

# **Management Control System, Human Resource Management Practices, and Organizational Performance of Selected Higher Education Institutions in the Southern Asia Pacific**

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**Abstract:** This study aimed to evaluate and analyze the Management Control Systems and Human Resource Management practices of selected tertiary institutions in the Southern Asia Pacific and determine their relationship to organizational performance. The respondents' profile such as age, educational attainment, position, and length of service were also considered in the study as moderator variables. The study used the descriptive-correlational research design. Data from 483 respondents were analyzed using descriptive and inferential statistics. Results of the study showed that management control system, human resource management practices, and organizational performance of the respondent institutions were good. Management control system and human resource management practices were significantly related to organizational performance. There was no significant difference in the level of the schools' performance when the respondents' profile was considered. Among the dimensions of Management Control System and Human Resource Management practices that significantly predict organizational performance were relationship, operating and measurement, compensation, recruitment, reporting and evaluation, training and development, and strategic planning. The relationship was found to be the best predictor of organizational performance, learning and growth, business and production process, and financial performance.

**Keywords:** Management Control System, strategic planning, budget preparation, HRM practices, recruitment, training and development, performance management, compensation, learning and growth, business and production process and organizational performance