

Original Article

An Empirical Analysis into the Causal Relationship of Managerial Networking and Organizational Performance: A Study Local Government Schools in Sindh

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Abstract

This endeavor is to empirically assess the influence of managerial networking on organizational performance. In this regard, the subjects of interest were the Principals/ Head Masters and Teachers engaged in various consolidated Schools of the Government of Sindh, Pakistan. Based on an extensive literature review three hypotheses were formulated and tested through the New Social Exchange Theory. The data for the study was collected through a close-ended questionnaire which was adapted, using cluster sampling techniques from 346 respondents, using the Raosoft online calculator for sample size. Employing SPSS the collected data was screened to eliminate the spurious and unengaged items. Multiple linear regression analysis was conducted to test the hypotheses of the study. It was hypothesized that Bureaucratic Support and political Support are the support mechanisms of managerial networking that have a significant and positive impact on organizational performance. The results of the study revealed that all the hypotheses exhibited a significant impact on organizational performance. The outcomes of this study can be used as a value addition in policy-making for imparting quality education to the lower middle-class population of Sindh, Pakistan. The discussion and limitations of the research have been highlighted.

Keywords: Managerial Networking, Bureaucratic Support, Political Support, Organizational Performance, Schools in Sindh

1. INTRODUCTION

The dynamics of managerial networking in the context of educational institutions have been an issue of great significance in the discourse of the researchers. Meier and Toole (2003) found in the context of educational institutions in the US empirical evidence for key elements of managerial networking. In the Pakistani context, particularly in Sindh, the impact of managerial networking on organizational performance has also been an issue of profound significance, however very few empirical pieces of evidence have been documented to gauge the impact. With time, as the educational system progresses and its needs and logistic essentials are also changed, therefore the significance of managerial networking also grows in its role.

Generally, networking has been considered a continuous process that needs effort from the part of various actors to establish, maintain, and sustain the relationship with several other relevant networks, so that the coordinated efforts for organizational effectiveness may be undertaken. People in networking connections are required to execute several activities in collaboration with other networks. As managerial networking has yet been considered as an informal way of relationship, therefore the degree to which such network activities are depends on the degree to which they are willing to engage in networking activities. Networking is a continuous process, therefore there must be a result of the process, via the performance of the others.



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How to cite:

Seehar, P. A., Parmar, V., & Khoso, I. (2024). An Empirical Analysis into the Causal Relationship of Managerial Networking and Organizational Performance: A Study Local Government Schools in Sindh. *Siazga Research Journal*, 3(2), 146-153.

<https://doi.org/10.58341/srj.v3i2.74>

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In the education system of Pakistan, particularly of Sindh, the managerial networking is essential to develop strategic link between the educational managers, and policy makers i.e. educational leader. This interactions facilitates the coordination, resource utilization, and the expertize sharing to meet the complex challenges, such as curriculum enrichment, infrastructure development, and the skill development of the educators. Thus, a well-established networking promotes best practices, modernization and to align the system with attainment of Sustainable Development Goals (SDGs). Eventually such effective network can contribute towards the enhancement of learning outcomes and create avenues for the students enrolled in Government Schools of Sindh.

The significance of managerial networking in the educational context lies in the growing recognition of organizational effectiveness. This empirical endeavor is an attempt to investigate the impact of managerial networking on organizational performance in the context of school education under the administrative control of the Government of Sindh, Pakistan.

Managerial networking and organizational performance

Managerial networking encompasses all those activities undertaken by the part managers to establish, maintain, and sustain relationships with several other units, and departments within or outside of the organizations. Networking facilitates managers to accomplish the given tasks more efficiently and effectively. The relationship established through networking requires extensive care because networking is a continuous and ongoing process. Through this networking, the managers perform various organizational activities through cooperation and coordinated efforts. However managerial networking is often considered as an informal kind of relationship.

The several research investigations on the mechanism of networking, scholars emphasized the association between ties and access to resources. For instance, the study documented that the managerial network and the firm performance are positively related (Peng & Luo, 2000). The research of Peng and Lu (2000) has focused on two types of managerial networking, the interaction with top management engaged in other departments and the Government officials, which have been found as a positive predictor to improve the performance of the organization.

Problem Statement

Despite the recognized significance of managerial networking in the educational context, there exists a dearth of empirical investigations particularly studying its causal effect on organizational performance, more specifically in the government-owned schools in Sindh, Pakistan. This paucity of empirical research not only obstructs the comprehension of the components responsible for influencing the organizational effectiveness of these schools but also hinders the development of targeted measures intended to enhance organizational performance.

Objectives of the Study

The fundamental objective of the study is to empirically analyze the impact of managerial networking on organizational performance, however, managerial networking is also studied as a dimensional model, and therefore its two types have also been studied to investigate their impact on organizational performance. The objectives of this research are therefore:

- To investigate the causal effect of bureaucratic support on organization performance.
- To analyze the impact of Political Support on organizational performance

Research Questions

RQ1: Does Political Support has a significant and positive impact on organizational performance?

RQ2: Does Bureaucratic Support has a significant and positive impact on organizational performance?

Scope of the Study

The focus of this research is exclusive to Government-owned schools in Sindh, Pakistan, including higher secondary, primary, and secondary schools. The study employed the quantitative research approach, using a survey instrument to collect the data from principals, headmasters, and teachers. The research has employed a two-dimensional approach to evaluate both managerial networking practices and organizational performance.

2. LITERATURE REVIEW

Managerial networking has been studied as a very significant feature of modern organizational dynamics, triggering cooperation, knowledge exchange, and resource allocation among diversified sectors of a department (Kyne, 2005; Bolivar et al., 2021). Managerial networking refers to a varied range of actions and procedures targeted to establish and maintain relationships with other departments, clients, stakeholders, business rivals, community, and Government agencies (Ibarra, 1995). Generally, the concept of managerial networking is understood as a process of sharing knowledge, experience, resources, and support to attain objectives of mutual benefit (Thornton et al., 2014). The studies have explored several dynamics of managerial networking, which includes social capital, network structures, social capital, and strategic partnership (Torenlid et al., 2013). Each of these has been shown as the pivotal contributor to the overall progress of organizational practices (Hadžiomerović et al., 2021).

Besides several other dimensions of managerial networking bureaucratic support and political support have also been considered as important parts of managerial networking (Park & Luo, 2001). Bureaucratic support in the context of managerial networking refers to the help and resources offered by the part of administration within a particular department, which also includes policies, practices, modus Operandi, and decision-making processes (Era, 1992). The existence of effective bureaucratic support always ensures the smooth execution of business within and outside of the organization as this support assists the implementation of strategic initiatives (Honig, 2009). To garner backup and advocacy from stakeholders, and influencers, within and outside the organization political support plays a pivotal role (Songling, Ishtiaq, Anwar & Ahmed, 2018). Political support being the dimension of managerial networking embraces linking, navigating power dynamics, and anchoring political capital to achieve the goals of an organization effectively (King, & Lawley, 2022). While emphasizing the need for political skill among the employees in establishing managerial networking, Brass et al. (2004) highlighted how an individual political skill can contribute to achieving the strategic targets of an organization. Moreover, the research conducted by Adler and Kwon (2002) and Nahapiet and Ghoshal (1998) stressed the importance of social capital in managerial networking, along with political networks, and found that political support is a significant resource for accumulating information and opportunities for organizational development.

Since this research is intended to assess the impact of political support being the dimension of managerial networking, therefore it is essential to highlight the significance of the educational system politics in accelerating organizational excellence. The system of education has been considered the politicking agent of society (Zeigler, & Peak, 1970), however, the values and the support extracted from the educational system are deemed essential for sustainable democratic culture for the institutional betterment and effective public services mechanism (Kakar, 2023). It has been lauded there is no specific instructional strategy in the classroom environment nor does the course content contribute to the development of an attitude cause the political skill development. Therefore a professional approach to win the confidence of political leadership to support the development of sustainable educational reforms (Aguilar, & Castaneda, 2022).

Theoretical Framework

There are numerous theories employed to grasp the understanding and assess the managerial networking phenomenon. However, the Social Network Theory has been considered the one that provided the foundation for comprehending the dynamics of managerial networking. Resource Dependence Theory also highlights the significance of developing inter-organization connections in overcoming resource dependency and fostering managerial autonomy and adaptability (Pfeffer & Salancik, 1987; Hillman, Withers, & Collins, 2009). The Institutional Theory also emphasizes the part of department obligations and normative anticipations in developing managerial networking behavior and strategies (DiMaggio, & Powell, 1983; Mathiyazhagan, Sreedharan, & Mathivathanan, 2022). This study however has employed the Social Networking Theory to substantiate the objectives set for this study.

Hypotheses

H1: Political Support has a significant and positive impact on organizational performance.

H2: Bureaucratic Support has a significant and positive impact on organizational performance.

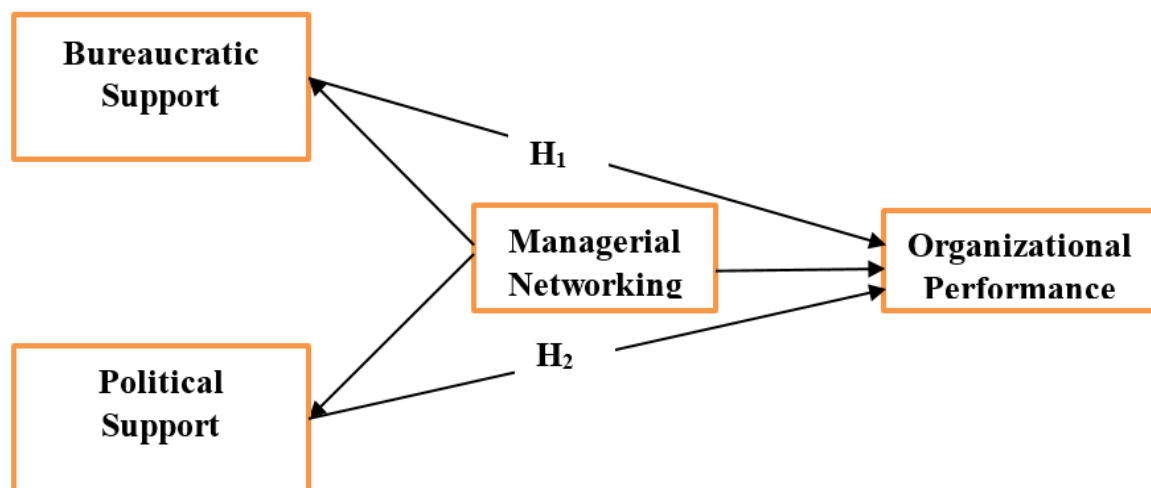


Figure: Research Model

3. RESEARCH METHODOLOGY

This study is an empirical attempt to assess the impact of managerial networking on organizational performance. Using a cross-sectional survey method the data was gathered from the Principals/ Head Masters, and teachers engaged in various consolidated schools under the administrative control of the Government of Sindh, Pakistan. The positivistic research philosophy has been employed, and the deductive approach is used to evaluate the objectives of the research. An adapted data collection instrument was used to collect the data. For The Bureaucratic Support scale (Ding et al., 2021) was adapted to be used in this study to assess its impact on organizational performance. For measuring political support being dimension of organizational networking the scale developed by Wang (2007) has been used, and in order to measure the organizational performance questionnaire developed by Andrews, Boyne, & Walker (2011) has been used. Using Reforming Support Unit (RSU) data a Government unit on providing support in educational reforms it was revealed that there were 39203 people engaged in schools of Sindh (RSU, 2023). Thus the target population for this research was 39203. Employing Raosoft online calculator the sample size for the study was determined and it computed 346. A cluster sampling technique was used to access the respondents for the study it was proportionate as under in the given table No. 1.

Table 1

Sample Size Allocation

S. No.	Respondents	N	Percentage	Sample Allocation
1	Principal/HMs	765	3%	10
2	Teachers	28487	97%	336
	Total	29952	100%	346

Data Analysis

SPSS version 20 has been used for the thorough screening and processing of the gathered data. To examine the gathered data and assess the hypotheses presented in the study, a complex statistical technique called multiple linear regression analysis will be utilized. By examining the connections between several independent variables and one dependent variable, this analytical method makes it possible to evaluate the influence of several factors on the desired result. The study intends to provide important insights into the complex relationship between managerial networking and organizational performance within the framework of the Government of Sindh's educational system by utilizing Structural Equation Modeling, through SmartPLS version 4.

Demographic Profile

The data for this study was collected from the respondents in 11 months the respondents were briefed about the objectives of the research and probable outcomes, and they exhibited their interest to become the participant of the study. The primary data collection method was used to collect the data from the principals/headmasters and teachers engaged in various consolidated schools under the administrative

control of the Government of Sindh. The ethical considerations, screening the data, and coding of the data have been outlined in the preceding chapter. The data collection instrument included the age, gender, job designation, and experience with the job. Thus the demographic characteristics of the respondents are depicted in Table No. 2. The table shows that 63 percent ($n=245$) were male respondents, whereas 47 percent ($n=144$) were female participants. The demographic table further shows that 12 percent ($n=42$) of the respondents were 22 to 30 years of age, 68 percent ($n=235$) were 31 to 39 years of age, and 20 percent ($n=69$) were 40 and above years of age. The table shows that 2 percent ($n=7$) were unmarried, and 98 percent ($n=339$) were married. Table No. 5, the Demographic profile of the respondents shows that 2 percent ($n=7$) were designated as Principals/Headmasters, whereas 98 percent ($n=339$) were the teachers in the selected schools. In terms of experience with the job, 24.5 percent ($n=85$) were the participants having 5 to 10 years of experience, whereas 75.5 percent ($n=75.5$) were respondents having 11 and above years of experience with the job.

Table 2

Demographic Profile

Variable		Frequency	Percentage	Commulative
Gender	Male	218	63	70
	Female	128	37	100
Age	22 to 30	42	12	12
	31 to 39	235	68	80
	40 and above	69	20	100
Marital Status	Single	7	2	2.0
	Married	339	98	100
Designation	Principals/HM	7	2	2.0
	Teachers	339	98	100
Job Experience	5 to 10 years	85	24.5	24.5
	11 and above	261	75.5	100

Reliability Statistics

In order to measure the reliability of the data collection instrument Cronbach's alpha reliability was performed using SPSS software version 23.

Table 3

Reliability Statistics for Pilot Study

Variables	No. of Items	Cronbach's alpha
Political Support	6	0.745
Bureaucratic Support	8	0.866
Organizational Performance	8	0.852
Overall	24	0.900

The aforementioned table No. 3 shows the reliability statistics for the data collection instrument. The test is conducted to assess the level of internal consistency among the variables of interest. The results show the measurement scale exhibited a satisfactory level of reliability, having Cronbach's alpha coefficients ranging from 0.745 to 0.900. The higher the value greater the level of internal consistency among the items of each research construct.

Hypotheses Assessment

Table No. 4 given below captioned ANOVA (Analysis of Variance) exhibited the significant predictability power of Bureaucratic Support and Political Support (being predictors of the model) on the organizational performance $F(2,343)=19.357$, $p < 0.001$. The model accounts for a significant purport of variance in organizational performance with the R-Squared value .110.

Moreover, the assessment of the coefficients shows that both Bureaucratic Support ($\beta = .261$, $p < 0.001$) and Political Support ($\beta = .138$, $p = .009$) have a positive and significant impact on organizational performance. Furthermore, intercept (Constant) has also been shown significant ($\beta = 2.165$, $p < 0.001$), exhibiting that even in the absence of both support mechanisms, there is a baseline level of organizational performance. Thus both formulated hypotheses are accepted.

Table 4

ANOVAa

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.830	2	11.415	19.357	.000 ^b
	Residual	202.268	343	.590		
	Total	225.098	345			

Table 5

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.165	.190	11.422	.000
	Bure_Spt	.261	.052	.261	.4988
	Pol_Spt	.124	.047	.138	.2634

a. Dependent Variable: Org_Perf

Discussion

The findings of the research highlight the significant positive impact of bureaucratic support, and political support (being the dimensions of managerial networking) on organization performance in government-administered schools in Sindh, Pakistan. The results indicate that both of the formulated hypotheses are supported. This outcome suggests that the identified support mechanism of managerial networking is very much essential for promoting organizational performance in educational institutions. The results of this research are in congruence with the findings of Peter (2018) and Henry and Smith (2020). the findings emphasized the significance of administrative and political patronage in inculcating positive change in school settings. Bureaucratic support, which includes the managerial and directional process, was found to play a predominantly dominant role, highlighting the importance of well-framed managerial frameworks in enhancing organizational productivity and effectiveness. Likewise, political support, which includes political acknowledgment and backing, also exhibited a positive contribution to organizational performance, indicating the significance of political support for educational resourcefulness. These results are in support of the finding documented by Shrestha (2012). As a whole the findings of this research stress the need for policymakers to emphasize the development of bureaucratic and political support systems in educational settings for creating culture-positive progress and development. This can eventually pave the way for better education for the lower middle-class students of the society and may help reduce the student dropout ratio from the province. The biggest problem of this country is the students out of school, and 22.6 million children are out of school as per UNESCO Report 2023.

4. CONCLUSION

The results of this research offer empirical evidence for the positive significant influence of bureaucratic and political support on organizational performance with special reference to the educational institution and more specifically the schools under the administrative control of the government of Sindh, Pakistan. The findings authenticate, that the support mechanism of managerial networking is very much important in enhancing organizational performance. Thus it stresses the significance of administrative and political patronage in the educational institution of Sindh, Pakistan. These empirical outcomes have significant implications for educational policymakers, administrators, and practitioners, by highlighting the active role of bureaucratic support and political support in fostering positive educational outcomes. The ideal bureaucratic support and political patronage can enable the other stakeholders to contribute to the holistic development educational system, which eventually provides quality education to the lower middle-class students of the society.

Competing Interests

The authors did not declare any competing interest.

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