Measuring Efficiency of Public Sector Organizations: A Case Study of Public Sector In-Service Training Institutes in Pakistan

Ajmal Waheed (Corresponding Author)
Assistant Professor, School of Management Sciences, Quaid-e-Azam University, Islamabad, Pakistan.

Norma Mansor
Ex-Dean, Faculty of Economics and Administration, University of Malaya, Kuala Lumpur, Malaysia.
Presently holding the post of Council’s Secretary General, National Economic Advisory Council (NEAC) of the Prime Minister, Government of Malaysia

Noor Azina Ismail
Head, Department of Statistics, Faculty of Economics and Administration (FEA), University of Malaya (UM), Kuala Lumpur, Malaysia.

Note: This research article is based on the first author’s PhD thesis (Waheed, 2008).

Abstract
This paper assesses the efficiency of public sector training institutes (PSTIs) in Pakistan by employing a framework of effectiveness, efficiency, relevancy and creativity (EERC). However, this particular paper only assesses the efficiency dimension of organizational performance and remaining three dimensions are outside the ambit of this paper. The principal source for collecting data was the questionnaire survey. Four sets of questionnaires focusing on four different target groups i.e., (i) former trainees; (ii) immediate senior officers of former trainees; (iii) faculty members; and, (iv) PSTIs were developed to collect pertinent data. Results showed that situation in the PSTIs with respect to efficiency and use of resources are satisfactory and they are performing their task in a reasonably economic way. Hopefully, the findings of the study will have practical implications for trainees, PSTIs, policy makers and on many other on-going performances oriented policies and programs in improving the efficiency of public sector organizations.

Key Words: Performance Evaluation; Efficiency; Government performance; Training

1. Introduction

The forces of globalization and emerging trends in economics, ecological and technological interdependence among countries (Common, 1998), reinforced by financial and economic crises in the South East Asia region are questioning the performance, quality of services and role and scope of public sector organizations (PSOs) in developing countries. Efficiency and effectiveness in government organizations are a sine-qua-non for development. The authorities in Pakistan have been trying hard to improve the efficiency of