

This study was designed to compare the organizational characteristics in System 1-4 Organizational theory in public and private sector universities. Major objectives of the study were to explore and make a comparison among organizational variables including leadership processes, motivation processes, communication , interaction influence , decision making , goal setting , control processes, performance goals and use of ICT in public and private sector universities, finding the correlation among employee related variables of the study namely employee attitude, commitment, group loyalty, trust, confidence, upward influence and motivational forces and developing a model for making a shift towards System 4 Organization.

Population of the study included 12, 729 faculty members and administrators of 17 public sector and 15 private sector universities. Stratified random sampling technique was used to select 10% as the research sample. Data was gathered through a self-constructed Opinionnaire. Its psychometric properties were developed through validation of expert opinions, Cronbach's alpha($r=.90$) and Item analysis. Descriptive and Inferential Statistics with the help of SPSS version 21 and Cohen's d calculator were used for data analyses. Descriptives revealed that public sector is System 3 organization and private sector is a System 2 organization.

Correlations, Multiple regression analyses, Independent Samples t- test and Cohen's d helped to make associations and comparisons. Results showed that a significant difference was found in the organizational characteristics except for control processes which were manifested in centralized manner in both the sectors.

Findings revealed that as the leadership processes moved towards consultation, employee attitude, trust, loyalty and commitment towards organizational goals improved. A suggested model was developed on the basis of gaps observed to make a shift towards System 4 organization. This model recommends leadership development, improved motivation strategies, strong communication networks, training in decision making, interactive goal setting approaches and decentralized control. Recommendations of this study may be useful for educational managers and planners in reframing their organizations through improvement of organizational characteristics and processes.