

## ABSTRACT

*Social enterprises, as hybrid organizations, pursue dual objectives: social mission and business sustainability, which in practice often create tensions in human resource management. Efficiency pressures and operational targets may shift fundamental human values such as empathy, fairness, and meaningful work. However, studies on the humanization of human resource management in the context of social enterprises, particularly those emphasizing the subjective experiences of organizational actors, remain limited. Rorokenes, as a social enterprise focusing on empowering women artisans, faces such dynamics in its organizational practices. This study aims to gain an in-depth understanding of how humanization principles are implemented in human resource management and how human values are interpreted and maintained within an organization that embodies dual orientations.*

*This study employs a qualitative approach with an interpretative phenomenological design. Data were collected through semi-structured interviews, observations, and documentation involving three purposively selected informants, namely the founder, manager, and employee who are directly engaged in human resource management practices. Data analysis was conducted using Interpretative Phenomenological Analysis (IPA) to identify themes of meaning based on the informants' lived experiences and to interpret the essence of the humanization phenomenon within the organizational context.*

*The findings reveal that the humanization of human resource management in Rorokenes is shaped through the interaction between human values and business operational demands. Humanization practices are manifested in familial work relationships, open communication, and participatory spaces that acknowledge individual contributions. At the same time, tensions between business targets and empathy emerge and are managed through continuous value negotiation. The essential structure of the phenomenon indicates that humanization is not merely reflected in formal policies but is embodied as a relational experience embedded in everyday interactions, enabling the organization to maintain a balance between economic sustainability and human values.*

*Keywords : human resource humanization, social enterprise, interpretative phenomenology, humanistic management, work relationships, meaningful work.*