Assessing Efficiency of Strategic Management within the Pakistan (Sindh) Public Sector Organization

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Abstract
This article will determine the character and scope of the development process of the Sindh Public Sector Organization Strategy Planning. Such analysis consists of the formation of the strategic plan process and impact of external/internal factors due to which distraction occurs in the development of the strategic plan process & estimating the quality of the strategic plan. Furthermore, the purpose of the research will move on to estimate the pressure of the Public Sector in the development of the Strategic Planning Process. The research structure includes all variables which also include hypothesized variable relationships among them. A questionnaire survey was done by an email in this research, which is considered a suitable method related to this research. From 40 public sector organizations and 110 private sectors all together 450 surveys were conducted. The result of this survey data supports the research structure of the thesis. The research identifies the logical structure to connect the public sector organization strategic planning (SP) procedures with the consistent variables. Such finding leads to the repercussion contribution, to the management of Sindh Public Sector, Pakistan & to some extent in the Public Sector of Africa and Central Asian region. The findings also recommend that circle of research should also extend to the African and Central Asian countries, so that the relation among them concerning economic, financial, and managerial can be advantageous, especially in Public Sector Organisations. It is suggested that researchers can examine the procedure of Public Sector Strategic Planning (SP) implementation in the Federal-Provincial Government of Pakistan.

Keywords*:* Strategic management, strategy, planning and development, strategic planning unit, quality strategy planning documentation, strategic formation of planning process, strategic planning

Introduction

What is Strategic planning (SP)? It is an action which involves the vision, mission, and objectives of the organization with an influence of direction to the organization (F. K, 2010) Strategy plan (SP) is a step by which challenges were handled by the organization; these challenges are handling by the leader who has the courage of taking the followers to the destination by removing the path thrown toward the success. Strategic planning(SP) is a combination of components that make the system of success for the public & private sector organizations by implementing its components in its systems and that components are planning, process, aims, objectives, validation, mission, vision, framework, models and implementation. (Bryson, J. M., & Alston, F. K., 2010) The managerial problems of the public sector of Pakistan and Muslim Countries have a direct relation with the difficulties developed and faced in the strategic plan process and its execution in the Public Sector Organisation, as of province Sindh, Pakistan. Such difficulties are developed and created due to the negligence of the significance and understanding of strategic plan by the public sector management besides it, it is a matter of facts most of the public sector organization management (Sindh Public Sector Organisation) does not even realize internal and external barriers against strategic planning. The aim of this research will expose the exercise of the formation process of strategic planning within Pakistan (particularly in Sindh, Pakistan). In this research four aims and objectives were developed which are as follows:

1. Assessing the formation process of strategic planning within the Public Sector Organization of Sindh, Pakistan.
2. Estimate the authority of internal and external Obstructions on the formation process of strategic planning.
3. Estimate the strategic planning (SP) documentation quality produced and its contribution to the process of planning.
4. Within the research, context determines the scope of planning

Summary

This article introduced the structure of the research on strategic planning with the importance in Public Sector Organization further it discusses the limitation of literature related to Pakistan(Sindh) Strategic Planning, as mentioned most of the research work related to strategic planning and its implementation were done in developed western countries including the USA, but the western success stories are not applicable in Pakistan environment which included even their framework of strategic planning(SP). This chapter highlights the transformation phase of the public sector organization of Pakistan within the context of research.

Literature Review

What is the planning of Strategy?

"Planning" is a term that conceived from the word plan and plans always come with the objectives of above-average returns. According to Loasby (1967) tranquil, the word "Planning" is a significant number of and different faculties that have a declining threat to a sensitive sound. Meanings of Strategy Planning (SP), generally, are changed yet surprisingly similar from various positions a broad survey of the abstract the

meanings of the word "strategic planning". (Viljoen,1994) portrays Strategy planning as "the procedure of distinguishing picking and actualizing exercises that will upgrade the long haul execution of an association by setting headings and by making a progressing similarity between the inward aptitudes and assets of an association and the changing outer condition in which it operates". According to (Percieval, 2017) a significant comparable meaning of SP, (Miruka,2017): he stresses the bearing & similarity with the organization. As per him, the system means "the bearing and the extent of an organization over the long haul, which coordinates its assets to its evolving environment".

Strategy Theory

The word Strategy is not a new word for mankind as in the early day's such a concept is used to be used in the army and war games, Strategy is a concept of utilizing the resources in such a way to achieve the target (Goal). As the same according to Hoskin (1997) <u>STRATEGO</u> a Greek word which means destroy the enemy with the help of utilizing the available resources. In the early 1950s, this word STRATEGY was used in Business Management and the purpose is the same to destroy the enemy which means in Business World "The Competitor" and the battlefield is known as "Market". Further (Mintzberg and Lampel,1999) elaborate on the use of strategy in business domains like Human Resource Management, Marketing, Finance, Supply Chain Management, Risk Management, Economic Science, etc which shows that strategy is the essential element without which Business cannot be done.

Strategic Progress

The external environmental forces usually asked the organization to develop the strategy within the organization by considering internal deficiencies and efficiency. As according to (De Loecker, 2017) In the 1960s era World got the business opportunities due to the advancement in the technologies and robust system which make the demand and supply on the equilibrium, on the other hand, it gives the idea to the organization to plan for the long term due to the which they start focusing on the internal capacity, capability and of course the availability of the resources to achieve the long term targets. According to (Saeidi, 2019) in the 1970s, long term planning was considered obsolete when strategic planning (SP) was introduced in the organization SP identify those external factors which are the causes of failures instead of reacting to the external factors without understanding the potential of it with the capability of available resources of the respondents. Further studies were required on SP to identify the actual capability of SP (D.A. Levinthal, 2016). Crane, A., Matten, D., Glozer, S., & Spence, L. (2019) In the 1980s new approach came into being which is known as the Conflict Strategic Approach, the tools which support this approach were game theory, in which competitors were handled by many effective resources of the organization which includes investment strategies & pricing cost-effective strategies.

Elements of Strategy

Techniques have customarily concentrated regarding content, procedure, setting, and results. The procedure alludes to the instruments or authoritative procedures by which methodologies develop and how they are acknowledged through usage

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(Chakravarthy, 2017). The extent of these explorations is to look at the Strategic Formation Process (SFP) and the custom of the procedure inside the examination setting. Consequently, the accentuation is on conscious procedures (because of a formal arranging process) at the development stage. The usage period of the strategy arranging process is past the limits of this investigation as are raising procedures.

Public Administration

Administration of public sector segment organizations is traveling through a charming and transformational period everywhere throughout the world. Though the previous twenty years, governments and universal guide organizations have been propelling real public sector organizations change programs (Robinson, 2017). Public administration is an incredible mind-boggling attempt. It incorporates values, hierarchical courses of action, network interests, political decisions, singular perspectives, and authoritative goals that are regularly conflicting and clashing with those of partners. It could be said; leaders inside the private sector organizations are regarded to be directors, policymakers, and established legal counselors.

Public Sector Organizations

Public Sector Organization is that organization that runs the machinery of the state by any means; it looks after the health, education, foreign affairs, defense, etc of the country, and these are all done by keeping the benefits of the nation in front. So public organizations are developed for the nation and it behaves like the sons and daughters of the country (mother). Now the issues rise that how these organizations can perform that the nation would be satisfied and the country be prosperous too. In Sub Continent countries mostly decision making the person look after their benefits instead of giving priority to country, which causes the demolishment of the public organization and ultimately causes the country to move in that direction of defaulters which were not dreamed in even as a nightmare for the nation.

First Step by Pubic Sector adopting strategic planning

The principle motivation behind private sector organization as depicted before "public value" & advance "social equity" by modifying governments' job structures, limits & change the administration worldview. The basic responsibility of social value by the innovative public administration implied that it is consistently occupied with altering arrangements & structures that efficiently hinder social value. Because of new public organization activities, new administration devices and projects began to rise. Such as program arranging planning frameworks, strategy examination, profitability estimation, zero-base planning, and rebuilding, this can all be viewed as positive moves toward social value (Patalinghug, 2017). (Nabatchi,T, 2018) noticed a couple of changes which is essential in private sector organization for creating "public value" & advance "social equity". This change is worried about the job description, limits, and government structure which increasingly worried about the inward administration "paradigm" public organization. DeLaine states "Since components progress regular, the refinement isn't altogether tasteful", however, the structure & limits of the state changing in numerous nations. Alluding to ongoing change endeavors, Heywood (2017) states" The sorts of

significant change found in Australia & New Zealand are unmistakably instancing the primary classification, with the USA second class.

Difficulty attached with Strategy Plan in Public Sector

Strategy arranging procedures in a private sector organization are certainly not a straightforward procedure. It requires thinking about the attributes of public sector organizations expressed above, just as the logical components that comprise the outer condition. Various challenges were noted from auditing writing in these fields as pursues. Obliging powers: Officers of private sector organizations don't have the advantage of boundless circumspection to set the strategy heading of the organization and choose how procedures will be actualized. They should hold fast to the hierarchical command and legitimate structure of the organization (Tuchman. 2012). (Hall,2018) explained by expressing the lawful conditions of pubic organizations are the wellspring of confinements on the independence & adaptability of the public organization and its supervisors. Likewise, Nieboer (2011) expresses that strategy arranging model verifiably assume top-down execution approaches, though truly, arrangements are additionally framed by different methodologies, convictions, and thought processes in the organization.

Inconsistency Management

Notwithstanding independence cooperation measurement (P. M., 2017) found the individual qualities of Arab administrators assume a significant job in deciding the style of contention the executives. (P. M., 2017) observed critical contrasts in picking the contention the executives style concerning long periods of knowledge, administrative dimension & sexual orientation. Nonetheless, these contrasts couldn't be found concerning age. Social contrasts expressed above are solid determinants of accomplishment and disappointment of numerous activities furthermore, rehearses. The comprehension of Middle Eastern culture especially the impact of Islamic hard-working attitudes will take into consideration better administration of strategy arranging impediments and hindrances inside the Center Eastern setting.

Organizational elements & Strategic Planning

The past segments took a gander at strategy arranging from various regions and various settings (private versus public; Western social orders versus Arab social orders). In this area, strategy arranging will be explored in connection to authoritative components. Three hierarchical components were noted in the writing and speak to a significant field in connection to examine targets. These are organization measure, age (development), and the hierarchical dimension.

Organization size

Organization estimate has increased extensive consideration in strategy arranging writing. The extent of the organization is as often as possible characterized by the number of permanent representatives (for example Chen, D., 2019). Investigating the organization's size & arrangement has been handled from various viewpoints. A few researchers have taken a gander at the impact of organization estimate on strategy arranging practice, others examine potential advantages of arranging in enormous firms

contrasted with little ones; a few researchers went considerably further to survey the impact of organization estimate on the arranging skyline, the impact of vulnerability on arranging in little and enormous firms, and even the connection among strategy adaptability and firm size was taken a gander. (Sayles, L. R. (2017) contends the arrangement which might progressively significant in huge organizations because of its capacity to progress management & control. (Mollen Kopf, D. A., 2016) included the estimate most grounded impact on organization formation of the dimension of around 1400 representatives. Conduct formalization of organization multifaceted nature expands as indicated by size up to this dimension. From that point forward, estimate turns into a less significant determinant of the structure as the organization has just progressed toward becoming exceedingly formalized.

Organization's levels of planning

The greater part of arranging writing discusses arranging at a corporate dimension. In any case, the truth of the matter is that arranging is a capacity that happens at different authoritative dimensions. (La Porte, T. R.,2015) contended that for the arranged dimensions to be executed, they ought to be changed over into composed activity plans for different elements of the organization. Similarly, according to P. M. (2017) "All systems must be separated into sub-procedures for fruitful implementation". What's more (Ansoff, R., 2018) Operationalisation of methodologies offers to ascend to an entire arrangement of progressive systems of planning, goals & procedures. According to Sayles, L. R. (2017) methodology synchronization is collaboration, requires commitments on different dimensions.

Formation of the strategic planning process

According to (G. F., 2015) formal arranging procedure is purposeful intends to incorporate components & methods deliberately to accomplish indicated assignments. It includes the foundation of obvious objectives & essential procedures to accomplish it (S. L.,2016). Earlier observational examinations give a blended picture in connection to the estimation of formal strategy arranging. For model, an examination by (Smith, M., 2019) demonstrated no connection between formal methodology & budgetary execution. (K.H, 2016) likewise, identify connection among arranging thoroughness & money related execution. Nonetheless, the writing suggests that there are non-monetary advantages (direct and circuitous) getting from a formal arranging process. Direct aggressive advantages collecting from arranging formalization forms incorporate item quality, piece of the pie execution, and new item advancement viability (Sahaf, M. A.,2019). Backhanded hierarchical advantages incorporate upgraded comprehension of corporate needs (George, S.,2015).

Research Constructs & Conceptual Framework

The role of the conceptual framework is important in the research study, as it allows an understanding of the relationship between the different elements understand and also presents the relationship based on theory. This helps the researcher to understand evaluate the relationship between different variables that are developed in the study. Also, it helps to develop the relationship between the different constructs and investigate if the relationship occurs. In the given research, strategic planning is investigated not only

through the basic three steps implementation, control, and formation, but has been included various other factors that outline the graveness' of the strategy and its importance in the formation of strategy.

Figure 1: Strategy Planning Procedure
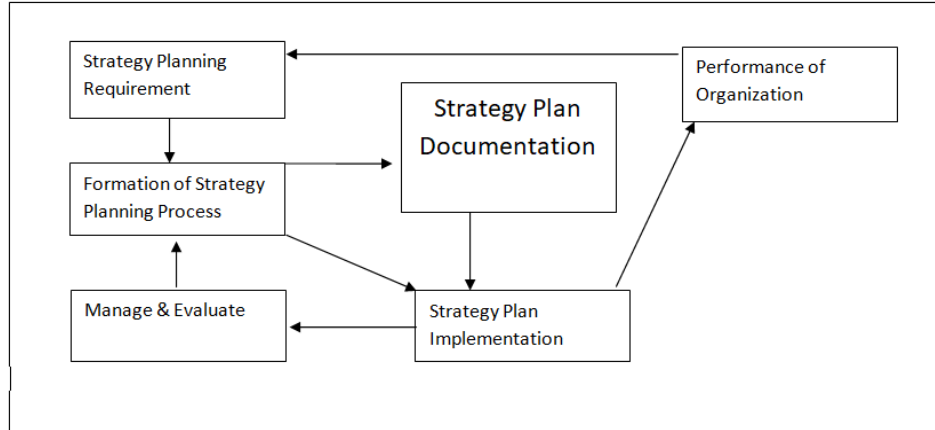
Description of variables

Since it has been developed, that the conceptual framework offers a concrete understanding of the research, yet, different important variables are being clustered tighter to analyze the relationship between the set and later the final framework has been set. In the given study, the following varied has been studied: These are organizational elements, the formation of the strategic planning process, internal organization obstruction, external obstruction, and the strategic plan document. Each of the above-mentioned variables is being further divided and studied under a separate set of variables. The main variables and the relationship between them will be developed in detail.

Organizational variables

The different variables under the organizational variables have been set, though there are different dimensions, through which the organization can be analyses, however, in the given research, the four organizational variables have been taken. These variables include organizational size, age, availability of the strategic planning unit, and the organizational level. Under the organizational size, the number of full-time employees are analyzed and thus is ranked a large or small organization, followed by the age of organizational, that defines how long the organization has been doing business, the more the number of years, the more the mature organization and in other cases its younger. The level of planning in the given research refers to the organizational level at which the planning occurs, this may include the public sector vs the private sector. Lastly, the availability of the strategy unit refers to the available unit of strategic making and planning within the organization.

Figure 2: All Variables of Research
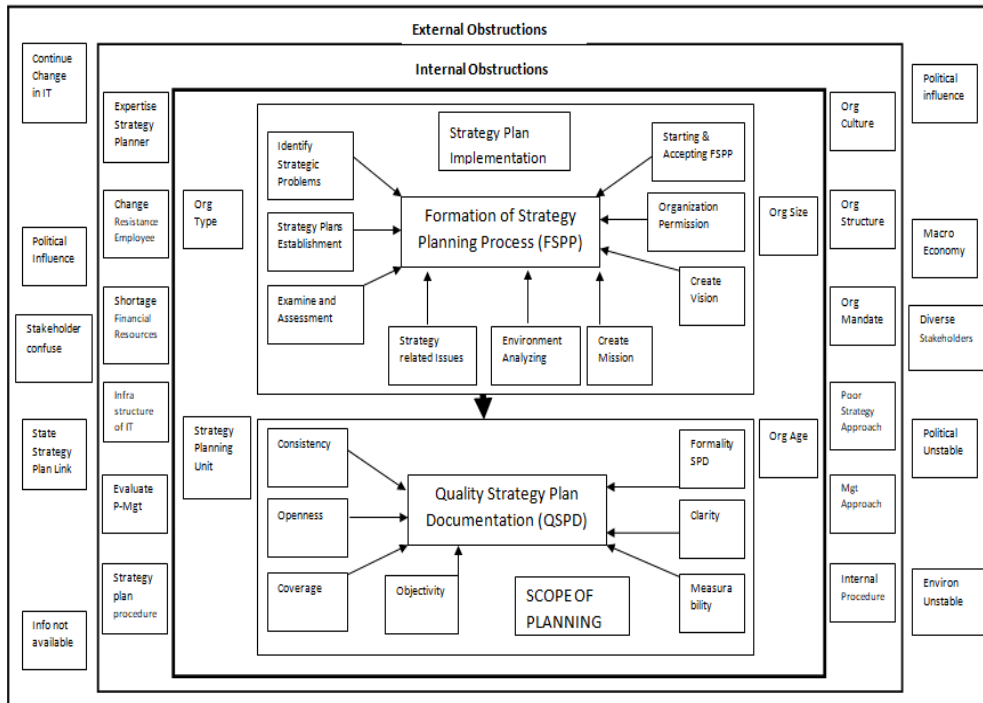
Internal Obstructions

The obstructions that affect the strategic planning formation process include the organization culture, depicting the norms and values that are being pursued in an organization. It also includes the organizational structure that outlines the framework of the organization, if it has centralized control or decentralized or the hierarchy is long or short. Moreover, the obstruction also includes the Organizational mandate that depicts the role of the organization and its ability to perform the things that are allowed to do. Other internal obstruction also includes the strategic planning procedures that depict the plan of what the organization will be doing in the future. Another major factor analyzed is the strategic thinking that refers to the ability of the organization to think strategically with the strategic mindset, to run the organization strategically.

External obstructions

Political influences refers to outside impact on the decision-making process of the organization is takes as the external obstruction that affects the FSPP process of the organization followed by Macroeconomics: the economy as a wholes efficiency, structure, actions and decision making, Political Turbulence: the balance of the interior and exterior political environment of the world, Turbulent climate: high rate of change in the organization's operating environment, Rapid technological development: new advances in technology impacting the capacity of the company to deliver attractive products and services, Connection to the strategic plan of the country: obligation / requirement of public organizations to connection their strategic plan to the policy of the government, Macro data unavailability: lack or shortage of macro knowledge required to make informed planning decisions, Uncertainty of expectations of external shareholders:

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uncertainty in goals and priorities of external stakeholders and Ambiguity of expectations of external stakeholders: unclear existence of priorities and aims of external stakeholders.

Relationship between variables

The interconnections or potential interconnections between the various variables identified are considered central to the nature of the situation being investigated and reflect the nature of the study. The diagram below depicts the relationship between the variables, to a different extent. The solid lines show a strong relationship, while the dotted lines show a weak or satisfactory relationship.

Figure 3: Theoretical Framework of Research
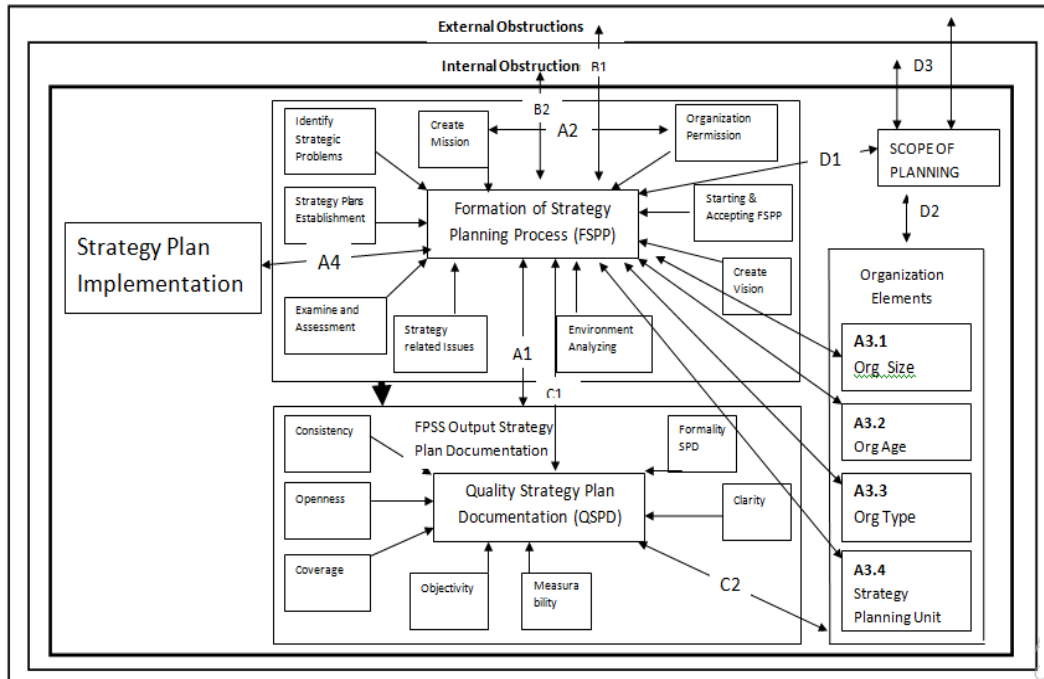
Methodology

The given chapter discusses the methodology that has been employed in the research. It will have seven different sections that outline the methodological strategy. These seven sections include (1) Research method and justification (2) data collection methods (3) instrument design (4) testing procedures (5) final research procedure (6) data analysis technique and lastly (7) research rigor.

Figure 4: Diagrammatic illustration of a methodology
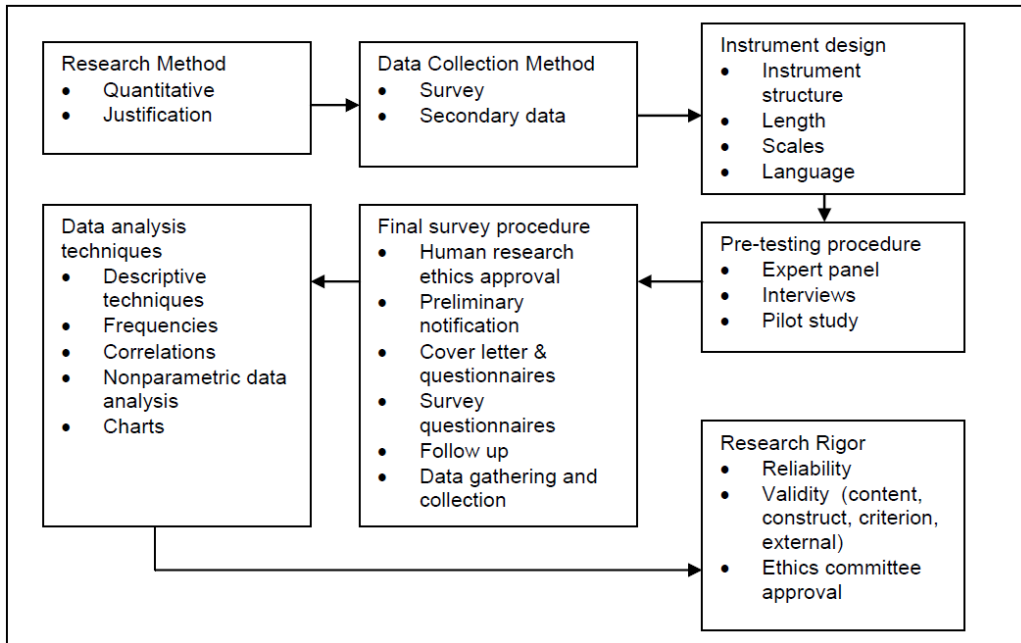
Estimation and Findings of Data

Coding and Editing of Data

After the collection of the data through different sources using different techniques, the data has to be edited for ensuring the consistency & completeness of data. According to Friese, S. (2019), editing is the main part of the data analysis and processing stage. The given paper includes the responses of the participants that have participated in 75 percent of the survey questions, while the remaining 25 % have been excluded from the list. This has been done to increases the validity of the research as (Little, R. J., & Rubin, D. B., 2019), the questionnaire response with 75 percent participation has to be included, as it increases the validity of the research and avoids the inclusion of missing data.

Data Screening

The data screening is run, to verify, if the collected data is useful and serves the purpose correctly. Under the data screening, the data collected is analyzed if it can be dependent upon or not. According to (Sekaran,2003), the data collected faces two ideas of missing data and the data biasness if done through the survey mail.

Missing Data and Treatment

To detect the pattern of the missing data, the questionnaire is randomly distributed, which enables the detection of the pattern of data missing easily and effectively. And in fact, determining the pattern of the missing data is vital for the research authenticity and finding, as the inability to detect the pattern of missing data might lead to outliers. However, if the level of missing data is less than 5 % then there is no need to assess the form of missing data. In the given research, there has been no

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missing data that went be the 5 percent level of missing data. Since according to Christensen, T., & Lægreid, P. (2016), the missing data less than 5 percent does not need to be evaluated, the data in the given paper is not evaluated based on missing data.

Biasness of responses

Since the non-response bias is a definite truth that occurs during the research while taking the survey. A technique of flow up calls and the resending of the questionnaire again after the two weeks have been adopted, to analyze and detect the presence of the non-response bias. Though it is assured, that the bias is present, a test of non-biases of response has been conducted, by linking the responses of the participants in the early period and the later period.

Response Rate

To measure the response adequately a total of 740 questionnaires has been net to the different managerial level employees working in Sindh public sector, from September 2017 to June 2018, specifically targeting the Grade BPS 17,18,19 and 20 officers, managers, and the above officials. A total of 150 surveys have been collected, depicting the response rate to 22 percent.

Organization Characteristics and Participants Profile

In the given section, the categorization of the respondent has been done. In doing so, the Participants are categorized based on position, years of working, position type, experience within the strategic planning, and the level in the organizational hierarchy, the findings are shown below:

Table1: Responders Properties

Responders Properties

Attributes	Classification	No.	Per %
	Advisors	8	5%
	Observers	3	2%
	Ast Managers	3	2%
	Consultant	3	2%
	Director/Snr manager	40	25%
Position	Professionals	25	16%
	Sector Head	9	6%
	Managers	41	26%
	Managing Director	4	3%
	Planning executive	3	2%
	VP/EVP	20	11%
	Total	159	100%
	Special matter experts	40	25%
Position type	Managerial	122	75%
	Total	162	100%

Organization Type	Public Sector (L2)	63	42%
	Divisional (L1)	16	11%
	Private Sector (LO)	66	44%
	Sectional/Unit (L3)	28	19%
	Total	173	100%
Years of experience in Strategic Planning	0-5	30	26.5
	6-9	71	62.8
	> 9	12	11%
	Total	113	100%

The findings show that only half of the companies are over 10 years of age, and 50% are under 5 years of age. Accordingly, 79 percent of organizations are considered mature organizations (over 5 years) and 21 percent are young organizations (under 5 years) as defined in chapter 4 above. Concerning organization size, which is determined by the number of employees (as stated in chapter 4), the findings show that 19% of organizations are having staff below 999 and categorized as undersized organizations, 81% of organizations having staff more than 999 are identified as outsized organizations. Organizations are also evaluated for obtaining ability (group, department, or section) of a strategic planning program. Findings show that 20 percent of organizations having a Strategy Planning Unit; this elevated proportion is a pointer value of the role of strategy plan within Sindh public organizations. Sindh government criteria should be to set up an SPU in charge of handling the strategic planning function; this significantly upsurges the number of Strategy Plan Units in Sindh's public organizations.

The Strategic Formation Planning Process (SFPP) concerning Strategic Plan Documentations (SPD).

To measure the formation of SFPP, two methods have been derived from the literature. These two methods include the extent to which the steps are taken to conduct the planning process and the level of steps in the formation of the strategic plan documents. To test these two measures, the proposal 1-A is formed which states that The organization has a higher level of SFPP, tends to have more formation in documents plan, than the organization that has a low level of SFPP formation. Hence to test these two factors, the statistical tests and comparisons are conducted. Besides, the level to which each step-in formation of SFPP is conducted, are also measured, to measure the formation of SFPP. According to the finding, the mean of the table organization that have-ho SPD is slightly higher than the organization that does not have. Though in Sindh the majority of the large organization does not have SPD and their low formation of the process, yet the presence of SPD affects process formation.

Association between the planning process and steps

The correlation between different other factors such as G and H and F and G are found to be significant at a two-tailed significance level. Almost all of the steps depict the strong correlation between the different factors and hence establishing strong evidence of having a relationship with each other. Though the steps in the planning process are related and correlated with each other, yet the managerial implications and momentum to pursue the planning process plays a great role may influences the overall processes thus suggests that the planning process should be taken as a whole proves and not apart of whole strategic planning.

The Strategic formation planning process along with the organizational elements

The findings depicted and it represents the formation of larger organizations higher than the small organization in the Sindh sector. This can be seen from the mean 3.56 and median 3.63 for large organizations compared to mean 3.46 and median 3.49 and in fact, the step-in planning process can be seen to have a higher formation in large organizations as compared to the small one. Though the extent of the relationship between different factors among small and large organization varies, yet the differences depicts the change in the level of formation of the process in a small and large organization.

Organizational age and the relationship with process formation

Under the given finding set, it has been found, that the young organization required more process formation than the mature organization. Also, the level of pursuing the formation planning process in a young organization is higher than the mature ones, the same related to steps of the planning process.

Organizational Planning Level and Process Formation

Under the following proposal, the following statement has been developed. To what extent the planning level of the organization is implemented on a corporate level than on the departmental level. It has been hypothesized, that the corporate level implements the form planning process than the department level. To calculate the relationship between the organization level and process formation, the descriptive has been calculated. The descriptive depicts that the mean and median of the departmental level (private sector) is high than the corporate level (public sector) with mean and mean of 3.60 and 3.63 as compared to 3.74 and 3.87 respectively.

Formation of the Planning Process and Strategic Planning Unit Availability

The Mann-Whitney U test comparisons among two organizational groups suggest the mean ranks among these groups are entirely different. The formation of the system for organizations with the Strategic Planning Unit is significantly different. The organization which held a strategic planning unit will promote the formation of a strategic planning process.

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Implementation & Formation of Planning Process

It has been found that the organization having the high formation of the process has more implementation of the plans that the organization does not have the formation. Though the variation among the two is not high and important, however, the outcomes depict the different levels of implementation. Hence the given proposal is supported. However, it can also be assumed that the organization might be implementing the formal plan, yet don't have the idea of what they are doing is formal implementation of the ultimate goal.

Table 2: Descriptive statistics for implementation according to organizational type, age, size and SPU

Implementation in Organization

		N	Mean	SD	Median	Interquartile
Size	Large	91.00	3.45	0.78	3.50	0.99
	Small	59.00	2.14	1.07	3.50	1.98
Age	Mature	91.00	3.26	0.86	2.36	0.99
	Young	59.00	3.46	1023.00	3.50	0.99
Organization Type	Private	110.00	3.58	750.00	3.50	0.99
	Public	40.00	3.27	1045.00	2.50	0.99
	Available	69.00	3.45	0.77	3.50	0.99
Strategic Planning Unit (SPU)	Not Available	81.00	2.35	0.99	1.96	0.99

Table 3: Descriptive statistics Inner Obstruction

	Means	Standard deviation	Medians	Inter-quartile
On the whole internal obstruction	3.38	0.73	3.31	0.90
Organisational culture	3.72	1.17	3.99	1.99
Organisational structure	3.25	1.22	3.99	1.99
Organisation's mandate	3.02	1.10	2.99	1.99
Strategic planning procedures	3.28	1.18	2.99	1.99
Weak strategic thinking	3.72	1.13	3.99	1.99
Leadership commitment to strategic planning	3.21	1.12	2.99	1.99
Internal processes/regulations	3.40	0.90	3.99	0.99
Planner's expertise	3.49	1.12	3.99	0.99
Employees resistance to change	3.88	1.04	3.99	1.99
Lack of financial resources	3.21	1.26	2.99	1.99
IT infrastructure	2.84	1.09	2.99	1.99
Performance management system	3.52	1.14	3.99	0.99

N = 150

Internal obstruction higher influence lowers the formation of SPP

In table 3.0, the results show that the internal barrier has an average impact of 3.38 on the scale (1 to 5). Standard deviation (0.73) with a median (3.31), further the correlation between internal obstruction and process planning formation is calculated to test the proposal. According to the result correlation between internal obstruction and process planning formation is highly negative at the 0.01 level, 2 tailed. It also shows a positive correlation identified at a significant 0.01 level, two-tailed, with all variables except "create mission" and "clarity "on the other hand "consistency" having week positive connection with all Formation Planning Process steps but correlated at a significant 0.05 level with "identify strategic problems". Due to the organization's behavior towards the formation of the planning process, consistency criteria have a result have differences. According to (Parnell & Lester, 2002) flexibility and consistency are the behavior that entirely depends on the decision of management that how and when they want to take and move their organization by considering various factors in their surroundings. On the other hand, it is obvious and considerable that when "examine and assessment" are considered a high priority by the organization then it has a highly positive impact on the formation of the planning process, which develops a high correlation among them (0.517**).

The Mann Whitney U test was conducted for recognizing differences at significant levels. According to results, the Young organization has better Quality Strategic Planning Documentation (QSPD) as compare to mature organization at Significant 0.01 level, two-tailed, such findings by itself are the indication that the age of the organization influences the quality of strategic planning documentation. Further, all the criteria of quality show significant difference at 0.01 and 0.05 level respectively, except the quality criteria know as "openness" and "consistency" show no considerable difference between mature & young organizations. Further finding, shows that those organizations having higher FPP have an average scope of planning as compared to those organizations having low FPP, which is respectively 4.06 years and 3.03 years. For understanding and verifying the result that it varies significantly, the Mann-Whitney U test is conducted. The result identifies that mean rank is higher for those organization which having higher FPP as compared to the organization which having low FPP. As a conclusion, the organization which has a higher focus on the formation of the planning process have a higher positive influence on the scope of planning which leads the organization future planning practicing as compare to those organization which has a low focus on the formation of the planning process.

Conclusion

Seven Proposals have been developed and tested, which shows the relationship between the formation of the strategic planning process and steps taken, along with the relationship of the planning process with the organizational elements and the implementation of the strategies. They tested the extent of the planning process on the Sindh public sector and its influence on the overall formation of the strategic planning process in Sindh. Since the overall mean has been 3.50 along with the research samples that depicts the 45 percent implementation of the strategy planning documentation. Such findings coincide with the previous studies on a similar topic in Sindh public sector and confirm the influence of the planning process on the strategic formulation of the plans.

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Since it has been found that the process of formal planning is low in Sindh public sector, however, there is a presence of certain forms of documents, yet it does not define the influence and impact on the performance of these institutions. It has been developed that there exists a relationship between the steps of the Strategic formation planning process and its consecutive nature. Upon the finding, it has been confirmed, that the formal relationship between the consecutive steps of the planning process exists. The research found and reaffirmed that the consecutive nature of the step of planning proves complements each other in the planning process and thus results in an effective planning process. The previous step in the planning process creates enough momentum for the next one to take place and the relationship goes on. Hence confirms the iterative relationship of the steps with each other. Further, the results identify the formation of the Strategy plan process depends upon the type of organization, its size, organizational level, and the availability of the Strategic plan unit. As defined, the formation of the organization depends on its size. a large organization has strong strategic planning and significant formation of the process to coordinate and monitor the process effectively while on others and, the small organization has asked or low formation of the process due to highs pan of control. Since the large organization has a complex structure. The formation is high as to control the process, adhere to the benchmarks, and follow the SOPs of the organization.

The finding suggests there is no significant impact of external obstructions on the formation of the FSPP. Infect, the assumption made that the presence of the external obstruction might affect the formation of the documents on their FSPP process, which led to the formation of the second Proposal has been deduced that the external obstructions have a negative relation with the formation of the documents. The presence of the external obstructions led to the expediting of the formability process as the obstruction acts as the catalyst and the organization tends to perform on a higher scale making them overcome the external obstruction and thus enhancing the formation process. Hence under the given study, the effect of external obstruction is considered to be neither negative nor positive. Also, it has been found, that the effects of the external factors on the organization based on its size, type age, and the existence of a strategic planning unit have been negative. Probably it can be said, that the organization what are more vulnerable to changing market situation trends to get the by external obstructions. In most cases, the young organization has the chances to get affected by the macro environment changes than the mature ones and hence reflects the existence of the age factor in the findings. For internal obstructions, it has been found that the organization with high internal obstruction tends to have a low formation of SPP, then the organization that has low internal obstructions. Hence it is concluded that the organization having high internal obstruction is more involved in the information of SPP and proves a negative relation between the internal obstruction and the formation of SPP.

It has been deduced that the relationship between the formability of SPP affects the quality of the Strategic Planning Documentation (SPD), depicting, the higher level of formation of the process makes them more quality strategic planning documentation. However, under the Sindh sector, the presence of the Strategic planning document is low due to low pursuance of the formation of Strategy Planning Process (SPP), yet the organization that pursues the FSPP has a certain level of document formation, yet the quality of such document is a still under question. Also, it has been found, that the quality

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of SPD is good in the organization (mature) that has the formation of SPP to a certain degree than to the organization that doesn't have the FSPP in action.

In the first Proposal (Organization implementing FSPP has a long scope of planning) it has been found, that the organization that has pursued the formation of SPP has slightly more scope of planning than the organization that does not have the formation of SPP. Though the effect of the long scope of planning and the formation of FSPP on Sindh base organization is low, in terms of managing and developing strategies, however, the organization that has a certain form of SPP has more Scope of planning, that to those that do not. This also suggests that the management works on the planning process based on the available resources, time, and cost making them restricted to plan under the given ideal conditions. Sindh has remained to be a stagnant and laid back region in Pakistan in offering and pursuing effective strategic planning in Pakistan. This can be seen from the different departments of education, municipal, law, transport, health system, etc. Sindh department has failed or barely has pursued the planning process leading to the low formation of documents. In fact, in many organizations, there is a minimal presence of the strategic documents that are the basic foundation of the organization. Also, the significance level of the relationship between the Sindh strategic planning unit and the step taken for the planning has found to be below the significance level, depicting a poor performance and the absence of planning in the Sindh sector.

Though in a certain organization, the planning and formation of the document along with a certain degree of SPP are present, however, there is no proper implementation and prospect on these organizations. Among the total organization tested, 35 percent of the organization proclaimed on receiving the planning and development document and the presence of planning in the Sindh sector, however, the remaining other negated the presence. In addition to this, it has been found, that the Sindh public sector did not utilize tools such as SWOT, Porter, and PEST to analyses the risk associated. It neglected the implementation of these tools to reduce risk so that organizations can analyze the potential of different opportunities while dealing with the threat. Also, the lack of using these tools made the Sindh public sector remain in states of complacency leading to poor performance as compared to the other provinces in Pakistan. Furthermore, it has been found, that almost 85 percent of the organization in Sindh does not have the written strategic plan thus the performance of these organizations is lower than the organization that has the written strategic plan. Perhaps these findings are not throughout consistent with the organizational size, age, and organizational types, yet the major finding suggests that the organization with large size, age, organization types along with the presence of strategic planning unit are more formal and pursues the planning process as compared to those that do not.

Limitations

Every research is bonded with the limitation, so this research also suffers from the limitation related to research methodology, analyzing techniques, and sample sizes. As this research mainly focuses on the Sindh Base public sector organization, so the result can vary from province to province and region to region, research finding is on the formation of strategic planning process instead of implementation of strategy planning, so the horizon of research is limited to the formation of strategy planning nor implementation and performance of an organization. Although more than 80% of the

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public sector organizations included in the research but only 150 surveys were collected out of which 40 belong to the public sector organization which altogether 24% response rate of public sector organization. A response rate is a good but more response means more authentications. Further, the combination of qualitative & quantitative is the best approach in research but due to the restriction by law enforcement agencies, research mostly emphasizes quantitative methods. In the end, the nonparametric test is conducted in this research instead of parametric tests.

Recommendations and implication regarding future research

Research focuses on the formation of the strategic planning process of public sector organization of Sindh, it's further recommended for upcoming researchers that they should research on different provinces public sector of Pakistan and also research on the implementation of strategy in the public sector of Sindh by doing this the factors which are obstruction in the implementation of strategy in public sector organization will be identified. Further by removing it, the public sector will be confident to get the best result from their planning. A researcher can further research on the relationship of strategic plan and performance of public sector organization, as many kinds of literature easily available in this regard but most of them are connected with the first world countries, so by researching this topic, it will be a contribution in the literature related to Pakistan Sindh Public Sector organization. In the end, the researcher tries the level best to cover all the gaps related to the strategic planning process but as a human, it is not possible, so many areas of research are still unveiled which need further research and findings.

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