

# SUCCESSFUL ORGANIZATIONS IN WEAK REGULATORY FRAMEWORK AND FINANCIAL REGIME IN KHYBER PAKHTUNKHWA

**Misbah Faiz\***

***Abstract:** The province of Khyber Pakhtunkhwa had to face various challenges in the previous years and these challenges still exist. Despite these challenges, new initiatives have also been taken by the government to improve the existing initiatives and launch new organizations as well. This research work is carried out to determine those organizations that have been able to thrive within the tough environment of Khyber Pakhtunkhwa and the measures taken by these institutes in order to make themselves successful. Qualitative research work was carried out and semi-structured interviews were carried out from various organizations in order to determine the level of success of the organizations/institutes. It was concluded that three organizations were successful in the weak regulatory framework of KP from the six organizations that have been interviewed. The three successful organizations of Khyber Pakhtunkhwa include (KTH) Khyber Teaching Hospital, (HMC) Hayatabad Medical Complex and (IMS) Institute of Management Sciences.*

**Keywords:** Successful organization, Regulatory framework, Financial regime, Khyber Pakhtunkhwa

## **Introduction**

The province of Khyber Pakhtunkhwa, Pakistan is comprised of a plethora of universities, hospitals and other organizations. Also, since independence, there have been many governments who ruled the province, all of these governments have taken different measures for the

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development and bringing change. Also, these government has used different provincial organizations and other institutes to establish their policies.

Further, there are also some business institutes in the province of Khyber Pakhtunkhwa. Among these business institutes, IMS also called IMsciences and IBMS are the topmost -business institutes. The IMsciences is a self-sustaining organization established in 1995, this educational institute is a government sector educational body. Also, IMsciences is known for its innovative and business supporting institute, also, the institute provides numerous different courses at three different higher education level such as undergraduate, graduate and PhD<sup>1</sup>.

Likewise, the IBMS institute was situated within the Agriculture University, Peshawar. The vision of this institute was crystal clear to become one of the most prominent businesses, management and IT institute of the country. Similarly, in the health sector in Khyber Pakhtunkhwa, (KTH) Khyber Teaching Hospital and Hayatabad Medical Complex and (IMS) are the most advanced institutes.

Both of these medical institutes are comprised of 10 different functioning departments that include, medical departments, surgical departments, anaesthesia, IT, cardiology, ophthalmology, radiology, emergency and HR department. However, KTH has a leading contribution of providing tertiary health and medical teaching facilities since 1976<sup>2</sup>.

In 2013, Pakistan experienced one of the most important elections in history, these elections were crucial in terms of governmental role in policymaking. In the province of Khyber Pakhtunkhwa, PTI led by Imran khan became the leading political party. The PTI led the way due to its majority in the election in Khyber Pakhtunkhwa because of its popularity. The political lead allowed PTI to form government in the Khyber Pakhtunkhwa and proposed Pervaiz Khattak and Chief executive of the province.

Ever since 2013 the PTI government has taken over the government in the province, they are using different ways and taking certain measures to bring a positive change. The chanted

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<sup>1</sup> Siddique, Muhammad, Noor Said, and Muqaddas Butt. "Perspectives of Students' and Faculty on Student Evaluation of Teaching at Institute of Management Sciences Peshawar." *Perspectives* 13, no. 3 (2019): 65-78.

<sup>2</sup> Ismail, Mohammad, Sana Aziz, Sidra Noor, Iqbal Haider, Faryal Shams, Inamul Haq, Faiza Khadim, Qasim Khan, Fahadullah Khan, and Muhammad Asif. "Potential drug-drug interactions in pediatric patients admitted to intensive care unit of Khyber Teaching Hospital, Peshawar, Pakistan: A cross-sectional study." *Journal of Critical Care* 40 (2017): 243-250.

political slogan of “Change” in the province forced the PTI government to take reasonable measures and proposing different policies for the overall development in the province. Further, the provincial government of Khyber Pukhtunkhwa established a company for economic zones development and management, it was a non-profitable organization and the objective of this was the company was to manage all kinds of industrial and economic zones affairs in the province. Also, the company vision was to form rapid development plans and enhance investment and trade opportunities in the province. Hence, to deal with the investment and trade affairs and improve the overall condition of trade and investment in the province, a special board was formed by the name of the KP board of investment and trade.

**Problem Statement**

Numerous organizations are working in the province of Khyber Pakhtunkhwa, however, certain issues are associated with their developmental performance and sustainability. The change in government policies over a period of time has, directly and indirectly, affected the performance of these organizations in KP. Also, there are a plethora of factors and constraints that create obstacles for the organization’s sustainability and overall progress. Therefore, it is important to discuss these organizations to understand which organization has been able to absorb the change in government policies and which organizations have faced challenges to sustain their existence in the province. Moreover, it is also important to understand the growth of these organizations within the province. Also, this study has helped us to identify all the factors and constraints that are directly and indirectly affecting the performance of these organizations in the province. Keeping this problem as the focus point, this research study has helped us to understand the nature of organizations its strengths and weaknesses in their existence in the KP province.

**Research Objectives**

Below are the main objectives of this research study

- To identify, the organizational sustainability/unsuitability established under the charter of governance.
- To identify those factors that contribute to the success and failures of the organizations in the province.
- To determine various governing elements that participate in the organization’s success or failures at KP province.

### **Research Question**

Based on the objectives of the research work the research question of the study was as follows:

**RQ:** *Which organizations have been successful under the weak regulatory and financial regime of Khyber Pakhtunkhwa?*

### **Literature Review**

It is evident that both economic and social development enormously depends on good governance and institutional quality. Also, many developmental policies exist, however, the policies need to be more efficacious and more productive for economic development. The research of Husian has argued that one of the main reasons behind the economic instability in Pakistan is that the existing policies are less effective due to weak governance<sup>3</sup>. On the other hand, not only the policies are less effective but also ineffective implementation is another reason. However, despite poor and ineffective economic policies, still, some of the organizations have managed to survive.

Further, the overall institutional framework is determined by the legal administrative structure in the country. The factors that contribute to growth and competitiveness in the region are directly and indirectly influenced by the quality of the institutes. On the other, it is considered important to discuss that some of the investment decisions are also dependent on the institutes and their quality. The decision becomes much effective to the society when the quality of the institution is present. The important point in the quality of institutions is that they are not only comprised of a legal framework but also consist of different factors. It is also important to discuss that government attitude towards the institutions to promote marketing activities is also crucial to institutional existence.

Conversely, it can also be argued that economic development in the country is also decreased due to increased corruption, lack of transparency, red-tapes in the administrative machinery and political instability. The world economic forum in 2016-2018 has presented statistics on the ranking and scoring of different countries. All of these statistics of different countries are explained below.

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<sup>3</sup> Ishrat Hussain. "Retooling Institutions" in Maleeha Lodhi, *Beyond The Crisis State*. Oxford University Press. 2012.

*Table 1: Ranking of overall quality of the institutions<sup>4</sup>*

Country	Rank	Score
Pakistan	129	3.4
India	71	4.2
Bangladesh	109	3.7
Sri Lanka	73	4.3
China	28	4.9

Table 1 has clearly stated that the overall ranking of Pakistan is alarming. The condition of Pakistan compared to its neighbouring countries is much poor. This is one of the main reasons that to have sustainable growth, it is important to have effective governance and institutional system in the country.

*Table 2: Performance in other selected institutional aspects (ranking out of 144 countries) 2016-2018<sup>5</sup>*

	<b>Pakistan</b>	<b>India</b>	<b>Bangladesh</b>	<b>Sri Lanka</b>	<b>China</b>
Protection of property rights	121	73	123	57	50
Judicial independence	67	50	132	72	60
Average of above	94	61	137	64	55

Table 2 has been adapted from World economic forum: Executive opinion survey 2017-2018. Pakistan ranks below India and China in judicial independence and the ranking of the country in property rights is better than only Bangladesh.

To strengthen the institutes, long term commitment is required and the governments of Pakistan have failed to provide a long term commitment. The institutional capacity is not built as

<sup>4</sup> Asghar, Nabila, Dr Shazia Qureshi, and Muhammad Nadeem. "Institutional quality and economic growth: Panel ARDL analysis for selected developing economies of Asia." *South Asian Studies* 30, no. 2 (2020).

<sup>5</sup> Vasilyeva, Tetyana, Serhiy Lyeonov, Izabela Adamičková, and Kseniya Bagmet. "Institutional quality of social sector: The essence and measurements." *Economics & Sociology* 11, no. 2 (2018): 248-262.

the elected governments tend to start focusing on the next elections and the military governments are more desperate for gaining legitimacy.

Therefore, Pakistan is suffering from a weak institutional framework and the condition is deteriorating over time. An effort needs to be put in order to build the institutions and it requires macroeconomic stability, social services and good governance.

Further, the role of Khyber Pakhtunkhwa province has been considered to be more productive in tackling all the external issues and threats. According to the report of the Planning and Development department of Khyber Pakhtunkhwa, the population of the province is increasing at a rapid pace of 2.8% per annum, also, the province has the highest poverty rate in the country<sup>6</sup>. Similarly, in the gender parity index, it has also been noted that women are considered to be poorer than men in the province. However, despite these enormous demographic challenges, the provincial government has taken several steps to boost economic development. One major challenge for the province is the unpredicted security situation and present insurgencies from Afghanistan, it is because they have a massive impact on the overall security situation of the province. However, it is worth mentioning that the security situation in most of the areas of the province has improved.

The government of KP is improving its ability to predict the financial revenue to link it with the economic growth. There is also a variation in different departments of KP where some departments over spend the expenditure and some underspend the expenditures. The GoKP consists of a cabinet government that has mechanisms in order to ensure that the policy is implemented and that the resources are adjusted accordingly. This is achieved with the help of Medium term budgeting framework. In this manner the resources are allocated more closely with various programs. There has also been progress in the public procurement reforms in the past framework. The key responsibilities have been passed to districts and tehsils. The province consists of 24 districts, 826 union councils and 7,373 villages. Furthermore, all the provincial taxes are collected by the excise and taxation department within the province. The Literacy ratio of Khyber Pakhtunkhwa in comparison with other provinces is given below:

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<sup>6</sup> Planning and development department. *Comprehensive development strategy*. [online] Government of KP. Accessed February 12, 2021, <http://lgkp.gov.pk/wp-content/uploads/2014/03/11.-Report-on-Khyber-Pakhtunkhwa-Comprehensive-Development-Strategy-2010-2017.pdf>

Table 3: Comparison of Literacy Ration of Provinces

Item	Unit	Pakistan	Punjab	Sindh	Khyber Pakhtunkhwa	FATA	Balochistan
<b>Gross Primary Enrolment Rate</b>							
Both Sexes	%age	89.00	97.00	79.00	90.00	50.00	71.00
Male	%age	97.00	101.00	87.00	102.00	68.00	87.00
Female	%age	81.00	92.00	70.00	77.00	34.00	51.00
<b>Literacy Ratio</b>							
All areas	%age	60.00	63.00	60.00	53.00	21.40	44.00
Rural	%age	51.00	55.00	40.00	50.00	20.00	38.00
Urban	%age	76.00	77.00	76.00	66.00	47.00	61.00

Table 4: Health statistics comparison of provinces

Item	Pakistan	Punjab	Sindh	Khyber Pakhtunkhwa	Balochistan
Hospitals	1092	340	481	183	123
Dispensaries	5176	1201	2589	442	585
Mother Child Health Centres	628	282	168	66	99
Beds in Hospitals And Dispensaries	111726	39623	27647	16963	6851
Population Per Bed (Hospital/Dispensary)	1617	2421	1406	1536	1354
No. of Doctors (Regd)	160880	52486	14449	3932	2062
Population Per Doctor	1123	1827	3017	6627	4500

Source for the tables: Development statistics report KP 2018<sup>7</sup>

<sup>7</sup> Planning and development department. *Development statistics of Khyber Pakhtunkhwa*. Government of khyberpakhtunkhwa, accessed February 9, 2021, <http://kpbos.gov.pk/files/1464939108.pdf>

The tables above show that the Khyber Pakhtunkhwa province remains deprived of the same rate as other provinces in literacy as well as health sectors. The literacy as well as health statistics is lower than Sindh and Punjab, whereas Balochistan statistics are lower than that of Khyber Pakhtunkhwa. The manufacturing industries census shows the following results:

*Table 5: Manufacturing industries by Province*

<b>Item</b>	<b>Unit</b>	<b>Pakistan</b>	<b>Islamabad</b>	<b>Khyber Pakhtunkhwa</b>	<b>Punjab</b>	<b>Sindh</b>	<b>Balochistan</b>
Total Industrial Units	Nos.	13146	338	972	8239	3288	309
Reporting Ind: Units	Nos.	7236	119	731	4072	2093	221
Not Reporting Units	Nos.	3213	209	76	2431	423	74
Closed Units	Nos.	2364	12	165	1403	770	14
Closed Units as % of Total Units	%	17.98	3.55	16.98	17.03	23.42	4.53

Source for the above tables: Development statistics report KP 2018

Table 5 shows that there are more industrial units in Punjab and Sindh than Khyber Pakhtunkhwa. There are even more reporting industrial units in Sindh and Punjab than Khyber Pakhtunkhwa. Therefore, the tables tell us that the Province of Khyber Pakhtunkhwa is deprived in different industries in comparison to Sindh and Punjab. However, an analysis in the research work tells us how the organizations have thrived in the province despite lacking behind in various aspects than Punjab and Sindh.

Many scholars have tried to understand that how one company performs more effectively than another company<sup>8,9</sup>. Researchers have explained that many scholars have also discussed that the reasons why most organizations and companies fail?<sup>10</sup> Research has added that in most of the

<sup>8</sup> Grunert, K. G. and Ellegaard, C. *The concept of key success factors: Theory and Method, in Perspectives on Marketing Management*. M.J. Baker, ed. 3d. Chichester: Wiley, 245–274, 1993.

<sup>9</sup> Grunert, Klaus G, and Lutz Hildebrandt. "Success Factors, Competitive Advantage And Competence Development". *Journal of Business Research* 57, no. 5 (2004): 459-461. doi:10.1016/s0148-2963(02)00312-0.

<sup>10</sup> Duckles, Hager and Joseph Galaskiewicz, J. *How Nonprofits Close: Using Narratives to Study Organizational Processes*. In K. D. Elsbach (Ed.), (Greenwich: Information Age Publishing, 2005), 169–203.

similar researches, the scholars have explained and utilized the failures of the organizations as a dependent factor and all the results from the data have been analyzed with the help of statistics and case studies<sup>11</sup>.

The transformation process of the organizations is studied in prior research paper<sup>12</sup>. In this study, the organizations comprise of various components and parts and there needs to be a consistency between these. To achieve effective results, it is mandatory to converge individual behavior and structure of the organization. This will help in determining the organizational efficiency.

There also has been research on the failure of organizations and researcher made use of various explanatory models which include resource dependence theory, new institutionalism and population ecology<sup>13</sup>. Researches highlight that success of the projects dependent upon quality, timeliness, cost and scope<sup>14</sup>. Furthermore, another table has been developed in order to measure the success which is based on four factors, namely, organizational, people, process and technical<sup>15</sup>. The description of these four factors is given in table 6.

*Table 6: Success criteria by Chow and Cao (2008)*

Organizational	<ul style="list-style-type: none"> <li>• Financial viability and sustainability</li> <li>• Committed manager</li> <li>• Cooperative organizational culture</li> <li>• Appropriate reward system</li> <li>• Strategic vision and plan</li> </ul>
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<sup>11</sup> Cameron, Robert Sutton and David Whetton. Issues in organizational decline. Readings in organizational decline: Frameworks, research, and prescriptions, (Cambridge: Ballinger, 1988), 3–19.

<sup>12</sup> Nadler and Michael Tushman, M. L. A congruence model for organizational assessment. In E. E. Lawler III, D. A. Nadler, & C. Cammann (Eds.), Organizational assessment: Perspectives on the measurement of organizational behavior and the quality of work life (1980), 261–278.

<sup>13</sup> Fernandez, Juan J. "Causes Of Dissolution Among Spanish Nonprofit Associations". *Nonprofit and Voluntary Sector Quarterly* 37, no. 1 (2007): 113-137. doi:10.1177/0899764006298965.

<sup>14</sup> Lindvall, M., D. Muthig, A. Dagnino, C. Wallin, M. Stupperich, D. Kiefer, J. May, and T. 1966. Kahkonen. "Agile Software Development in Large Organizations". *Computer* 37, no.12 (2004): 26-34. doi:10.1109/mc.2004.231.

<sup>15</sup> Chow, Tsun, and Dac-Buu Cao. "A Survey Study Of Critical Success Factors In Agile Software Projects". *Journal of Systems and Software* 81, no.6 (2008): 961-971. doi:10.1016/j.jss.2007.08.020.

	<ul style="list-style-type: none"> <li>• Brand equity and image</li> </ul>
People	<ul style="list-style-type: none"> <li>• Team members with high competence and expertise</li> <li>• Motivation of the team members</li> <li>• Strong relation with the stakeholders</li> </ul>
Process	<ul style="list-style-type: none"> <li>• Strong internal communication</li> <li>• Effective 360-degree feedback</li> <li>• Strong commitment towards services being provided</li> <li>• Strong customer commitment</li> <li>• Honoring working schedule</li> <li>• Effective utilization of resources</li> <li>• Goals/objectives achieved within timeframe</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• Right amount of documentation</li> <li>• Clear policies and Regulations</li> <li>• Extent of implementation of policies and regulations</li> <li>• Clear direction and action plan</li> </ul>

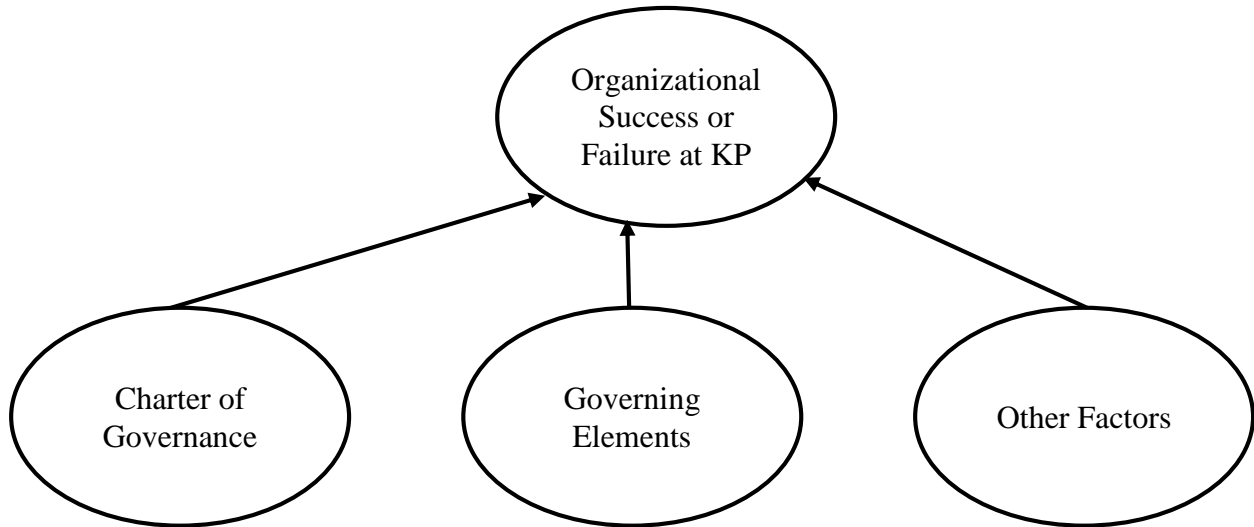
The research of prior authors have also carried a similar research study, in the research study they have explained and analyzed that how different organizations in Pakistan perform effectively under the fragile and undesirable environment<sup>16</sup>. Their research study also argued that despite numerous challenges, some of the Pakistani organizations managed to generate efficacious results, worked with legitimacy and showed resilience. Their results have shown that most of the institutions and organizations have succeeded in sustaining their performance and achieving their objectives, also, they have shown significant progress and improvement with time. Legitimacy indicates that how clients perceive the institute and the functions of the entire organization and the level of trust of the people. Procedural legitimacy is also included which includes the operational procedures and the performance of the institute is also addressed under this heading. In the end, it can be argued that sustainability basically refers to the institutions that are showing positive

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<sup>16</sup> Ayub, Mahmood Ali, and Syed Turab Hussain. *Candles In The Dark.*– Successful organizations in Pakistan’s weak institutional environment: Oxford University Press. 2016.

response such as resiliency against daunting odds and are capable enough to perform in different circumstances in the region.

*Figure 1: Theoretical Framework*



**Methods and Materials**

Keeping the research questions and objectives in mind, this research study has been conducted in Peshawar which has given the status of the provincial capital. The research study has selected different organizations and institutes within the Peshawar territory as sampling source. One of the reasons behind the selection of this provincial capital is that it is comprised of head offices of different organizations and institutions. Also, it is the largest region in the province of Khyber Pakhtunkhwa. Hence, to make the results of this research study more reliable, this research has opted for two governmental organizations, two governmental institutes and two major governmental health institutes, all of these selected organizations and institutes are situated in the Peshawar region.

**Sampling technique:** A stratified random sampling technique was used for the collection of data. The reason behind the selection of this technique is that it permits the researcher to divide all the selected population into altered groups which are called strata. Also, this technique helps the researcher to diminish biases during the sample selection. This technique is also bound to get rid of the over-representation and under-representation of different groups. The selection of all the organizations is based on stratified random sampling.

*Table 7: Selected organizations/Institute*

<b>S.No</b>	<b>Name of organization/Institute</b>	<b>Location</b>
1	Institute of management sciences	Hayatabad, Peshawar
2	Institute of business and management, University of Agriculture	University Road, Peshawar
3	Khyber Pakhtunkhwa economic zone development and management company	Industrial estate, Peshawar
4	Khyber Pakhtunkhwa board of investment and trade	Hayatabad, Peshawar
5	Hayatabad Medical Complex	Hayatabad, Peshawar
6	Khyber Teaching Hospital	University road, Peshawar

**Data Collection Method:** To collect data, this research study has conducted 12 semi-structured interviews to maintain relevancy in data collection. Semi-structured interviews are comprised of open-ended questions that allow the participants to answer more freely, it also permits the researcher to ask questions un-sequentially<sup>17</sup>. Also, all the questions can vary during each interview.

**Data Analysis Method:** To analyze the data, the research has used both content analysis and case study analysis. The data and collection and organization of data was effectively standardized. Research added organization of data assists the researcher in the information process.<sup>18</sup> Finally, all the collected data was interpreted to generate and valid results from the research findings. This helped in the creation of a relationship between different entities. Sorting out the data, discarding and organizing the data helped in obtaining the final conclusion<sup>19</sup>.

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<sup>17</sup> Bell, Emma, Alan Bryman, and Bill Harley. *Business Research Methods*. 2nd ed. New York: Oxford University Press. 2007.

<sup>18</sup> Kassarian, Harold H. "Content Analysis In Consumer Research". *Journal of Consumer Research* 4, no.1 (1977):8. doi:10.1086/208674.

<sup>19</sup> Namey, Guest, Lucy Thairu and Laura Johnson. Data Reduction Techniques for Large Qualitative Data Sets. In: *Handbook for Team-Based Qualitative Research*, Rowman Altamira. 2007.

Moreover, most of the organizations that becomes successful who are using certain criteria or any other benchmark to perform analysis. Prior research study have explained that organization success is based on different dimensions such as the organization people, the process of organizing work and its technical dimensions. All these dimensions help in identifying the organization performance or success. Conversely, it is added that organizational success can be measured by using the organization legitimacy, its results and the organization resilience<sup>12</sup>. However, keeping both views in mind, this research has used both the criteria for comparison and differentiation of the factors. Hence, below mentioned is the success criteria of this research study.

*Figure 2: Success criteria*



**Case Analysis:** In this case study, both content and case study analysis techniques have been used to generate the results.

**KhyberPakhtunkhwa Economic Zones Development and Management Company**

KPEZDMC work is so effective for both environmental sustainability and financial stability. It is because the KPEZDMC land is much sustainable and much productive in terms of generating revenues from its own. All the employees have been given good training, also, they have been given the budget provision solely for the training purpose. The top management level is working effectively, they are using a 360 feedback system to identify loopholes in top

management, and they are also providing certain incentives to the employees. Also, to generate feedback from the employees, the organization arranges formal meetings every month. However, the organizational goals are not specified and most projects are usually outsourced because they usually did not meet the deadline or because of the organizational other failures. The findings have also concluded that despite the organization good financial conditions, they usually do not generate reliable results because of poor planning for setting their targets. Further, the company have a plethora of lawsuits, however, the resistance of the organization is still average. In the end, it can be concluded that the overall performance of the organization is average. Calling the organization, a weak organization will be wrong because it is still high on sustainability. Also, calling the organization success will be false because the results are less satisfactory due to an ineffective approach to set its goals.

### **Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT)**

It can be concluded that the organization is considerably weak in setting goals to attract investors or identify crucial objectives. Also, it has been more than 4 years of the boarding establishment, however, the approval of the board structure is still pending. Also, the board financial condition is not good, therefore, it is very difficult for the board to enhance their marketing strategies. The organization have also minimal funds to sustain its activities. On the other hand, in the absence of short terms targets except for the project goals, it can be very difficult to justify that the organization overall approach towards achieving its goals. Some of the projects have been initiated, however, there are no visible targets to achieve the project goals. It leads to limited information about the organization. Also, in the organization, there are no employee training or reward system to improve the organization performance. Keeping these loopholes in mind, it can be concluded that the organization poor financial condition, poor results and zero resilience against the challenges has categorized the KPBOIT as a weak organization in Khyber Pakhtunkhwa.

### **Institute of management sciences**

The interview analysis of this institute has allowed us to justify that the institute is showing good results in terms of sustainability and financial stability. The institute is keen to allow different trainings sessions to its employee, the employee is also allowed to earn reward from the institute. The institute is also keen to set targets/goals for the future, the institute also ensures to achieve all the goals within the given timeframe. There is strong diversity in the institute faculty. When it

comes to lawsuits, the institute has a very fewer lawsuits ratio compared to other organizations. The leadership is effectively to hold meetings regularly, the institute is very keen on its vision. Also, the institute effectively communicating internally, they have also initiated different projects aligned with other organizations. Hence, it can be concluded from the interviews that the institute has shown success in the following factors such as the results, legitimacy, institute resilience and financial condition.

**Institute of Business and Management Sciences**

The analysis of this institute has concluded that the overall financial condition of the institute is not stable and they lack the basic resources because of massive control of the Agricultural University. Another issue with the institute is that it is independent, therefore, the dependency has created numerous obstacles for the institute. All the decisions of the institute lie within the hands of the agriculture university, the institute is not permitted to make autonomous decisions. The turnover rate within the institute is very alarming, there is no appraisal or training policy in the institute due to financial instability. Also, the institute has no definite targets to achieve short term goals. Hence, it can be argued that the overall condition of the institute is very fragile.

**Hayatabad Medical Complex**

The analysis of this medical complex has examined that there is financial stability in the complex, the institute is also keen to set both short-term and long-term targets to be achieved. Also, there is a significant reward system for the employee in the organization, to ensure efficiency and effectiveness in the work, an official meeting helps every weak. There are a plethora of lawsuits against these organizations. The organization has the autonomy to make operational decisions, however, it is not entirely self-governing. The organization have an advanced technological system and the organization has also signed different MOUs with other organizations and stakeholders to contribute more efficaciously towards society. Effective teamwork exists within the organizations, the complex also poses strategic planning for every 5 years. The organization have top leadership such as directors, it allows the organization to make effective and efficient decisions in less time. Although, the organization still have many challenges, however, it can be argued that the overall performance of this organization has shown success.

**Khyber Teaching Hospital**

This organization has shown major progress. Currently, a plethora of employees and new departmental staff have been hired. There are well-defined targets and goals of the organizations and the financial condition of the organization are also satisfactory. The KTH also have employee training programs and they also have a number many lawsuits. Hence, it can conclude from the results that the organization is gradually making improvement to become a sustainable health institute in the province.

**Comparison**

**Comparison of KPEZDMC with KPBOIT**

KPEZDMC is more financially stable than KPBOIT as KPEZDMC is generating revenue for itself as from lands and other property. KPBOIT on the other hand is dependent on the initial grant that the government had given and it does not have any other source of finance. Moreover, finances are a hindrance in the operation of KPBOIT due to which it is not able to carry out activities to its full potential whereas KPEZDMC is financially stable. Moreover, there is a bulk of lawsuits on KPEZDMC whereas there are no current lawsuits that KPBOIT is facing. The number of staff in KPEZDMC is much greater than KPBOIT. Both of the organizations do not have set targets/goals for themselves. There is no HR department in KPBOIT and no reward system and trainings for the employees whereas a rewards system exists in KPEZDMC and there is a specific budget for trainings.

The overall situation can be compared through table 8:

*Table 8: Comparison of KPEZDMC and KPBOIT*

	Legitimacy	Results	Financial Position	Organizational resilience
KPEZDMC	Average	Unsatisfactory	Stable	Average
KPBOIT	Average	Unsatisfactory	Not stable	Lower

**Comparison of IMSciences with IBMS**

The policies, rules and regulations are implemented in both organizations to a greater level. IMS has greater PhD qualified faculty than that of IBMS. Moreover, the SOPs for different procedures are more defined in IMS and it is far more autonomous than IBMS which is not autonomous at all. The number of students enrolled in IMS is greater than IBMS. Moreover, targets/goals are set in IMS and no targets are set in IBMS. The financial position of IMS is stable and the finances of IBMS are usually under the control of the University of Agriculture. Furthermore, meetings are held regularly at IMS whereas rarely a meeting is held in IBMS. IMS has strong internal communication, whereas the internal communication in IBMS is inefficient. No rewards system for employees exists in IBMS and there are no training carried out in IBMS. On the other hand, a rewards system exists in IMS and training are given to the employees frequently. Both of the organizations have faced lawsuits.

*Table 9: Comparison of IMS and IBMS*

	Legitimacy	Results	Financial Position	Organizational resilience
IMS	Average	Satisfactory	Stable	Strong
IBMS	Average	Unsatisfactory	Unstable	Lower

### **Comparison of HMC with KTH**

Both KTH and HMC are working towards achieving the goals of the organization. They have set organizational goals and financially both of the organizations are stable. However, the organizational resilience of HMC is higher than that of KTH and HR practices adopted in HMC are also more viable. More updated technological equipment are present in HMC and HMC can generate around 15% of its own revenue as well. HMC is stronger than KTH, however, both organizations are successful.

*Table 10: Comparison of KTH and HMC*

	Legitimacy	Results	Financial Position	Organizational resilience
HMC	Average	Satisfactory	Stable	Strong
KTH	Average	Satisfactory	Stable	Average

**Conclusion**

To conclude the research, it can be argued that the analysis of all the organizations was based on organizational legitimacy, organizational results, resilience and financial conditions. Also, there were four major constructs for the analysis. The conclusion has found that these constructs have helped us to justify that among all the 6 organizations, 3 major organizations has shown success in the province of KP. These successful organizations include IMS an educational institute, KTH and HMC as health institutes. However, the two organizations such as KPBOIT and IBMS have shown a weak organizational structure in the province. Further, the one institute KPEZDMC has shown significant progress over time, however, there is still massive room for improvement for the organization to become a sustainable organization in the province.

Further, this research concludes that there is a lack of an effective HR system in many organizations in the province. Also, most organizations do not have any appraisal or monetary policies to engage employees. However, these policies have been observed in the three successful organizations. Also, some of the organizations do not have a defined way to set targets or goals for the future. Some of the organizations are curious about the external threats of change in governmental policies and the government itself. Besides this, there are certain lawsuits of almost every organization. Among them, KPBOIT and other governmental organizations have surpassed private organizations considering the lawsuits. Hence, these organizations are gradually marching towards effectiveness and sustainability in the future.

**Policy recommendation**

This research study has allowed making some significant policy recommendations for the organizations.

- All the organizations are missing a strong business plan; therefore, it is important that all the organizations must have an effective business plan for the future, this will permit the organizations to have a clear direction for the future. Also, with an effective business plan, the organizations will be able to highlight all the influential components that contribute to organizational performance.
- Some of the organizations also need an effective HR system, the HR system needs to ensure that all the employees get rewards based on their performance, this will not only encourage the employees to become more productive but also enhance the organizational performance which can ultimately lead to sustainability.
- Most of the organizations in the province need to clearly define their goals and objectives to achieve their targets.
- Hence, most organizations especially, governmental organizations have a slow administrative process, these organizations need to improve their policy and administrative operations and make rapid decision to sustain their place.
- It is equally important all organizations become self-governing in the future.
- It is also important to ensure an effective budget allocation plan for all the organizational departments such as HR, Production and operational.
- The provincial government needs to provide all kinds of training and provisions to the governmental organization to enhance their productivity and build the trust of the masses over the government organizations.