



FACTORS AFFECTING THE PERFORMANCE OF MARKET COMMITTEES IN PUNJAB, PAKISTAN: AN EMPIRICAL ASSESSMENT OF PERFORMANCE THROUGH SMART PLS MEDIATION ANALYSIS

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ABSTRACT

The study was conducted in the Department of Administration Superior University, Lahore, Pakistan during the year 2019. The main objective of this study was to investigate factors affecting the performance of a Market Committee (PMC), with emphasis on reasons that account for effective performance of Secretary Market Committee (SMC). The data from respondents was collected using appropriate questionnaire. Total 97 responses were collected including 67 from secretaries' market committees all over the Punjab and 31 from district level supervisory officers using a five point likert-type scale. Smart PLS was used to carry out analysis. The results reflected that qualification of SMC and competency and efficiency of recovery staff (CRF) were important factors that positively affect PMC. Moreover, the CRF mediates the relationship between qualification of SMC and PMC. The study will help academia and policy makers to implement effectively agriculture marketing practices and farmer's friendly policies in MCs to eliminate malpractices and provision of facilities, improve service delivery and their performance. The impact of human resource management indicators like qualification, experience of SMC was evaluated for the first time for the MCs in this study and recommended to replicate it in all other autonomous body organizations.

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INTRODUCTION

It is now generally held that those organizations flourish that pay due consideration to their human capital. Growth, development and enhancement of organizations are based on the growth and development of human capital. Keeping in view this paradigm, organizations try to develop their human capital professionally. For this purpose they are interested to know the skill gaps which are needed to fill for a better service delivery. Market Committee (MC) means a body constituted under Section 7 of Punjab Agriculture Produce Marketing Ordinance (PAPMO), 1978 for monitoring of transactions of agriculture produce in its notified area defined in section 4 of PAPM Ordinance. Under Section 8, the MCs comprises 10 to 17 members as per sanctioned strength notified by Government of Punjab, Agriculture Department. Market Committees (MCs) are autonomous bodies working with the sole purpose to regulate the agriculture related business in area but also facilitate the farmers who bring their produce to the agriculture produce markets. MCs generate their own income by means of market fee, license fee and other sources. The market

fee is collected @ Rs. 2.00 per quintal on the sale and purchase of agriculture commodities (Agriculture Marketing Department Notification No. DIR (FB) XV-11/81-VIII dated 02-08-2017).

Secretary Market Committee (SMC) is the executive officer of a market committee. The main responsibility of SMC is to perform day-to-day functions and assignments of market committee office, preservation and safeguarding of accounts and related matters, time to time representation of income, secure keeping of daily cash, common seal and other records related to working of a market committees and its assets. The implementation of the provisions of PAPM (General) rules 1979 is also the key responsibility of SMC (PAPM Rules, 1979). Qualification, experience and competence of organizational management are believed to be successful tools to predict and evaluate the performance of any organization (Wachtel, 1998). It is suggested that professional growth of any organization has a significant relation with qualification and experience of their module leaders (Michaelowa, 2002).

Rationale of the study

Performance of an organization is a significant phenomenon and its prominence can't be overlooked. Many organizations primarily focus on improving their performance and service delivery so it is imperative to pay solid attention. Performance of an organization is analyzed by incorporating different measurement criteria and it has been an extensive practice but focus on qualification and experience of its executive officer seems unattended area extensively. Why it is so important to study this topic? There are many reasons i.e. in a country like Pakistan where agriculture plays a key role in economy and agriculture communities constitute large proportion of work force, it is necessary to provide feasible returns and benefits to farmers and growers. If the farmers are not able to get reasonable price of their produce and face several malpractices in the markets then their living standards will not improve. Market committees are responsible for carrying out smooth and transparent business of agriculture produce. Efficient working of a market committee will ensure that farmers of that area are getting the true benefits of their effort in the fields. The role of SMC being the leader and true representative of a market committee has prime importance. The qualification and experience of SMC are important dimensions having an influence on performance of a market committee. That's why this research is significant in this perspective and should be given equal importance. This study will also help policy makers at service provider institutes in devising such guidelines that ensure maximum benefits in real sense.

Research Problem Statement

From the last few years, the pace of increase in income of MCs is not matching with the increase in rates of salaries, pensions and other expenditures. The performance of market committees is not up to the mark and under potential. This is resulting in increase in liabilities of MCs in terms of pending pensions, gratuities and pending salaries of staff. The MC is also not able to provide facilities to the growers, farmers coming in the markets as well as to the agriculture based industries in their notified area. This provides reason for the exploration of various factors that affect income of a market committee. The present study is an effort to address this issue by evaluating those factors that account for performance of a market committee in a comprehensive way.

Research Questions / Objectives

The study had following research questions / objectives:

- What are the key factors that affect the performance of a Market Committee?
- What are the definite reasons that account for effective performance of Secretary, Market Committees?
- What are the remedial measures to turn away low performance levels, keeping in mind the factors that directly affect performance of a Market Committee?

Aftab, 2007 has explored that the rate of commission of commission agents is fixed that they charge from the farmers and growers in return of the services they provide to them. The Department of Agriculture Marketing monitors and has the administrative control of the fruits and vegetables markets in Punjab through its district level market committees.

Market Committees have, very much, deviated from their alleged purpose of safeguarding the interests of farmers and growers because of politically appointed administrators /chairmen (Ahsan, 2018). The traders and commission agents exploit the farmers by various means like by acting / using their monopoly, paying low prices to them, earning profits from the side of farmers by not providing them fair prices of their produce, less and weighing of their produce and by various other illegal marketing practices also known as malpractices in marketing (Thakur, 2006).

Swarajya (2016) has explored that the farmers in India have to face many problems regarding marketing of their produce. Just like, they have to wait for weeks or even months to receive the payment of their produce that they supply to traders. The final payment made to farmers for their produce may also include arbitrarily deductions of traders for which the traders provide the ex-use that they still have not received payment of the produce from the other party and they are paying this from their own pocket. Sale slips are provided to farmers by traders at the time of transaction to avoid tax. This makes difficult for farmers to get loans from banks / lending institutions as they fail to provide proof of their income.

The farmer receives only 25 to 33% (an average) of the price that consumer pays of his produce. The commission agents and other middlemen get a bigger chunk of the price that consumers pay and charge commission from both the parties (seller and buyer). They also do not pass or allow passing the benefit to either side of transaction. The traders buy from the producers / farmers at a very low price during the peak supply seasons but still they charge high price from the consumer and do not lower the price. Conversely, they charge high prices from the consumers during off season and still the farmers get only a small proportion

of that price as a return of their produce (Swarajya, 2016). The organizations with Chief Executive Officers (CEOs), managers and leaders having done their graduations, Masters and other qualifications from highly regarded institutions and schools on average have significantly advanced and higher firm valuations in comparison with managers of companies having no such qualification (Rakhmayil, 2008).

Superior qualifications and experience will increase the manager’s output and improve its decision making by providing him with better options to choose for investment and administrative purposes, thereby allowing him to work more efficiently. These highly qualified managers therefore, help in reduction of asymmetrical information and area able to convey the intrinsic value of the firm to financial and capital markets in a better and effective way (Chemmanur, 1993). The capability and capacity of an institute is the most important asset to deal with the issues of commodity markets (Thomas, 2003).

Thomas (2012) investigated that the academic qualification of a teacher is not enough to have a positive impact on the performance of students in the secondary school as compared to professional qualification in a particular field of study. There is need to appreciate collective efforts at institutional level for bridging the gap between farmers, agribusiness supply chains and exporters. Joint efforts are required and should be promoted in order to make stronger market positions of small farmers and increase their bargaining powers. Farmers need to interact and set up their local networks for sharing knowledge and experiences, in order to improve the quality of their produce for its better marketing and benefits (Xaba, 2013).

Farmers’ collaboration and joint efforts is a crucial factor in most of the agriculture and rural development systems in European. But now days, the current and working cooperatives are working on different development lines and paths, due to which differences have been arisen among current market positions and social level of acceptance (Kelemen, 2007).

METHODOLOGY

This quantitative study was conducted in the Department of Administration Supervisor University, Lahore, Pakistan. The study had following variables:

Dependent variable

The performance of the Market Committee (PMC) was dependent variable of this study.

Independent variables

The study had two independent variables which include Experience of Secretary Market Committee Head

(ESMC), Qualification of Secretary Market Committee Head (QSMC).

Mediating Variables

Competency & Efficiency of recovery staff (CRF) and Departmental Accountability (DA) were two mediating variables of this study.

Research Design and conceptual framework

Research design is shown in Fig. 1 graphically which is more convenient to understand the proposed relationship of variables. Each arrow starts from independent variable and ends at dependent variable. The graphical representation of the research design shows that two variables Experience of Secretary Market Committee Head (ESMC) and Qualification of secretary Market Committee Head (QSMC) are mediators in the model.



Fig. 1. Proposed research design

The theoretical framework of the study was that the qualification and experience of a SMC affects the performance of a market committee. The model we selected contained three latent variables and every variable was measured through questions, just like the 1st latent variable was competency & efficiency of recovery staff (CRF) and it had five questions for measurement. 2nd latent variable was departmental accountability (DA) and it had three questions for measurement and the 3rd latent variable was Performance of Market Committee (PMC) it had four questions for measurement. The detail is as under:

Competency & Efficiency of Recovery staff (CRF)

| | |
|-------|---|
| CRF1 | This job offers a chance to test the abilities. |
| CRF 2 | Considering the time spent on the job, the staff is thoroughly competent. |
| CRF 3 | Believe that the staff has all the skills required to perform this duty. |
| CRF 4 | Mastering this job has important meaning for recovery staff. |
| CRF 5 | Performing this job is a reward in itself. |

Departmental Accountability (DA)

| | |
|------|--|
| DA1 | The performance of Market Committee is sensitive to meetings conducted by EADA / Departmental Representative. |
| DA 2 | The performance of Market Committee is sensitive to inspections conducted by EADA / Departmental Representative. |
| DA 3 | The Biometric attendance has positive impact on the performance of Market Committee? |

Performance of Market Committee (PMC)

| | |
|------|---|
| PMC1 | Market Committee is maintaining good cleanliness conditions in agri. Produce markets. |
| PMC2 | Market Committee know how to set the right priorities. |
| PMC3 | Market Committee is providing facilities to stakeholders in agriculture produce markets |
| PMC4 | Market Committee actively look for ways to improve its recovery mechanism. |

Hypothesis of Study

Based on the model of study, a total of 8 hypotheses were proposed to be tested which are given below:

- H1: There is a direct association between Experience of Secretary Market Committee and Competency & Efficiency of recovery staff.
- H2: There is a direct association between Experience of Secretary Market Committee and Departmental Accountability.
- H3: There is a direct relationship between Qualification of Secretary Market Committee and Competency & Efficiency of recovery staff.
- H4: There is a positive relationship between Qualification of Secretary Market Committee and Departmental Accountability.
- H5: Competency & Efficiency of recovery staff mediates the relationship between experience of secretary MC and performance of market committee.
- H6: Competency & Efficiency of recovery staff mediates the relationship between qualification of secretary MC and performance of market committee.
- H7: Departmental Accountability mediates the relationship between experience of secretary MC and performance of market committee.
- H8: Departmental Accountability mediates the relationship between qualification of secretary MC and performance of market committee.

Study Population and Sampling

There are 135 established Market Committees in Punjab, which are classified on the basis of their

income level into A, B and C categories (Bhutta, et al, 2019) and this was the population of the study. The sample size of the study in case of SMC was 95 as there were 95 existing/regular secretaries of market committees. The remaining posts of Secretaries were vacant. Punjab is the largest province and there are 36 districts in Punjab. There is one supervisory officer of market committees in each district known as Extra Assistant Director of Agriculture (EADA) / Agricultural Officer (AO). There were 36 supervisory officers / EADA in the Punjab, so 36 was the population and also the sample size in case of EADA. The data from 95 Secretaries Market Committees and 36 EADAs were collected through questionnaires. *Data Collection and instrument*

The data from respondents was collected using appropriate questionnaire. The theme of questionnaire was modified / adapted from the study of Koopmans *et al.*, (2014). After that a comprehensive questionnaire was developed for this survey so that the real picture regarding the objectives of study may be analyzed. The reliability and validity of questionnaire was measured by pretesting / pilot testing from experts and then comments were collected from experts about questionnaire. Finally the questionnaire was modified in view of the opinions / comments of experts. Questionnaire was sent to 95 existing/regular Secretaries of Market Committee, out of which 79 responded but 12 responses were lacking in information, therefore were rejected those questionnaires and analysis was carried out of 67 complete responses from secretaries MCs. Moreover, there are 36 supervisory officers called (EADA) / (AO). Out of these 36 officers, response was received from 33 officer, 2 responses were not complete so were rejected and analysis of 31 complete responses were carried out. Total complete responses were 98 (67+31). The responses were collected on a five point likert-type scale (1=strongly disagree to 5=strongly agree). Smart PLS was used to carry out analysis.

Ethical Consideration

A formal approval from the Director of Agriculture (Economics & Marketing) Punjab, Lahore was sought before conducting this survey. The permission and consent of each and every respondent was also obtained before collection of data and that there will be no harm to the privacy of any individual/respondent who participated in this survey.

RESULTS AND DISCUSSION**Education of SMC**

The results (Table 1) show that 5 out of 67 SMCs were educated up to Matric level, 24% of SMCs were having education level up to F.A, 33% had done their

graduation and 33% were holding Master degrees and only 2% of SMCs were having qualification level of above Master's.

Table 1. Education of SMC

| S.No. | Qualification | Frequency | Percentage |
|-------|---------------------|-----------|------------|
| 1 | Matric | 5 | 7% |
| 2 | F.A. / Intermediate | 16 | 24% |
| 3 | Graduation | 22 | 33% |
| 4 | Masters | 22 | 33% |
| 5 | Above Masters | 2 | 3% |

Experience of SMC

The results (Table 2) show that 9% of SMCs were having working experience up to 5 years, 14% were having 11 years of working experience, 16 % had 11-15 years, 7% had 16-20 years and majority of SMCs i.e. 54% had working experience of more than 20 years.

Table 2. Experience of SMC

| S. No. | Experience (Years) | Frequency | Percentage |
|--------|--------------------|-----------|------------|
| 1 | Up to 5 | 6 | 9% |
| 2 | 6-10 | 9 | 14% |
| 3 | 11-15 | 11 | 16% |
| 4 | 16-20 | 5 | 7% |
| 5 | Above 20 | 36 | 54% |

Confirmatory Factor Analysis (CFA)

The PLS path model (drawn in Smart PLS software) after PLS Algorithm calculation with independent variables (Experience and Qualification of Secretary MC), dependent variable (performance of MC), relationship among variables and all indicators of variables are shown in Fig. 2 (Ringle, et al., 2015). The reflective nature of variables is indicated by arrow directions.

The path coefficient of competency and efficiency of recovery staff (CRF) strongly affects performance of MC and its value is 0.757. Other path coefficient of experience of Secretary MC affects departmental accountability (DA) and its value is 0.024. This value is lower which shows weak relationship.

Reliability and Validity

The values of Cronbach's alpha were computed to check the reliability and validity of model. The Table 3 reflects the values of Cronbach's alpha, composite reliability and average variance extracted (AVE).

Table 3 Reliability and Validity

| Latent variable | Cronbach's alpha | rho_A | Composite reliability | AVE |
|-----------------|------------------|-------|-----------------------|-------|
| CRF | 0.693 | 0.716 | 0.814 | 0.528 |
| DA | 0.770 | 0.789 | 0.863 | 0.677 |
| PMC | 0.871 | 0.882 | 0.912 | 0.721 |
| ESMC | 1.000 | 1.000 | 1.000 | 1.000 |
| QSMC | 1.000 | 1.000 | 1.000 | 1.000 |

The values of Cronbach's alpha for competency and efficiency of recovery staff (CRF), departmental accountability (DA) and performance of market committee (PMC) are 0.693, 0.770 and 0.871, respectively. All the values are greater than 0.70 except for the value of CRF which is 0.693 and very close to 0.70. The values of Cronbach's alpha should be greater than 0.70 in order to be considered acceptable. A value less than 0.4 shows that the item should be removed / extracted , and item with a loading of 0.4-0.7 may be removed in case if they increase the composite reliability (CR) and AVE value more than threshold value (Chin, 2010; Hair et al., 2017).

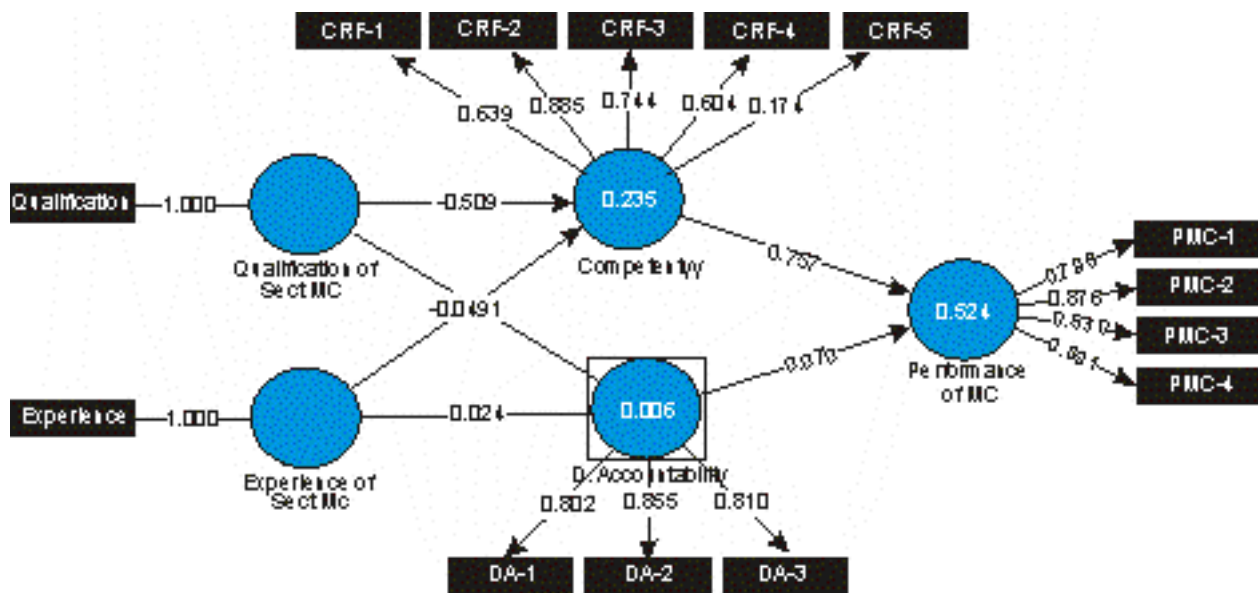


Fig. 2. PLS path model

The value of CR was also measured to check the reliability of constructs. The results show that values for CRF, DA and PMC are 0.814, 0.863 and 0.912 respectively. All the values of CR are greater than 0.7. The results of CR indicates that the model possesses acceptable level of reliability (Chin, 2010; Hair *et al.*, 2011). The AVE values of the latent variables were also computed and reflected in table 3. The AVE value for CRF, DA and PMC are 0.528, 0.677 and 0.721, respectively. All these values are greater than 0.5 which shows that there exists acceptable level of convergent validity (Chin, 2010; Hair *et al.*, 2017).

Discriminant Reliability

To assess the extent to which each and every latent variable was distinct from other constructs, Fornell-Larcker criterion was used to verify and confirm discriminant validity (Chin, 2010; Hair *et al.*, 2017). The results of this criterion are shown in Table 4.

Table 4 Fornell-Larcker Criterion

| | CRF | DA | ESMC | PMC | QSMC |
|------|--------|--------|--------|--------|-------|
| CRF | 0.727 | | | | |
| DA | 0.502 | 0.823 | | | |
| ESMC | 0.236 | 0.059 | 1.000 | | |
| PMC | 0.722 | 0.315 | 0.140 | 0.849 | |
| QSMC | -0.485 | -0.077 | -0.547 | -0.427 | 1.000 |

The diagonal values should be less than non-diagonal values in order to have discriminant validity. The results show that all the values at diagonal; are greater than non-diagonal values; it means that no issue is found regarding discriminant validity found in the model.

Another criterion known as the Heterotrait-Monotrait (HTMT) ratio was also computed as a more superior method to check discriminant validity. The results are shown in Table 5.

Table 5. Heterotrait-Monotrait (HTMT) Ratio

| | CRF | DA | ESMC | PMC | QSMC |
|------|-------|-------|-------|-------|------|
| CRF | | | | | |
| DA | 0.668 | | | | |
| ESMC | 0.286 | 0.063 | | | |
| PMC | 0.912 | 0.357 | 0.152 | | |
| QSMC | 0.584 | 0.080 | 0.547 | 0.449 | |

The values of HTMT should be between 0.85 to 0.90 in order to establish discriminant validity (Henseler, *et al.*, 2012). In our model the value of PMC for CRF is 0.912.

Factor Loadings

The values of the factor loading for all the constructs of latent variables are shown in Table 6.

Table 6. Factor Loading

| Latent variable | Constructs | Factor loading |
|-----------------|------------|----------------|
| CRF | CRF1 | 0.639 |
| | CRF2 | 0.885 |
| | CRF3 | 0.774 |
| | CRF4 | 0.604 |
| | CRF5 | 0.174 |
| DA | DA1 | 0.802 |
| | DA2 | 0.855 |
| | DA3 | 0.810 |
| PMC | PMC1 | 0.798 |
| | PMC2 | 0.876 |
| | PMC3 | 0.830 |
| | PMC4 | 0.891 |

The values of factor loadings show the reliability of individual indicators of constructs. The value for factor loading should be more than 0.7 for acceptance. The results (Table 6) show that values for CRF1, CRF2 and CRF3 are 0.639, 0.604 and 0.174, respectively. These values can be dropped for the sake of getting improvement in final results.

Collinearity Assessment

The values of inner VIF and outer VIF were also computed to check the issue of multicollinearity in the model. The results of outer VIF value and inner VIF values are shown in Table 7 and 8, respectively.

Table 7. Outer VIF Values

| Latent Variable | Constructs | Factor Loading |
|-----------------|------------|----------------|
| CRF | CRF1 | 1.361 |
| | CRF2 | 2.265 |
| | CRF3 | 1.810 |
| | CRF4 | 1.199 |
| DA | DA1 | 2.211 |
| | DA2 | 2.560 |
| | DA3 | 1.320 |
| PMC | PMC1 | 1.878 |
| | PMC2 | 2.700 |
| | PMC3 | 1.980 |
| | PMC4 | 2.958 |

Table 8. Inner VIF Values

| | CRF | DA | ESMC | PMC | QSMC |
|------|-------|-------|------|-------|------|
| CRF | | | | 1.337 | |
| DA | | | | 1.337 | |
| ESMC | 1.427 | 1.427 | | | |
| PMC | | | | | |
| QSMC | 1.427 | 1.427 | | | |

The results show that both the outer and inner VIF values are less than 5. Therefore, it is concluded that the problem / issue of multicollinearity is not present among the variables. In case if the values of Inner and Outer VIF are greater than 5, then this is sign of presence of multicollinearity and hence those constructs need to be removed / excluded. This is not the case here.

R Square

The values of R square and Adjusted R square for the latent variables are presented in Table 9.

Table 9 R Square

| | R Square | R Square Adjusted |
|-----|----------|-------------------|
| CRF | 0.237 | 0.220 |
| DA | 0.006 | -0.015 |
| PMC | 0.524 | 0.514 |

The values for R square for competency and efficiency of recovery staff (CRF), departmental accountability (DA) and performance of market committee (PMC) are 0.237, 0.006 and 0.524, respectively. Similarly the values for Adjusted R square for CRF is 0.220 and for PMC is 0.514. It means that 51% of variation in PMC is explained by CRF.

F Square

The value of F square depicts the contribution of each constructs between the relationships found. The value of F square also reflects the significance of one construct on another construct along with the degree of its effectiveness. The results of F square are shown in Table 10.

Table 11. Path coefficients

| Hypothesis | Original sample (O) | Sample mean (M) | Standard deviation (ST.DEV) | T Statistics | P Values |
|-------------|---------------------|-----------------|-----------------------------|--------------|----------|
| CRF -> PMC | 0.756 | 0.759 | 0.069 | 11.012 | 0.000 |
| DA -> PMC | -0.066 | -0.057 | 0.091 | 0.726 | 0.468 |
| ESMC -> CRF | -0.050 | -0.049 | 0.112 | 0.447 | 0.655 |
| ESMC -> DA | 0.024 | 0.024 | 0.139 | 0.174 | 0.862 |
| QSMC -> CRF | -0.512 | -0.514 | 0.090 | 5.662 | 0.000 |
| QSMC -> DA | -0.064 | -0.068 | 0.122 | 0.521 | 0.602 |

The results of path coefficients show that relationship between CRF and PMC is positive having Beta value 0.756 (Table 11). The t-value for this relationship is 11.012 which is greater than 2. The p value is 0.000 which is less than 0.001 and statistically significant. Similarly the path coefficient between QSMC and CRF is also significant having t value of 5.662 and p value 0.000. The results of other path coefficients show that the relation among them is negative and insignificant.

Total Effects and Testing of Hypothesis

The bootstrapping results are shown in Table 12. The total original effects and total mean effects for all the constructs were computed. The Table 12 also shows the values of standard deviation, t-statistics and p-values. The results of Table 12 show that all the original and total mean values except for CRF -> PMC and ESMC

Table 12. Total Effects

| Hypothesis | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T Statistics | P Values | Decision |
|-------------|---------------------|-----------------|----------------------------|--------------|----------|---------------|
| CRF -> PMC | 0.756 | 0.759 | 0.069 | 11.012 | 0.000 | Supported |
| DA -> PMC | -0.066 | -0.057 | 0.091 | 0.726 | 0.468 | Not Supported |
| ESMC -> CRF | -0.050 | -0.049 | 0.112 | 0.447 | 0.655 | Not Supported |
| ESMC -> DA | 0.024 | 0.024 | 0.139 | 0.174 | 0.862 | Not Supported |
| ESMC -> PMC | -0.039 | -0.043 | 0.083 | 0.476 | 0.634 | Not Supported |
| QSMC -> CRF | -0.512 | -0.514 | 0.090 | 5.662 | 0.000 | Supported |
| QSMC -> DA | -0.064 | -0.068 | 0.122 | 0.521 | 0.602 | Not Supported |
| QSMC -> PMC | -0.383 | -0.390 | 0.077 | 4.962 | 0.000 | Supported |

Table 10. F Square

| | CRF | DA | ESMC | PMC | QSMC |
|------|-------|-------|------|-------|------|
| CRF | | | | 0.893 | |
| DA | | | | 0.006 | |
| ESMC | 0.002 | 0.000 | | | |
| PMC | | | | | |
| QSMC | 0.237 | 0.003 | | | |

The value of F square should be less than 0.02 in order to hold significant relationship. The relation of CRF and PMC has F square of 0.893. Similarly the relation of DA and PMC has F value of 0.006.

Significance of Structural Paths in Bootstrapping (SEM for Hypothesis Testing Through Path Coefficients)

Bootstrapping is a method which is used to check and test the significance of a model. The value of t-statistics reflects significance of path coefficients (Ringle *et al.*, 2015). The Table 11 shows the results of path coefficients.

-> DA are negative. But the t-value for ESMC -> DA is 0.174 which is less than 2 and p value is 0.862 which is insignificant. It means that there is only one relationship i.e. CRF -> PMC which has positive original and mean value, having 11.012 t-values (greater than 2) and 0.000 p value (significant). It also implies that the relationship between competency and efficiency of recovery staff (CRF) and performance of market committee (PMC) is positive and significant. We can say that competency of recovery staff increases the performance of market committee.

Mediation Analysis

The mediation analysis was done by computing total indirect effects and specific indirect effects. The results of which are shown in Table 13 and 14.

Table 13. Total Indirect Effects

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T Statistics | P Values |
|-------------|---------------------|-----------------|----------------------------|--------------|----------|
| CRF -> PMC | | | | | |
| DA -> PMC | | | | | |
| ESMC -> CRF | | | | | |
| ESMC -> DA | | | | | |
| ESMC -> PMC | -0.039 | -0.043 | 0.083 | 0.476 | 0.634 |
| QSMC -> CRF | | | | | |
| QSMC -> DA | | | | | |
| QSMC -> PMC | -0.383 | -0.390 | 0.077 | 4.962 | 0.000 |

Table 14. Specific Indirect Effects

| | Original sample (O) | Sample mean (M) | Standard Deviation (STDEV) | T Statistics | P Values |
|--------------------|---------------------|-----------------|----------------------------|--------------|----------|
| ESMC -> CRF -> PMC | -0.038 | -0.039 | 0.086 | 0.440 | 0.660 |
| QSMC -> CRF -> PMC | -0.387 | -0.391 | 0.081 | 4.782 | 0.000 |
| ESMC -> DA -> PMC | -0.002 | -0.004 | 0.016 | 0.101 | 0.919 |
| QSMC -> DA -> PMC | 0.004 | 0.001 | 0.014 | 0.293 | 0.769 |

The results in the above Tables that CRF is mediating significantly between QSMC and PMC with significant p value of 0.000 and t-statistics value 4.782, which is greater than acceptable value (greater than 2). It means that competency and efficiency of recovery staff (CRF) is a strong mediator between qualification of secretary market committee (QSMC) and performance of market committee (PMC).

CONCLUSION

The findings of the study reveal that qualification of Secretary Market Committee is an important factor that affects the performance of a market committee. It means that the qualification of executive officer of market committee is higher, the market committee is performing better as compared to other committees. The competency and efficiency of recovery staff (CRF) is another important variable that has positive impact on performance of market committee. The study also revealed that the competency & efficiency of recovery staff mediates the relationship between qualification of SMC and performance of market committee. The experience of SMC does not have positive impact on PMC. The results are also supported by Haq et al. (2018) who found that training and qualification of organizational employees have positive impact on the performance of organization. Aleem and Rehman (2018) found that training, HR practices and perceived qualification positively influence the performance of small and medium enterprises (SMEs).

The study is significant in a way that it tried to explore the impacts of certain human resource management indicators of education and qualification on the performance of MCs (autonomous bodies). The study will help policy makers to deal with the issues of performance and service delivery of other autonomous bodies.

Policy Recommendations

Following policy points are suggested on the basis of findings of study for reforming the Market Committees (MCs) of Punjab:




- The Secretary Market Committee should at least hold bachelors/graduation degree for better performance of market committee.
- New highly qualified and competent secretaries of market committees may be recruited through Punjab Public Service Commission (PPSC).
- The additional charge of the post of Secretary Market Committee may be assigned to a more qualified person instead of a more experienced person.
- The capacity building programs should be promoted to increase the competency and efficiency of recovery staff of market.

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|--------|---------------|---|---|
| 1. | Ehsan Bhutta | Reviewed the literature and collected data |  |
| 2. | Shazia Kausar | Assisted in methodology section and interpreted the results |  |
| 3. | Abdul Rehman | Computed the idea |  |