onboarding

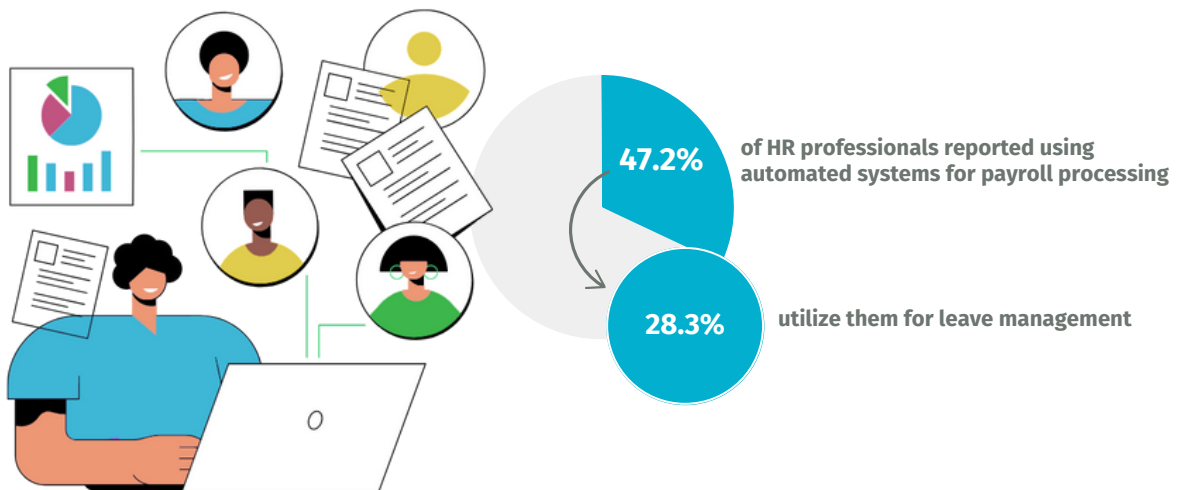
Onboarding is a critical part of HR processes as it sets the tone for the employee-employer relationship. That's why it's essential to inform and equip new employees effectively.

In 2023, organizations are using technology to streamline onboarding and provide optimal support to new hires.

In the State of HR 2023 survey, 47.2% of HR professionals reported using automated systems for payroll processing, and 28.3% utilize them for leave management. This allows HR teams to gather new information quickly and accurately, minimizing manual errors.

Automated systems also ensure compliance with employment laws and regulations and make monitoring employee retention rates easier by tracking successful onboarding processes.

Effective onboarding practices equip new hires with the necessary tools and resources for productivity and motivation, thereby allowing them to do their best work.



Engagement & Retention

Employee engagement and retention are key components of any successful organization. Still, HR teams face challenges in fostering both, which are closely intertwined.

In 2022, employee engagement was the most affected area of HR. Additionally, 80% of HR leaders reported employees actively contributing ideas for employee engagement, making them influential decision-makers.

Attractive benefits packages in 2022 played a crucial role in retention. 98% of HR professionals agreed that they directly improved employee retention. The three most popular employee benefits included company-provided allowances, mental health wellness programs, and health and fitness.

Employee Benefits

In 2023, the most utilized employee benefits are cash advance accessibility and HMO availability, which primarily stem from the re-emergence of on-site working arrangements and post-pandemic economic pressures.

These changes highlight employers' adaptation to new landscapes and employees' evolving attitudes during the transition to on-site work.

Companies must recognize this shift and provide reasonable benefits packages that meet legal requirements and employee expectations.

Surprisingly, only 36.7% of HR professionals consider employee engagement the most affected by the current work setup – a notable shift from the previous year.

This reflects a fundamental shift in how employees view work environments, emphasizing the need for face-to-face interactions, and in turn, on-site work.

HR leaders are now taking a more proactive approach, implementing employee engagement activities and strategies themselves (65.6%). This enables a better understanding of impactful measures for improving employee retention and engagement.

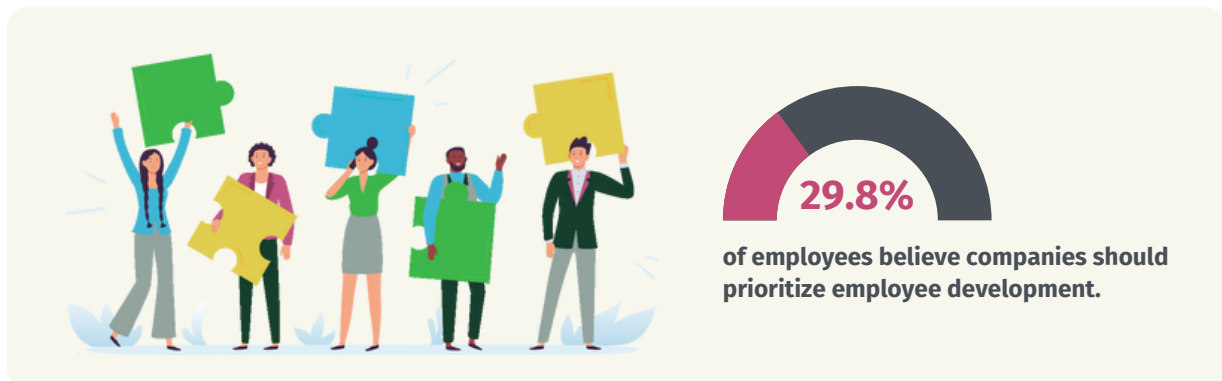
MOST UTILIZED EMPLOYEE BENEFITS



Employee Sentiments

Sprout's 2023 Employee Sentiment survey revealed that 27.1% of employees believe companies should prioritize engagement and retention.

The survey findings emphasize the importance of prioritizing engagement and retention for productivity, in line with the State of HR 2023 survey. It's imperative that companies prioritize engagement and retention in order to foster a productive work environment.



OTHER AREAS TO PRIORITIZE



The employee sentiment survey highlights the critical role of HR in managing the employee lifecycle.

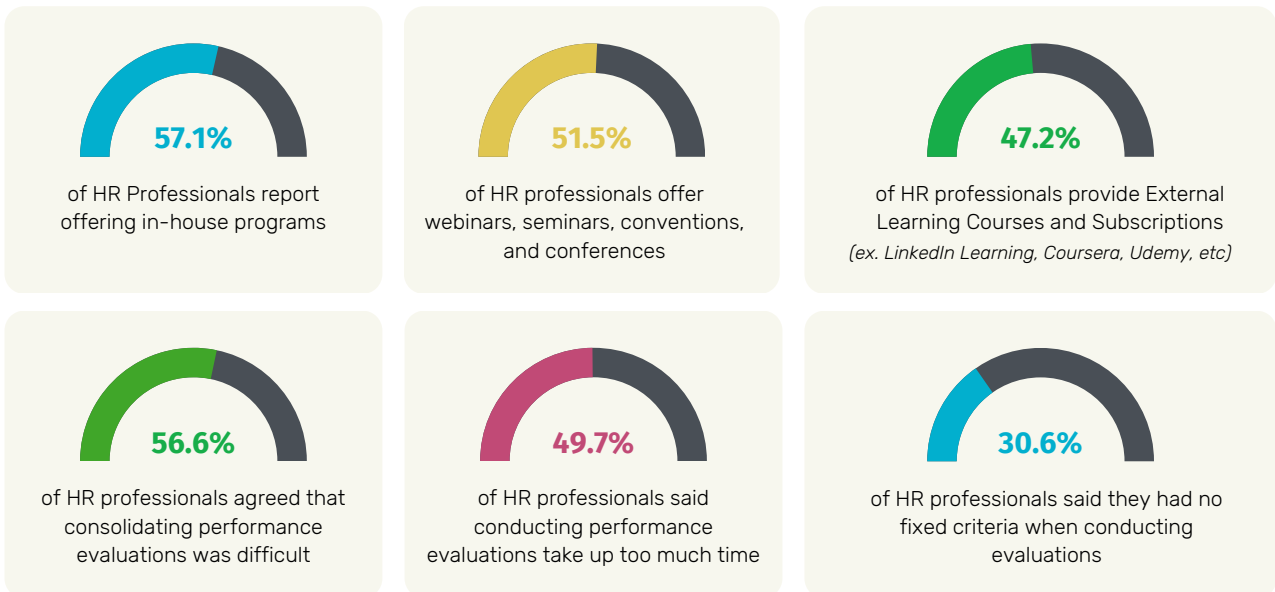
To achieve high levels of engagement and satisfaction, organizations must develop a tailored action plan that addresses individual employee needs so that everyone feels valued and recognized.

Employee Development

The State of HR 2023 survey highlights how HR teams are actively investing in employee development through training and workshops.

Offering in-house training programs are the most favored strategy to attract the right candidates, according to 57.1% of HR professionals.

Meanwhile, 56.6% of HR professionals claim that consolidating evaluations is time-consuming and reduces team efficiency, which could delay promotions or raises.



To address these challenges, organizations should adopt a standardized evaluation process that seamlessly integrates virtual and face-to-face assessments.

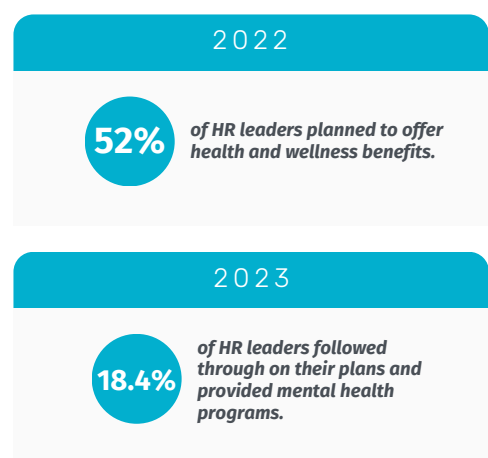
Employee Health and Well-being

Companies are also recognizing the importance of offering health and wellness benefits.

Companies now prioritize providing comprehensive wellness benefits, especially mental health programs. In 2022, 52% of HR leaders planned to offer these benefits in the future. In 2023, they followed through with these plans and concentrated specifically on mental health wellness programs.

These range from stress management classes and counseling sessions to online therapy services and other activities designed to provide employee support at work.

By adopting these strategies, companies can create a positive work environment where employees feel appreciated and motivated.





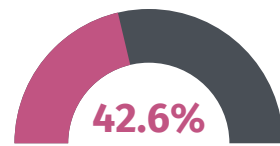
CHARTING THE PATH TO EXCELLENCE:

Top Workforce Trends Reshaping the HR Landscape

The hybrid workplace comes with challenge and opportunity for HR teams.

According to the State of HR 2023 survey, 42.6% of HR professionals express minimal concern about the Great Resignation's impact on attrition. This indicates that while proactive measures are already being taken, there's still a need to improve retention strategies.

To ensure employee appreciation and support, companies should invest in engagement and retention efforts, including enhanced onboarding, employee engagement programs, attractive benefits packages, and health and wellness initiatives.

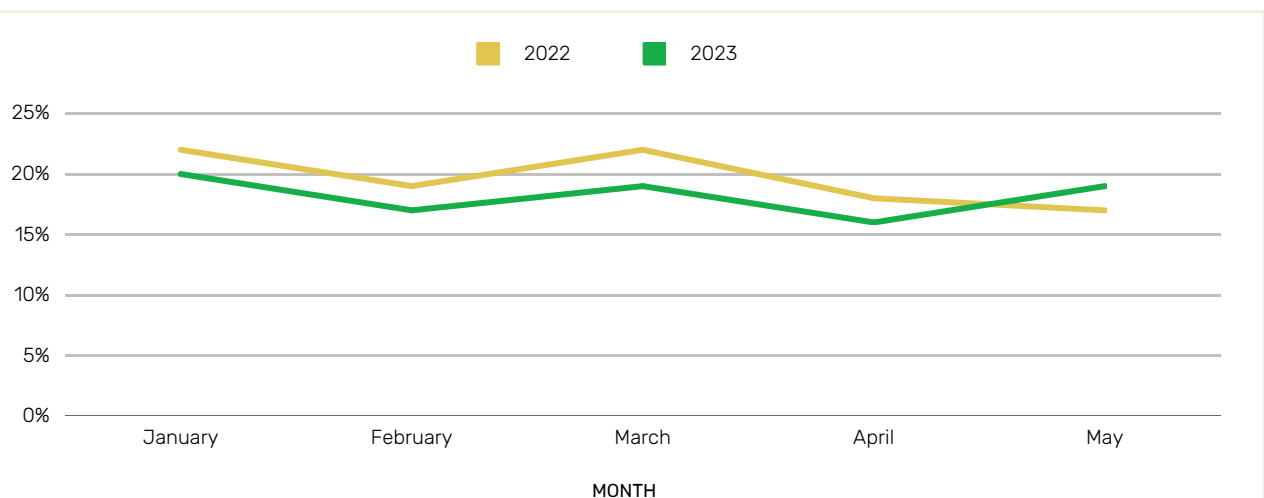


42.6% of HR leaders say that the Great Resignation had no significant impact on attrition

Consistently High Absenteeism Rates Observed in 2022 and 2023

The Philippine workforce exhibits high absenteeism rates, averaging 19.23% from January 2022 to May 2023, which is above the industry standard of less than 5%. This significant gap highlights a level of disengagement among employees.

Nevertheless, there is a promising trend of improvement, with average absenteeism rates decreasing by 5.26% from January to May in both 2022 and 2023. These results indicate that efforts to enhance employee engagement are beginning to yield positive outcomes.



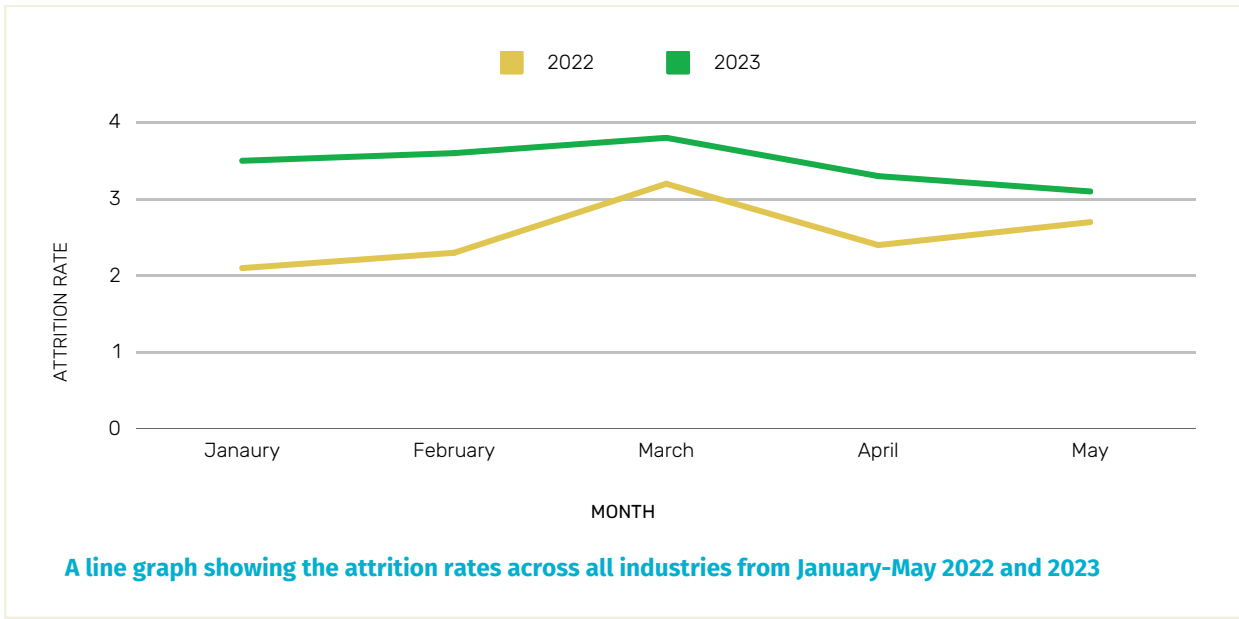
A line graph showing the absenteeism rates across all industries from January-May 2022 and 2023

Our recent whitepaper, "[From Silent Discontent to Loudly Quitting: Reimagining Retention Strategies for the Philippine Workforce](#)," highlights how absenteeism serves as an indicator of quiet quitting and directly impacts employee attrition. The report explores the impact of quiet quitting per industry in-depth.

Over the past year, there has been no noticeable change. This shows that despite efforts to engage employees, the majority of employees still remain disengaged, prompting a renewed focus on engagement and retention.

As a result, organizations must be mindful of the lasting financial implications of sustained high absenteeism.

Attrition Rates Remain Within Normal Threshold in the Post-Great Resignation Eras



The graph above supports how HR professionals assert that the Great Resignation had a minimal impact on their attrition rates. The shift observed between 2021 (2.9%) and 2022 (3.4%) is within the normal range of attrition rates (8%).

While the impact of the Great Resignation may not be as significantly felt by HR leaders this year, data tells us that there is an increase in attrition rates. In turn, prompting organizations to proactively focus on engagement and retention to mitigate potential resignations and ensure a loyal and committed workforce.

Salary Levels in 2023 Less Competitive than the Year Before

Based on the salary benchmark data, most industries show similar average salary dispersion in 2023 compared to 2022. However, the BPO segment experienced a significant decrease in average salary, dropping from Php 40,568.16 in 2022 to Php 32,500.00 in 2023. Additionally, there was a slight decrease in average wages across all industries.



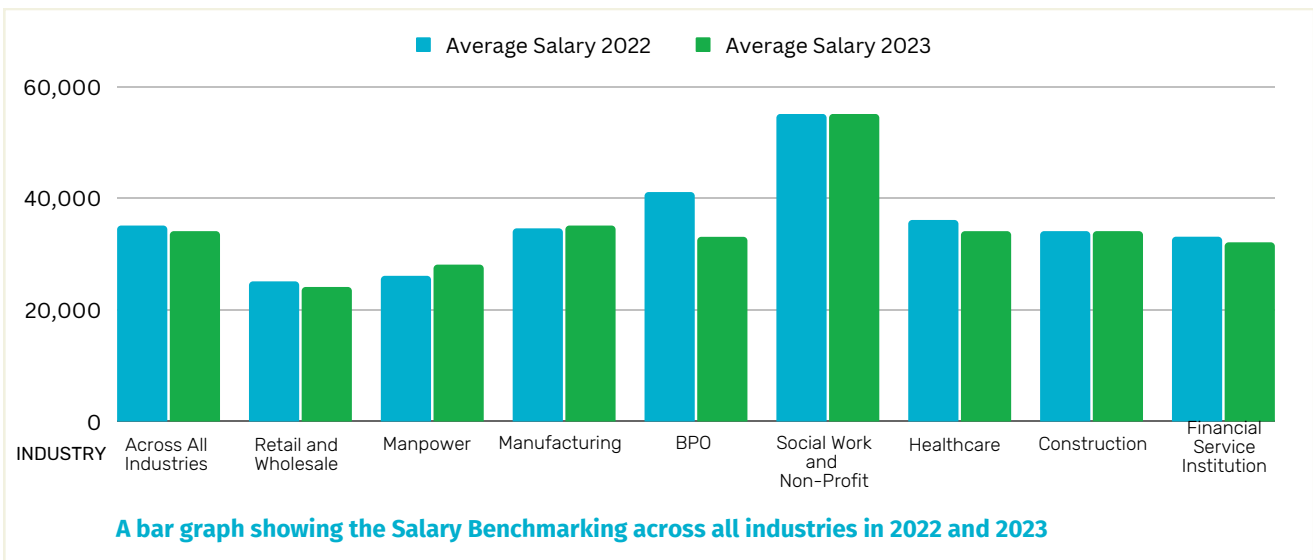
Average Salaries Across Key Industries in the PH

INDUSTRY	2022	2023
Financial Services	31,877.65	31,323.45
Construction	33,417.39	33,485.96
Healthcare	35,947.17	33,498.59
Social Work	55,464.67	55,494.39
BPO	40,568.16	32,500.00
Manufacturing	34,569.44	34,986.56
Manpower	26,282.77	27,735.18
Retail & Wholesale	25,273.615	24,731.92
All Industries	35,425.11	34,219.50

Average salaries displayed minimal variations across all industries, except for the BPO sector, which could be influenced by cost-cutting measures. Healthcare also recorded a decrease in average salaries caused by evolving reimbursement models and regulatory shifts.

These salary trends align with the post-Great Resignation Era, where senior-level employees leave their roles for better opportunities and job satisfaction. As a result, companies may face the challenge of attracting new hires willing to accept lower salaries, contributing to the overall decrease in average salaries.

To address this, organizations should offer comprehensive compensation packages with good benefits, career growth, and work-life balance initiatives.



Regardless of an immediate attrition threat, the lesson for organizations is clear: it's crucial to maintain competitive compensation packages aligned with industry standards.

A key approach is to closely monitor salary benchmarking data. When implemented correctly, it can help enhance employee satisfaction and productivity while decreasing turnover.



With BenchMark, organizations gain access to real benchmarking data to aid them in assessing salary baseline against their compensation packages. In turn, this allows them to unlock their employees' full potential. Don't miss out on this opportunity to stay informed about the latest salary reports and trends, ensuring that your organization attracts and retains the best people.

[Get in touch with us](#) to unlock the full potential of BenchMark and see how it can help you take your organization to the next level.

Addressing Current Retention Challenges

Retention challenges include better opportunities elsewhere (36.2%) such as job openings in similar industries and remote online work, emphasizing the importance of competitive salaries and benefits.



36.2%

importance of competitive salaries and benefits

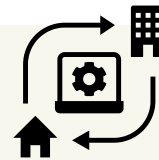


Retention challenges include better opportunities elsewhere such as job openings in similar industries and remote online work

Meanwhile, implementing a hybrid policy was viewed as less urgent by only 32.9% of HR professionals.

Interestingly, 35.2% of employees reported being productive both when working remotely and on-site, highlighting the effectiveness of hybrid work.

This compelling data point underscores the need for organizations to embrace hybrid models and provide employees with the necessary tools and support to excel in diverse work environments. By empowering employees with the right resources, companies can enhance productivity and job satisfaction.



32.9% of HR professionals



Implementing a hybrid policy was viewed as less urgent

Elevating HR: Embracing Proactivity, Maximizing Impact

Organizations must be agile in adapting to workplace challenges and trends, whether it's through improving existing benefits packages or streamlining onboarding and training.

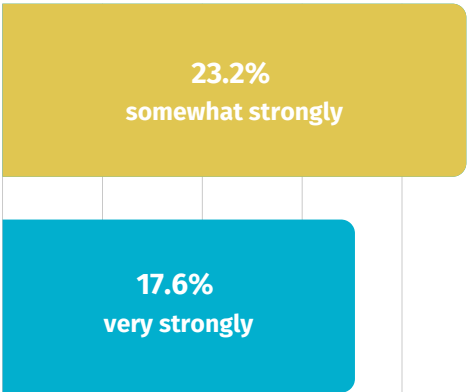
To motivate a hybrid workforce, companies should offer fair benefits to both on-site and remote employees. This entails improving compensation and benefits packages, while also offering flexible hours and internet allowances to ensure fairness to both parties.

Along with proactively implementing HR strategies, organizations can improve overall engagement and satisfaction throughout the employee lifecycle.

 FOSTERING INCLUSION:
HR's Role in Embracing Diversity

Embracing diversity allows companies to tap into a wider talent pool and benefit from diverse perspectives. In turn, this leads to better customer satisfaction, employee engagement, and retention.

Workplace diversity and inclusion continue to pose challenges for many organizations, despite increased awareness. Survey results reveal that 36.2% felt neutral about it, 21.9% expressed strong views, and 17.6% felt very strongly, highlighting the issue's complexity and significance.




How do companies feel about workplace diversity and inclusion?

Diversity & Inclusion Efforts Primarily Target Women, Other Groups Require Attention

The survey results reveal that companies primarily direct their diversity and inclusion efforts towards women, with 26.8% reporting this focus.

However, other underrepresented groups, such as gender minorities (16.8%), ethnic minorities (9.4%), individuals over 50 years old (9.2%), religious minorities (8.9%), and people with disabilities (5.6%), still require attention to ensure comprehensive and inclusive practices.



26.8%
diversity and inclusion efforts are primarily directed at women.

- 16.8% gender minorities
- 9.4% ethnic minorities
- 9.2% individuals over 50 years old
- 8.9% religious minorities
- 5.6% people with disabilities



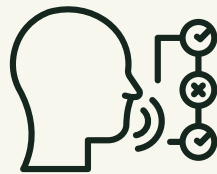
An effective initiative to enhance diversity and inclusion for women in the workplace is mentorship programs, which allow experienced female employees to guide and support junior or new colleagues within the organization.

This helps create a sense of unity and community while providing opportunities for knowledge transfer and career growth.

By involving senior women leaders in these programs, organizations clearly demonstrate their recognition and appreciation of the valuable contributions made by female employees.

Perception Gap: The Biggest Obsacle to Diversity & Inclusion

A significant challenge identified by 44.4% of respondents is the perception gap between employees feeling included and leaders believing so.



44.4%

identified the perception gap as the biggest challenge to achieving diversity and inclusion goals

To bridge this gap, HR teams should proactively set clear diversity objectives, implement inclusive policies, and engage employees through activities promoting understanding and acceptance.

Equitable compensation packages are essential in creating an environment where individuals from diverse backgrounds feel valued and empowered. HR teams play a key role in driving diversity and inclusion, ensuring all team members feel accepted and appreciated for their unique contributions.

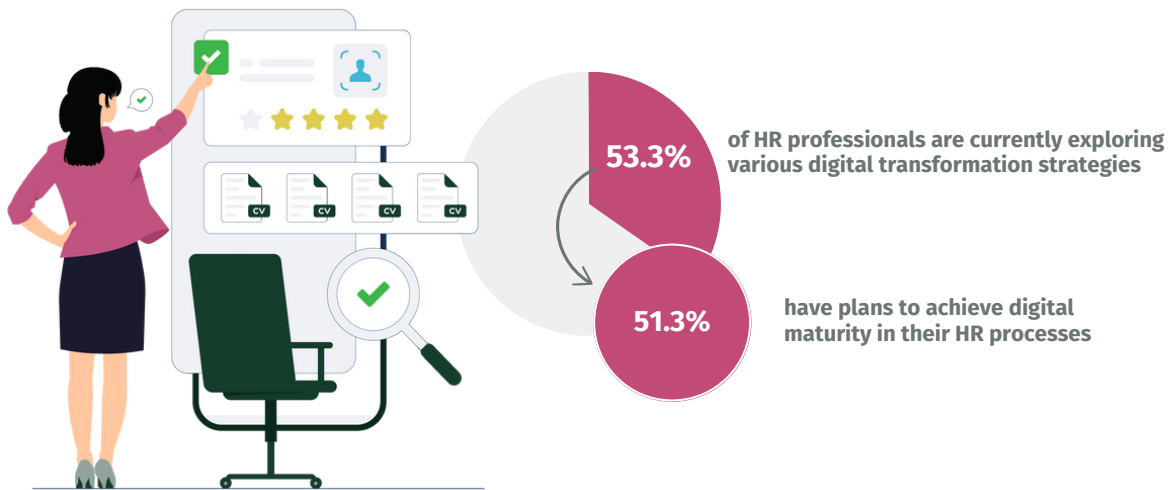
✔ Embracing the HR Digital Frontier: Industry 4.0

Digital technologies have had a tremendous impact on HR and the way businesses manage their workforce. As more organizations embrace digital transformation, HR teams are beginning to recognize the potential that technology can bring to their departments.

HR Teams Express a Strong Willingness to Adopt Tech

According to the State of HR 2023 survey, **31.4%** of HR professionals are extremely willing to adopt and upgrade their digital HR tech stack.

Additionally, 53.3% of HR professionals revealed they are currently exploring various digital transformation strategies, while 51.3% have plans to achieve digital maturity in their HR processes. This shows a clear commitment to leverage technology for better employee management and engagement.



However, budget constraints remain a significant hurdle in the adoption of new technology.

Budget Constraints Are the Biggest Barrier to Tech Adoption

Budget constraints hinder successful tech implementation, as indicated by 46.7% of HR professionals, calling for greater financial support from upper management.

Overcoming obstacles involves adopting a hybrid system that combines manual and automated processes for improved efficiency. By integrating HR and Payroll systems, HR teams can streamline processes, freeing up time for recruitment and other essential HR functions.

By embracing digitization, companies can comply with the standards of Industry 4.0, enabling HR teams to gain insights for effective employee management.

THE ROAD AHEAD:

Key Takeaways from the 2023 State of HR Report

Employee satisfaction and retention have a profound impact on organizations. Employees serve as the lifeblood of every organization and are the key drivers of success. Every HR leader is responsible for optimizing the employee experience, creating an environment where they feel happy, engaged, and productive.

In the rapidly evolving landscape, it is easy to get caught up in day-to-day challenges and lose sight of the bigger picture. However, investing in the employee experience helps everyone feel valued, supported, and empowered – in turn, encouraging them to do their best work.



The positive effects of prioritizing the employee experience extend beyond individuals; they resonate throughout the organization, amplifying productivity, innovation, and overall performance.

That said, every HR leader is called to embark on a journey to create an environment where the workforce can flourish, driving businesses to new heights of success.

We've listed some key recommendations below to help HR leaders like you optimize the workplace experience:



Smooth Transition to Any Working Environment

Organizations need to provide equitable benefits for both on-site, hybrid and remote employees. This inclusive approach fosters optimal performance and satisfaction among all team members, regardless of work location.



Elevate Compensation and Benefits Packages

Organizations should prioritize competitive compensation and benefits packages. Ensuring that employees feel fairly rewarded for their contributions reduces the likelihood of attrition and keeps them committed to the organization.



Focus on Retention and Commitment

Retaining top performers and cultivating a committed workforce is crucial for long-term organizational success. HR professionals should implement strategies to continually engage employees, offer growth opportunities, and create a positive work culture that fosters loyalty and commitment.



Enhance Diversity and Inclusion Efforts

While progress has been made in women empowerment, there's still an overarching need to extend diversity and inclusion efforts to other underrepresented groups. HR teams should strive for inclusivity across all areas, ensuring equal opportunities and fair treatment for individuals from diverse backgrounds.



Secure Upper Management Support for Digital Transformation

To drive digital transformation initiatives successfully, HR professionals need the support and backing of upper management. Obtaining their buy-in and resources is vital for implementing innovative HR technologies and streamlining processes to meet the demands of the modern workplace.

Embrace the New HR Landscape. Start Your Digital Transformation Journey Today.

Sprout's cloud-based HR platform simplifies complex processes, reduces admin work, and eliminates common HR pain points.

With end-to-end HR and business solutions that address every stage of the employee lifecycle, we empower businesses to streamline their HR operations and drive transformational growth.

Our ecosystem of HR applications and the solutions designed to drive core digital transformation help companies attract, engage, empower, and retain their most valuable employees and help accelerate their digital transformation and growth.



We are committed to helping companies enhance every stage of the employee lifecycle to ensure improved retention, engagement, and ultimately, help you prioritize organizational success.

Book a free demo and let's talk about how we can help you achieve your goals.

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