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# Strategy for Improving the Public Sector Efficiency in Balochistan

Jan Muhammad[*], Umar Faroq[**]

**Abstract**

*The aim of this research article is to highlight the importance of public sector efficiency in Balochistan. The research study is an effort to devise an appropriate strategy to promote efficiency in the public sector organizations in Balochistan. Public sector in Balochistan is in desperate straits. Its performance in discharging its functions is discouraging. The performance of public sector employees is not satisfactory. The sever shortage of financial and other economic resources in the province demands that the available scarce resources of the province need to be used more efficiently and effectively. The main focus of this research article is to devise a strategy of building human resource potential through training and development and the use of that potential through proper supervision to achieve the goals and objectives efficiently and effectively in Balochistan. The study is descriptive in nature and mostly secondary sources of data are used.*

**Keywords:** Balochistan, Development, Human Resources, Management

## Introduction

The role of public sector is very crucial for the socio-economic development of backward areas such as Balochistan. In Balochistan the major institutions controlling the physical, social, economic, and natural resources are governed by the public sector directly and indirectly[1]. In such backward areas public sector is catalyst for growth and a great instrument for social change and improvement. In Balochistan, the social and economic infrastructure is poor. The private sector is shy of investing in the province because the risks are high and profit margin is

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low. Population in Balochistan is highly scattered and the purchasing power of people is very weak. The socio-economic conditions of the people in the province are not conducive for the private sector to materialize its scope. This has increased manifold the importance of public sector in the province. It is therefore visualized that only through highly efficient and effective organizations of public sector the socio-economic development in Balochistan can be ensured.

The public sector in Balochistan is in dire strait. Its capacity to plan and chalk out programs, execute policies and deliver public services is very weak. The concern for improving its efficiency is on the rise. This demands that the public sector organizations must use its scarce resources as efficiently as possible to achieve its goal of accelerated socio-economic development. In Balochistan, the technological improvement, economic prosperity, and social change are possible only through an efficient and effective system of public sector institutions.

[Public sector] has been a labour intensive activity[2]. It mostly renders services of various sorts to the community. In the public sector operations, human resource occupies central place. It is the most dynamic resource due to its creative abilities as compared to the other resources of organizations. The nature and character of a country's human resources are important determinants of its economic structure[3]. Without active and effective people, it is simply impossible for an organization to achieve its objectives[4]. In Balochistan, the public sector is facing with acute shortage of experienced, well trained, highly educated and professional work force to carry out its activities efficiently and effectively. Well trained and motivated staff injects energy into the organizations. The most precious asset that can contribute greatly to the organizational efficiency and effectiveness is the human resource.[5]

Economists have formerly given greater importance to physical resources as the causal factors in the economic growth and development than to human resources. But today it has been recognized that a change can not take effect unless it is supported by a well-educated and well trained work force which is the organization's greatest form of capital. The public sector can have catalytic impact on the development of Balochistan if its efficiency and effectiveness is enhanced through the training, development and proper supervision of its human resources. The World Bank has rendered a singular service by drawing pointed attention of developing countries to one crucial pre-requisite for sustained development in the next decade viz. higher efficiency in public sector. In order to achieve the goal of higher efficiency in the public sector in Balochistan its human resources must receive full attention with regard to other physical factors such as machines, tools and equipments and non physical factors such as money, methods, rules, procedures etc. The aim of this research article is to devise an appropriate strategy for human resource training, development and supervision to improve the public sector efficiency in Balochistan. The research study is descriptive in nature and mostly secondary sources of data are used.

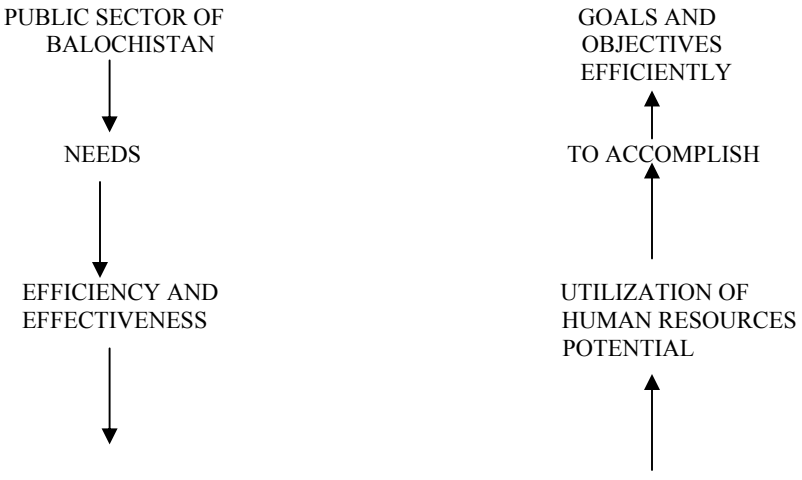
## Strategy for Improving the Public Sector Efficiency in Balochistan:

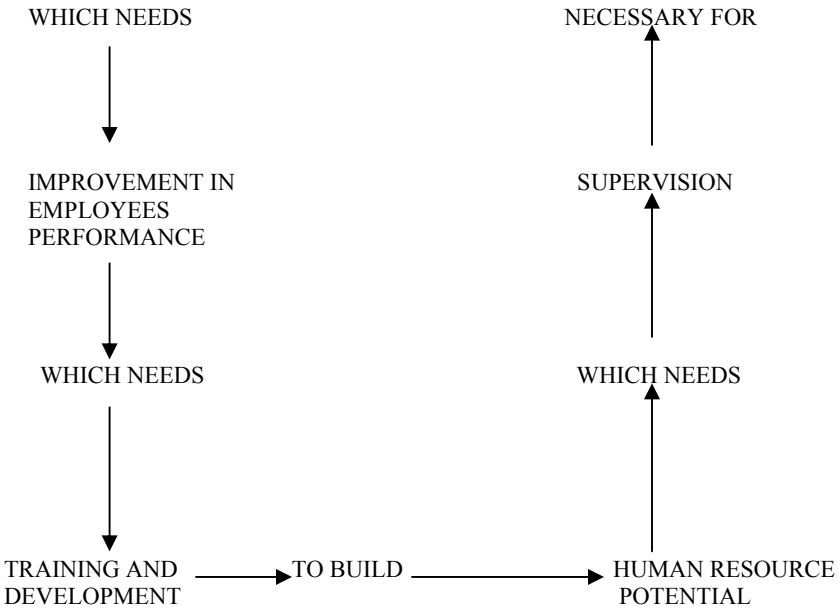
The strategy to improve the public sector efficiency in Balochistan is two pronged:

i) The building of human resource potential in the public sector organizations.
ii) The optimum utilization of the human resource potential.

The building of human resource potential requires the training and developing activities while the optimum utilization of human

resource potential requires the supervision activity. Thus, the building blocks of improving the public sector efficiency are training, developing and supervision. They are the key elements which can contribute to the public sector efficiency in Balochistan. The strategy has two dimensions vis-à-vis. forward and backward looking dimension. The forward looking dimension of the strategy visualizes the current and future human resource training and development needs. This part of strategy evaluates the employees' potential for their current jobs and also anticipates their potential for the future job performance challenges. The backward looking dimension of the strategy ensures the optimal utilization of human resource potential through effective supervision. Mere developing human resource potential is not sufficient. It is the proper utilization of this potential that counts. Effective supervision encourages and motivates the employees to contribute their talents and capabilities for the accomplishment of organizational goals and objectives. Research has shown that there is cause and effect relationship between the extent of supervision and its effect upon employees' attitude and productivity. The strategy to improve the public sector efficiency in Balochistan is given in the following diagram.






The basic elements of the strategy and the relationships of the various components of it are presented in a sequence in the above diagram. Training and development to build the human resource potential and supervision for the optimum utilization of human resource potential are the major elements of the strategy emphasized for the public sector efficiency and effectiveness in Balochistan. A brief description of the elements and their relationships are given below.

**Public Sector in Balochistan**

Public sector represents those industries and services that are owned and operated by the state[6]. It is the part of the economy mainly concerned with providing basic goods and services and infrastructure facilities. Its aim is to promote collective good. Its benefits accrue to all the society rather than just the individuals who afford the services. It is the main

actor in the provincial economy and is considered to be the engine of growth in the backward province of Balochistan. The word public pertains to the government and is the only association which has a bearing on the entire society and its institutions are active in promoting citizen welfare in all spheres of social life. The public sector also provides employment opportunities in mass scale in Balochistan. The undertaking to provide for social and economic services requires a huge amount of financial and other resources. The public sector revenue is derived from the people through taxes, which have very narrow base in Balochistan. The concern for the public sector performance is on the rise. Continued economic restraint has given a new urgency to demands to improve the efficiency of public sector operations in the province. Pressure is now mounting on the public sector to perform more efficiently and effectively so that society's resources are properly utilized. These circumstances have led to the need of public sector efficiency and effectiveness in Balochistan.

**Efficiency and effectiveness**

The dictionary meaning of efficiency is working well, quickly, and without waste and of effectiveness is producing the desired results with greater accuracy and precision[7]. There are two important types of efficiency; managerial or engineering efficiency, and economic efficiency. Managerial efficiency is a ratio measure relating outputs to inputs. Inputs are the human, material and other resources used to produce a good or service. Outputs are units of goods produced or services rendered from inputs[8]. For all practical purposes, managerial efficiency is a relative measure based on previous performance levels of other public sector organizations. One service organization is more managerially efficient than another if it has a lower cost per unit of

output or higher output per unit of cost and the systems are identical in all other relevant respects.

Economic efficiency is a much more abstract concept than managerial efficiency. An economic state (a given set of organizational, allocational, and distributional arrangements is economically efficient if it is not possible to change the state and have someone better off and no one worse off[9].

Effectiveness is a measure of attainment. It is ratio measure relating observed (actual) output A to the planned (or desired) output B for some time period (t). When multiplied by 100, the measure A/B becomes a statement of percentage effectiveness. Thus, efficiency involves computing for ratio in such forms as output efficiency, cost efficiency and the traditional input output- ratio and productivity index.

Still another way to gauge performance is by measuring productivity. Productivity may be defined as the output input ratio within a time period with due consideration for quality[10].

Public Sector organizations are basically service industries. Adequacy and quality of basic services provided, are the central features of the effectiveness approach. Service adequacy may be measured by utilizing programmatic standards developed by authorities. Examples of such standards include the ratio of government personnel (Police, medical etc) to population served or number of patients treated.

The stake of people, politicians and civil society for the effectiveness and efficiency of the public sector organization is increasing and the government is under immense pressure to improve the effectiveness and efficiency of public sector institutions. An effective and efficient public sector would allow the people to enjoy better facilities and services and lead healthier and happier lives. The effectiveness and efficiency of public sector

is closely associated with the performance of its employees which need to be improved through training and development.

**Improvement in Employees Performance**

The performances of public sector organizations rely on the performance of their employees. Employees' performance is the degree to which they accomplish job requirements. All the employees of an organization are working as a team, where employees work in accordance with their skills and competencies and in coordination with one another to accomplish organizational objectives. Better performance of a public sector organization simply means the capability of the organization to achieve desired results or output more efficiently and effectively. Performance is related to measurable accomplishment or results that primarily address community needs and problems. Poor performance of employees in the public sector organizations is due to factors such as the quality of supervision and the lack of training and development of employees. Proper supervision is needed to encourage the employees to contribute positively toward accomplishing goals and objectives of the organization. Training and development are necessary to overcome deficiencies in the employees work performance. Lack of necessary skills competencies and qualities to perform a job would result into poor performance. In order to improve performance, employees must know how to do their jobs. They must have necessary skills and competencies required to do their jobs. These skills may include, technical, human, and conceptual to enable them to operate instruments, tools and machines, and to understand and communicate with other employees and have the ability to see the relationship between different parts of an organization and its environment. For improvement in the employees' performance training and development are needed.

## Training and Development

Every organization in the public sector must have sufficient talent at its disposal to carry out its tasks efficiently and effectively. There is no denying the fact that human resource is the most crucial element of an organization. It needs training and development to enhance its capacity and work professionalism. Training and development have become critical to the successful functioning of an organization. Training is a systematic process whereby employees acquire skills, concepts, rules, attitudes in order to increase their performance on the current job. The objective of training is to change the behaviour, knowledge of employees to improve the match between employee characteristics and employment requirements. It is narrower in conception than either education or development. It is job oriented rather than personal and is intended for immediate utilization. Education is broader in scope than training. It is usually intended to mean basic instruction in knowledge and skills designed to enable people to make the most of life in general. It is personal and prepares one for life rather than for a job. By education one means formal education in a school, college or university, while training is vocationally oriented and occurs in a work organization. Development, on the other hand, suggests a broader view of knowledge and skills acquisition than training. It focuses on the organization and future organizational activities[11]. It is career oriented. It is concerned more with employee potential than with immediate skills. It is intended to increase an employee's knowledge and potential for advancement within an organization through personal growth. It sees employee as adaptable resource[12].

Every organization needs to train its employees to ensure that key skills are maintained within the organization and the assigned work

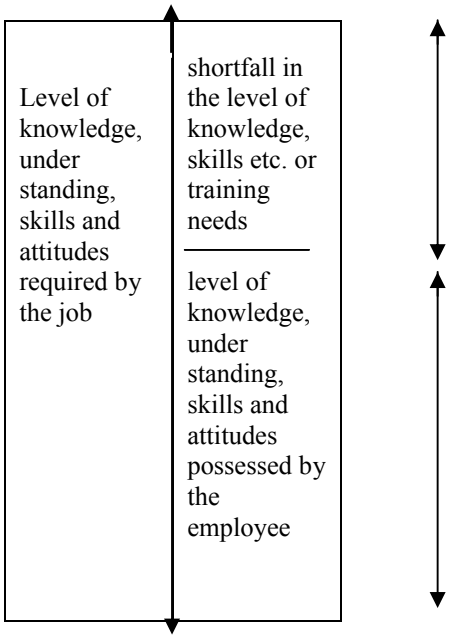
is done efficiently and effectively Training and development are important for the public sector employees because new employees must understand the policies of the organization, as well as know how to operate equipment and complete required paper work. More experienced employees need training and development to keep up with technological advances, change in organizational climate, adopt to revised work procedures, and acquire information about new methods for handling issues. Public sector organizations are employing entities and the employees of these organizations require extensive training to keep up pace with the dynamic and fast moving world.

Organizations in the public sector must identify the areas where the performance of the employees is not satisfactory. Many organizations in the public sector of Balochistan lack clear performance standards. This is because the individual employees do not have clear objectives to accomplish. The macro level planning and determination of objectives have paid less attention to the individual employee's performance[13]. The recent trend in the human resources management indicates that every individual employee must receive proper attention and must be made accountable for the result which he produces in the form of objective accomplishment. This can also increase the employee's motivation.

Peter Drucker, the most prolific writer on management had brought revolution in management theory by formulating Management By Objectives (MBO). Drucker argued that one of the major problems confronting large organizations was a lack of identification by the individual employee with the objectives of the organization. With functionalization and specialization so highly developed, many workers were very much divorced from the direction and purpose of the large system[14]. The clear objectives set for an individual worker as bench

mark, and the outcome of the performance of the worker indicates the gap between the actual performance and standard performance. This gap will determine the needs for the employees training and development.

A training and development need is any shortfall in terms of employee's knowledge, understanding, skills and attitudes against what is required by the job or the demands of organizational change[15]. A training and development need is expressed in the following diagram.




For training and development to be effective it needs to be designed to suit the specific needs of the organization as well as those of the people who are receiving training[16]. This requires training needs analysis, which will assist the trainer in identifying training for capacity building. The training needs analysis establishes:

- The type of training required.

- Who needs to be trained?
- The level of training needed.

When training staffs conduct a comprehensive training needs analysis in their organizations, they may seek the basic data for this process at three different levels, which are as follows.

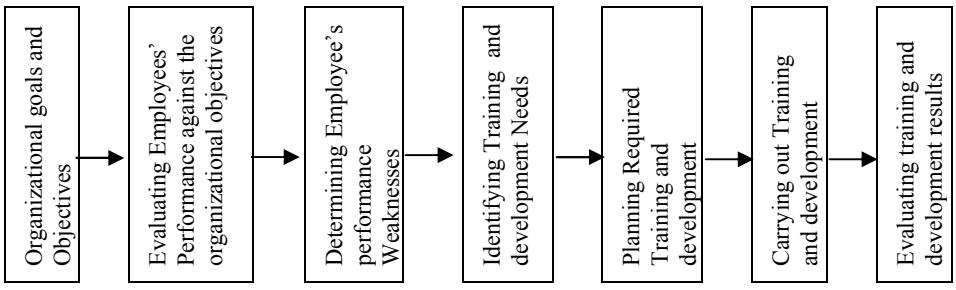
At Organization level the data is collected about the organization as a whole, determining, where training is needed. This is a broad look at organisation's wide needs, which may aim at ensuring a steady supply of critical skills.

At Job level the data about jobs and major activities. Analysis of the job requirements is a valuable source of data to establish training needs. Job descriptions, personnel specification and leadership and communication activities, will help to identify training needs.

At Individual level where the collection of data about individuals, e.g., their appraisal records will help the training staff to determine the training and development needs. Employee's abilities, knowledge, and interests are compared with the requirements of job assignment and then a comprehensive picture of the areas of current and potential shortfall is identified. Analyzing questionnaires, interviewing managers and supervisors, about their own or their subordinates' training and development needs, observing the job performance of individuals and monitoring the results of group discussions relating to current work problems can help to determine the training and development needs[17].

Although, there is a formal mechanism in the public sector organizations, for the performance evaluation of employees, this mechanism is seldom used in its true letter and spirit to evaluate performance and thereby identify training and development needs. The performance appraisal mechanism in the public sector of Balochistan is

the Annual Confidential Report (ACR) which evaluates the performance of an employee on an annual basis by the designated officer, most often, by the immediate boss. This method of performance appraisal is not so successful in the public sector organization in Balochistan because of its serious shortcomings. It is for too long period consisting of one year. It is confidential, which does not serve as a feedback and guidance from the reporting officer to the employee. For every employee wishes to know how he is faring on the job and where does he stand. An appropriate system of appraisal could help to identify the strengths and weaknesses and thereby identifying the training and development needs of the employee. Mere confidential rating of the employee by his boss for the purposes of giving remarks and deciding on promotions is not sufficient. Performance appraisal can be an important instrument for developing employees and building conditions of trust between the employees and the employers. The performance of employees must be evaluated against the objectives of the organization rather than personal objectives. Annual Confidential Reports (ACR) of the employees in Balochistan, are used for personal motives, and therefore, are personal-centred rather than organization-centred. In order to develop a viable training and development program, a systematic approach based on organizational objectives, presented in the diagram below, is highly helpful.



## Building Human Resources Potential

Capable, competent and highly professional staff, is the lifeblood of an effective organization. Every public sector organization in Balochistan must have sufficient human resources potential at its disposal. Highly professional and competent staff injects energy into the organization. Human resources, equipped with sufficient skills and knowledge can cope with the present and future challenges. Organizations in the public sector, making efforts to build capacity and increasing human resource potential, can reap the sizable reward in future. But many organizations lack the most basic underpinning of a professional staff in various sectors that has hampered the performance of public sector in Balochistan to a great extent. The delivery of different services requires professionals in various areas of specialization but the human resource potential does not exist in Balochistan. Building an effective work force is therefore, an important element in the public sector operations because human resources potential is the number one factor for the success. Good people can make bad systems work and less talented and poorly skilled human resources can ruin even the best system. Human resources capital has the greatest competitive advantage and can help to accomplish organizational objectives efficiently and effectively. An organization may have potentially rich human resources potential but showing poor performance because people do not work unless they are made to work. Supervision plays important role particularly in the public sector organizations where individuals are part of a large system. Public sector employees have quite secure jobs and they are mostly promoted on the basis of seniority and length of experience, which do not serve to motivate them to utilize their full potential to accomplish organizational objectives efficiently and effectively. Supervision is needed to achieve

this objective, because supervisors are the key figures who are responsible for the work of others.

**Supervision**

Supervision in this modern era is highly challenging task, which can make the difference between success and failure for an organization. The supervisor's job is to carry out organization's goals and plans through the employees who actually do the work[18]. A highly skilled, competent and talented employee would not show performance according to his potential unless he is properly supervised. Effective supervision is very essential for the development of a productive work force and to bring about needed improvements. Supervisors motivate employees to contribute their maximum potential to accomplish objective. They occupy key position in the organizations. On one hand they are responsible for the operational employees, while on the other hand, they are answerable to the higher authorities for results[19]. Supervisors coordinate the efforts of operational employees, who look to them for leadership and direction. They motivate employees to get the work done. Public sector organizations seek to increase productivity through better utilization of human resources potential. To achieve gains in productivity, all members of an organization must try to improve all aspects of operations. Successful supervisors combine technical knowledge with an understanding of human behaviour to attain organization objectives and at the same time satisfy employees' job-related concerns. Supervisors guide employees about job essentials, as well as organization policies and procedures. They affect changes, which are taking place in their areas of responsibility. They are providing useful and pertinent information to the employees. They motivate employees to

contribute for the organization's objectives. Their job requires tact and diplomacy and skills.

Supervision is very necessary for the effective and efficient utilization of human resources potential. Lack of proper supervision will result into, good employees but bad practices and efficiency will seriously suffer.

**Utilization of Human Resources potential**

Employees do not put their heart and soul together to achieve organizational objectives, unless they are motivated and properly supervised. To utilize the human resources potential requires supervision in order to motivate and direct employees to contribute to their full potential to accomplish organizational objectives. Douglas Mc Gregor, one of the most prolific writers, presented his famous theories of human behaviour at work, Theory X, and Theory Y[20]. These theories are important guide for the utilization of human resources potential in the organization. These theories emphasize the importance of supervision for the utilization of human resources potential to accomplish goals and objectives.

Although both theories emphasize the importance of supervision for the utilization of human resources potential, Theory X, specially is a clear manifestation of the importance of the role of supervision in the organization.

**Public Sector Goals and Objectives accomplishment Efficiently and Effectively**

The public sector organizations are established for the purpose of improving the quality of life of people through the overall socio-economic development of Balochistan. Every public sector activity is

directed toward the accomplishment of certain predetermined goals. These goals may include the provision of quality education through the establishment of a sound system of education network via schools, colleges, universities etc. provision of health facilities through the establishment of hospitals, provision of electricity, gas, clean drinking water, security etc. The efficient and effective accomplishment of goals and objective is the degree to which public agency is providing goods or services with better quality and low costs. The achievement of maximum satisfaction of people through the use of given resources is the prime responsibility of every public sector organization.

## Conclusions

This research study devises an appropriate strategy for the effective and efficient utilization of human resources in the public sector of Balochistan. The strategy highlights the importance of training, development and supervision of human resources in the public sector organizations in the province. The following are the main points emphasized upon in the strategy.

i) Public sector is vital for the economic development of Balochistan.
ii) Human resources play crucial role in the public sector organizations of Balochistan.
iii) The public sector of Balochistan needs efficiency and effectiveness.
iv) Efficiency of public sector in Balochistan needs capable and skilled manpower.
v) To enhance the capacity of human resources in the public sector organizations of Balochistan requires training and development.

vi) To utilize human resources potential in the public sector of Balochistan requires proper supervision.

## End Notes:

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