

**An Evaluation of the Performance of Public Sector Organizations:
The Case of Pakistan**

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The present study evaluates the performance of Public Sector Training Institutes (PSTIs) in Pakistan in reference to a framework for evaluating performance that includes four dimensions: effectiveness, efficiency, relevancy, and creativity. The data reveal unsatisfactory training and development in the PSTIs. The relationship between PSTIs' objectives and output was weak, thereby questioning their effectiveness. The efficiency is satisfactory as PSTIs are performing task in a reasonably economic way. Moreover, PSTIs' programs are not relevant to the needs of the trainees and client organizations and are not creative in terms of training contents, delivery mechanism, and changing environment. Thus, PSTIs display low performance on three out of four criteria.

Keywords: Administrative processes, human resource development, performance evaluation, organizational development

The World Bank (1998) reported that the technical competency of civil servants in Pakistan has been declining, leading to the steady erosion in the capacity and technical skills of civil servants. The study highlighted that civil servants have been unable to cope with their increased responsibilities and challenges and were ill-equipped to assume new and more complex roles as the role of the state in Pakistan has expanded and changed over the years.

In Pakistan, critics of in-service training often have attributed poor performance and delivery of services of public sector organizations

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