RELATIONSHIP BETWEEN ORGANIZATIONAL AND MANAGERIAL FACTORS, AND THE HUMAN RESOURCE PLANNING’S EFFECTIVENESS. EVIDENCE FROM MALAYSIA PUBLIC SERVICES AGENCIES

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Abstract

The purpose of this study is to investigate the relationship between organizational and managerial factors namely autonomy, internal and external support, and integration human resource planning (HRP) effectiveness of Malaysia Public Service Agencies. As HRP is about a process of obtaining the right number and kind of people at the right time in order to fulfill organizational needs, therefore is importance to ensure that this right number of people should be doing the right type of work at the right time and place to produced desirable result. Thus, HRP is the decision making and action process in determining how many people needed and where or how to acquire them. In this study the data were collected from 44 top management individuals representing 41 government agencies. The result of the correlation analysis shows that there are two independent variables i.e. integration and external support have a significant positive correlation with HRP effectiveness in the organizations studied. Furthermore, a Multiple Regression analysis conducted found that the proposed model was accepted i.e. all organizational and managerial factors does influence HRP effectiveness of organizations. Moreover, the integration – the integration of agencies HRP and strategic planning or organization was found significantly contribute to the HRP effectiveness of the organization.

Keywords : Human Resource Planning, Organization Effectiveness, Public Services, Organizational Management.
Introduction

Nowadays, in most of the organization, great attention is given to managing their human resources. At a very basic, employees are selected and hired to perform certain job. The considerable attention also now being given to human resource planning as one manifestation of the increasing awareness among the organizational decision makers and planners of the importance of the effective utilization of human resources. According to Timperley (1974), it is becoming apparent that one of the key elements of the organizational success is the effective planning and development of human resources. This idea agreed by Burack (1985) who argued that human resource planning have expanded in parallel with long-range and strategic business planning which recognizes human resources as crucial instrument that contribute to the successful fulfillment of any strategic plan. In addition, Jackson and Schuler (1990) argued that HRP is facilitation of an organizational effectiveness. Similarly, Braid and Meshoulam (1984) also described that the human resource planning and its function as matching the appropriate human resource management developmental stage to the needs of business.

Abdul Rahman (1994) in his study of the organizational and managerial factor which determine the effectiveness of human resource planning in the public service organizations found that the effectiveness of human resource planning practiced in mostly Malaysia Public Service organizations is significantly related, and to certain extent dependent to the degree of an autonomy, with the presence of strong internal and external support, and the extent the human resource planning is integrated with other organization strategic plan.

There is also evidence that supports factor associated to human resource planning in the public service agencies studied internally. According to Abdul Rahman (1994), the HR planning receives the strongest support and commitment from chief executive and top management group in most of the organizations studied. However, full support from divisional / unit heads and other planners is found minimal and difficult to mobilize in almost all agencies due to the differences in perspectives and understanding of HRP. And this factor was believed to be the main stumbling block towards achieving HRP effectiveness in other public service organizations, especially at the state administrative level. Insufficient external support particularly from the central agencies is also believed contribute to the ineffectiveness of the human resource planning in public service organizations. Almost all agencies surveyed reported that they received very minimal support particularly from the Public Service Department.

There is also evidence that integration factor also associated to organizational HR Planning effectiveness in most of the public service organizations study. Finding by Abdul Rahman (1994) show that integration factor strongly exists at Federal Ministerial, Departmental and Statutory Bodies as studied. For instance, the Ministry of Agriculture, the Ministry of Works, the Ministry of National Unity and Community Development, a Royal Custom and Excise Department, Majlis Amanah Raya (MARA), the University Hospital, and local authority body like Kuala Lumpur City Hall had their HR Planning
integrated with other projects’ planning and implementation vertically and horizontally. The integration factor however, found not significant at all of the state administrative unit due to insufficient support, lack of understanding and not clear delineation of responsibility and poor coordination internally.

Other than organizational and managerial factors i.e. autonomy, support and integration as mentioned above, this research also aim to examine other organizational factor related to effectiveness like the quality of HR plan, acceptance and utilization of the plans by decision makers, and also impact of the plans that partly contribute to the effectiveness of human resource planning. Empirically, a study by Abdul Rahman (1994) revealed that not many researches have been undertaken to date to study specifically these organizational and managerial factors which determine and influence the effectiveness of human resource planning in organizations. Very little is in fact described in the literature about effects of these organizational and managerial factors on the effectiveness of HRP, and there is not many dominant research paradigm in this area. In addition, most reports on HR planning has been normative and not based on the analysis of organizational effectiveness.

The intention to further investigate the relevancy of these factors (i.e. autonomy, supports, and integration) in the public service organizations particularly at the state administrative level also supported by the nature of HR planning practiced in most public service agencies. As for example, in practically, findings from the Malaysian Administration Modernization and Management Planning Unit (MAMPU) and Public Service Department (PSD) who were responsible for the public service modernization and human resource planning of the Malaysian Public Service, indicates the ineffectiveness issue in relation to the planning of human resources and its practices in many Public Service Organizations as due to lack integration between HR planning, its functions and other organizational strategic planning (MAMPU 1982); with most of the HR planning practiced is based on ‘ad-hoc’ operation, no proper analysis on HRP requirement, and poor coordination by relevance central agency (PSD 1991). Similarly, Siddiquee (2006) in study also highlighted the issue of inefficiency and ineffectiveness of the Malaysia Public Service organizations in their services delivery, because of several factor like corruption, abuse of power, mismanagement, unfair action / decision making, misconduct of officials, failure to enforce rule and delayed in providing services. Practically, are these indicators indicates the public service managerial and organizational ineffectiveness.

In this study, there are five key concepts to be examined, namely the (1) autonomy (2) internal support (3) external support, (4) integration, (5) and HRP effectiveness.
Literature Review

Autonomy

Autonomy, as it relates to the organization and management has been defined in several ways. By focusing on the locus of decision making, autonomy and centralization are conceived as two end of continuum (Hage 1980; Brooke 1984). Autonomy alludes to the ability to take decisions at the unit level of an organization whereas under centralization the decision-making is biased towards the top (Brooke 1984). Hence, argued Samuel Pal (1990), autonomy emphasis the degree of independence (from parent ministry/department) in important areas of decision making and action.

According to Abdul Rahman (1994), autonomy, support and integration are relevant factors in the Malaysian Public Service as Malaysia has adopted a federal system of government, within which the management of public service is highly centralized. As such, the planning and management of public sector human resources are shared between the central agencies, particularly the Public Service Department (planning, transfer, promotion, salary administration, redeployment, retirement, training and development and etc.), the Treasury (for budget allocation of manpower), the Public Service Commission (for recruitment and selection, confirmation and termination of services and etc), Economic Planning Unit (budget development and capital expenditures), and the operating agencies consisting of federal ministries, department, statutory bodies, state administration and agencies, and local government agencies.

It has been widely acknowledged that with limited autonomy, particularly with respect to human and financial resources, the operating agencies could not plan and implement human resources effectively. One reason for this is that, planning inputs are not supplied by the central agencies as required in terms of sufficiency, quality and timing. Also, major and critical aspects of implementation are outside the agencies control. Another argument supporting limited autonomy is the need to achieve congruence of planning and policies.

Autonomy has been the subject of comprehension research. Hage and Aiken (1967) cited by Abdul Rahman (1994) argue that, measure the autonomy as the reverse of centralization. There are three aspect of measurement adopted. First, personal participation in decision-making. This is how the individual involve in human resource planning making decision about allocation of resources and determination of organizational policies. Second, the hierarchy of authority, in which how the organization member participates in decision making involving the task associated with his / her position. Third, how an individual and his colleagues participate in decision involving their work and work environment. It is also known as departmental participation in decision making.

The most common way of measuring autonomy and how it influences the organization HRP effectiveness is via the locus control of decision-making. Human recourse planners require some form of autonomy in transforming the input towards outputs, particularly
human and financial resources. Most of the implementation in and outside the organization is contingent upon how power and authority are used to facilitate the implementation of the plans.

**Internal Support**
The internal support involves motivation that drives top management and managers to be involved and committed to human resource planning. If they are rewarded for achieving the result promised in their plans, they will be motivated to take planning seriously. It is further reinforced if the plan addresses those issues that are deemed to be relevant and important by senior and line management (Naylor, in Basil Denning 1989). Support and commitment depends largely on the quality of communications between line managers, human resource planners and corporate management. If plan is not properly communicated to the decision makers who need this type of information to make operational decisions, then both the decision-making process and credibility of human resource planning suffer (Abdul Rahman 1994).

**External Support**
External support is the availability of the assistance and preparedness of the relevant external agencies to facilitate the planning and implementation process (Abdul Rahman 1994). Conceptually, it involves inter-organizational exchanges. Anderson (1960) defines inter-organizational relations as important body of activities or interactions occurring between governmental units of all types and level within the federal system. His theory suggests that any organization is dependent upon other organization for resources, and organization has to exchange resources in order to achieve its goals.

Bennison and Casson (1984) have developed indicators for measuring the external and internal support towards effectiveness. Supports is measured by the provision of the relevant information, analytical technique, advice and consultancy service to solve planning and related problems, the right level of resourcing, and the involvement and commitment of relevant personnel in the human resource planning process (Bennison and Casson in Abdul Rahman 1994). Alexander (1989), argue that internal support, consisting of employee commitment and involvement, and providing sufficient resources are the key towards successful implementation of strategic decisions. This idea supported by Naylor (1989), who argued that internal support from the top management support, line management support, technical personnel support, and communication is crucial in determining the organization effectiveness. The planning process is a joint venture between the human resource planners, corporate planners, and other managers of the major operating units in the organization.

**Integration**
Integration in relation to this study can be categorized from two approaches for integrating human resource planning with strategic organization objective, namely vertical and horizontal integrations. Firstly, the vertical integration of human resource planning with strategic planning that involves a step-by-step planning process indicating
the starting point for human resource planning within any planning cycle. Secondly is the horizontal integration, which involves the coordination of human resource planning with human resource management functions and the budgetary process. The integration constitutes the essential attribute for strategic perspective of a human resource planning system (Nkomo 1986; Abdul Rahman 1994).

Nkomo (1986) identified three methods of successful linkage between business (or corporate) planning and human resource planning. First, strategic human resource issues are studied by the personnel staff and their findings are presented to management as inputs to strategic planning. Second, planning committees comprised of line managers, personnel staff, and corporate planners are formed to identify and analyze key human resource issues. Third, line managers are asked to complete a ‘strategy impact analyses’. Managers identify the human resource implications of proposed strategic plans and indicate possible actions to meet their strategic human resource needs.

According to a survey conducted by Burack (1985), forty percent of the organizations involve human resource planning as an active partner in strategic decision-making; twenty five percent request human resource data before finalizing other plans; and thirty five percent involve human resource planning after finalization of other plans. The strength of human resource planning vis-à-vis other planning is reflected by the continuum of the involvement of human resource planning activities in the strategic planning process. If the involvement is comprehensive, human resource planning is an active partner and forms an integral part of the organizational strategic planning. On a lesser scale, human resource might only involve after finalization other plans, making it reactive to strategic planning.

**HRP Effectiveness**
Effectiveness refers to the gearing of human resource effort towards end results for the organizations (Eldridge 1990). It stems the fact that the process of management development is said to be related to the nature, objectives and requirement of the organizations from its manpower planning (Mullins 1989). Various models have been expounded to explain such effectiveness in the literature. According to Gatewood and Rockmore (1986), to be effective human resource planning must meet several objectives: be integrated with strategic plan, estimate human resource demand, estimate current supply, determine any discrepancies between the two estimates, and develop programs to resolve such discrepancies. On a more strategic orientation, effective human resource planning is a complete process consisting of environmental analysis, integration with other strategic business planning, analysis current human resource supply, forecast of the future human resource demand, generation of strategies and policies to achieve human resource objectives, and to review and monitoring of progress towards the attainment of human resource objectives (Nkomo 1986; Walker 1980; Dyer 1982; Milkovich, Dyer, and Mahoney 1983).

Baird and Meshoulam (1984) have described effective human resource planning as matching the appropriate human resource management developmental stage to the needs
of the business. Similarly, Fombrun and Devanna (1984) have pointed out that the central issue is the degree to which human resource planning is integrated as a vital part of the planning system in the organization. Gould (1984) proposes a model that focuses on the identification of human resource issues that are critical for the business to gain competitive advantage.

Alpander and Botter (1981) also proposed an integrated human resource planning approach which provides for vertical and horizontal integrations in human resource planning. Ulrich (1987), in the other hand proposes three approaches to measuring effectiveness. First, the stakeholder approach which relies on perceptions of users to access the value of human resource practices. Second, the index approach, which translates human resource practices into financial indices. Third, the relationship approach measures human resources effectiveness by showing how human resource practices relate to strategies.

The goal model (Cunningham 1977; Cameron 1980) defines effectiveness in terms of how well a system in an organization accomplishes its goals. The closer it comes to meeting its goals, the more effective it is. Goal attainment is the criterion for assessment. The system resource model (Cunningham 1977; Cameron 1980) affirms that effectiveness is accomplished in the extent to which system or organization acquires needed resources from the environment. The apparent correlation between the system’s inputs from the environment and organizational performance is the model rationale. This model is complemented by Cunningham’s bargaining model – a function of the ability to obtain and use resources. In internal process model (Cameron 1980), effectiveness is reached when there is an absence of undue internal strain. In short, an effective organization is a healthy organization where information flows smoothly, there is a little conflict, and relations are characterized by trust and benevolence.

Cunningham’s other three models, firstly organizational development model emphasized on the ability of employee to work in teams, secondly the structural functional model concerned on the durability and flexibility, and responsiveness; and thirdly the managerial process model discuss about decision making process, planning and other managerial functions for performing goal related tasks. Finally, there is Cameron strategic-constituencies model, which postulates that effective organizations are those whose strategic constituencies, groups of individuals who have a stake in the organization, are at least minimally satisfied. This model relates the usefulness of activities to client groups, as similar to Cunningham’s functional approach. The strategic constituencies are both internal and external.

The distinguishing nature of strategic human resource planning in achieving organizational effectiveness is thus the direct linking of human resource planning to the overall planning of the organization and various models to integrate the two types of activity have been proposed. (Buller 1988; Burack 1985; Gatewood and Rochmore 1986; Jackson and Shuler 1990; Nkomo 1986 and 1988; Ulrich 1987; Walker 1980 and 1990). Alpander and Botter (1981) further suggest two aspects of such linkage, namely vertical
and horizontal integration. Vertical integration indicates reciprocal relations between strategic planning and human resource planning process. Horizontal integration means the coordination of the strategic human resource planning and acquisition, utilization, development and retention elements in the management of human resources.

Methodology

There are 44 respondents participated in this research. They are all from the ministry, department, statutory bodies and local government type of organization. The samples for this study were selected from the management and professional group in the selected organization that comprises of Directors, Deputy Directors, General Managers; others are HR Manager, HR Executive, and HR Planners of the relevant City Councils/Municipalities in relation to the coverage of this study. The selection of samples was based on the justification that they are involve directly, in-charge of human resource planning and/or act as a controlling officer in their respective organization. In this study, the purposive sampling technique was employed. It is “a type of technique that allow the researcher to select the units to be studied on the basis of the researcher’s judgment about which ones will be the most useful representative” (Babbie 1989).

There were 32 questions related to four variable which were autonomy (6) internal support (6) external support, (7) integration, (7) and HRP effectiveness (6). The instruments were adapted and modified from research literature because of its readability, ease of completion and professional appearance. Note Table 1 for a summary of measures scale that used in Section B and Section C. All items used in Section B and C were measured using a five-point Likert type rating scale. Thus, the respondents were asked to choose and circle a number of the scale that represents their level of agreements for each question.

Table 1: Summary of Measures Used

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of Items</th>
<th>Sample question</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>6</td>
<td>Have complete authority to create and grade all post and grade posts within the organization.</td>
<td>Abdul Rahman (1994), Samuel Pal (1990), Brooke (1988), Jerald Hage (1980)</td>
</tr>
<tr>
<td>Integration</td>
<td>7</td>
<td>Human resource planning shall be integrated with other strategic plans of the organization</td>
<td>Abdul Rahman (1994), Nkomo, (1986), Burack (1985)</td>
</tr>
<tr>
<td>HRP Effectiveness</td>
<td>6</td>
<td>Good quality plan must be well communicated</td>
<td>Abdul Rahman (1994), Nkomo, (1986),</td>
</tr>
</tbody>
</table>
In respect to this study, content and face validity were employed due to its importance of represents a judgment regarding the degree to which a study provides an adequate sample of a particular content domain. The face validity process involves (i) the judgment of those who expert with the subject area and the content validity which involves (ii) detailed conceptualization and operationalization of the behavioral domain or universe of interest (i.e. the concept of autonomy, supports, integration, and HRP effectiveness).

The inter-item consistency reliability or the Cronbach’s Alpha reliability coefficients of all independent and dependent variables were obtained for this study. They were all above .700 as shown in Table 1 below. Thus, the internal consistency reliability of the measures used in this study can be considered to be good.

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>6</td>
<td>.896</td>
</tr>
<tr>
<td>Internal Support</td>
<td>6</td>
<td>.928</td>
</tr>
<tr>
<td>External Support</td>
<td>7</td>
<td>.873</td>
</tr>
<tr>
<td>Integration</td>
<td>6</td>
<td>.714</td>
</tr>
<tr>
<td>HRP Effectiveness</td>
<td>21</td>
<td>.909</td>
</tr>
</tbody>
</table>

Findings

Descriptive Analysis of Demographic Profile
From the questionnaires gathered, there are 44 respondents of the management and professional group from 41 organizations comprise of ministries, departments, statutory bodies and local government authorities participated in this study, where 22 of the respondents are male and 22 of them are female. Majority of them are aged between 31-40 years old (54.5%), followed by 41-50 years old (27.3%). Most of them hold the position of HR Manager (34.1%) and HR Executive (34.1), and most of them hold a degree level (70.5%), with only 11 of the respondents are educated at Master Level and 2 at Higher Secondary Level. 54.5% of them are Malay respondents, and only 3 Chinese respondents. The other respondents are other races such as Iban and Bidayuh.

As illustrated in Table 2 below, majority of the respondents (44%) are from department type of organization, followed by Ministry (29.5%), Statutory Body (18.2%), and Local Government Authority (4.5%). 15 respondents’ HRP was institutionalized 5-10 years ago and another 15 respondents’ HRP was institutionalized more than 10 years ago. The rest of the respondents’ HRP was institutionalized within 5 years time. Most of them responded that their period of HRP being institutionalized is on ad-hoc basis, which is 36.4%. Only eight of the respondents’ period of HRP being institutionalized is within 5-
10 years time. The rest of them responded that it’s within the period of 1-5 years and more than 10 years. Majority of the organization studied indicate that the nature of HRP practices is based on formal plan, which is 63.6%, while the rest is based in informal plan. 68.2% of the respondents responded that their HRP is well documented, compared to 31.8% which is not well documented. Majority of the respondents’ HRP function is located at Section / Unit – 77.3%, followed by Division level (11.4%), and Corporate Level (4.5%).

<table>
<thead>
<tr>
<th>Table 2</th>
<th>Summary of Organizational Background Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Background</td>
<td>Frequencies (n = 44)</td>
</tr>
<tr>
<td><strong>Type of Organization</strong></td>
<td></td>
</tr>
<tr>
<td>Ministries</td>
<td>13</td>
</tr>
<tr>
<td>Department</td>
<td>21</td>
</tr>
<tr>
<td>Statutory Bodies</td>
<td>8</td>
</tr>
<tr>
<td>Local Government</td>
<td>2</td>
</tr>
<tr>
<td><strong>Experience in HRP</strong></td>
<td></td>
</tr>
<tr>
<td>1 – 5 years ago</td>
<td>14</td>
</tr>
<tr>
<td>5 – 10 years ago</td>
<td>15</td>
</tr>
<tr>
<td>More than 10 years ago</td>
<td>15</td>
</tr>
<tr>
<td><strong>Years of HRP Being Institutionalized</strong></td>
<td></td>
</tr>
<tr>
<td>1 – 5 years ago</td>
<td>10</td>
</tr>
<tr>
<td>5 – 10 years ago</td>
<td>8</td>
</tr>
<tr>
<td>More than 10 years ago</td>
<td>10</td>
</tr>
<tr>
<td>Ad-Hoc Basis</td>
<td>16</td>
</tr>
<tr>
<td><strong>Type of Planning</strong></td>
<td></td>
</tr>
<tr>
<td>Formal Plan</td>
<td>28</td>
</tr>
<tr>
<td>Informal Plan</td>
<td>16</td>
</tr>
<tr>
<td><strong>Location of HRP Function</strong></td>
<td></td>
</tr>
<tr>
<td>Corporate</td>
<td>2</td>
</tr>
<tr>
<td>Division</td>
<td>5</td>
</tr>
<tr>
<td>Section / Unit</td>
<td>34</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>

**Correlation Analysis**

The Pearson Correlation result in Table 3 showed that only two variables namely external support and integration have significant relationship with the effectiveness of human resource planning. The following Table 4.4 indicated the Pearson Correlation Coefficient (r) for independent variables towards dependent variable is between .168 to .519 at significance level, p < 0.05.
Table 3
Result For Pearson Correlation between Variables

<table>
<thead>
<tr>
<th>Name of Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Autonomy</td>
<td>1</td>
<td>.328(*)</td>
<td>.447(**)</td>
<td>.059</td>
<td>.168</td>
</tr>
<tr>
<td>2. Internal Support</td>
<td>1</td>
<td>.171</td>
<td>.280(*)</td>
<td>.128</td>
<td></td>
</tr>
<tr>
<td>3. External Support</td>
<td>1</td>
<td>.278(*)</td>
<td>.277(*)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Integration</td>
<td>1</td>
<td>.519(**)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. HRP Effectiveness</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (1-tailed).
** Correlation is significant at the 0.01 level (1-tailed).

A multiple regression analysis that was carried out to evaluate the effectiveness of HRP based on autonomy, internal support, external support, and integration. A result from the multiple regression analysis carried out demonstrates the F-value = 16.553 at significant level 0.000 with a regression coefficient is \( R = 0.541 \) with \( R^2 = 0.293 \) as shown in Table 4.5 below. The variable integration was found to be able to explain 29.3% of the variance in the dependent variable, HRP’s Effectiveness.

Multiple Regression Analysis
Table 4 indicated that the relationship between predictors (autonomy, internal support, external support, integration) with dependent variable; HRP Effectiveness shown that the \( R^2 = .305 \) explained that the total prediction of the variance in HRP Effectiveness is 30.5%. The F-test shown by the Table 4 [F(2,69) =16.553, p< .05] means that the test in significant of the regression model as a whole as the F is large and p-value is less that .05 and can be concluded that there is linear relationship between autonomy, internal support, external support, integration with HRP Effectiveness. The result shows in Table 5 indicates that only integration of HRP with organization strategic planning is significantly related to the HRP effectiveness with the Beta value of .528.

Table 4
Summary of Regression Analysis for Independent Variables towards HRP’s Effectiveness

<table>
<thead>
<tr>
<th>R</th>
<th>( R^2 )</th>
<th>Adjusted ( R^2 )</th>
<th>Std. Error of the Estimate</th>
<th>F</th>
<th>Sig.F</th>
</tr>
</thead>
<tbody>
<tr>
<td>.552</td>
<td>.305</td>
<td>.230</td>
<td>.38499</td>
<td>16.553</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Autonomy, Internal Support, External Support, Integration
b. Dependent Variable: HRP Effectiveness
Table 5
Multiple Regression Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.234</td>
<td>.552</td>
<td>.000</td>
<td>4.046</td>
</tr>
<tr>
<td>Autonomy</td>
<td>.041</td>
<td>.076</td>
<td>.084</td>
<td>.548</td>
</tr>
<tr>
<td>Internal Support</td>
<td>-.035</td>
<td>.093</td>
<td>-.056</td>
<td>-.376</td>
</tr>
<tr>
<td>External support</td>
<td>.037</td>
<td>.106</td>
<td>.054</td>
<td>.347</td>
</tr>
<tr>
<td>Integration</td>
<td>.458</td>
<td>.131</td>
<td>.528</td>
<td>3.483</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Autonomy, Internal Support, External Support, Integration
b. Dependent Variable: HRP Effectiveness

Discussion and Recommendation

There are two aspects of this research that contribute significantly to the existing body of knowledge in human resource planning. Importantly, the study of the organizational and managerial factors that have significant influence on the effectiveness of human resource planning is one of the contributions of this research. This research represents an attempt to examine the effectiveness of human resource planning in public service organizations, particularly in the State Government of Sarawak which has not been explored before.

Besides contribute the theoretical richness development, updating the existing body of knowledge, and contribute to the robustness of theoretical, the findings of this study also can be used by human resource practitioners like Chief Executive Officer, Corporate Planners, HR Planner or Financial Controller in the organization; and students, researchers and academicians in building better understanding concerning human resource planning and advocacy for better HRM systems and practices in Malaysian Public Service.

There are several aspects emerging from this study that could be explored further in future research. In this research it has been hypothesized that the effectiveness of HRP may contribute towards organizational effectiveness. However, the finding revealed that only external support and integration factors are significantly influence the HRP effectiveness, future research should be able to explore the appropriate mechanism for integrating human resource planning with other strategic plans especially aligning HRP to macro and micro business planning. Future research could also explore other relevant factor like communication, teamwork, inter-organizational network or leadership factors that seem relevant to contribute to the HRP effectiveness in the organization particularly in the Public Service Organization.
The impact of human resource planning on an organization’s performance has not been fully explored in studies to date, particularly concerning productivity improvement, job satisfaction, training & development, and cost saving particularly in Malaysian Public Service organizations. The common reason given is the subjectivity involved in estimating such parameter for measurement. The analysis of these types of impact through the development of appropriate measurement and model represents a challenge for future research.

**Conclusion**

Regardless of the organizational size and nature of business, the underlying motive behind human resource planning is to have the right people, with the right skills, in the right place, at the right time. However, the ways to realize this motive do differ from one organization to another depending on the authority, internal or external support, strategic integration and individual prerequisites. As the public service organization growth and moving towards achieving its stated vision, mission and strategic objectives, the human resource planning and its related functions are now become more institutionalized. The planners in an organization are more aware and concern about the important of HRP could plays and constitutes an integral part of other management functions. It is well-acknowledged that the successful implementation of any policies, strategies or programs requires and critically depending on the well-managed resources, particularly the human recourses. The future challenge is the enhancement of the effectiveness of the human resource planning through various organizational approach and strategic action plan. Organizations should realize that ‘failure to plan if planning to fail’. Effectiveness human resource planning should be seen as the key success factor in achieving organization goals and objectives.

**References**


