



WHAT MATTERS FOR THE EFFECTIVENESS OF A TRAINING ORGANIZATION? EVIDENCE FROM BPATC

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Abstract: *Organizational effectiveness is the concept of how successful is an organization to achieve its goals in what the organization intends to serve or produce for its customers. Organizational effectiveness is more important for non-profit organizations or service providing organizations that primarily depends on their performance. The objectives of this study are to identify factors and their influence on organizational effectiveness. A structured questionnaire survey was conducted to get information and valid data. The study has nine independent variables and each variable was measured at least by three items. The consistency of the items has measured the reliability of the variables through Cronbach Alpha and found most of the variable items were very consistent. This study has also developed nine hypotheses. A multiple regression equation was performed for testing relations. Among the nine independent variables along with 'organizational effectiveness' as the dependent variable, it is found that three hypotheses were accepted according to standardized beta values with a considerable level of significance. Accepted hypotheses are related to 'motivation', 'integrity', and 'empowerment'. The ANOVA results highlights a significant relationship and explains as 79.50% ($p < .05$) of the total variance. Thus, the results of this analysis indicate that variables can explain about 80% of the organizational effectiveness. However, the small size of the population and quantitative results are some limitations of this study. Besides, this study was limited within faculty, who were engaged in training activities and very limited staff who were engaged with training programs.*

Keywords: *organizational performance; leadership; motivation; integrity; BPATC*

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1. Introduction

Bangladesh Public Administration Training Centre (BPATC) is the hub of the public sector training organization. It has the mandate to develop the capacity of a civil officer who works at the different organizations in the central and provincial levels. The training itself has the role to build individual capacity and change a mindset towards job performance (Yamoah, 2014). Here the role of training organizations has given more importance to improve the morale of civil servants, who are responsible to discharge their duties towards service delivery to the citizen. Merely training picks up work efficiency and productivity or performance of employees. Therefore, well-trained employees can produce quantity and quality performance at their respective workplaces. On the other hand, for organizational effectiveness or success the development of training programs is a must.

In a competitive changing world, every organization, either private or public, for-profit or not-for-profit, has to be responsive to its client's and to be creative and innovative in delivering a product or service that satisfies client's needs in a distinctive way to achieve the highest level of organizational effectiveness. Organizational effectiveness refers to the ability of an organization to account successfully for its outputs and operations to its various internal and external constituencies (Gaertner and Ramnarayan, 1983). More precisely, organizational effectiveness is the concept of how efficient an organization is, and achieving the goal, what an organization intends to serve or produce. According to Richard et al. (2009), organizational effectiveness captures organizational performance and the myriad internal performance normally associated with more efficient or effective operations. Ondoro (2015) argues that the organization's performance is one of the indicators of organizational effectiveness. Successful organizations sustain their performance over time irrespective of a conducive or volatile environment.

Training organizational effectiveness depends on its performance that is the fulfillment of the needs of the various stakeholders (Lusthaus, Anderson, & Adrien, 1997). The effectiveness of the training organization successfully addresses the ever-changing demands of the client's. Training organizational performances of the public agencies, whose actions are regulated by the government, are not necessarily measurable in terms of financial quantities. Although government investments in research and training institutes are substantial, efficiency and effectiveness in the output of training and research by public organizations have seldom been investigated. This is true for Bangladesh Public Administration Training Centre (BPATC), an apex non-profit public sector training institution in Bangladesh as imparts training to the government officials at different levels. A prime mandate of BPATC is organizing training courses for human resources development of civil servants to foster goods and services towards the citizen of the country.

Islam, Arifzaman, and Fatema (2010); Islam et al. (2014) carried out study on BPATC Foundation Training Course Curriculum and Senior Staff Training Curriculum; Islam, Haque, and Hasan (2011) carried out a study on 'Training and Job Satisfaction at BPATC'; Islam (2010) carried out a study on 'Training Method on Training Effectiveness,

those study have given focuses on training methods, training curriculum and trainees satisfaction, did not focus on organizational perspectives.

An effective organization requires both a focus on organizational strategy and its progressive culture. Such an organization has a clear strategy that is well known and understood by all members of the organization as well as a culture that not only gives members the freedom to use their intelligence, skill and expertise in pursuit of strategy, but also ensures employees' engagement and commitment which are very much essential for organizational success. Further, the structure of the organization is flexible with an emphasis on development through a team rather than preserving the status quo through rigid hierarchies (Elsaid et al. 2013).

A study on organizational effectiveness (OE) is a neglected area of training institutes both in public and private sectors perhaps because of its technicalities or lack of expertise of trainers of training institutes. Bangladesh Public Administration Training Centre is considered an apex training institute in the country. Public service delivery is getting soaring impetus in new dimensions across the globe. Bangladesh's government is also on a consistent way to meet the citizens' needs by ensuring their service demand. But institutes need organizational preparedness. So measurement of organizational effectiveness is a must to ensure preparation to meet the newly emerged demand. But without conducting a study on its organizational effectiveness, it is simply impossible to make it an innovative and effective organization in order to satisfy the needs of its client's. Despite the difficulties in conducting a study on organizational effectiveness, BPATC needs to show evidence through a comprehensive study in support of its claim as an apex training institution. The study objectives are to identify factors (organizational strategic direction, communications, long term orientation, competencies, client satisfaction, employee empowerment, integrity, leadership, and motivation) that have an influence on training organizational (BPATC) effectiveness; and to identify the relationship among the variables.

2. Literature and hypotheses

BPATC is playing a key role to provide training with new knowledge and skills for the public sector official of Bangladesh. For providing and maintaining quality training and accomplishment of other activities such as research managers are identified as an asset for the organization. Therefore, Total Quality Management and Continuous Improvement are regarded as the best means for organizational effectiveness. BPATC upgrading training modules regular basis and methods are also updated with trainees' need base. Faculties are gone under training at home and abroad for sharpening their knowledge and skill. BPATC became effectiveness with introducing ERP to simplifying its activities such as administrative, trainees' evaluation, faculty evaluation, store management, all sorts of an online material requisition. BPATC has written a strategic plan and vision & mission statement.

Organizational effectiveness

In the rapidly changing environment, organizations are being downsized and adopted with new technology, business process to render goods or services in a simplification manner according to created demands. Thus, organizational effectiveness refers to its

strength in terms of human resources and physical resources to obtain organizational goals by using minimum resources. Therefore, it is noted that efficient Human Resource (HR) has an obvious impact on organizational effectiveness which has got the attention of scholars that results in drawing some models. Different authors have given different models of organizational effectiveness in their various kinds of literature. These are as follows:

First model measures 'organizational effectiveness' in terms of 'production', 'commitment', 'leadership' and 'interpersonal conflict'. Those concepts can be understood as *production* means the amount of output i.e. related to BPATC activity this is all about a number of training courses are offered and numbers of trainees are trained through BPATC, a number of seminars and workshops are arranged and international academic seminar or workshop are organized. *Commitment* refers to the degree of attachment to organizational activities. BPATC organizes training courses and research works, it is found that without failure training courses are successful, in terms of research work, found not much good work has been published in the international community. Thus, in terms of a training commitment, HR attachment is at the highest degree. *Leadership* can be understood as a degree of influence and personal ability. Here, in BPATC leadership matters on the work culture and ability to do more work in terms of number and quality. It is mentioned that from its (BPATC) inception in 1984, BPATC received 31 Rector (Secretary to Government of Bangladesh) as a Top and experience Executive. Executives were blended with practical and academic knowledge, which brought a uniqueness for developing the organization. *Interpersonal conflict* refers to a degree of perceived misunderstanding between supervisors and subordinates. In BPATC industrial relationship is harmonious. Mostly, the organization follows a chain of command, which is the main motto of public administration. In BPATC Civil Servants come from the field and work with a permanent trainer who is called own faculty recruited for BPATC only. Together they are working with a congenial atmosphere, no reported conflict is found.

On the other hand, Albrecht (1983) has developed organizational effectiveness with four interconnecting systems. These are namely:

A technical system, referring to the relationship among different activities for making organizational effectiveness. This technical system basically dealt with the physical facility, training aid, equipment, computer, internet, classroom, library, work process, work methods and so on. BPATC has a number of classroom sessions facility, updated computer equipment, very well equipped physical infrastructure, etc. but the training work process in written form (standard operative procedure) was not seen.

The social system, this system referred to people associated with an organization and their activities in which they are engaged. Also, it dealt with organizational values, norms, organizational communication styles like power hierarchy, HR system, reward, and punishment system. BPATC practiced Max Weberian hierarchical administrative style, training norms and values followed and practiced by its customers like trainees.

The administrative system, this system is referred to as policies, procedures, instructions, reports, etc., those are required to function the organization. Training institute has two

parts of administration one is an administrative unit, this part helped for organized training and academic activities. Another part is called the training and academic part. In BPATC it is found that there is a positive relationship among training and administrative units. Effective training programs depend on pro-active and competent administrative and logistics support.

The strategic system is called the steering function of the organization. Components of the strategic system included a management team from the top executives to the lowest level of support staff.

Strategic direction and organizational effectiveness of BPATC

Strategic planning or direction of an organization, profit-oriented or non-profit oriented is a pertinent phenomenon for its long term destination. Thus, a strategy can be understood with a long-term orientation that an organization should aim, with action for achieving its goals (Johnson, Scholes, and Whittington, 2008). In any organization strategic plan is a direction of organizational objectives, policies, and actions upon which organization creates sustained competitive advance (Almani and Esfaghansary, 2011). Without strategic direction, organizational performance cannot be achieved, thus determinates to be set for directing to obtaining organizational effectiveness (Kitonga et al. 2016). For the non-profit organization, strategic direction is a must that requires proper leadership. Therefore, organizational effectiveness and strategic direction have a positive relationship. BPATC is also a non-profit organization; it has a mission and vision stated statement as well along with a written format of a strategic plan. Therefore, we hypothesized:

H1: Strategic direction has a positive and significant relationship with the organizational effectiveness of BPATC.

External communication and organizational effectiveness of BPATC

In particular, training organizations need to contact with other external communication to seek trainees or trainers for organizing training courses. Through communication, the organization lets them all external and internal such as its members, customers, suppliers, distributors, alliance partners, and a host of outsiders, provides information for the organization. Communication is a process, by which information shifts and exchanged throughout an organization (Schermerhorn et al. 2005). External communication focuses on audiences outside the organization such as partner organization, customers, regulatory bodies, and so on. For example, organizations do communicate through factsheets, press kits, seminars, workshops, conferences, flyers, magazines, publications, journals, newsletters release and annual reports as well (Shonubi & Akintaro 2016). Several studies emphasize that effective communication has a positive impact on organizational performance (Shonubi & Akintaro 2016; Garnett, Marlowe, & Pandey 2008). Therefore, external communication in an organizational environment has the objective of facilitating collaboration and cooperation with various stakeholders that are outside the formal structure of the organization. The collaboration and cooperation of these stakeholders are viewed as being an essential organizational success. Thus, we hypothesize that:

H2: External communication has an impact on organizational effectiveness.

Long-term orientation and organizational effectiveness of BPATC

In term of a cost-effective organization has put emphasis on its future direction. According to Hofstede (1988), long or short orientation refers to future direction rather than short term view. Thus, organization exhibit on its own culture both in financially and psychologically in the future, and tends to be sustained in the long run with long term commitment towards organizations and career. The organization has its own strategic action plan, which indicates organizational effectiveness, the only requirement is that to measure and follow its performance yearly. However, long-term orientation referred to organizational policy, procedure, action plan, strategic direction, employee motivational approaches, customer-oriented and so on. Therefore, we hypothesized that:

H3: Long-term orientation has a positive relationship with the organizational effectiveness of BPATC.

Competencies and organizational effectiveness of BPATC

It is pertinent to have the core competencies of an organization. Many authors have given their thought that organizational effectiveness depends on common values, common culture, legitimacy, shared vision, integrity, innovation (Kotter & Heskett 1992; Collins & Porras 1996). For the long-term performance of an organization to develop areas of expertise are essential. Besle and Sezerel (2012); Jabbouri and Zahari (2014) study revealed that core competencies play an important role in business strategies and performance. Jabbouri and Zahari (2014) have shown their study that there is a positive and significant relationship between core competency and organization performance (Page, C., et al. 2003). Prahalad and Hamel (1990) defined 'core competency' as a management concept, which basically the relationship between harmonization of multiple resources and skill for organizational performance. Moreover, others also described core competencies as a specialized skill, qualities, and characteristics of knowledge which enable the organization to perform and to achieve the highest degree of client satisfaction (Macmillan & Tompo, 2000). Thus, we hypothesized that:

H4: Competencies have a positive impact on the organizational effectiveness of BPATC.

Client orientation and organizational effectiveness

Notably, it is said that organizational performance not dealt with only core competencies, or its processor culture, but also with the performance of financial, goods-services performance and client satisfaction. Shaohan Cai (2009) found that client satisfaction influences organizational performance. Public or private both organizations have their own customers, organizations rendering goods or services for their client's. As per the strategic direction of BPATC, it is clearly mentioned that this organization committed to providing quality training and education for its client's (BPATC, 2013). For doing customer-oriented services, BPATC has a circle that is responsible for training curriculum development and given direction for updating training delivery methods. In the same vein, top executives of BPATC monitored and give suggestions for improvement of training contents as well as training methods for organizational performance due to client satisfaction. Islam et al. (2012) study measured training institution client satisfaction with training facilities such as classroom,

library, and different service windows, the study result found that the model is significant and service windows have an impact on client satisfaction. Particularly, internal customers defined as organizational employees and measurements of their satisfactions are working environment; job satisfaction; benefits financial or non-financial; career planning at work; retirement benefits and so on. Therefore, we hypothesized that:

H5: The more organization is focused on its internal or external client satisfaction, the organization shown more effectiveness in BPATC.

Empowerment and organizational effectiveness

According to Schermerhorn et al. (2011), organizational culture is a system of shared actions, values, and beliefs that develops within its organization and guides the behavior of its members. Management scholars do believe that organizational cultural differences have an impact on organizational performance. In particular, literally empowerment can be understood with a given degree of responsibility, authority and power to an employee or a team for discharged his or her duties at organizations. Employment is the act of identifying the tasks on which employee is trusted to act independently. In the organization, every job has a description and specification, according to those jobs that are managed by the competent authority. For high performing jobs, individuals are given authority and power to the respective individuals. But, employment requires open discussion among managers and employees. In the organization, once information shares, rewards, power with employees for taking initiative and making decisions for organizational actions are called empowerment. Therefore, we hypothesized:

H6: Empowering organizational staff has a significant and positive impact on organizational effectiveness in BPATC.

Organizational integrity and organizational effectiveness

One of the major inputs or components to measure organizational effectiveness is integrity. In general terms, integrity is defined with a set of values and beliefs. Very precisely this is a system of work and practices required to obtain organizational goals. Thus, refer to organizational effectiveness, means that effective organizations must have well-defined values, beliefs, systems, and actions in the practice of that system at the organization. Therefore, integrity is a hallmark of a person who has sound moral and working principles with demonstrates at the office. Integrity is required to increase business communication with trust and confidence between people at the workplace. On the other hand, Weber defined organizational integrity is a formal bureaucratic and management rules and regulations for effective organizations (Jose, et al. 2012). Bowie (2009) argued that organizational integrity is basically a mechanism for individual responsibility. Integrity as a predictor study report found that it has a link with job behavior, job performance, decision making, creating a high performance team environment, a significant correlation among employees (Luther, 2000; Murphy & Luther, 1997). Therefore, we hypothesized:

H7: Organization integrity is associated with organizational effectiveness in BPATC.

Involvement in leadership and organizational effectiveness

In an organization, it is found that management and leadership both are important. Needless to say that organizational success even the whole country depends on the effectiveness of a leader (Rawhmanwati et al, 2016). It is revealed that effective management to be a leader too (Daft, 2018). Leaders' qualities are associated with management that provides organizational strength. To some extent top-level managers are mostly leaders, they focused on a vision for the future and sustainability of the organization. Besides, leadership influences people to obtain organizational goals. Leadership is dynamic and uses the power of people, an organization is also having people. Thus the role of leadership is to influence people to achieve their goals. Achieved organizational goal is a measurement of organizational effectiveness. More precisely, Kotter (1996; House, 1995; Semin & Fiedler, 1996; Rahmawati, A., et al. 2016) have argued that leadership behavior is the ability to influence others to do actions by motivating people given authority or power. In public sector organizations, things are changing fast, thus the orthodox working environment is replaced with transformational leadership (Bass et al. 2003). Therefore, according to the idea of transformational leadership, within organization people are inspired, motivated to obtain their vision and also manages delivery for vision. Thus, in the changing work process, the proper direction is required for obtaining organizational goals. Finally, we can say that effective leadership is more important for organizational effectiveness. Thus, we hypothesized:

H8: Leadership has a significant relationship with organizational effectiveness in BPATC.

Motivation and organizational effectiveness

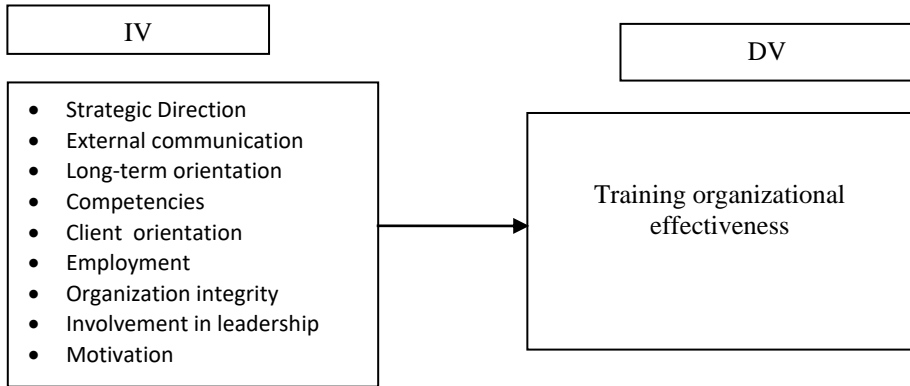
K.P. Sing (2015) study argues that there is a positive relationship between employee motivation and organizational effectiveness. This study identified some of employee motivation factors those factors are recognition, empowerment is a direct positive relationship with organizational effectiveness. Employee motivation is an approach to get things done by people. Organizational people are motivated through recognition, reward, organizational policy, financial and non-financial packages as well. Manzoor (2012) study found that a sample of 103 respondents was taken and Pearson correlation was performed, shown there is a significant positive correlation between employee motivation and organizational effectiveness. In Human Resource Management motivation is a core function of Human Resource Management, there staff or employees are an asset. Employees are motivated through their needs, wants, and benefits. But, organizational performance depends on their ability and motivation. It is said that organizational performance increased through motivation if ability and knowledge are remained constant (Nishii, et al 2008). Therefore, we hypothesized:

H9: Motivation has a positive relationship with organizational effectiveness in BPATC.

Conceptual framework

The following figure (conceptual framework) illustrates the relationship between Independent variables related to 'Faculty Perspective' with dependent variable 'effectiveness of training organizational', that is determining factors for organizational (BPATC) effectiveness (Figure 1).

Figure 1. Conceptual framework



Source: authors

3. Research methods

At this stage of the article describes the sample design, questionnaire design, variables measurement with reliability result, data collection, data analysis, and results.

Participants and procedures

This study administered a survey to proven the theoretical framework and apply it to identify the factors which are influenced by training organizational (BPATC) effectiveness. Participants in this study were from the Bangladesh Public Administration Training Centre, who worked with training programs. Participants were categorized as worked on deputation, in house faculty (direct recruited) and training staff, who were closely engaged with training programs. Respondents were selected randomly from BPATC. A total of 120 structured questionnaires were sent to them and received 73 valid filled in questionnaires. The study was given approval for the financial year 2016-2017. But due to some administrative formalities study extended time up to 2018 December. The data collection period was done from September 2016 to March 2017. The following table shows the distribution of the respondent demographic profile.

Table 1. Distribution of Respondent Faculty Members of BPATC

Particulars	Frequency	Percent	Cumulative Percent
Gender			
Male	64	87.7	87.7
Female	9	12.3	100.0
Total	73	100.0	

Particulars	Frequency	Percent	Cumulative Percent
Service grade			
Grade 1-9 (Faculty)	38	52.1	52.1
Grade 10 (Training officer)	4	5.5	57.5
Grade 11-16 (Training staff)	12	16.4	74.0
Grade 17-20 (Support staff of training programmes)	19	26.0	100.0
Total	73	100.0	
Length of service			
less than 3 yrs	20	27.4	27.4
3-5 yrs	7	9.6	37.0
6--10 yrs.	4	5.5	42.5
11-15 yrs	8	11.0	53.4
16-20 yrs	10	13.7	67.1
21-25 yrs	5	6.8	74.0
26-30 yrs	11	15.1	89.0
31 + yrs.	8	11.0	100.0
Total	73	100.0	
Mode of requirement			
On Deputation	9	12.3	12.3
On Direct recruitment	64	87.7	100.0
Total	73	100.0	

Source: authors

We have used a structured questionnaire for this study. For this study, a set of questionnaire dealt with faculty and training support staff, who are working at BPATC. Survey structured questionnaire was administered to measure training organizational effectiveness and some related independent variables, which are related to measuring organizational effectiveness, especially of BPATC. A questionnaire was in English version and respondents were confident to understand. Constructs are measured with a 7-point Likert scale.

Variables measurement and their reliability

A reliability test is performed for this study. As this study used variables items and measured with a scale, the measurement of the overall consistency of the items is verified with Cronbach's Alpha. Variables items, internal consistency, and coefficient identification are the most important results for social research or business research. Cronbach's alpha result is recommended (0.70) by Hair et al. (2006) and (0.50 or more) recommended by Nunnally (1978). The range of Cronbach's Alpha value is 0.00 to 1.00. Reliability 0.50 is fair and 0.70 is good, more than 0.70 is excellent. Alpha coefficients above 0.70 are considered acceptable (George & Mallery, 2003).

Strategic Planning & Direction: The strategic direction variable is measured with eight items. These are: 'BPATC strategic aims are clear and communicated to all'; 'few people contribute to formulation strategy'; 'strategic plan operates by timetable'; 'faculty members know their contribution toward strategic plan of BPATC'; 'BPATC training activities different from other institution'; 'BPATC is recognized to everyone'; and

'BPATC has a system for monitoring'. The response format was measured with a seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true, in developing a scale for this variable, this study used a statement from (Steiner 1979; Wood and Laforge 1981; Ugboro 1991; Miller and Cardinal, 1994). The Cronbach alpha value is .839.

External communications: The external communication variable is measured with five items. These are: 'BPATC has a close touch with its customer'; 'Faculty have good working contacts with client organization', 'Contact with other training organization and exchange information'; 'BPATC has regular contacts with research institution & universities'; and 'BPATC updating client information'. The response format was measured with seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true. Communication scale is developed by Barkman and Machtmes (2002); Kumar (2017). The Cronbach alpha value is 0.875.

Long-term orientation: Long-term orientation variable is measured with three items. These are: 'Top management emphasis on long-term issues'; 'BPATC emphasizes heavily in research & development'; and 'BPATC is continually improving the quality of training program'. The response format was measured with seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true. The Cronbach alpha value is 0.853.

Competencies: Core competencies variable is measured with four items. These are: 'BPATC aware of latest global development aspects'; 'BPATC pursue international collaborations'; 'Use of research fund'; and 'Pursuing new training technology'. The response format was measured with a seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true. The Cronbach alpha value is 0.693.

Client orientation: Client orientation variable is measured with six items. These are: 'BPATC invests time & money for satisfying customer'; 'client value of training'; 'efficient in order to satisfy BPAT's clients'; 'regularly conducts TNA'; 'regularly conducts PTU'; and 'BPATC management responsibility for ensuring client value'. The response format was measured with a seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true. The Cronbach alpha value is 0.527.

Empowerment: The empowerment variable was measured with seven items. These are: 'BPATC management regards its employees'; 'work as a team'; 'employee training & development'; 'strong communication with employees'; 'top management control over employees work performance'; 'uses of faculty potential'; and 'BPATC maintain inter-departmental coordination'. The response format was measured with a seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true. The Cronbach alpha value is 0.887.

Organizational integrity: The organizational integrity variable was measured with eight items. These are: 'equal opportunity, no favoritism'; 'honest & fair with customer'; 'best training course in the public sector'; 'best research & consultancy'; 'good & fair recruitment'; 'formal arrangement'; 'quality training'; and 'ethical behavior'. The response format was measured with a seven-point Likert Scale, ranging from '1' completely untrue to '7' completely true. The Cronbach alpha value is 0.865.

Involvement in leadership: This involvement in the leadership variable is measured with six items. These are: ‘employees have role to influence decisions’; ‘management is responsible for staff development’; ‘faculty are encouraged to use their own initiative’; ‘faculty are with taking important decision making’; ‘faculty and support staff are directly sharing their view to top management for improving training’; and ‘faculty are often talked with top management informally’. The response format was measured with a seven-point Likert Scale, ranging from ‘1’ completely untrue to ‘7’ completely true. The Cronbach alpha value is 0.871.

Motivation: This variable is measured with six items. These are: ‘recognized employees’ achievements’; ‘work self-satisfaction’; ‘merit & performance-based promotion’; ‘good salaries & other remunerations’; ‘employees are aware of their performance’; and ‘helping & supporting management at BPATC’. The response format was measured with a seven-point Likert Scale, ranging from ‘1’ completely untrue to ‘7’ completely true. The Cronbach’s alpha value is 0.479.

Organizational effectiveness: This organizational effectiveness variable is a dependent variable for this study, and measured with six items. These are: ‘clear strategic mission & vision’; ‘competent academic, training management & support staff’; ‘all level staff development program’; ‘work innovation’; ‘strong work culture’; and ‘Client is highly valued’. The response format was measured with a seven-point Likert Scale, ranging from ‘1’ completely untrue to ‘7’ completely true. The Cronbach alpha value is 0.908.

Analytical tools for data analysis

For this study, we performed a linear regression model to find out the relationship between the dependent and independent variables. Therefore, nine variables are considered to be the explanatory variable, and the other is considered to be the dependent variable. More precisely, here, dependent variable is ‘Organizational Effectiveness’. On the other hand, independent variables are: strategic direction, communication, orientation, competencies, customer, empowerment, integrity, leadership and motivation.

This study tried to fit a linear model to observed data, a modeler should first determine whether or not there is a relationship between the variable of interest. It is needless to say that this does not necessarily imply that one variable *causes* the other, but that there is some significant association between the two variables. A valuable numerical measure of association between two variables is called a correlation coefficient. This correlation coefficient value is laid within minus 1 to plus 1, which indicates the strength of the association of the observed data for the two variables.

A linear regression line has an equation of the form $Y = a + bX$, where X is the explanatory variable and Y is the dependent variable. The slope of the line is b , and a is the intercept (the value of y when $x = 0$).

This study is exploratory in nature in which data are collected through a questionnaire survey. A number of questionnaire items were used. Therefore, Principal Component Analysis/factor analysis is used by using the SPSS statistical tool. From PCA, a set of factors received. With these factors, descriptive statistical analyses have been done.

Finally, regression analysis is also done for this study to get impact factors and its variance explained on organizational effectiveness correspondence with dependent and independent variables. Moreover, to find out regression, analysis is used for this study to draw inter-causal relationships between the independent and dependent variables. Model specification of this study is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + e; \dots\dots\dots (i)$$

- X1: Strategic Direction
- X2: External communications
- X3: Long-term orientation
- X4: Competencies
- X5: Client orientation
- X6: Empowerment
- X7: Organizational integrity
- X8: Involvement in leadership
- X9: Motivation
- Y: Organizational effectiveness (dependent variable)

4. Data analysis and discussions

In regard to strategic profile and organizational culture profile, the study has computed variables with their measurement of respective items. And compute variables with descriptive statistical results are presented in the following table and found some variables have a mean value of more than 5 and some of more than 4. Results reveal that all independent variables and dependent variables mean score is satisfactory levels on organizational effectiveness (Table 2).

Table 2. Descriptive Statistics on Compute Variables

Compute Variables	Mean	Std. Deviation
Strategic Direction	5.30	.965
Communication	5.05	1.156
Orientation	4.92	1.33
Competencies	5.07	.94
Client	5.01	1.12
Empowerment	4.89	1.13
Integrity	5.22	.99
Leadership	4.68	1.21
Motivation	4.73	1.17
*Organizational effectiveness	5.02	1.25

Source: authors

Regression model and ANOVA

This regression model is composed of nine independent variables such as strategic direction, communication, orientation, competencies, client orientation, empowerment, integrity, leadership, and motivation. The regression model is found significant in this study. Analysis of variance (ANOVA) indicates that strategic profile variables and culture profile variables of BPATC have a significant relationship with organizational effectiveness. The correlation coefficient between independent and dependent variables is very high (0.892) and have a positive significant relationship. The independent variables together significantly related to the overall organizational effectiveness of BPATC. The R-square is (0.795), where the adjusted R-square about 76.4% explained the total variance (Table 3). This indicates that this is a good model that covered about 80% of organizational effectiveness.

Table 3. Regression Model and ANOVA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	0.892 ^a	0.795	0.764	.60937	25.848	.000

Source: authors

- a. Predictors: constant strategic direction, communication, orientation, competencies, client orientation, empowerment, integrity, leadership and motivation
- b. Dependent variable: organizational effectiveness

The coefficients are shown in Table 4 which reveals that the organizational effectiveness has a highly positive and significant relationship with empowerment, integrity and motivation factors. Empowerment has explained 26.00%, integrity explained 28.60% and motivation explained 31.00% of the total variance. Except for those three independent variables, the rest of the variables have a relationship, but not significant. The collinearity test is also performed for this study to verify multiple-correlations and variance inflation factors. A tolerance of less than 0.2 or 0.1 and VIF (Variance Inflation Factor) of larger than 4.0 are regarded as the potential indicators of multicollinearity (Park, 2010). Thus, the result of this study shows that multicollinearity was not a problem.

Table 4. Coefficients Result and Collinearity Test

Model/Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.838	.505		-1.658	.102		
Strategic Direction	.087	.125	.068	.692	.492	.358	2.795

Model/Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Communication	-.068	.110	-.063	-.619	.538	.324	3.083
Orientation	.017	.115	.018	.152	.880	.235	4.256
Competencies	.158	.152	.118	1.041	.302	.267	3.749
Client value	.062	.135	.056	.460	.647	.229	4.361
<i>Empowerment</i>	.329	.135	.260	2.440	.018	.300	3.329
<i>Integrity</i>	.295	.115	.286	2.565	.013	.274	3.645
Leadership	-.027	.124	-.024	-.219	.827	.277	3.615
<i>Motivation</i>	.334	.100	.310	3.349	.001	.400	2.501

Source: authors

Hypotheses test summary

For this study, the formulated hypotheses are nine. Hypotheses testing results (H6, H7 & H9) suggest that empowering organizational staff, organizational integrity and motivation have a significant impact on organizational effectiveness (Table 5). Thus, the organization (BPATC) should execute those practices for the higher performance of an organization.

Table 5. Summary Results of Hypotheses H1 to H9

H o	Hypotheses	Beta	t	Sig.	Result
H ₁	H ₁ : Strategic direction has a positive and significant relationship on organizational effectiveness.	.068	.692	.492	Rejected
H ₂	H ₂ : External communication has an impact on organizational effectiveness.	-.063	-.619	.538	Rejected
H ₃	H ₃ : Long-term orientation has positive relationship with organizational effectiveness.	.018	.152	.880	Rejected
H ₄	H ₄ : Competencies have a positive impact on organizational effectiveness.	.118	1.041	.302	Rejected
H ₅	H ₅ : The more organization is focused on its internal or external Client satisfaction, the organization shown more effectiveness.	.056	.460	.647	Rejected
H ₆	H ₆ : Empowering organizational staff has a significant and positive impact on organizational effectiveness.	.260	2.440	.018	Accepted
H ₇	H ₇ : Organization integrity is associated with organizational effectiveness.	.286	2.565	.013	Accepted
H ₈	H ₈ : Leadership has a significant relationship with organizational effectiveness.	-.024	-.219	.827	Rejected
H ₉	H ₉ : Motivation has a significant relationship with organizational effectiveness.	.310	3.349	.001	Accepted

Source: authors

5. Conclusions

The principal purpose of this study was to identify factors and its influence on training organizational effectiveness, and to examine the relationship of the factors with organizational effectiveness. Identified factors are strategic direction, communication, orientation, competencies, client satisfaction, employee empowerment, integrity, leadership, and motivation. Past literature confirmed that those factors have an impact on organizational performance. The study model composed of nine independent variables, analysis of variances showed that the model is significant and explained 76.4% of total variance with organizational effectiveness. The study model correlation result showed that among the variables, there a highly significant correlation. The study result also shows that motivation has a positive and significant impact on organization effectiveness in BPATC. Integrity is the image of the organization, this study result confirmed that organizational integrity has a positive and significant impact on BPATC effectiveness. Delegation of power matter on performance, this study result shows that empowering organizational staff has a positive and significant impact on BPATC effectiveness. It has been also seen that strategic direction, external communication, orientation, competencies, client satisfaction, and leadership do have a significant relationship with the overall impact on BAPTC effectiveness. The reason might be BPATC is a unique and apex training institute of public sector training organization, like other public offices in Bangladesh. Here every job function is well defined, operative procedure is communicated to all, it has strategic direction with vision and mission; organizational values are also communicated to all even its client's as well. The head of the institute is always found talented and experienced once.

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