

Human Resource Management and Sensible Decision-Making: What Does Organizational Growth Have to Do With It?

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ABSTRACT: This study explores the relationship between Human Resource Management and the Decision-Making process as an indicator of organizational growth. Human resource management and organizational decision-making in the context of organizational growth. Using Human Resource Management and the Decision-Making process as the independent variables that will assess the overall organizational growth, while the dependent variable, organizational growth is the result of management of human resources and better decision-making to measure the growing organization within the coming future. While human resource management and decision-making vary from one organization, employees, and even the organization itself, it is important to understand them in all aspects of the organization. Organizational growth can also influence the decision making of the organization and the management of its human resource. High performance of employees has also been shown to produce excellent results, motivate, and increase the retention of the members in the organization and adapt readily to changes in the environment and the organization itself. Decision-making is also inversely related to organizational growth and the increase of organizational productivity and performance. These findings have significant implications for the changing composition of the workforce due to the aging population.

I. Introduction

To be able to remain competitive in this rapid global expansion of the economy and to be at pace with the technological improvement requires a human resource that is vigorous functional understanding; therefore, workers management and the organization's decision-making is of great importance to the business and the academic communities (Benko & Weisberg, 2007; Becker, 2007). Prior research has shown that human resource management and organizational decision-making are strongly and inversely associated with organizational growth (Weiner, 2009; Schneider & Goldstein, 1995; Persuad, 2003; Cummings & Worley, 1997; Jacobs, 2003). In other words, an organization is likely to grow positively when the human resource is managed well and the decision-making of the business is aimed towards the improvement of its individuals, groups, and the totality of the organization.

The study aims to put human resource development and organizational decision-making as the standards of organizational growth. It delivers the idea that organizational growth may be dependent on how well the human resources are being managed and how are the decision-making process of the organization promotes growth for the whole organization. It is important to note in the study of Cummings & Worley (1997), they stated that the framework theorizes that organization procedures suggest a dependency relationship among workers' expertise, self-efficacy, commitment, incentives, and behavior modeling. More specifically, workers should first have competent in their expected growth and improved skills that, in turn, will make workers having an efficient attitude to carry out the changes.

II. Literature Review

This chapter presents the previous studies of various authors that are related to human resource management assets for productivity and catalyst to organizational growth.

Recruitment and Hiring

The enlistment of HR in the association is viewed as a critical component of human asset the executives as the primary technique for guaranteeing work association in this manner expanding the odds of pulling in competitors just as readied and serious (Muscalu, 2015). Specific recruiting was discovered to be a key practice that improved

authoritative exhibitions (Vlachos, 2011). Enlistment of effective staff is one of the significant exercises as it produces the human resources for the worry speaks to add up to information, ability, and disposition, imaginative capacity, fitness and conviction of an individual associated with the issues of an association (Dhamija, 2012). Saifalislam, Osman et. Al (2014) demonstrated that enlistment and determination just as preparing, and improvement fundamentally corresponded with the hierarchical presentation. Compelling and effective in the enrollment cycle, it can locate the best possibility for work, has an upper hand (Dragusha, Josimovski, and Dragusha, 2019).

Organizational Decision-Making

In the study of Wiley and Sons (2019), they accentuated how to be compelling human resource management and vital arranging work in show to permit associations to make the greatest progress. Delery and Gupta (2016) the creators found that HRM systems involving rehearses guarantee selectivity in staffing, execution-based compensation, and improved worker opportunity through cooperation in dynamic outcome in more elevated levels of hierarchical adequacy. Meyer and Hammerschmid (2010) center around the degree to which decision-making authority is decentralized, that is, passed down to the executives, and individualized in the feeling of being in the prudence of a solitary leader. Human asset the executives are most grounded when HRM choices are connected to the hierarchical methodology, common-sense information about how keys contemplation impact dynamic cycles (Schalk and Heuvelac 2013). Mammadova and Jabrayilova (2018) demonstrated the reasonable immaterialness and productivity of the recommended approach for the goal and sufficient assessment of expert, capability, and individual characteristics of candidates, and for the help of supervisors during dynamic in the determination of faculty by the drawn-out errands of the association.

Management Support System

Administrative control assumes a critical function in the presentation of the data framework (IS) ventures (Kanwal, Zafar, and Bashir, 2017). Lee, Park, and Baker (2018) demonstrated that HRD endeavors decidedly influenced authoritative responsibility through employment fulfillment. Furthermore, work fulfillment had a directed intercession impact on the collaboration of HRD endeavors and top administration uphold on association responsibility. Finally, top administration upholds moderates the connection between HRD endeavors and representatives, mentalities with the end goal that expanded top administration upholds for HRD endeavors improves workers 'employment fulfillment and hierarchical duty. Al Shobaki, Mazen, Amuna, and Youssef Abu-Naser (2016) recommend that top administration must offer the monetary help for key arranging, occasional gatherings to plan how to manage possible emergencies, later, building up a particular group and giving them all sources required.

Attiq, Wahid, Javaid, and Kanwa (2017) suggested that chiefs and HRM experts could assume an essential part in abusing and ensuring each representative attribute that they had and for the advancement of a workplace that inspired representatives to see things with development. Top administration upholds emphatically impacts firms, energy-sparing conduct (Zhang, Wei, and Zhou, 2018). The suggestion to improve our insight into how authoritative culture and top administration uphold drive compelling information sharing (Lee, Shiue and Chen, 2016).

Human Resource Productivity

He highlights the relevance of human capital formation in the development process Based on the analysis carried out by Ejere (2011). Nel et al. (2011) stated that practitioners in human resource development (HRD) have a critical role in making sure that the process of change works properly as changes in itself cause a high level of organizational chaos. Strategic performance and productivity were influenced positively by human capital (Shroufa et al. 2020). Adapting performance bonuses, large-scale employee hiring, team-based systems, job restructuring, and employee satisfaction and engagement lead to overall changes in business productivity, according to Kang (2015). Training and development will enhance the career goals and associated abilities of employees. As a learning process, the workplace is a catalyst and, by strategy formulation, also delivers positive organizational outcomes (Saks & Burke; Smalley, 2014).

Organizational Growth

In the present world, globalization has expanded rivalry among the associations. To meet a rivalry each association requires a profoundly gifted labor force. Associations are getting more subject to a gifted labor force. Expansion in rivalry has likewise been expanding the weight on representatives that are causing high turnover in the association. Expansion in worker turnover and inaccessibility of a gifted work power has an essential inquiry on the future development of associations (Zafar, Khawaja, and Akhtar, 2020). Mwanzi, Wamitu, and Kiama (2017) presume that ability ID was significant in authoritative development in the light of the fact that to adequately sustain and oversee

ability, associations first should have the option to distinguish the correct ability and give a favorable workplace. Information is something, which is put away in the heads of people working inside an association. Associations can oversee information from their representatives and can plan this information for an upgrade of worker execution and thus the hierarchical execution (Kumar, 2017). Compelling change the board cycles ought to consistently perceive the significance of successful business correspondence as a methodology for authoritative development (Ugoani, 2019). Speculation by the associations on human resources drives them in a better direction (2017).

The catalyst for Organizational Growth

A continuing need for change is foreseen by increasing global competition and the speed of change development. An organization would need a change agent's services to assist in its attempt to effectively change (Muchira and Kiambati 2015). Furthermore, change is crucial to any company because companies are likely to lose their competitive advantage without change and struggle to meet the needs of what most expect would be an increasingly loyal customer base (Richard L.2011). Lunenburg (2010) argues that every change agent has three distinct tasks; training roles where the agent assists staff to generate data from inside the organization or from external sources and allows workers to solve problems by analyzing valid data. Training function in which the agent teaches organizational participants by giving them fresh skills to learn new techniques.

Analysis task in which he/she cannot only train workers but also build an appraisal aspect that can be used not only to solve the current problem but also to solve potential problems (Carnall, 2008; Dawson, 2010; Stephen, 2010; Tidd, 2010). Also, Lawler and Boudreau (2009) Human Resource Development (HRD) will support the implementation of emerging technology by educating workers in digital technology operations. Organizations must implement modern technologies to be cost-effective and have a strategic advantage, according to Francis (2010). They can handle the transformation easily through human resource management (HRM) because the HR knows how to work with the human capital that is an important organizational asset and are the distributors of change (Muchira and Kiambati, 2015).

Training&Seminars

Preparing goes before a conversation on requirement's investigation – specifically, distinguishing the targets of the association, recognizing the errands to be performed to achieve these goals, and recognizing who needs preparing on the most proficient method to play out these undertakings (Latham,2011). As per Avazzadehfath and Raiashekar (2011), capable and specific HR is of fundamental significance for an association simply like its actual properties, and speculations. Supervisors of the associations go through a ton of cash for preparing and instructing their laborers and representatives to expand the proficiency of the association under their influence.

Saifalislam, Osman, and AlQudah (2014) demonstrated that enlistment and determination just as preparation, and advancement fundamentally connected with the hierarchical exhibition. Rosli and Mahmood (2013) advancement and preparation of both worker and businessperson must go inseparably, so their exhibition could be upgraded. Human asset preparation and improvement are outright necessities for it. In reality, preparing and improving programs have a positive effect on the two people and associations (Mulang, 2015).

Employee Benefits

The representative advantage is characterized as "endeavors to create daily routine worth experiencing for laborers. "Representative advantage could even be a far-reaching term including different administrations, advantages, and offices offered to workers and by the companies (Daud and Bakar, 2017). As indicated by Chukwuma (2020) workers have advantages, such as security and decreased/free medical aid advantages to its representatives since it'll urge them to create how of responsibility and improved execution/profitability within the final public area. Michael (2019) found that government assistance programs/benefits have critical commitments to representatives, ' exhibition. These incorporate government assistance advantages to expand representatives, ' work confidence, increment representatives, ' work duty, increment representatives' work productivity and upgrade the exhibition of obligations. He's profoundly energetic workers help in holding the devoted and steadfast representative's various varieties of non-financial motivators must be presented in an association. Non-money related acknowledgment could even be spurring, assisting with building sentiments of certainty and fulfillment Jhoythi (2016). Organizations that wish to tug within the foremost effective and most brilliant ability, at the identical time as hold top-notch staff, must offer serious advantages (Sherman, 2018). Comia and Buenviaje (2016) uncovered that pay, advantages, and stipends, working conditions, acknowledgment, and prizes, work itself, and thus, the executives' approaches were critical variables in forming worker commitment within the organization.

Salaries and Wages

In the undertaking HR the board, one of the significant administration factors is the compensation of the executive's framework. Reason for the portion of the opportune individual in the correct situation, for the reviewing of the lost wages, and afterward for the sensible installment of the relating staff to give the premise. (Jing, 2019). Having a regulatory foundation or information is basic for any HR administrator, to distinguish and actualize the most valuable prize framework for both involved gatherings (De Freitas Bradley, 2017). Lee, Hung and Lee (2018) pay fulfillment influenced working weight when the climate directing impact between authoritative duty and turnover expectation that is, the point at which the compensation fulfillment is high, there is a lower working weight of directing impact when pay fulfillment is low, there is a higher working weight of directing impact. Prize and work inspiration are significant for an association, as this can be utilized to coordinate the staff towards accomplishing the objectives of the association.

Additionally, fulfilling and spurring effective representatives will help the worker's profitability. There is a positive and critical connection between remunerations and inspiration (Asaari, Desa, and Subramaniam, 2017). Honorable compensation/wage installment and through proposal of standard impetuses that are fit for upgrading workers, exhibition in the association (Dunmade, Kadiri, and Yahaya, 2019).

Significance of the Study

This study will assess the human resource personnel of Filipino Virtual Assistants. This study is beneficial to the owner, coaches, staff, students, and future researchers.

As for the owners, this research will help them to be informed about determining the different ways of achieving the organization's objectives. The coaches will also benefit from this research by making improvement plans and upgrading the system toward handling the personnel within the organization. Also, they will be guided on what kind of training or development their personnel needs in reaching the organization's goals.

The staff can benefit from the feedback given by the owners that will show their strengths and weaknesses in doing the task. Thus, they could find ways to improve their competence within the organization to become an asset, productivity, and catalyst in the said company. Students can benefit from this study because it will be a guideline and knowledge in preparing to be part of the organization on what the staff could become and the standard of becoming a human resource asset. Hence, it is advantageous by knowing the strengths and weaknesses of personnel to cope up with immediate action plans. For future researchers, this study will highly contribute to the area of knowledge regarding human resources, an asset of productivity, and a catalyst for organizational growth. This will also be their source of information if they want to explore this topic.

Scope and Limitation of the Study

In general, the study sought to determine the relationship of human resource management as an asset of high productivity and catalyst of organizational growth. The study was conducted from November 2020 to December 2020. The respondents were the Human Resource Personnel of Filipino Virtual Assistance Business Consultancy.

A significant limitation of the study was due to the dispersed population of Human Resource Manager from different sectors and logistically impractical to hand over printed survey questionnaires. Therefore, online forms through Google Survey were utilized. Google forms were utilized to understand the different reactions and answers to the questions needed. Due to this pandemic, the researcher was limited to just sending forms to various respondents and asking them to participate in the research.

Another limitation encountered during the creation of this paper was the lack of respondents, more specifically the HR personnel for virtual Assistance Business Consultancy. Only a few have been found to have qualified to be respondents.

Due to the limited movement and short time for conducting the research, some data needs to be updated and improved when the time comes for another research such as this will occur. Data of the research is thought to be limited. In due time the researchers hope that there will be another type of this research that will enable us to update the data that was not shared.

Conceptual Framework

In this research, the independent variables were (a) recruitment strategy; (b) decision-making strategy, and (c) management support. These variables enabled us to show the factors that would affect the dependent variables.

The moderating variable is the (a) training/seminars; (b) benefits; and (c) salaries and wages. The dependent variable as result is the Organization's high productivity and organizational growth of.

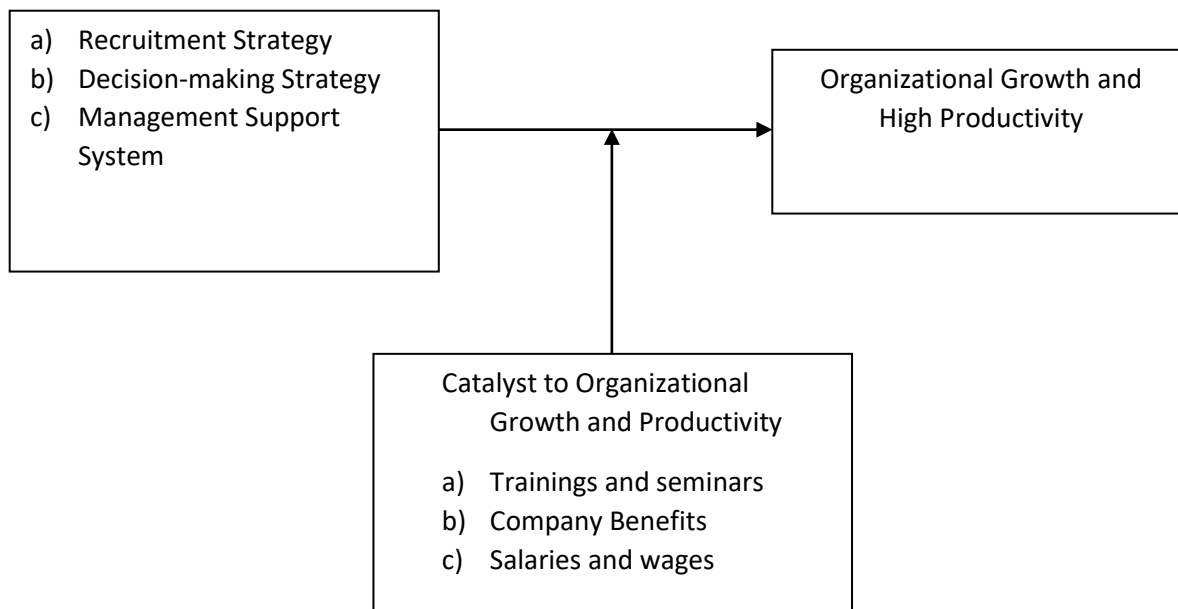


Figure 1 Conceptual Framework

III. Methodology

The methods and procedures used in this study are shown in this chapter. The process is discussed under the following headings: Research Design, Respondents, Research Instrument/s, Data Gathering Procedures, and Data Analysis.

Research Design

This study made use of descriptive quantitative method research design using the Likert Scale method. The fact-finding method involves interpretation of the findings and describes it in a certain conditions or relationships. According to Creswell (1994), the descriptive method of research is to collect information relative to the present condition while Calderon and Gonzales (1993) define it as processes that are going on, effects that are being felt, and/or trends that are developing. This was used to describe the relationship between independent variables which is Recruitment Strategy, Decision-Making Strategy, and Management Support. The dependent variable is organizational growth and training/seminars, benefits, salaries, and wages as moderating variables. This study utilized cross-sectional analysis to compare the relationship between human resource management and the organizational decision making to the gro

Sources of Data

This study utilizes primary data that was gathered from the questionnaires distributed to the respondents. The respondents of this study were the Human Resource Personnel of Filipino Virtual Assistants. A total of 10 human resource respondents were involved in this study.

Research Instrument/s

The tool used in this study where the adapted questionnaires. Researchers made use of Kirkpatrick Training Evaluation Model, Don Kirkpatrick (1959), Yu-Rua and Hsu 1999, Monica Dubey, By Don Maruska (2019), Bill Taylor (2009) Sahra Kaboli-Nejad (2018) Sax and Torp (2015). To gather data needed to answer the posted research questions. Respondents who are currently working in Filipino Virtual Assistants as Human Resource was asked to answer the questionnaire given by researchers.

Statistical Treatment of Data

In gauging the response of the respondents, the measure of central tendency was utilized. It allows the characterization of the center of the frequency distribution of a quantitative variable. Using the arithmetic mean considers all observations with the same weight. The mean, median, and mode are said to be valid measures of classed summary of statistics. The mean measures the sum of deviations of each value.

Another statistical data treatment used is the Standard deviation. The deviation of how spread out is data between decision-making and human resource management. This treatment shows the volatility of the sets of data.

Table 1- Likert Scale to Determine the Participation of Employees in the Decision-making Strategy of the Company and its Catalyst

Rate/ Score	Mean Interval	Descriptive Level	Interpretation
5	4.50-5.00	Always	This means that the employees are experiencing high level of participation with the indicator
4	3.50-4.49	Frequent	This means that the employees experience participation with the indicator
3	2.50-3.49	Sometimes	This means that the employees' experience is neutral with the indicator (neither high nor low participation)
2	1.50-2.49	Rarely	This means that the employees are experiencing low participation with the indicator
1	1.00-1.49	Never	This means that the employees are experiencing a very high non-participation with the indicator.

Data Gathering Procedures

The researcher used the following procedures in the conduct of the study, gathering information or data, the subsequent steps were followed:

1. The researchers ask the approval or permission from the employers or owners of Filipino Virtual Assistants to conduct a survey consistent with the study. This was done by sending a letter thru email.
2. After the approval and the consent to conduct the research, questionnaires were given to the respondents thru email.
3. After the respondents have answered the questionnaires, the researcher then collected the data thru the emails of the respondents. The questionnaire was gathered by their assigned HR personnel and was emailed back to the researcher.
4. After gathering the survey, the researcher then summarized all data and computed using the central tendency method and using standard deviation.
5. Data were then analyzed and interpreted by the calculating machine. Then results of the interpretation were presented to the subject adviser for final submission of requirement.

IV. Results and Discussions

Included in this chapter is the presentation of the data gathered and the comprehensive discussions of the findings of the study involving the interpretation and implications of these findings.

Osman et. Al (2014) demonstrated that recruitment and determination just as preparation, and improvement fundamentally corresponded with the hierarchical presentation. Wiley and Sons (2019) accentuated how to compel human resource management and vital arranging work in show to permit associations to make the greatest progress. The suggestion to improve our insight into how authoritative culture and top administration uphold drive compelling information sharing (Lee, Shiue and Chen, 2016). Compelling change the board cycles ought to consistently perceive the significance of successful business correspondence as a methodology for authoritative development (Ugoani, 2019). Human asset preparation and improvement are outright necessities for it.

In reality, preparing and improving programs have a positive effect on the two people and associations (Mulang, 2015). Michael (2019) found that government assistance programs/benefits have critical commitments to representatives, exhibition. This implies that all the variables independent, dependent, and moderating have asignificant relationship to the human resource management to have high productivity in organization and catalyst for organizational growth.

Table 2 –The computed mean and Standard Deviation of the different variables.

Variables	Mean Score	Standard Deviation
Recruitment Strategy	2	2.5
Decision making Strategy	2	1.83
Management Support	2	1.68
Organizational Growth	2	1.60
Training/Seminars	2	2.12
Benefits	2	1.97
Salaries and Wages	2	1.52

Conclusion and Recommendations

Based on the result of the study, we conclude that the different variables recruitment, decision making strategy, management support, organizational growth, training/seminars, benefits, salaries and wages showed a high level which is “most of the time”. Also, there is high significant relationship to all the variables in human resource management.

The following recommendations are offered:

1. That the company should evaluate what training is essential and execute it well.
2. That the leader of an organization will make an assessment on the performance of the employees.
3. That the company owner will offer some other benefits for the employees and may also pay attention on its salary and wages.
4. That the similar study should be conducted to determine other significant relationship that would affect the organization.

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