

# Factors Affecting Organizational Effectiveness: A Proposed Framework for Brunei's Public Sector

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## ABSTRACT

This study aims to propose a conceptual framework of organizational effectiveness for Brunei's public sector. This study proposed knowledge sharing as a potential mediator for the relationship between organizational factors (organizational climate, structure and leadership) and organizational effectiveness. This study also proposed ICT as a potential moderator for the relationship between organizational factors and knowledge sharing. This study will help public sector managers to understand organizational effectiveness from a different perspective. Propositions of knowledge sharing as a potential mediator and ICT support as a potential moderator will provide public sector managers with guidance to ensure sustainable organizational effectiveness.

## KEYWORDS

Brunei, Information and Communication Technology, Knowledge Sharing, Organizational Climate, Organizational Effectiveness, Organizational Leadership, Organizational Structure

## INTRODUCTION

Today's global economic growth can be characterized by the speed of innovation, dynamic technological advancement, shorter product life-cycles and higher rate of new product development (Islam et al., 2011). Organizations need to reconfigure themselves on an ongoing basis to keep up with these trends to achieve sustainable organizational effectiveness (Mohrman & Lawler, 2014). In simple term, Organizational effectiveness is the extent to which an organization realizes its goals (Daft, 2010). In other words, an organization's objective achieving ability is known as organizational effectiveness. Though existing literature attempted to explain organizational effectiveness through different contexts or characteristics, still there is no single formula for achieving optimum organizational effectiveness (Zheng et al., 2010). A lack of understanding still prevails regarding the influencing factors and the intervening mechanisms to explain organizational effectiveness comprehensively. This becomes more severe when it comes to understanding the organizational effectiveness in the public sector because it is assumed that same performance will be shown in the public sector as in the private sector, disregarding

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the immense differences between them (Parhizgari & Gilbert, 2004). For example, one significant difference between them is that the private sector aims mainly for profit, whereas, the public sector aims mainly for social benefit (Mihaiu et al., 2010). Therefore, factors influencing organizational effectiveness may vary in the public sector compared to the private sector. Hence, there is a gap in the literature towards understanding these influencing factors of organizational effectiveness in the public sector. To fill this gap, this study turns to the knowledge-based view of the organization to understand organizational effectiveness in a better way.

Over the last few decades, the global economy is considered to be a knowledge-based economy (Dess et al., 2013). The knowledge-based view of the organization considers knowledge to be the key resource for the organization that creates competitive advantage (Grant, 1996). Though this view mostly concentrates on private sectors, however, there is evidence that the public sector organizations can also be characterized as knowledge-intensive organizations (Willem & Buelens, 2007) because they often develop and provide knowledge as their primary activity (Luen & Al-Hawamdeh, 2001). If public organizations deal in knowledge, then effective knowledge sharing could be the vital element for organizational effectiveness. Usually, public sector managers determine and implement public policies and carry out critical government responsibilities which impact on the public service delivery system. Therefore, it is strategically important to capture the knowledge and competencies of departing employees and transfer to junior employees to ensure efficient public service delivery (Tangaraja et al., 2015). Hence, this study assumes that knowledge sharing among organizational employees could be one of the key factors which would create sustainable organizational effectiveness for the public sector organizations specifically in the context of Brunei Darussalam.

Located in the Borneo Island in Southeast Asia, Brunei Darussalam is a small Sultanate and its government system can be explained as a combination of Weberian bureaucracy and a traditional monarchic system (Islam et al., 2015a). Since its independence in 1984, the government of Brunei has started to diversify its economic sector on a priority basis to decrease its heavy dependence on the oil and gas industry (Farhana, 2013). With its 44,800 employees in 13 Ministries, Brunei has a good size of public sector serving its 400,000 citizens (Islam et al., 2015a). In the absence of a vibrant private sector, the public sector is the dominating entity in this country as most of the organizations are from the public sector (Yapa, 2014). Their managers are responsible for implementing public policies on behalf of the government. Moreover, the government has declared a plan to diversify its economy recently. To boost its economic growth, it has introduced an innovative program in several sectors such as Islamic banking & finance, halal food and tourism, information technology, food production and so forth. To successfully materialize the government's plan, Brunei's public sector organizations must ensure their effectiveness in the long run. The effectiveness of the public sector represents the image of the government towards the public. If the public sector manages to perform effectively, then this will help to maintain the public's trust in the government and strengthen the relationship between the government and their citizens.

However, studies regarding organizational effectiveness and knowledge sharing are rare in the context of Brunei's public sector. Though few studies regarding knowledge sharing in the public sector of a neighboring country Malaysia has been done in the last decade, nonetheless, the context of Brunei is different and under-researched area. Hence, this study aims to propose a conceptual framework of organizational effectiveness for Brunei's public sector. This study assumes that in this knowledge-based economic era, by nurturing appropriate organizational factors (such as climate, structure, leadership and information and communication technology), knowledge sharing can be achieved which will, in turn, lead to organizational effectiveness in Brunei's public sector. Though the organizational factors such as climate, structure, leadership and information and communication technology (ICT) are commonly studied factors in relation to knowledge sharing in the private sector, however, studies regarding the integrated effect of these factors on organizational effectiveness in the public sector is rare or very hard to find. According to the studies of Liebowitz and Chen (2004), Taylor and Wright (2004), Amayah (2013), Yusof et al. (2012), Gorry (2008), Liao et al. (2011)

organizational factors such as climate, structure, leadership and ICT (Information and communication technology) could play a critical role either to foster or hinder knowledge sharing in the public sector. Therefore, to simplify the understanding of organizational effectiveness, this study has included the above-mentioned factors and proposed a framework of organizational effectiveness.

Major contributions of this study include, first, conceptualizing knowledge sharing as a potential mediator for organizational effectiveness for Brunei's public sector. Second, this study proposes organizational factors (climate, structure and leadership) as influencing variables on knowledge sharing which in turn affects organizational effectiveness. This conceptualization will help managers of public sector organizations in Brunei to understand how organizational factors influence sustainable organizational effectiveness through knowledge sharing. Third, ICT is included as a potential moderator of the relationship between organizational factors and knowledge sharing to acquire a better understanding of the proposed relationship in this technology-driven advanced society. Finally, research regarding organizational effectiveness from a country like Brunei is scarce and this study tried to fill that gap by proposing a framework of organizational effectiveness for Brunei's public sector which is expected to pave the way for further researches in this field. In the future, the empirical evidence of the proposed framework may provide insights not only to the Brunei public sector managers but also to the public sector managers of other countries with similar context.

The contents of this paper are organized as follows: the first section defines the dependent variable that is organizational effectiveness and then discusses the potential mediator knowledge sharing of the proposed framework. Next, organizational factors, i.e., climate, structure and leadership are discussed as influencing factors of knowledge sharing and followed by the discussion of ICT as a moderator. Finally, the proposed framework is illustrated based on the literature review followed by its implications and conclusion.

## **ORGANIZATIONAL EFFECTIVENESS**

Organizational effectiveness is the extent to which an organization realizes its goals (Daft, 2010). It can also be referred to as the degree of correspondence between the actual and desired outputs of an organization (Taylor et al., 2014). According to Daft (2010), effectiveness for organizations is a broad concept that reflects a range of organizational and departmental levels variables and evaluates the extent to which multiple goals, whether official or operative, are attained. Understanding and measuring overall organizational effectiveness is still a vague concept because no universal theory has been developed yet due to the organizations' large, diverse and fragmented nature. In addition, organizational managers face a difficult time to evaluate effectiveness based on the criteria that are not subject to hard, quantitative measurement (Daft, 2010). Moreover, understanding effectiveness becomes more challenging while evaluating in the public sector organizations. According to Amayah (2013), organizational goals in public organizations are politically influenced, more difficult to measure and more conflicting than in private organizations. Going simply over the performance indicators will never provide an accurate picture of the overall effectiveness because public and private sector organizations are fundamentally different (Pee & Kankanhalli, 2016). They serve different types of customers and these two sectors are structured differently (Parhizgari & Gilbert, 2004). Generally, the private sector seeks effectiveness on a short-term basis (annual profit), on the other hand, public sector organizations may receive the results of their investments over a longer period (Mihaiu et al., 2010). Thus, making it challenging to understand and measure effectiveness in the public sector than in the private sector.

In the literature, there are several models or approaches to understanding organizational effectiveness, however, among the various model or approaches, this study assumes that the goal approach will be the best way to understand organizational effectiveness in Brunei's public sector context. The reason behind this assumption is that every organization, irrespective public or private, has certain objectives to pursue. The goal approach describes organizational effectiveness to the extent

an organization attains its objectives (Manzoor, 2011). This approach assumes that organizations have goals and the extent to which the goals are met determines the organizational effectiveness. If goals can be identified properly, then it can be tracked over the timeline specified for a certain goal. Though this approach does not address the problems that are arising out of conflicting goals in the public sector, however, Brunei is an Islamic monarchy in which the Sultan is the ultimate governing authority as head of government. He has authority over three branches of government, i.e., executive, legislative and judicial and in running the government, the Sultan is assisted by a number of ministries, government departments and agencies. With the absence of opposing political entity, the public sector in Brunei does not get influenced politically so much compared to other democratic countries does. Therefore, the public sector of this country is focused only on implementing the plans that have been formulated from the upper echelon of the government. Thus, this study believes that the goal approach could simplify the understanding of organizational effectiveness in Brunei's public sector over a long period. Moreover, since there is no universal formula to judge effectiveness for the public sector, this simplified conceptualization of organizational effectiveness in Brunei's context could prove to a stepping stone for future research endeavors. However, caution should be taken while measuring effectiveness by using goal approach because in the public sector, as mentioned earlier, it may take a longer time to achieve the objectives. Subjective assessment of goals along with objective indicators could provide a better understanding of organizational effectiveness in this context (Daft & Armstrong, 2012). In this knowledge-based economy, knowledge sharing is a vital factor for organizational effectiveness. Next section conceptualizes knowledge sharing as a potential mediator for organizational effectiveness followed by a discussion of its influencing factors.

## **KNOWLEDGE SHARING**

Knowledge-based view of the organization considers knowledge as the organization's most important resource (Grant, 1996). The purpose of knowledge management is to utilize knowledge efficiently and go ahead of the competition (Kim et al., 2012). Various definitions of knowledge management generally regard it as a process involving various activities which can be summarized into four phases of a typical knowledge management cycle— 'knowledge creation/capture,' 'knowledge sharing/transfer,' 'knowledge storage,' and 'knowledge application/use' (Dalkir, 2011). Among the various processes of knowledge management, knowledge sharing is considered to be the most important process and a key component of effective knowledge management. Lin (2007) defined knowledge sharing as individuals' exchange of knowledge, experiences, and skills within organizations. It is also referred to as an act of transmission of organizational knowledge among employees to take purposeful actions (Islam et al., 2015b). However, in the literature, knowledge sharing is often confused with knowledge transfer (Rahman et al., 2017) therefore, several scholars have pointed out the conceptual differences between them. According to Tangaraja et al. (2016), knowledge transfer is a broader concept compared to knowledge sharing and knowledge transfer encompasses knowledge sharing. As for knowledge sharing, Tangaraja et al. (2016) argued that it is entirely a behavioral concept because it involves observable actions; whereas knowledge transfer is not entirely a behavioral concept because it encompasses both behavioral and non-behavioral features by including various other processes. In this study, knowledge sharing is considered simply as an act of exchanging knowledge among organizational members so that they can formulate and implement policies/actions in order to perform effectively.

Knowledge sharing provide the right information to the right people at the right time and improves organizational performance. Several studies have linked knowledge sharing to numerous positive outcomes such as organization's innovation capability (Yeşil & Dereli, 2013), core capability (Gold et al., 2001), improved productivity (Noaman & Fouad, 2014), competitive advantage (Grant, 1996) and organizational effectiveness (Yang, 2007). Though most of the researches focus on private sectors, nonetheless, there are a number of studies focusing on knowledge sharing in the public sector. The importance of knowledge sharing in the public organizations has been studied theoretically and

empirically by several authors such as Amayah (2013), Chong et al. (2011), Sandhu et al. (2011), Tangaraja et al. (2015), Yusof et al. (2012). Though there is much significance of knowledge sharing, however, the motivation for sharing knowledge is not straightforward (Jasimuddin et al., 2006) because employees consider knowledge as power and no one is willing to give it freely (Lee & Al-Hawamdeh, 2002). Therefore, determining which factors can help promote or impede sharing of knowledge among the employees in the organization constitutes an important area of research in the field of knowledge sharing (Van den Hooff & de Ridder, 2004). In previous studies, several organizational and individual factors have been brought into light as antecedents of knowledge sharing, for example, organizational climate, organizational structure, rewards, organizational justice, personality and trust management support, human resource management practices and demographic variables. As mentioned earlier, several scholars have contended that organizational climate, structure, leadership and ICT could be the critical success factors for knowledge sharing in the public sector and the following sections discuss these critical success factors in detail.

## **ORGANIZATIONAL CLIMATE**

Organizational climate is widely defined as the perception of formal and informal organizational policies, practices, and procedures (Reichers & Schneider, 1990). It is a set of properties of the work environment, perceived by the employees, that influences employee behavior (Ivancevich & Matterson, 1999). In the literature, culture and climate are often used interchangeably though they are distinct concepts (Neelam et al., 2015). Generally, culture consists of managerial and employee beliefs and values that define the ways of conducting business by an organization (Toulson & Smith, 1994). It is the implicit features of an organization which dictates what and how things are done in the organization. In contrast, climate refers to the employees' perceptions and reactions to the culture of the organization. In other words, climate exhibits behavioral and attitudinal attributes of organizations, which are more accessible to outsiders.

Organizational climate is regarded as an important determinant of knowledge sharing in the public sector (Amayah, 2013). Over the years, several methods to measure organizational climate have been developed. Wallach's (1983) three-dimensional measure of organizational climates is widely used in the organizational climate literature. He categorized the organizational climate into three dimensions: supportive climate, innovative climate and bureaucratic climate. Supportive climate is characterized by organizational values such as harmony, openness, friendship, collaboration, encouragement, sociability, and trust (Wallach, 1983). Support for employees from the organization is an important part of the organizational success as it encourages creativity and enhances knowledge transfer possibilities via socializing and involving in knowledge related activities (Jones et al., 2006). Studies have indicated that an employee who receives support from an organization tries to reciprocate by displaying positive work behaviors (Islam et al., 2017). On the other hand, lack of organizational support especially from top-level management may inhibit the organization's day-to-day activities and make employees feel restricted to perform their job. Thus, supportive climate is necessary for developing cooperation, teamwork, openness and communication. Apart from a supportive climate, an organization's innovation orientation also plays an important role. The innovative climate is the environment where employees are inspired to be risk-taking, result-oriented, creative, challenging, enterprising, and driving (Wallach, 1983). An innovative climate involves the introduction and application of new and improved ways of doing things (Islam et al., 2017). Innovative organizations are characterized by teamwork, open communications and lesser job boundaries, resulting in increased socialization which is believed to be a fostering factor for knowledge sharing in the organization. It is to be noted that generally, public sector tends to be bureaucratic and characterized by a high level of formality and rigidity. There is a lesser scope for employees to become innovative in this sector since they are not rewarded instantly as it is possible in the private sector. With the advent of technology, the rigid bureaucratic nature of public organizations is slowly shifting towards openness. Positive support from top management by

including intrinsic rewards to employees for their new and innovative ideas could create a favorable environment for knowledge sharing in the public sector (Taylor & Wright, 2004). Therefore, this study assumes that both supportive climate and innovative climate will positively influence knowledge sharing in the public sector.

## **ORGANIZATIONAL STRUCTURE**

Organizational structure is defined as the ways in which tasks are formally segregated, classified and coordinated (Robbins, 1996). Organizational structure is considered a vital factor for knowledge processing and flexible flow of knowledge across the functional boundaries of the organization (Gold et al., 2001). Zheng et al. (2010) also confirmed that organizational structure influences knowledge management processes by shaping the patterns and frequencies of communication, stipulating locations of decision-making and affecting the implementation of new ideas. In the public sector, organizational structure could become a barrier if it is not tailored to the need of the organization, hence, according to the necessity of knowledge sharing appropriate structures should be adopted that allows the creation and sharing of knowledge as much as possible (Seba et al., 2012)

An organizational structure can be classified into two major categories: Mechanistic (centralized) and organic (flexible) structures. The basic characteristics that differentiate these two extremes are degrees of formalization and centralization. Centralization refers to the decision-making power directed toward higher levels of hierarchy (Liao et al., 2011). It creates a non-participatory environment that lessens communication, commitment and involvement among participants (Damanpour, 1991). Generally, the public sector tends to be centralized compared to the private sector in order to strengthen the control of the overall process. However, this results in inefficiency to create and share knowledge. On the other hand, decentralization is the delegation of authority throughout an organization. It authorizes the lower-level employees in an organizational hierarchy to take decisions regarding the use of organizational resources. A decentralized structure creates more opportunities for interaction and socialization among the employees (Islam, 2017). Since interaction and socialization enhance knowledge sharing, this study posits that appropriate level of decentralization in the public sector will positively influence knowledge sharing.

Formalization is the degree to which an organization uses its rules and procedures to prescribe behavior (Liao et al., 2011). Public sector practices high formalization to reduce corruption and abuse (Pee & Kankanhalli, 2016). However, formalization reduces flexibility throughout the organization and idea generation becomes restricted which can affect the process of knowledge sharing within the organization (Willem & Buelens, 2009). Highly formalized organizations are referred to as mechanistic and less formalized as organic. Organic structure is better than mechanistic structure because they exhibit rapid awareness and response to the changes in the market, more effective information sharing and reduced lag time between decision and action (Miles & Snow, 1992). Previous studies of Islam et al. (2015b) and Willem and Buelens (2009) also observed that less formal structure allows more sharing of organizational knowledge. Therefore, this study posits that formalization will negatively influence knowledge sharing in the public sector.

## **ORGANIZATIONAL LEADERSHIP**

Organizational leadership refers to the process of influencing others towards achieving some desired goals (De Jong & Hartog, 2007). Studies regarding leadership have exhibited that a leader's behavior has extraordinary effects on teams, units and organizations and leadership styles contribute significantly to the success and failure of an organization (Yahaya & Ebrahim, 2016). In the public sector, leadership plays a crucial role in creating appropriate knowledge sharing environment (Seba et al., 2012). Leaders can massively influence knowledge management practices by enabling employees to exercise and cultivate their knowledge, make them contribute their knowledge to the organization's

pool of knowledge and grant easy access to relevant knowledge (Nguyen & Mohamed, 2011). Over time, a number of dimensions or facets of leadership styles have been developed, but Bass's (1985) transformational-transactional leadership styles have received more attention in recent years. Though these styles are mainly studied in the private sector assuming that these styles are less effective in the public sector, however, research regarding the effect of these styles in public sector tends to show different results (Wright & Pandey, 2010). Hence, this study assumes that transformational-transactional leadership styles of leadership will be a better approach to understand knowledge sharing in this public organization context.

Transformational leadership accelerates employees' innovative thinking, which improves an employee's performance and organizational innovation, in turn, organizational performance (Birasnav, 2014). Transformational leaders instill trust, loyalty and admiration into followers' mind to perform beyond expectations. They encourage employees to be inquisitive, take intelligent risks, and develop creative observations. These encouragements help them to break the learning boundaries and to share their learning experiences both within and across departments (Nguyen & Mohamed, 2011). Transformational leadership has received attention from knowledge management studies because of its ability to create a knowledge sharing environment for employees in the organization (Wang & Noe, 2010). As an Islamic monarchy, Brunei's government expects the public sector to instill Islamic values among the citizens through its service delivery program. Without proper knowledge sharing these values will not reach to the root level; therefore, a robust leadership is necessary to create a knowledge sharing environment. Hence, this study proposes that transformational leadership is a necessary leadership style which will positively influence knowledge sharing in Brunei's public sector. Compared to transformational leadership, transactional leadership focuses on the task-related exchange relationship between follower and leader. Followers accomplish the leader's objectives in exchange for praise and rewards or the avoidance of punishment for non-performance (Bass et al., 2003). Transactional leaders do not focus on an employee's personal development (Northouse, 2007). Instead, they are more concerned with the accomplishment of the goals. Since sharing is a voluntary task and transactional leaders depend on an exchange relationship rather than motivating employees, therefore, this study assumes that transactional leadership will negatively influence knowledge sharing.

## **INFORMATION AND COMMUNICATION TECHNOLOGY**

Information and communication technology (ICT) is considered an essential enabler in the knowledge-based economy and plays a vital role in the knowledge management system of an organization. Several scholars such as Harrison and Daly (2009) and Ho et al. (2012) emphasized technology infrastructure as an element crucial to knowledge sharing in organizations. In the public sector, ICT can overcome value-based conflicts and enable public organizations to deliver services efficiently, engage with stakeholders and innovate within or outside public organizations (Pang et al., 2014). Generally, technology refers to the infrastructure of tools, systems, platforms and automated solutions that enhance the development, application and distribution of knowledge (Chong et al., 2010). The use of ICT (such as groupware, online databases, intranet and virtual communities) facilitates new methods and applications in the process of knowledge sharing. Moreover, non-intrusive technologies could be effective for shy or very busy workers who prefer to avoid face-to-face interaction, especially with people they do not know well (Connelly & Kelloway, 2003).

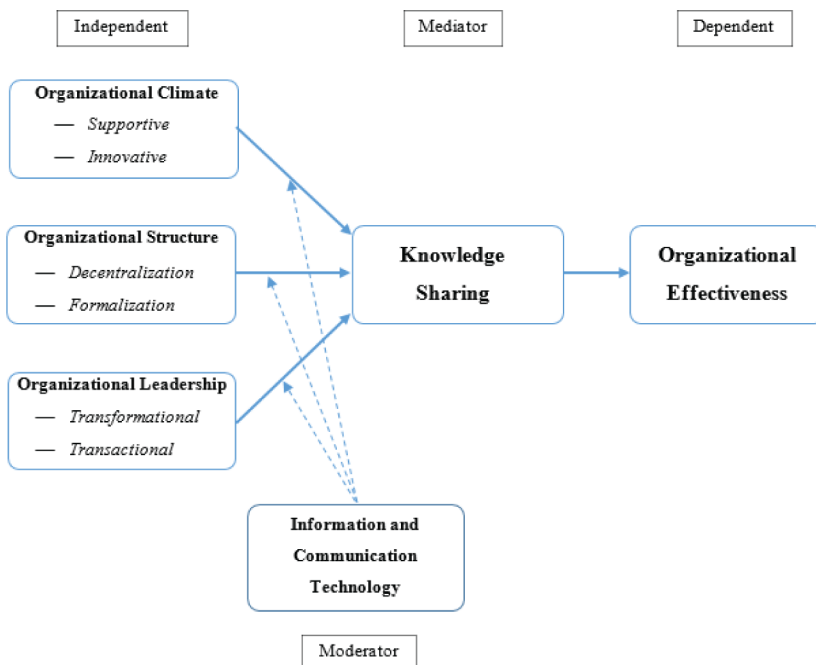
ICT provides support to employees by providing a common and faster platform for people to work together and collaborate interactively. Knowledge sharing with the help of ICT can convert individual knowledge into organizational knowledge at a faster rate. ICT can also foster creativity in the organization and increase the pace of innovation by providing timely, accurate information. In an organizational structure, ICT plays a crucial role in managing knowledge by allowing efficient distribution and access to knowledge (Ho et al., 2012). The effective use of ICT ensures timely access and exchange of knowledge and facilitate the decision-making process (Harrison & Daly, 2009; Ho

et al., 2012). ICT also encourages formal and informal interactions among employees from different organizational hierarchies within and across organizations which can help organizational leaders to communicate instructions to the subordinates quickly and accurately. Contrarily, according to Dawes et al. (2009), ICT may seem necessary but will not be sufficient if the participant in this system unable to apply it when necessary. Although ICT is an excellent facilitator of data and information transmission and distribution, it can never substitute for the rich interactivity, communication, and learning that is inherent in the dialogue between persons (Fahey & Prusak, 1998). Hence, there is a chance for ICT to become a barrier to knowledge sharing if it is not designed to meet the needs of public sector organizations. Though ICT plays a crucial part in the modern organizational system, its real benefit is manifested by impacting the organizational factors (climate, structure and leadership) that influence knowledge sharing. Therefore, considering all these aspects, this study proposes ICT as a moderator which may affect the relationship between organizational factors and knowledge sharing.

### CONCEPTUAL FRAMEWORK

From the above discussion, this study proposes a conceptual framework (Figure 1) assuming that organizational effectiveness is affected by organizational factors (climate, structure and leadership) through the mediation of knowledge sharing. In this study, organizational climate consists of two dimensions, namely, supportive climate and innovative climate. Support from the organization and innovation orientation is assumed to influence knowledge sharing. The organizational structure consists of two dimensions, namely, decentralization and formalization. Employees’ decision-making power throughout the structure and strictness of following rules and procedure is believed to have an impact on knowledge sharing. Organizational leadership is considered having two styles, i.e., transformational and transactional leadership styles. These two leadership styles are assumed to have an opposite effect on knowledge sharing. In a nutshell, if there are appropriate organizational climate, structure and

Figure 1. The conceptual framework





leadership established in the public sector organization, it will increase the level of knowledge sharing which in turn will ensure organizational effectiveness. Moreover, this study also proposes ICT as a moderator of the relationship between organizational factors and knowledge sharing.

## IMPLICATIONS

Brunei is an oil and gas enriched country and public organizations are funded by revenue from this sector. Resources invested in the public sector will be wasted if the public sector is unable to achieve organizational effectiveness. Since Brunei's government has set a long-term vision to develop this country, hence, achieving organizational effectiveness in the public sector is a necessity. In this knowledge-based economy, knowledge sharing can propel public sector organizations to achieve their objectives properly. Organizational factors proposed in this study such as climate, structure, leadership and ICT could help to establish the required knowledge sharing environment which, in the end, would lead to organizational effectiveness. This study proposed these factors which are very much common in almost every type of organization to simplify the understanding of organizational effectiveness in this country context.

Regarding theoretical significance, this study improves the existing literature by addressing the importance of knowledge sharing in determining organizational effectiveness for Brunei's public sector as the present literature lacks empirical evidence on this. This study chose these organizational factors because they have been previously linked with organizational effectiveness with the intention of proving their direct or indirect effects on knowledge sharing in the private sector mostly. However, this study conceptualized knowledge sharing as a mediating variable which is a different approach to understand the relationship between organizational factors and organizational effectiveness in this country context. This study will help managers in Brunei's public sector to understand the influencing factors of organizational effectiveness. After empirical testing, this framework could provide useful guidance to public service managers in Brunei to develop a more proactive approach to achieve greater extent of organizational effectiveness in the future. This research tried to fill some gap in the literature regarding organizational effectiveness in Brunei's public sector by proposing a framework of organizational effectiveness which will pave the way for further researches in this field. Empirical validation of this study will also provide valuable guidance to public sector manager in other countries with the same economic context.

## CONCLUSION

Organizational effectiveness is vital for organizations to stay in operation in this dynamic environment. In this study, several organizational factors have been proposed as independent variables and knowledge sharing as a mediating variable to predict organizational effectiveness which could be a different approach to investigate organizational effectiveness in the public sector of Brunei. Furthermore, in this study, ICT has been proposed in the framework as a moderator for a profound understanding of organizational effectiveness. This proposed framework is believed to provide new insights towards understanding organizational effectiveness in the context of Brunei's public sector. Empirical justification of this proposed framework will ascertain the validity of this model which will help public sector managers in Brunei to create a conducive environment for knowledge sharing, in turn, ensuring sustainable organizational effectiveness.

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