

# Evaluation of Factors Influencing Organizational Effectiveness: A Case of Public Sector Organization of Pakistan

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**Abstract:** *Over the past decade, there was an issue of dissatisfaction of funders with the performances of public sector organization in which many parties have taken into account the importance of measuring the effectiveness. This study focuses on investigation of public sector organization effectiveness in Pakistan; hence the aim of this study is to investigate of the WAPDA effectiveness in Pakistan based on the study of a set of indicators of the effectiveness of WAPDA such as; board performance, transparency and marketing practices. There are many contributions of this study to the funders and to the public organizations itself. The sources of information for this study were gathered from primary data on a sample of 377 WAPDA top management employees. Research population selected for this study are the public organizations. Research findings supported the hypotheses positive relationship between transparency and public organization effectiveness and positive relationship between broad performance and public organization effectiveness with significant. While the hypothesis positive relationship between marketing practices and public organization effectiveness was found with insignificant results.*

**Keywords:** Public Organization, Transparency, Board Performance, Marketing Practices, Pakistan

## Introduction

This study focuses on investigation of WAPDA effectiveness in Pakistan; hence the aim of this study is to investigate what would be the factors influencing the WAPDA effectiveness in Pakistan. Murtaza, Shad, Shahzad, Shah, & Khan, (2011) have stated that complaints about the inefficiency and ineffectiveness of WAPDA have been rising. In addition, there are many studies have been done on WAPDA in Pakistan, however very limited studies have been conducted to investigate the effectiveness of public sector organizations (Ijaz, Mahar, Siyal, & Anjum, 2018). Studies on WAPDA in Pakistan are very limited to financial management practices and financial reporting (Ejaz, Naeem, Shahmim, Elahi, & Khan, 2016). Therefore, there is an urgent need for the expansion in the scope of WAPDA effectiveness that would facilitate stock holders in decision making prior to provide income to the WAPDA.

According to McNeal & Michelman (2016) good board governance and internal control policies in public organizations are important to hinder or minimize the negative effects of fraudulent activities in the organization. Effective boards enable firms to minimize fraudulent cases which subsequently would improve firm's performance. However, there are studies shows that frauds happen in public sector of all sizes and in every place of the country and the cost due to frauds are increasing dramatically. According to Association of Certified Fraud Examiners, 2014 Report to the Nation on Occupational Fraud and Abuse, in a 2014 study of 508 occupational fraud cases, 12.2% of the frauds happened in the public sector. The average loss of cases in public organizations was \$100,000, up from \$40,000 in a similar study in 2012. The billing schemes were the most common form of fraud in public sector organizations, which contributed 46.6% of the cases. It shows clearly that, there is an issue with the board effectiveness, which becomes one of the factors, causes fraudulent cases rising in public sector organization.

Over the last three decades, there was a remarkable growth in the number of public sector organizations (Pope, Sterrett & Asamoah-Tutu, 2009). This has caused more competition due to an inadequate amount of funds provided by the government, corporations, and foundations to public organization (Bilal, & Sial, 2017; Gwin 2000; Katz 2005; Pelozo and Hassay 2007). Therefore, to address this problem, public sector organizations have realized the importance of marketing and in the marketing profession as a whole (Clarke and Mount 2000; Katz 2015). From the research

conducted by Brace-Govan, Brennan, & Conduit (2011), public sector organizations have experienced tremendous transformation and facing a lot of pressures from outside environment which includes government, international and domestic influence and causes the changes in lifestyles of volunteers in terms of their availability and competition considerations (Bennett and Sargeant, 2005; Lyons 2001). Therefore, in order to withstand these changes many public sector organizations have practiced marketing in their organization management (Bennett and Savani 2004; McDonald 2007).

### **Transparency**

In many countries, public sector organizations are required to maintain a basic level of transparency through mandated public disclosure of financial or other records, such as through Internal Revenue Service (IRS) Forms 990 and 990-PF in the United States (Striebing, 2017). The concept of transparency has not received as much academic attention and, therefore, it is a little harder to define and measure (Rawlins, 2008). The 2017 edition of the Miriam- Webster Dictionary defined transparency as “free from pretense or deceit,” “easily detected or seen through,” “readily understood,” and “characterized by visibility or accessibility of information especially concerning business practices.”

According to the research by Behn, Devries and Lin (2010), transparency in public sector organizations can be defined as the opportunity of external stakeholders to access organization-specific details. For example, the researchers quoted transparency about the public sector organization’s operations in order to make decisions. The research also found that public sector organizations that are large, have more debt and have bigger contribution ratio are more transparent in allowing access to their audited version financial statements.

Transparency in public sector organizations described in the study Greiling, Harris and Stanley (2016) as the act of displaying the resources used. Gandía (2009) stated that transparency in public sector organizations is displaying the use of dispersed income for the public view. According to the research by Rodríguez, Pérez and Godoy (2016), transparency in public sector organizations can be measured through unidirectional information disclosure and communication within the stakeholders. The description implies that transparency is measured based on the amount of unidirectional information disclosed to the members of public sector organization and the public and the extent of communication among the stakeholders.

Chen (2015) reported that public sector organizations’ transparency is best measured through their expense reporting. According to the author of this study, transparency is evaluated by monitoring how the public sector organization dispersing net income.

### **Board Performance**

Public sector organizations are competent, and a reliable partner depends on not only the skills of the managers, employees and service volunteers in those organizations but on their boards of director’s commitment and skills. There is a research supporting the hypothesis that the board’s effectiveness relates to the adoption of some of the established board practices, and some research also supports the hypothesis that the board’s effectiveness has contributed to the public sector organization effectiveness in whole (Herman and Renz 2004). In addition to this, Bradshaw, Murray, and Wolpin (1992) studied the relationship between board performance and organizational effectiveness by developing a conceptual framework that incorporated many of the variables that have been used to assess board performance. The authors began by exploring the impact that various board practices had on stakeholders’ perceptions of board effectiveness. The authors found that the practices associated with stakeholders’ perceptions of board effectiveness included strategic planning, maintaining a common vision, and following good meeting-management practices. Ultimately, the authors suggested that a significant correlation existed between stakeholders’ perceptions of board performance and their perceptions of organizational effectiveness. In another study, Green and Griesinger (1996) also used a sample of organizations that provided services to people with developmental disabilities. After first exploring stakeholders’ perceptions of the effectiveness of various board practices, Green and Griesinger (1996) concluded that a

strong relationship existed between board performance and organizational effectiveness. He found a significant relationship between board performance and organizational effectiveness when the board involved in policy formation, strategic planning, program monitoring, financial planning and control, resource development, board development, and dispute resolution. Therefore, effective boards improve organizational performance (Herman & Renz 2000).

In line with this, Holland and colleagues also have developed the board self-assessment instrument, which also have supported that effective boards are related to effective organizations. Besides that, another study by Brown (2005) found higher rated organizations are also reported to have high-performance boards when the board is more contextual, education, interpersonal and strategic. Ostrower and Stone (2006) went further and identified four board traits which are the board composition, correlation between boards and staff, duties, and board effectiveness that positively impact organizational effectiveness. They found that, “board roles influence board effectiveness, and the board effectiveness probably does contribute to general organizational effectiveness” (p.902).

Research conducted by Nobbie and Brudney (2003) presented relationship between board performance and organizational effectiveness in public sector boards of directors. Data for this research were obtained from three sample categories whereby the first category was 32 public sector organizations in the United States and Canada. The second category was control sample comprises of 30 public sector organizations in the US. Third categories of sample were board of directors who in the past involved in board development and training activities with National Centre for public sector organization. The researchers collected data about board performance through the survey feedback from board member, chairman and CEO. Feedback or the perceptions from board member, chairman and CEO in the change of board performance since policy governance model is implemented is gathered to identify potential relationship between the variables.

### **Marketing Practices**

Findings from the research by Pope, Sterrett and Asamo-Tutu (2009), public sector organizations that incorporated marketing as one of the skills able to develop brand image for their respective organizations and able to acquire funding, find diverse client market and efficiently use volunteers of the organizations. Dolnicar and Lazarevski (2009) found that public sector organizations could improve the organization’s effectiveness through customer-centred marketing strategies. This research also identified customer-centred marketing approach will increase competitive advantage of the organization.

Research conducted by Tabaku and Mersini (2013) showed marketing means adopted by public sector organizations in Albania. Majority of the public sector organizations’ representative agreed that marketing is important for operational efficiency of the public sector organizations. But in contrast to what they agree, only two organization have a marketing department. These are international organizations that operate from many years in different parts of the globe. Majority of public sector organizations took part in this study reported that they don’t have a marketing plan nor do they work based on a marketing and communications strategy. Even the public sector organizations that have marketing face problems such as not properly followed plan, lack of budget, change in the environment that makes it impossible to follow one particular marketing plan.

Research conducted by Brace-Govan, Brennan, & Conduit (2011) showed there are several marketing strategy options available to all public sector organizations that can lead to an increase in organizational performance. This study uses Bennett's (1998b) study on MARKOR's marketing orientation study to get a better picture of marketing functions in public sector organizations in Australia. It is clear that larger organizations seem to be more effective performers.

However, research recognizes that public sector organizations can easily implement some activities to ensure their own performance improves. A key driver in this instance was the annual survey of donors which clearly made a difference to performance and is therefore worth considering in developing new models of operation.

According to the research by Lamberti and Noci (2010), marketing can be measured through marketing performance of a company. The study findings showed marketing performance is good when there is alignment between marketing activities and the investments spent on the business. Besides this, alignment between marketing activities and organizational objectives is an important measurement in marketing. Accountability also shown in this research as an indicator of marketing performance.

Based on the discussion in the problem statement in chapter one, below is the hypotheses and research framework for the study with three independent variables; transparency, board performance and marketing practices and public sector organization effectiveness represent the dependent variable.

- i. **H1:** There is a significant positive relationship between transparency and public sector organization effectiveness.
- ii. **H2:** There is a significant positive relationship between broad performance and public sector organization effectiveness.
- iii. **H3:** There is a significant positive relationship between marketing practices and public sector organization effectiveness.

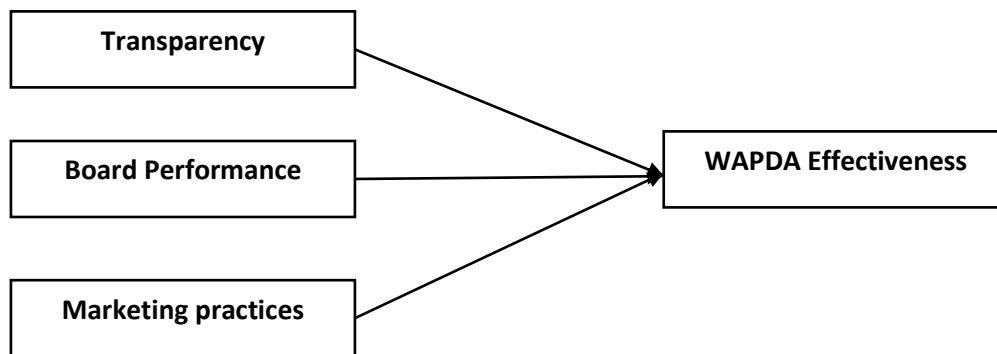


Figure 1: The theoretical framework

### Methodology

For this purpose we have selected a public sector organization, Water and Power Development Authority (WAPDA), a public sector organization. The mentioned population is opted for due to the reason it can provide the needed sample for the current research. Since there are huge number of employees in this sector, therefore an appropriate sampling made to select the survey participants.

The research method includes simple random sampling techniques. In this sampling, of public sector organizations to be part of the research is selected from the population. Therefore the uniform work processes are ensures to be existence in the selected of public sector organizations. Results will not be biased or sided to one particular sample and therefore the sampling process is very critical (Silver, 2007).

Based on the principles of simple random sampling technique, each of public sector organization’s employee is picked purely by chance and randomly. Hence, as per Krijcie and Morgan sample determination table, 377 employees were selected to serve as the sample. The questionnaires are distributed for these selected public sector organization to get appropriate responses. To obtain the correct responses through questionnaire the researcher believes that distributing the questionnaire to the staffs at managerial level of the organization would be appropriate to this study.

## Results

A total of 450 survey questionnaires were distributed to the research target via face-face guided questionnaires. Among the 450 distributed face- face guided questionnaires, there were responses from 386 WAPDA employees which are completed and usable. As such the respond rate for this data collection process was 94%. The quantity 377 is sufficient and valid to be used for analyzing the data using various stages of SPSS. As such data analysis techniques used on these 377 responses are presented in the below sections.

**Table 1: Descriptive statistics**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	167	44.3
Female	210	55.7
<b>Age</b>		
20 - 25	69	18.3.0
26 – 30	93	24.7
31- 40	164	43.5
Above 40 years old	51	13.5
<b>Study level</b>		
Foundation studies	84	22.3
Bachelor’s degree	140	37.1
Master’s degree	75	19.9
PhD	78	20.7
<b>Position</b>		
Manager	156	41.4
Manager and above	221	58.6
<b>Experience</b>		
5 – 10	83	22.0
11 – 15	91	24.1
15 – 20	155	41.1
More than 20	48	12.7

According to the summary shown in table 1, majority of the respondents are female staffs with 55.7% of them. The rest of the 44.3% of the sample consists of male staffs. The bigger part of the samples is in the age range 31 to 40 years old. This proportion is 43.5% of the total respondents. The subsequent majority age group is 26 to 30 years old staffs with 24.7% of them. Those in the age group 20 to 25 years old consists of 18.3% of the sample while there is just 13.5% of the respondents belong to the age group above 40 years old.

Majority of respondents are qualified in Bachelor’s degree with 37.1% of them. The summary also shows those with foundation studies is next highest majority with 22.3%. Respondents with Master’s degree qualification consist of 19.9% of the total respondents while respondents with PhD qualification are 20.7%. Majority of the respondents are

holding position as manager and above with 58.6% of them. Most of the respondents have working experience from 15 to 20 years.

Based on the result in table 2, it has revealed that board performance showed the positive relationship with public sector organizational effectiveness ( $r=0.561$ ,  $p=0.00$ ). Positive correlation coefficient indicated the direct relationship occurred between the variables. Likewise, transparency showed the positive relationship with public sector organizational effectiveness ( $r=0.870$ ,  $p=0.00$ ). Positive correlation coefficient indicated the direct relationship occurred between the variables. Following this, marketing practices showed the positive relationship with public sector organizational effectiveness ( $r=0.813$ ,  $p=0.00$ ). Positive correlation coefficient indicated the direct relationship occurred between the variables.

Among the three independent variables, transparency has the strongest association with public sector organization effectiveness because the correlation coefficient is 0.870, which is the highest. Following this, the variable marketing practices shows 0.813, correlation coefficient with the dependent variable. Correlation between board performance and public sector organizations' effectiveness is at moderate level. All the correlations between the variables are at significant value lower than 0.05 indicating that the relationship is not from casual.

**Table 2: Pearson's correlation analysis**

Dependent variable	Independent variables	Pearson' correlation coefficient	Sig. (2-tailed)
public sector organization effectiveness	Board performance	0.561	0.00
	Transparency	0.870	0.00
	Marketing Practices	0.813	0.00

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis conducted to create a model that can relate all the three independent variables simultaneously with the dependent variable. Summary of regression analysis shown in table 3. Based on the regression table, the  $R^2$  is recorded as .802 where it shows that the independent variables of the study (board performance, transparency and marketing practices) have 80.2% of variability on the dependent variable (public sector organization). Based on the results in table 3 of F-Test for overall significance of the model, (502.746,  $p<.05$ ), this revealed that there is a linear relationship between independent variables and dependent variable. The adjusted  $R^2$  of .800 means that 80% of WAPDAs' effectiveness is explained by the variation in board performance, transparency and marketing practices.

**Table 3: Regression model**

Variables	Unstandardized coefficient	Standard error	t	Sig
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Constant	-0.208	0.113	-1.845	0.066
Board performance	0.305	0.034	9.040	0.000
Transparency	0.748	0.040	18.511	0.000
Marketing practices	0.031	0.039	0.813	0.417

**Table 4: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.795	3	32.598	502.746	.000 <sup>b</sup>
	Residual	24.185	373	.065		
	Total	121.980	376			

a. Dependent Variable: WAPDA Effectiveness

b. Predictors: (Constant), Board effectiveness, Transparency, Marketing practices

**Table 5: Model summary of the regression analysis**

R	R square	Adjusted R square
0.895	0.802	0.800

By combining the outcomes from table 4 and table 5, mathematic model that can contribute 80% towards WAPDA is given as:  $WAPDA\ Effectiveness = 0.305Board\ performance + 0.748Transparency + 0.031Marketing\ practices - 0.208$ . Thus, summary of hypothesis testing is given in table 6 below.

**Table 6: Summary of hypothesis testing**

Hypothesis	Statement	Decision
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H1	There is a significant positive relationship between transparency and public sector organization effectiveness	Supported
H2	There is a significant positive relationship between broad performance and public sector organization effectiveness	Supported
H3	There is a significant positive relationship between marketing practices and public sector organization effectiveness.	Not Supported

Hypothesis 1 proposed that there is a significant positive relationship between transparency and public sector organization effectiveness. Table 6 exhibits that ( $B = 0.748$ ,  $t = 18.511$ ,  $p = 0.00$ ). Hence, Hypothesis 1 was accepted. Hypothesis 2 proposed that there is a significant positive relationship between broad performance and public sector organization effectiveness. Result in Table 6 exhibits the coefficient = 0.305,  $t = 9.040$ ,  $p = 0.00$  and hence H2 is accepted. Hypothesis 3 proposed that there is a significant positive relationship between marketing practices and public sector organization effectiveness. Table 6 exhibited that the coefficient = 0.031,  $t = 0.813$ ,  $p = 0.417$ , due to the ( $P > 0.05$ ) hence, this study does not support H3. Therefore, the result shows that marketing practices does not significantly contribute to the public sector organization’s effectiveness.

## Discussion of the results

The discussion will be hypothesis oriented whereby it is presented to support the developed hypothesis. There are three hypotheses in this research. Each will be discussed in relation to the findings made via SPSS analysis.

### *Relationship between transparency and public sector organization effectiveness*

Results showed that transparency will create WAPDA effectiveness. This result explain that practice of transparency could allow WAPDA to take decision without fearing any protocol. This practice might improve WAPDA’s effectiveness through their spontaneous acts. In being transparent, WAPDA do not have any practice to be concealed from their own members or from the public. Since they can present and communicate information as the way it existing, there is possibility of offering service with high effectiveness.

Past researches reviewed in the literature review chapter supported the above finding though different methods and scopes were used in those studies. Baapogmah, Mayer, & Chien (2015) showed that transparency act such as financial accountability creates WAPDA effectiveness. Liket and Maas (2013)’s study also supported transparency in financial reporting will improve WAPDA’s effectiveness.

### *Relationship between broad performance and public sector organization effectiveness*

The above hypothesis was also supported by outcomes from this research. The board appeared to have huge responsibility in maintaining WAPDA’s effectiveness through their performance. This may include the attributes and efficiency of board members. Their working skills could create successful projects that the WAPDA can deliver to its clients. Apart from these, the decisions board members make from time to time can increase the WAPDA’s effectiveness due to effective decisions. Findings from Bradshaw, Murray, and Wolpin (1992) showed that board members’ practices such as planning, maintaining common vision and good practices of meeting create board effectiveness and in turn create WAPDA’s effectiveness. Even though Herman and Renz (2004) found relationship between board effectiveness and overall public sector organizational effectiveness, there was no further explanation on



how this relationship was validated. Similarly, Green and Griesinger (1996) discovered strong relationship existed between board performance and organizational effectiveness. Brown (2005) found that contextual, educational, interpersonal, and strategic characteristics of board created WAPDA's effectiveness.

### ***Relationship between marketing practices and public sector organization effectiveness***

Marketing practice such as marketing management found to provide WAPDA's effectiveness. However this was the insignificant relationship compared to the earlier two independent variables. The relationship was strengthened by both the Pearson's correlation coefficient and coefficient in the linear regression model. Based on the values obtained from these two tests, when there is increase in the marketing practices or increase of quality in marketing management, the WAPDA will function with more effectiveness. However, due to the insignificant relationship between marketing and WAPDA's effectiveness, there is no valid ground to make decision that the WAPDA's effectiveness resulted from marketing alone or that it is a casual relationship. Marketing efforts such as creating feasible marketing plan, use relevant marketing materials to communicate and select accurate target to communicate marketing plans.

Past researchers Pope, Sterrett and Asamo-Tutu (2009); Dolnicar and Lazarevski (2009) supported the findings that public sector organizations could improve the organization's effectiveness through customer-centred marketing strategies. Tabaku and Mersini (2013) also showed that marketing is important for operational efficiency of the public sector organizations. Among the findings made by previous authors, Brace-Govan, Brennan, & Conduit (2011) showed choices of marketign strategies such as annual survey of donors and knowledge generating systems resulted in efficiency of the public sector organizations

### **Research implications**

The research findings implied that marketing practices can improve WAPDA effectiveness. This could happen due to capability of marketing tool to promote WAPDA, create brand image of it and identification of client needs. Via promotion, more clients will be aware of the WAPDA operation and seek the service. Promoting WAPDA using marketing management could improve effectiveness by creating huge client market. At the same times, clients need to remember an image of the WAPDA in order to seek their service or refer their service to others.

### **Limitation of the research and recommendation for future research**

The study limitation is lack of availability to conduct qualitative research whereby an in- depth interview could be done using qualitative method. However with the time constraint, this method was not able to be used for data collection process. In-depth interview requires time dedication of both the researcher and the sample because this method of data collection obviously needed face-to-face time between them. Absence of qualitative method is discussed as study limitation because researcher not able to gather justification for each response provided by the respondents. Therefore, the recommendation to improve this study is to implement time management in order to conduct qualitative research. Researcher will be able to understand the reasons for each response gathered during data collection process.

### **Conclusion**

The research able to highlights the main variables that will increase public sector organization's effectiveness. The board performance and transparency were identified as main variables in influencing the public sector organization effectiveness. The results have shown that the board transparency and board performances are positively correlated to WAPDA effectiveness form context of Pakistan. Findings revealed the important implications for WAPDA to increase their operational effectiveness; the organization has to pay more attentions in operational policies and code of ethics (integrity) in daily operation. Furthermore, the top management of WAPDA shall ensure the board members are performing their duties and aligned with organization's vision and missions. Among the three variables, transparency practice found as the strongest variable for WAPDA's effectiveness followed by board performance and finally marketing practices. Thus, the study recommends WAPDA in Pakistan to improve their transparency work policies and procedures.

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