

Marketing in Public Sector Institutions: Lower Judiciary of Pakistan in Services Marketing Perspective

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Abstract

Marketing is an effective tool to identify the consumer attitude and behavior, fulfill the consumer's needs and build the consumer's trust on the products, services, and organizations. In this context services marketing is able to maintain consumer's trust on the services providers. This provides ideal knowledge base for public sector institutions in general and in particular for lower judiciary of Pakistan to uplift the gone trust, provide up to mark information to the people who are in search of information regarding justice, and redefine the judicial services so the services can be delivered effectively and efficiently. Marketing mix, supporting and enhancing services, and gaps in services design and delivery in lower judiciary are defined in perspective of services marketing.

Keywords: Services marketing, Public sector, trust, information, Lower Judiciary of Pakistan

Introduction

Public sector institutes differ from private owned entities in number of ways. The fundamental difference is the objectivity. The main objective of private institutes is profit maximization, or stock holder wealth maximization while the objective of public sector institutes is to provide maximum benefit and facilitate the public at large. There is natural monopoly in public sector institution in many cases like law enforcement services. Countries like Pakistan the public sector institutes are under continuous pressure to improve performance and demonstrate a positive return on investment of resources and taxpayer money. The current prevailing image of these organizations is also questionable in people mind.

The public sector institutes can be categorized as the service providers (i.e. judiciary, municipal, Rescue, police) and manufacturer (I.e. Steel mill, ordinance factories). Both the categories needs separate solutions to uplift their image and improve their market efficiency. One discipline that is being overlooked in past can be equally helpful for the both categories is Marketing.

Marketing discipline has been defined as the number of ways and also many miss perceptions about the subject. Some limits it to just advertisement and selling or manipulation. But according to definition from the Chartered Institute of Marketing is: "Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably". If we see profitability as social welfare, ease, and public benefit in public sector institutions, this discipline can be very good tool to uplift the image and performance of the public sector institutions. In the public sector much of the marketing related activity is concerned with the satisfaction of customers despite the fact that frequently there is no direct or even indirect form of competition. Having a monopoly in terms of supply does not in itself kill off the need for marketing. In the case of the public sector a poor customer image does not enhance the organization's image in the eyes of its other stakeholders. Indeed, in the context of such organizations, marketing may have a broader role to play by having to satisfy the needs of different and sometimes conflicting interests.

We might consider replacing the term 'customers' with stakeholders in any definition of the role and scope of marketing since these include customers as well as the many other individuals, groups and organizations that deal with or are even employed by an organization. A definition of marketing those best suits the purpose here is:

"Marketing is the management process responsible for identifying, anticipating and satisfying stakeholder requirements and in so doing serves to facilitate the achievement of the organization's objectives" (Kotler & Lee, 2007).

Marketing turns out to be the best planning platform for a public agency that wants to meet citizen needs and deliver real value.

In the private sector, marketing's mantra is customer value and satisfaction. In the public sector, marketing's mantra is citizen value and satisfaction.

When public-sector institutes consider the wants, needs, problems, and preferences of citizens in developing and delivering programs and services, its needs are served and its performance improves. It needs to look the details, requirements, and procedures of each department to design carefully marketing strategies for them. When it comes the matter to improve the public image Branding can play an important role in this regard. Branding the Public Sector Institutes will also create trust on them as it required in (i.e. police, Judiciary). This will also helpful to bridge the information gap between public and institutes. People can access to right information at right time.

Pakistan judicial system consists of Superior judiciary (Supreme Court, High courts, Federal Shariat

court), Subordinate courts, and Special courts and tribunals (Service tribunals). The subordinate judiciary may be broadly divided into two classes; civil courts established under the West Pakistan Civil Court Ordinance 1962, and criminal courts, created under the Criminal Procedure Code 1898. In addition, there also exist other courts and tribunals of civil and criminal nature, created under special laws and enactments. Their jurisdiction, powers and functions are specified in the statutes creating them. The decisions and judgments of such special courts are assailable before the superior judiciary (High Court and/or Supreme Court) through revision or appeal. The provincial governments appoint the civil and criminal courts judges and their terms and conditions are regulated under the provincial civil servants acts/rules. The High Court, however, exercises administrative control over such courts. The civil courts consist of District Judge, Additional District Judge, Senior Civil Judge and Civil Judge Class I, II & III. Similarly, the criminal courts comprise of Session Judge, Additional Session Judge and Judicial Magistrate Class I, II & III. Law fixes their pecuniary and territorial jurisdictions. Appeal against the decision of civil courts lies to the District Judge and to the High Court, if the value of the suit exceeds specified amount. Similarly, in keeping with the quantum of penalty, appeals against criminal courts lie to Session Judge or High Court (<http://www.ljcp.gov.pk>).

Literature review

According to oxford dictionary the public sector is the part of economy owned by the state. Public sector organizations are fundamentally different to their private sector counterparts. They are multi-functional, follow a political leadership, and the majority does not operate in an external market (Christensen, Læg Reid, Roness, & Røvik, 2007). Services differ from products in number of ways; they are intangible, cannot be stored, cannot be visualized and according to fresh perspective they have benefit without ownership. The size of services sector is increasing particularly in developing countries. The services have search, experience, credence attributes and extended marketing mix. Credence attributes are those that are impossible for consumer to evaluate even after purchase (Lovell, Wirtz, & Chatterjee, 2006). With perspective of breath of service, the judicial services are unfocused. There are large array of services for large number people.

The literature about the public sector institutions talk about the trust and it is important in both the public and private entities. Trust is essential in business of organizations in number of ways and studied from various perspectives. Literature also highlights the importance trust and its implications in number of ways in organizations. Trust is the degree to which a person is willing to act on basis of another's words, behaviors or judgments. Trust encourages the collaborations and good corporate governance while lacks of trust reduce the organizational performance (Debowski, 2006).

Public Trust on public administration and Administrations trust on citizens is equally important (Yang, 2005). Public sector institutions serve the role of guardians of public interest, and the trust of public sector administrators on citizens is beyond interpersonal and organizational because the interaction between the public and administrator is political and democratic in nature, and it is distinct from private sector interaction and exchange (Yang, 2005).

According to Dimoka (2010) nature of trust varies in public sector and private sector institutions; with higher expectations from public sector institutions. Trust serves as the basis for proactive citizen's involvement in efforts to build the effectiveness in public sector institutions (Yang, 2005). With the present advancement and technological shifts enhances the importance of trust (Seiffert & Bentele, 2011). Presently trust is being studied as the first ethical issue in Government governance (Ikola-Norrbacka & Salminen, 2010). Trust can be analyzed as the prevailing trust in media (Seiffert & Bentele, 2011). Prior experiences and services encounters are also important variables of public trust (Yang, 2005). Governments are striving hard to create trust in eyes of citizens (Ikola-Norrbacka & Salminen, 2010). Different encounters between the public sector administrators and general public develop believes about the public sector institutions along with this education, media, family members, friends, and movies also play their role to build and strengthen these believes (Yang, 2005). When we look the trust from psychological perspective and open the black box of the brain it reveals that trust and distrust neural correlates. The trust is associated with brain's reward, prediction, and uncertainty areas, while distrust is associated with the brain's intense emotions and fear of loss areas (Dimoka, 2010). Trust and distrust are also associated to positive and negative expectations (Dimoka, 2010).

From sociological perspective trust is the phenomenon of social, structural, and cultural variables (Yang, 2005). Trust is not only influenced by the action of the company but also the context in which interactions take place. This view implies that context play a mediator role to build the organizational trust (Grayson, Johnson, & Chen, 2008). Trust on system (government) is the basis and predictor of organizational trust (Grayson, et al., 2008). Public trust on public sector institutions is equally beneficial for other business and economy. Trust within in organizational departments and at different levels also enhances overall trust on the organization (Fang, Palmatier, Scheer, & Li, 2008). Public trust on different organizations also depends on the principles of good governance of organizations and ethics in public administration (Salminen, & Norrbacka, 2010). Due to continuous stress on public sector institutions to improve their performance (Kotler & Lee, 2007)

the institutions are considering and implementing number of policies and practices to minimize the stress. As the lack of information and its flow from public sector institutions is the basis for distrust on public sector institutions. Public sector institutions focusing on programmed campaigns of communication to overcome this obstacle (Weiss & Tschirhart, 1994).

There are a number of studies that focus on improving the performance of public sector institutions and utilizing different techniques to achieve the desired objectives (Kotler & Lee, 2007). Modernizing courts in UK to improve the efficiency of courts and improve their effectiveness. They explore Explores seven areas: judicial independence; quality of service; cost-effectiveness; democracy; efficiency; speed; and government as the driver that impact the judiciary (Raine, 2000). Public sector governance reforms a project by World Bank in many developing countries to improve their governance and publish their better image and better service they can provide (Kulshreshtha, 2008).

Globalization and governance for sustainability to deliver better solutions to problems in public sector institutions (Martinelli & Midttun, 2010) and implementing state of the art technology and E-Governance and E-Services in public sector institutions to make best use of public money and provide best solutions (Hassan, Shehab, & Peppard, 2011), To implement all this and build trust on public sector intuitions it needs to create awareness in public and flow timely and accurate information to public (Bowman & Gilligan, 2007).

According to Newton & Norris (1999) of Harvard university (John F. Kennedy School of Government) there are three models to determine the public confidence on public sector institutions. The Models are social and cultural, Social psychological explanations, and institutional performance model. The Social and Cultural Model suggests that trust in leaders or particular administrations is subject to greater short-term fluctuation than confidence in institutions. However, institutions are large, impersonal, and broadly based, and the public's estimation of them is less immediately affected by particular news items or specific events. Thus, loss of confidence in institutions may well be a better indicator of public disaffection with the modern world because they are the basic pillars of society. Socail psychological school treats trust and institutional confidence (or distrust and lack of confidence) as basic aspects of personality types. But when we step back and look at a nation as a whole, the story is quite different. At this aggregate level, social trust and confidence in government and its institutions are strongly associated with each other. Social trust can help build effective social and political institutions, which can help governments perform effectively, and this in turn encourages confidence in civic institutions. The third model, presented in the introduction to this book, focuses on the actual performance of government as the key to understanding citizens' confidence in government. Trust and confidence are regarded neither as personality traits nor as the direct products of social conditions that are associated with a democratic culture or well-developed social capital.

Both marketing and leadership are subjects of high interest especially for private sector organizations, with countless research done regarding their influence on organizational Performance. Adopting private inspired approaches in management and delivery of public service has inherently brought more attention to the concept of marketing and its significance for the public sector. Marketing is one of the fundamental components in this process, not only in direct relations with citizens but as a component of strategic management. Marketing can be also an important tool for leaders to promote their organizations interests and objectives in relation to other institutional or political stakeholders According to Philip Kotler, there are six private sector practices which may be successfully used in shaping the marketing of public services (Kotler, Lee, 2007): Total Quality Management, Customer driven strategy, Creating self- management teams, Visionary leadership, Outsourcing, E-Government or e-information (Tiganas, Ticiu, Mora, & Bacli) .

Service firms can increase market share three ways: attract more new customers, do more business with existing customers, and reduce the loss of customers. By directing marketing resources to existing customers, relationship marketing directly addresses two of these opportunities: expanding relationships and reducing customer. Because many customers want to be relationship customers, relationship marketing also can 'help firms attract more new customers. Relationship marketing is a potent strategy for today and tomorrow; it warrants the attention it now is receiving in the discipline To use this relationship marketing tool services firms are getting numerous advantages (Berry, 1995).

To sum up so far the literature reviewed tells trust, service experience, lack of state of the art technological support, poor quality of services, poor delivery of services, and corruption are the primary causes in the effective and efficient performance of public seector institutions particularly in services sector. To uplift this there are so many remedies are disscussed in literature but there are very few studies that directly take the services marketing as a tool to uplift the performance of the institutions. The current study explore the lower judicial sector in seervices marketing perspective with more professional apporch to consider the justice as the service.

Henkel & Schedler (2008) stated that the people are demanding same services delivery as by the private owners and we are in the fourth phase of where the major question is how to use marketing in public sector institutions. They also hilight that today public marketing is become the part of public management to deliver

the solutions for current problems.

Research Methodology

The main objectives of doing the exploratory research is to discover the essential needs of Lower judiciary of Pakistan and understand the key factors that influence the services design and quality and highlight the judicial process accordance to the services perspective. The research is based on qualitative analysis of in-depth semi-structured interviews with Judges, Lawyers, policemen, office staff and common people who are in search of justice. The study was conducted in District Gujrat. The interviews were conducted with District and Session Judge, two additional session judges, senior Civil judge, three junior civil judges, family judge, two magistrates, Lawyers of supreme court, high court, and session courts, Sectary Gujrat district Bar, session superintend, and two policemen. Interviews were also conducted with people inside the premises of court. In Islamabad F8 Kachehri interview was conducted with probation officer. But most of the time people in the premises of court in Gujrat and Islamabad were reluctant to share any information. The objectives of the interviews are to understand their point of view regarding the judicial services and flaws that cause the poor services quality and gaps in services delivery.

The study will go through defining the 8p's of services, supporting and enhancing services, sources of information of services, and model for gaps in services design and delivery according to (Lovelock, Wirtz, & Chatterjee, 2006) in services marketing (people, technology, strategy) 6th edition.

Marketing Mix

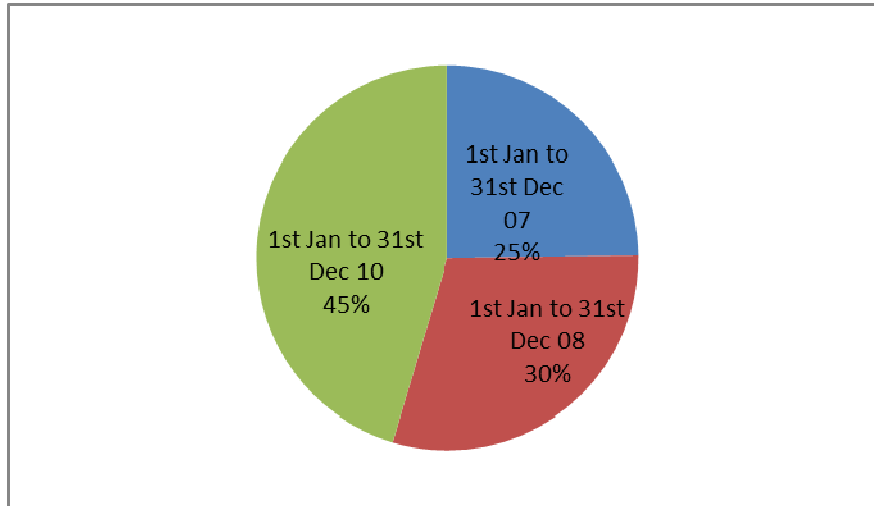
“Justice” is the core service provided by the judiciary. Interpretation of laws is also service provided by judiciary. Subordinate judiciary provides justice to public at large regarding Criminal, Civil, and in Special matters (special declared by law). These services are provided in the courts and in special occasions in jail and at spot of occurrence. The courts are famous places at any districts and easily can be accessed. “Kachahri Chock” is the renowned place where subordinate judiciary functions in Gujrat District and F8 in Islamabad. Fee is charged according to court fee act 1870, this fee is in civil cases but there is no direct fee in criminal cases. Indirectly a tax paid by the people of the state is fee paid for justice. Along with monetary cost in these services non-monetary price to get services is at its highest level. Good justice is itself is the best promotional tool for the judicature. Promotion of the services is based on words of mouth; different government department and NGO's promote and work for facilitation of justice services for the welfare of society like, NCHD (National Commission of Human Development). Supreme Court, high courts provide press release with intervals about the functioning and performance of judiciary. Public service messages and different written messages inside the court premises are part of promotion of judicature. Process of delivery of legal services also vary with respect to the subject matter but those matters that have punishment or judicial starts from FIR, then police makes Chalan and presents before court where judge conducts hearing; both the client and defense lawyer along with their assistants give their observations to the judge and presents their evidences then the judge makes the decision. On the other hand civil, revenue, and consumer matters start with suiting the case in the court. In civil cases the case is put in the office of senior civil judge that analyze the each case and assign different judges according to the nature and value of the case.

Physical environment of the court is much formalized, high decorum, the building is made in the typical Government style with the Pakistan flag on the top, big picture of Quid of Nation on the front wall, the year calendar with high court chief justice picture was hanged under the Quid picture, small Pakistan flag was placed on the table of the honorable judge, the typist and reader were sitting on the right and left side of the judge, after each comment the lawyers bow before the judge, security was high alert, and the last but the most important, a relevant Quranic verse was written on top of the front was (AY EMAN WALO INSAF PER QAIM RAHO, AUR ALLAH KAY LIAY SACHY GAWAHI DO). People involved in legal services process may vary according to the nature of services matter (civil, criminal). Usually the people involved in judicature are Police, Judges, and Lawyers, victim and accused, and judicial subordinates. These people integrate to provide the justice although their role varies but they need to be work in coordination and with full efficiency to make the judicial system effective. Finally productivity is measured by the no of register and disposal cases, while quality is directly related how fairly, timely, freely justice is provided, and what is the public perception about it. In the month of January, 2011 the total no of cases registered in the session court Gujrat were 1423 and 817 were dispose. In civil and other special matters it is relatively difficult and low in number due to the judicial hurdles and lengthy process and the major civil cases linger upon up to thirty to fifty years. The given below figure highlights the provisional record of subordinate judiciary performance that shows positivity in disposal of cases.

Table 1:

1st Jan to 31st Dec (2007)	1st Jan to 31st Dec (2008)	1st Jan to 31st Dec (2010)
1246665	1503904	2281062

Fig 1:



Source:

<http://www.ljcp.gov.pk/Menu%20Items/Articles%20on%20Law/The%20Judicial%20System%20of%20Pakistan.zip>

Supporting and Enhancing Services:

Information lies in the heart of legal services. Each person of the state needs to know about his/her rights and obligations because ignorance is no excuse in law. People get information about the legal services from lawyers. There are also some governmental and NGO's that provide information to general public about the judicial system. Its two- way job you provide some information to get in return. The necessary information includes the benefits and penalties of a particular matter and the necessary documentations and proves requirement. Accurate and timely information is very important to get satisfied services. For these services repute and personnel relations accounts a great value. The need and competition of information is growing in legal services. In our grass root level legal services provision setup a man "MUNCHI" (Assistant) is play vital role in disseminating information that is easily be called a mixer of truth and falsehood. The process of order tacking is manual. Due to this it includes some wastage of time, anxiety, and physical effort. At this there is very less use of technology. When there is suite of case in any court it is documented and files are generated that are crucial to step forward in services delivery. When the case is registered both the parties are given dates of next hearing and in same sequence this process goes on. There is no fee in the criminal cases but in civil the fee is charged as per the prescribed rules and procedures. The billing is written on of official papers and there is no ambiguity in it. Payment is made directly in bank and receipt of payment is provided. In some it is also required to presents money in form of bank drafts or other means as grantee. The method is secure but it is manual that make it lengthy and frustrating. In legal services consultation is provided by lawyers, prosecutor, some governmental departments and NGO, s. There are also law firms, and chambers that provide consultation regarding services delivery. In these services the consultation varies from free to high yield fee. Personnel relationships also play a vital role in the consultation of these services. Usually it is perceived that when consultation fee is paid, counsel gets better and fruitful. Very popular words about judicial system that prevail in our society (KHUDA DUSHMAN KO BI COURTS, KACHEHRY SAY BACHAY), these words clearly depicts that this element of services is a complete miss in our legal services delivery system. People are not willing to go to courts even for their genuine matters. There is no waiting room, no food and beverage shop, and nothing that can provide hospitality to services receivers. Safekeeping rates at very higher level in legal services. Information, record, and witnesses need to be kept secret. Consent should be free. There should be very refined and accurate mechanism of safe keeping in legal services. Presently there is question mark "?" on safekeeping in our system of legal services. Even human lives are not secure inside the premises of the court and the killing of people inside the premises is common phenomenon. Exception in legal services, are also provided at special occasions and for special cases, like Raymond Devis and Benizir Bhauto cases hearing in jail, spot penalties and punishment by magistrates with additional powers on special occasions. Some high value and high nation's

involvement cases are heard on daily bases.

Gaps in Service Design and Delivery

People want to resolve any of their matter by court while the judiciary thinks that every issue is not related to us. For example; the change of name, police is not co-operating and registering FIR. These are departmental matters and resolved by the concerned departments. There are prescribed standards of delivery of services but the present standards are poor, flexible, and outdated. People expectations are high from judiciary but the present standards are unable to meet them like there was case in court from last three years, one party has to produce witness but he was just lingering it. After three years he was imposed a penalty of one thousand (The matter was civil). Multiplier effects produced when poor and outdated standards are yet not meet. As the delivery of legal services is the integration of different departments and the standards are not shared among all the concerned departments that's make it delivery gap wider. The claims are very high from the services provider point of view but ability to deliver is very low. Expectations are high from customer's perspective but the actual delivery is poor and perceptions are also built in same directions. It's clear perception about courts that if you have money and relationships you can turn situation into your favor. There is complete ignorance, having no information, just want the solutions for example; a man working in president house as Gardner wants to change his name after 5-7 years and suite a case to order the NADRA to do this. Flow of information and knowledge about the procedures of justice and rights and obligation is at his lowest level in general public that creates a huge interpretational gap. People want the speedy and favorable results; to achieve this they use unfair means and system is poorly designed that provide them space for this. Their interpretation is that until they will not pay they cannot have favorable results. Finally all the above interpreted services delivery gaps contribute and produce multiplier effect that widen the service gap that is currently prevailing in our system of legal services. The actual belief is the total corruption and nothing is going good, and from service provider perspective we have improved the system and there is no corruption and things are going good.

Suggestions

Each department functioning in the province should have their own mechanism to resolve their matters this will resolve the problem of burden of work and the courts can focus on the genuine issues. The decisions of judiciary should be strictly implemented and be binding to each department. There should be supremacy of judiciary on every department. Public awareness about their rights and liabilities needs to be created, so that people come in courts with clean hands. People come in courts only for their real issues and at the right time to achieve these objective basic rights should the part of basic education. Presently it is needed to increase the number of judges in subordinate judiciary. Integration among the departments needs to be improved. Courts should be fully equipped with state of the art technology. Judges should be given access to the databases of the departments. There should be a competitive edge access to information not hurdle. We need to think for collective achievement. We need to promote community awareness and welfare activities and programs. Last but not the least Police department needs improvements and must be equipped with relevant technology.

Recommendations

Injection of new blood: we need to think very seriously where we are going; we need to think what we can do and what are doing. We need to think we are awarding PhD degrees that solve the others problems. We need to inject new and fresh blood in our departments and stop resolving the others problems on our own expense. We need to award degrees to those who resolve our problems on our expense.

Stop awarding lawyers bar memberships: Bar need to give membership to only those lawyers who practice and quit those who do not practice. Impose limit of cases for the bar membership.

Promotion mechanism: there should be a proper promotion department that functions to minimize the information gap, launch a massive awareness complain, highlights the positive image of the judicial system that will be helpful to change the present mindset about the system in general public mind.

Waiting Rooms and display hall: to increase the hospitality of services built a central hall for waiting and it also displays the numbers of cases that are presently proceeding in the different courts, so the people can go only on their number in court room. The central hall also serves as the display room and promotional tool in present circumstances.

Stop writing and saying subordinate judiciary: As Mr.Faiz-ul-Hassan (Magistrate Gujrat District) rightly highlighted that we need to stop speaking ill about subordinate judiciary because every Judge is meant for justice and equality. It demoralizes the judges of subordinate judiciary.

Judicial commission of Pakistan need to play his role to minimize the lawyer's strikes and boycott of courts and specially in Gujrat district needs to constitute a committee consisting of members from bar, administration and senior judges that resolve the issue of every Thursday strike and boycott of courts because ultimate sufferers is public at large.

To increase the safekeeping security system is need to be revised and also need to take help from infrastructure (which enhance the security system). Better security system will also reduce the trust deficit and people feel free to come in courts.

Conclusion

“All the rights secured to the citizens under the Constitution are worth nothing, and a mere bubble, except guaranteed to them by an independent and virtuous Judiciary” (Andrew Jackson). By analyzing the current system we can conclude that lack of awareness, information, effective departmental integration, and lack of basic knowledge are the hurdles in an independent and virtuous judiciary. We need competency, willingness, and dedication to remove these hurdles in the way of justice. The path that we need to follow is much simpler and easier; we need only to go practical. In this regard services marketing can be an effective tool and knowledge base to uplift the performance of judicial services and we can also deliver services in effective and efficient way.

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Appendix

Lower Judiciary of Pakistan:

General Public:

SR #	Name	Case	Period of Case in court	Problem
1	Addur-rahim	9-c	15 months	Police make false case
2	nasir	9-c	11 months	-
3	irfan	302	5 years	I was with friends not directly involved my neighbors make false case
4	Shir khan	Land issue	3 years	Personnel clash
5	Kafiat ullah	Neighbors clash	2 years	I was with friend
6	hameed	Kidnap	10 years	-
7	nisasr	Weapon	2 years	-
8	Nasurallah	land	15 years	Process is slow
9	Bashir	Narcotics	3 years	Police clash
10	Shoukat	Weapon	1.2 years	Personnel clash

Major Obstacles in the way of Justice:

1. System is integration of different departments
2. System is hijacked by the lawyers
3. Lawyers are on strike, and, the other strikes that struck the system
4. Implementation problems
5. People thin at very micro level
6. Departments don't take action against their respective people who commits wrong
7. There is no court for the provisional departments
8. There is a lack of coordination among the departments involved in the process
9. Shortage of judges
10. Complication of law and unawareness of general public
11. People don't come in court with clean hands
12. Incompetency and non serious attitude of police
13. Electricity short fall
14. Waste of time by having no value for time and suit against each other in a very ill manner way
15. The lawyers are not specialized for each subject (civil, family, criminal, special)
16. Courts are not fully equipped with state of the art technology
17. System provides space to escape, as the figure below shows that how the process functions inside the court, presently in every case two parties want to make the process speedy but the third one linger upon and most of cases the third party succeed because the two parties (one always judge) have more burden of work and third easily gets space and make the process slow.
18. Corrupt politicians and bureaucrats
19. In Gujrat, on every Thursday lawyers are on strike that makes the process more and more slow.
20. There are more than seven hundred members of Gujrat lawyers bar but less than 250 do regular practice.
21. The top management doesn't know the fundamentals duties and functions of the each department.

Format of Unstructured Interview:

Introducing the Interviewer:

Name of the Interviewee:

Designation of Interviewee:

Q1: Sir, Kindly tells the process of Function of lower Judiciary?

Q2: what are the major problems in the process of justice?

Q3: Why the people don't own this system?

Q4: What are the solutions of the problems you have elaborated?

Q5: What are the principle reasons of Corruption?

Q6: How your department is working to overcome these problems?

Thank You for your time!

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