

Evaluation of HR Strategies To Improve Motivation &
Performance in CPPA-G



By

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Fall-2K19-EMBA – 320420

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A Business Project submitted in partial fulfillment of the requirements for
the degree of Executive Masters in Business Administration

In

NUST Business School

National University of Sciences and Technology

(NUST), Islamabad, Pakistan.

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Master of Science in
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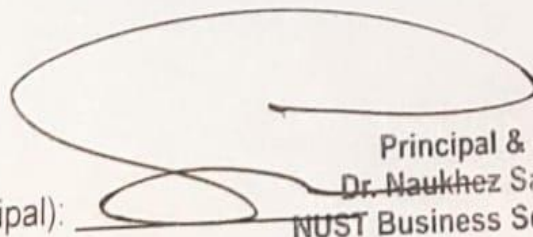


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Executive Summary

The CPPA-G is one of the major players of energy sector in Pakistan. It is a fully owned by Government of Pakistan. CPPA-G acquired the National Transmission and Dispatch Company's (NTDC) market operations business in June 2015, and since then it has been the Power Market Operator. Below mentioned are major objectives behind the formation of this new public sector organization.

- To address the billing issue of energy sector
- Financing & facilitating the new players coming in Power sectors.
- To increase the competition among the market players of Power sector.
- Competition will ultimately result in lowering the rates of energy.

Current account deficit is one the major blockade in Pakistan economy which is related to energy sector. Our country was also facing power shortage when this organization came into being back in 2015. This organization has a crucial role in addressing the issues of the power sector. Its crucial role in power sector & significance in Pakistan, s economy attracts my attention. I decided to learn more about this organization by conducting research on it & opting this organization for my project. We have learnt different techniques & methods during our MBA program through which we evaluate the organization HR policies & their impact on employes motivation which ultimately have an impact on employee performance.

In this project I will discuss different HR policies & functions mainly Talent Accusation, Performance management & Appraisals, Promotion & Succession planning, Bonus/ rewards for employees & Learning/development of employees. To understand the impact of these policies I will conduct a survey with different departments within the organization. I shall also throw light on weak identified areas and recommend what needs to be done to address those areas to improve the motivation & performance of the employees.

Introduction

Company Overview:

Central Power Purchasing Agency (CPPA-G), a fully Government of Pakistan owned company, was incorporated under the Companies Ordinance Act 1984. CPPA-G acquired the National Transmission and Dispatch Company's (NTDC) market operations business in June 2015, and since then it has been the Power Market Operator functioning according to the NEPRA Market Operator Rule-5(Registration, Standards, and Procedure) of the 2015 "Market Rules".

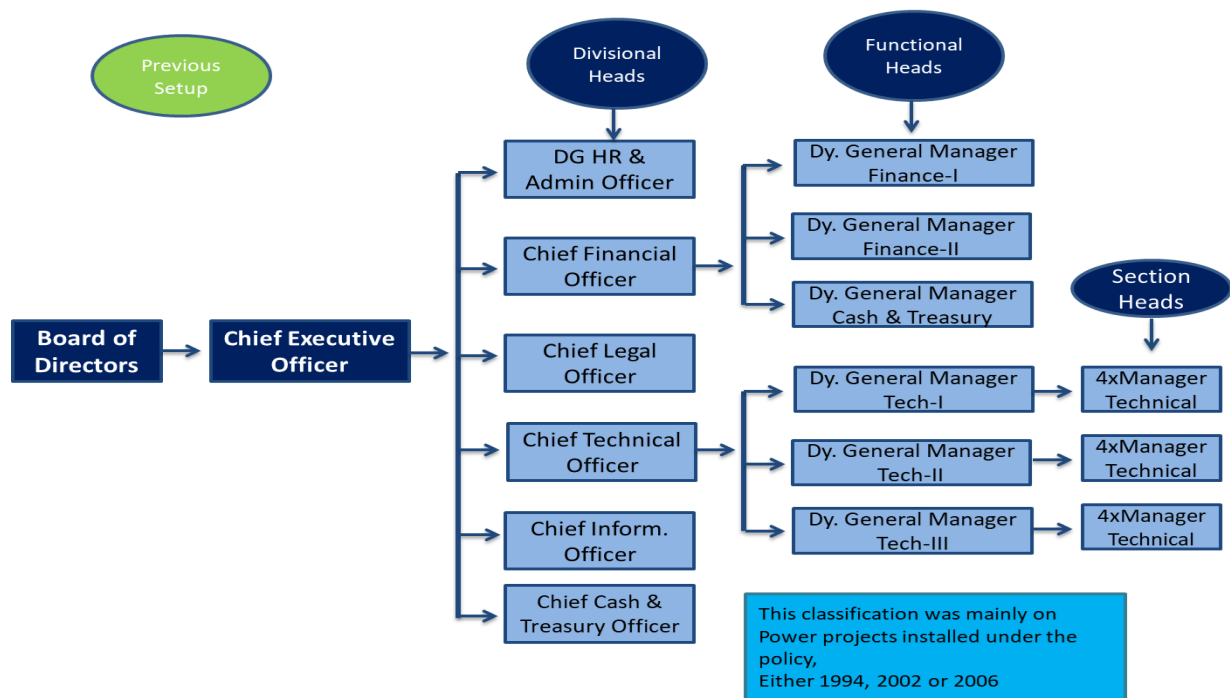
Objectives:

- Look for improved efficiency, as the conventional model has no or immaterial incentives for expense reduction and making wise investments.
- Ease out financing of the power segment, introduce dynamic and credible players.
- Improve efficiency and appropriate financing schemes that will lead to cheaper electricity prices and better service quality for end-users.

Previous Structure

Previously, the company operated under the Board of Directors (BOD) with Managing Director NTDC as Chairman of the Board of Directors. Down the line, the technical and finance

department had three Deputy General Managers, assigned with the task of managing and dealing with the power plants installed under different power policies. Deputy General Manager Technical-I (Dy. GM Tech-I) was assigned with the task of handling those projects installed under the policy of 1994, (Dy. GM Tech-II) was assigned projects installed under the policy of 2002. The same was for Dy. GM Tech-III, who was assigned the task of handling projects installed under 2006/1998 power policies. The same assignments were laid out for the finance department. Each deputy general manager was supported by four different managers/directors.



Current Structure

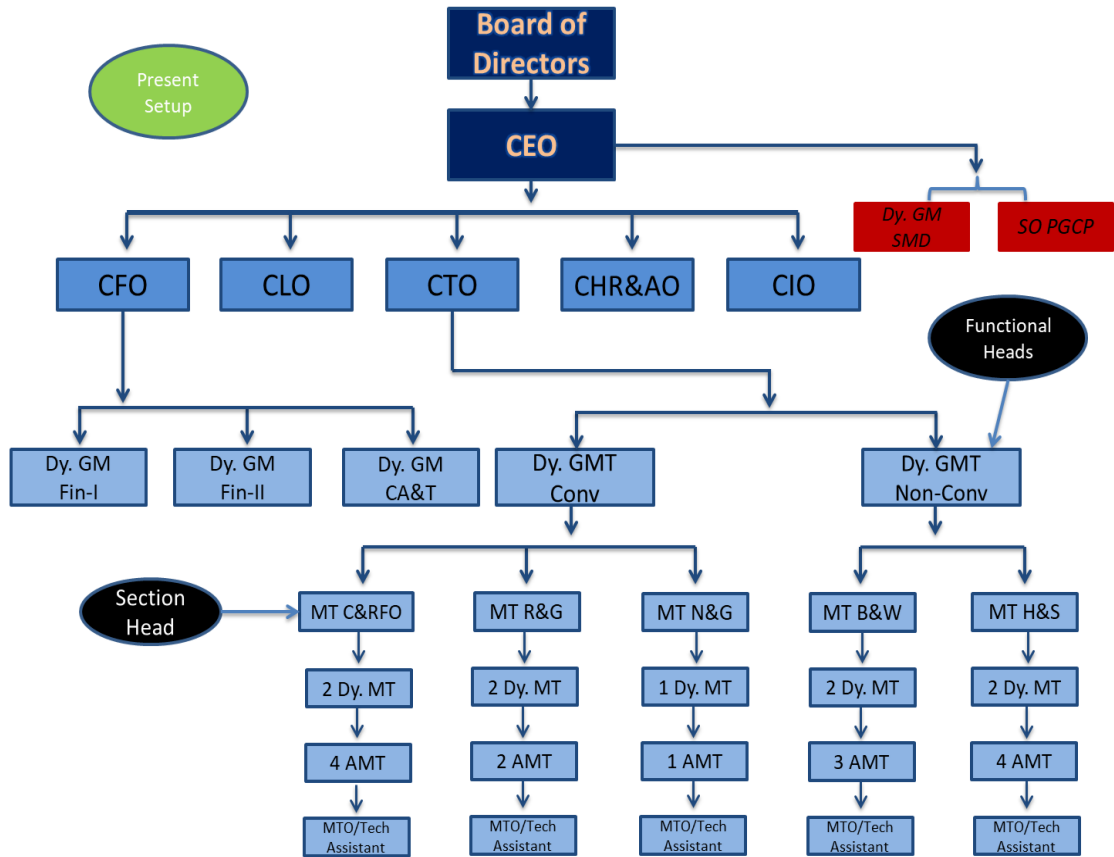
Currently, CPPA-G is operating with eight major functions. These functions have been categorized as major and support functions. Information technology and human resource

management are the two support functions of the organization while the six core functions include:

- Power procurement from plants on behalf of (DISCOs)
- Strategy and market development
- Settlement
- Finance
- Legal and corporate affairs
- Monitoring and coordination

The CEO has two separate teams outside from the normal hierarchy, working under the name of

- 1) Strategy & Market Development Team (SMD)
- 2) Policy Governance & Corporate Planning (PGCP)



Timeline



A Detailed Analysis of Performance and Motivation in CPPA-G:

A set of 9 interviews (see Appendix) were conducted across the various departments to help comprehend the performance and motivation infrastructure in place at CPPA. I attempted to grasp the current HR strategy in place and how it helps in boosting motivation and consequently performance. Then in-depth interviews were conducted with each department to gauge the reality and the gap between the formulation of policies and their actual implementation within CPPA.

HR Strategy



Hiring / Talent Acquisition

The hiring process at CPPA starts when a department generates a requisition for a particular post. The HR department creates a job description and gets it approved by the authorities after which it is posted on various platforms. Up till the Assistant Manager level, a written test is conducted under Pakistan Testing Service (PTS), the passing percentage for which is 60% and which results in an interview call. The interview panel for an assistant managerial post includes a manager,

deputy general manager or chief manager along with the financial chief and HR chief. Each recruit is given a formal overview and presentation during the onboarding process and introduced in all departments.

Performance Management and Appraisals

The performance appraisal is in-line with the modern trends where the employee enlists their achievements and is then scored by the line manager and their senior reporting officer. The scoring is then shown to the appraisee who can challenge it and take it up with a committee. This strategy and other major HR changes are being made with the aid of Alia Zafar who is a third-party HR consultant hired by CPPA-G. However, there is a gap in the implementation as most of the employees are not shown their Annual Confidential Report (ACR) due to the old-school mentality of it being confidential, not realizing that it is not supposed to be shown to other parties except for the appraisee.

Promotions and Succession Planning

Promotions in CPPA are usually given on the basis of performance and seniority. After successful completion of a specific tenure, employees are promoted to the next grade. Few direct hirings and employee poaching on key positions have been observed as well. As CPPA is a government organization, there are some cases where promotions happened on reference-basis.

Learning / Trainings

Corporate training plays a vital role in the professional development of an employee. Different job as well as interpersonal development trainings should be arranged for different levels/hierarchies.

In Pakistan people take trainings for granted, so a proper check should be developed on the completion of every training module. Inter-organizational training should be the first step in this direction. As CPPA has sufficient manpower, knowledge can be transferred down the line by arranging some classroom-based teaching/training especially for initial joiners, so that they have a strong grip on their work duties and perform their jobs effectively.

Bonuses / Rewards

A performance bonus is a very good motivator, and there must be clearly defined bonuses on different tasks individually as well as departmental or team-based goals. Annual bonus for the whole company employees with no difference between a star performer and a normal performer. Thus, it demotivates the best performers as they are not treated differently.

Interpretation of Survey Results

I conducted a survey (see Appendix) across CPPA to gauge and assess the level of performance and motivation. The surveys were conducted as a complement to the interviews I conducted (see Appendix) since it was easier to get a larger volume of data with relatively less utilization of time and also the anonymity factor usually leads to more comprehensive and unbiased data.

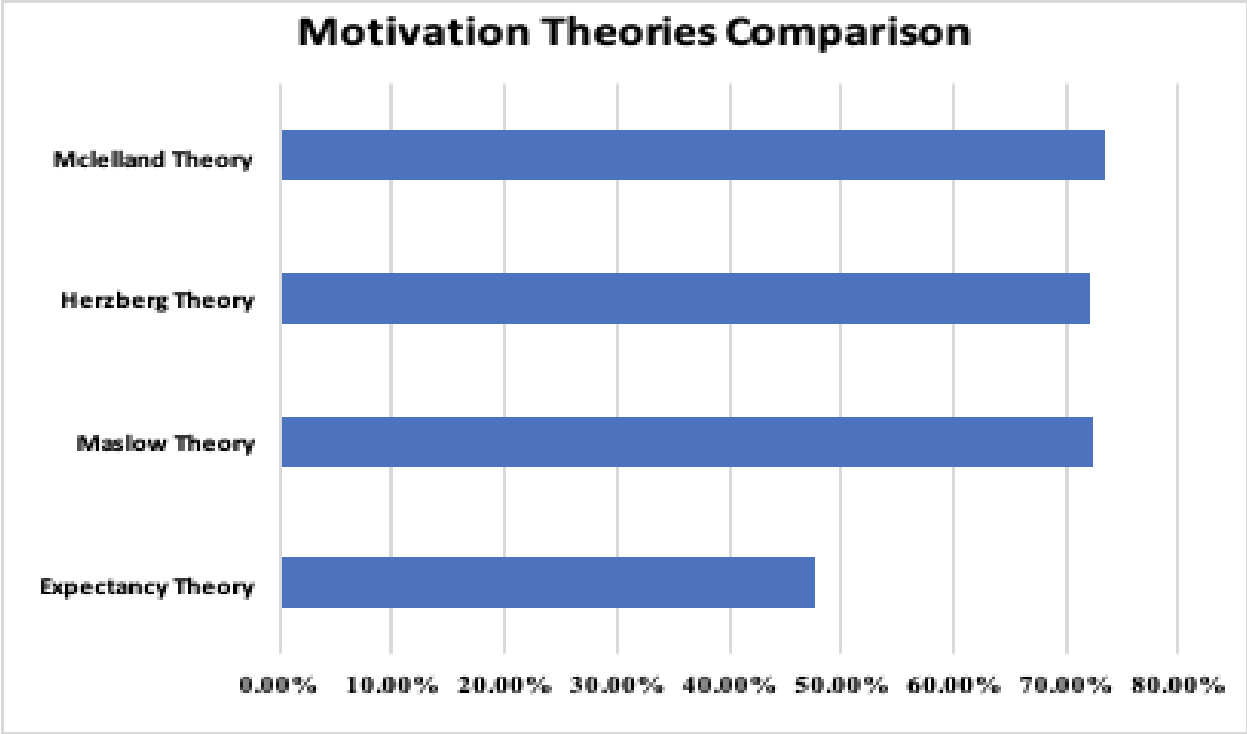
Measurement of Motivation w.r.t. Motivational Theories

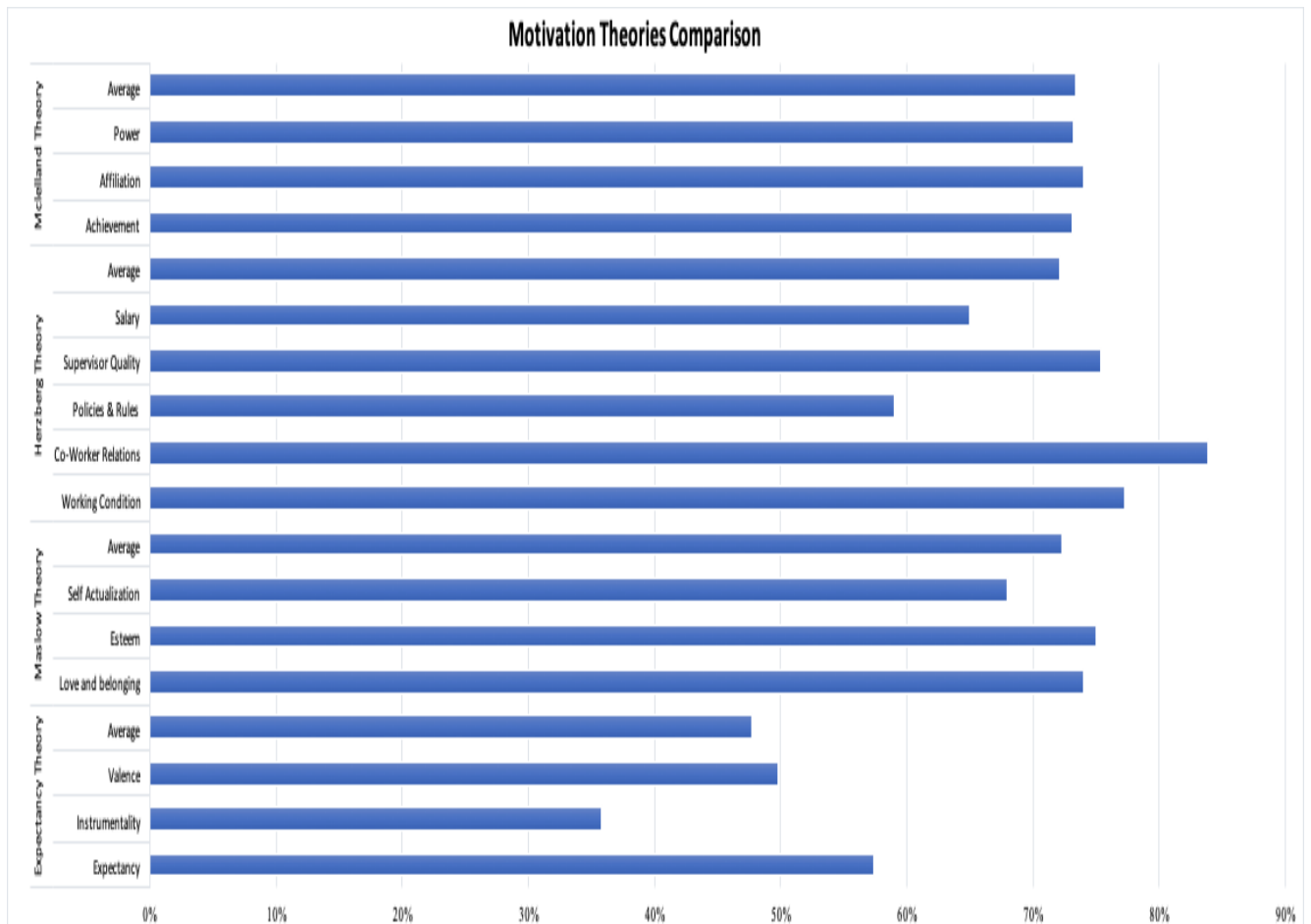
Our survey sample consisted of 26 employees at CPPA (see details in Appendix), across different functions and designations. I looked at textbook theories of motivation such as Expectancy Theory, Maslow's Need Theory, Herzberg's Motivator-Hygiene Theory, and McClelland's Needs Theory and designed a survey form that could measure the factors involved in each theory. Each question was assigned a numerical score based on which I attempted to quantify each theory.

Below is a comparison of the performance and motivation within CPPA with respect to each theory, as each of these theories measures a different aspect and contributing factor towards performance and motivation.

Theory	Variables	Percentage
Expectancy Theory	Expectancy	57.40%
	Instrumentality	35.80%
	Valence	49.80%
	Average	47.67%
Maslow Theory	Love and belonging	74.00%
	Esteem	75.00%
	Self Actualization	68.00%
	Average	72.33%
Herzberg Theory	Working Condition	77.31%
	Co-Worker Relations	83.85%
	Policies & Rules	59.00%

	Supervisor Quality	75.38%
	Salary	65.00%
	Average	72.11%
McClelland Theory	Achievement	73.08%
	Affiliation	74.00%
	Power	73.20%
	Average	73.43%





As can be seen from the table and the graphical representation, the motivation for the employees within the survey sample is almost 70% for three of these theories except for Expectancy Theory. If you delve further into the expectancy theory and look at the factor breakup, you will see that even though expectancy is high, valence and instrumentality are low, indicating that the employees do not perceive that high performance will lead to desired outcomes, which can be anything ranging from non-monetary incentives such as appreciation and feedback to monetary benefits

such as bonuses or increments. This indicates a lack of motivation within the organization due to insufficient appreciation and feedback which can consequently severely affect performance.

Job Characteristic Model:

I also attempted to gauge how did the very nature of the job contributed towards the motivation of the employee using the Job Characteristics Model.

Skill Variety*	Task Identity*	Task Significance*	Autonomy *	Feedback*
4.36	4.65	5.26	4.9	4.43

**Each of these are scored out of 7*

MPS = (skill variety + task identity + task significance) / 3 * autonomy * feedback

MPS = (4.36 + 4.65 + 5.26)/ 3 * 4.9 * 4.43

MPS = 103.32 (out of a max. of 343)

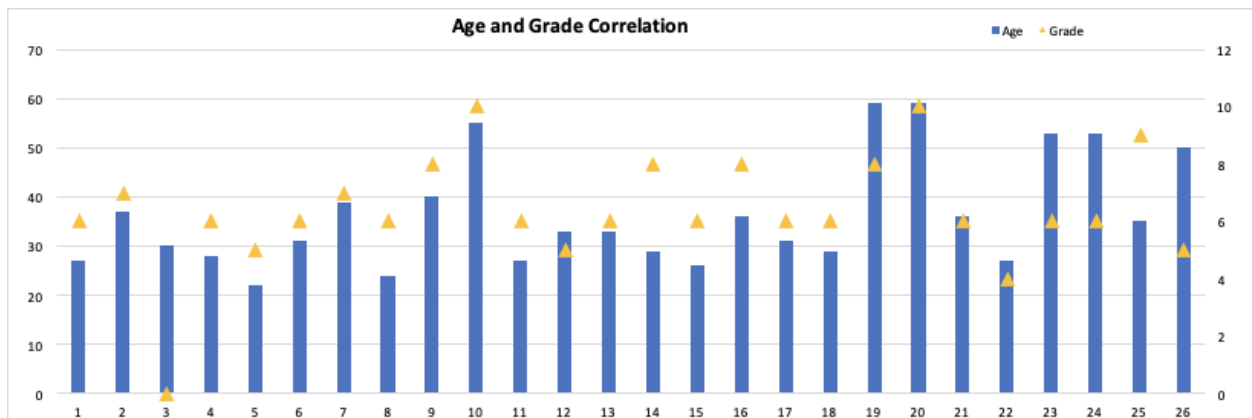
The MPS score is around 30% indicating lack of motivation that derives from the job or task itself. If you take a detailed look at the breakup above, you will see that the only two things at 70% are task significance and autonomy. This indicates that since CPPA is socially motivated that is - it aims to provide affordable and clean energy to the common man, employees find their work socially significant.

Also, they have some sort of autonomy, when it comes to defining their tasks and KPIs (see performance appraisal report in Appendix), however the other factors, specifically skill variety is extremely low, indicating that the organization needs to make the tasks assigned to its employees more challenging and non-routine, involve them in cross-functional teams to avoid silos and a low task identity, and the supervisors need to give pertinent feedback, both critique and appreciation, which would motivate the employee to perform even better.

Correlations from the Survey:

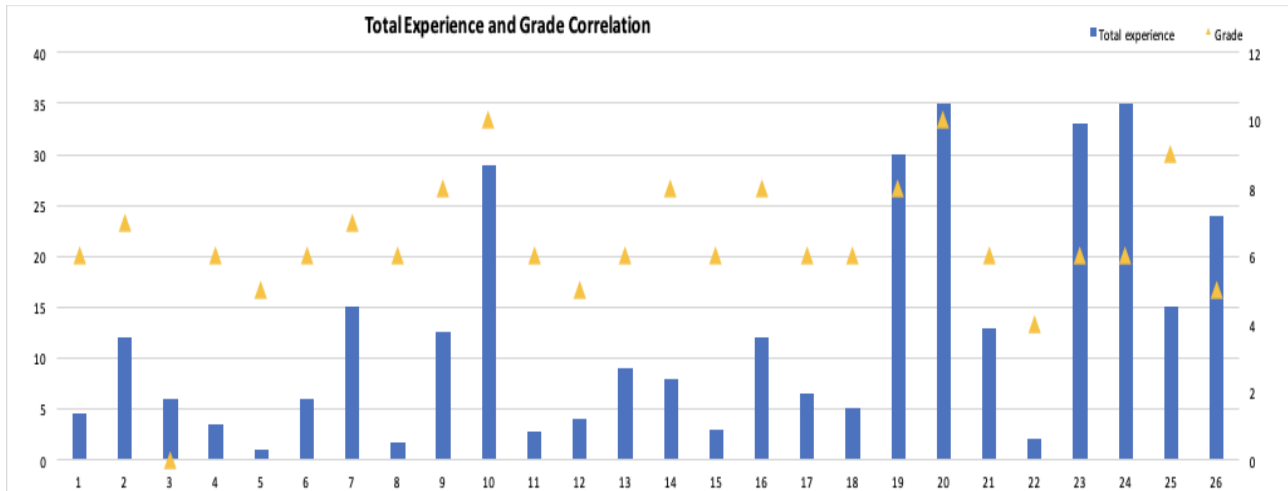
I also used the sample data to draw the following correlations:

Grade and Age:



As can be seen from the above diagram, age and grade have a direct relation, except for a few anomalies, implying that promotions in CPPA are done on the basis of seniority, which holds true for most government organizations. There were, however, a few irregularities, which align with the fact that since the company is gearing towards a more dynamic structure in the near future, competency-based hiring is now also being incorporated.

Total Experience and Grade:



The total experience and grade correlation is chaotic, while in most cases, the total experience and grade are in direct proportion, there are a number of cases, where the total experience is low, yet the grade is comparatively higher and vice versa where the total working experience is much higher than the grade. This indicates the unique position of CPPA, where it is aiming to move from the position of a typical bureaucratic government organization to a dynamic market competitive operator. Competence is now being given more importance as opposed to experience and seniority which are the signs of a more agile, innovative and flexible organization.

Department Wise Motivation Level:



As can be seen from the bar graph, the motivation level is at 70% for all the departments except for HR. This is surprising, considering that HR is the department that spurs the motivation for the rest of the organization, however, the motivation within itself is relatively low. A few reasons for this are identified in the detailed HR analysis conducted below but a summary of these would be general frustration at the speed of the approval process which leads to a huge gap between the policies they painstakingly formulate and their actual implementation.

Gender-wise Motivation:



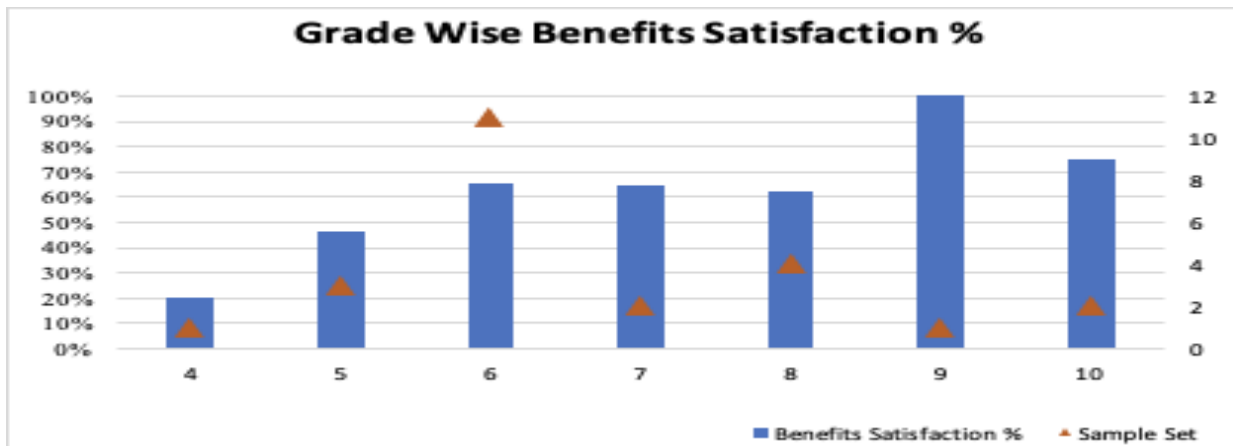
This graph indicates that the female motivation is lesser than their male counterparts. A few reasons for these are indicated in our analysis below and stems from reasons such as lack of basic amenities for females, which can be easily rectified by the organization.

Grade wise Pay Satisfaction:



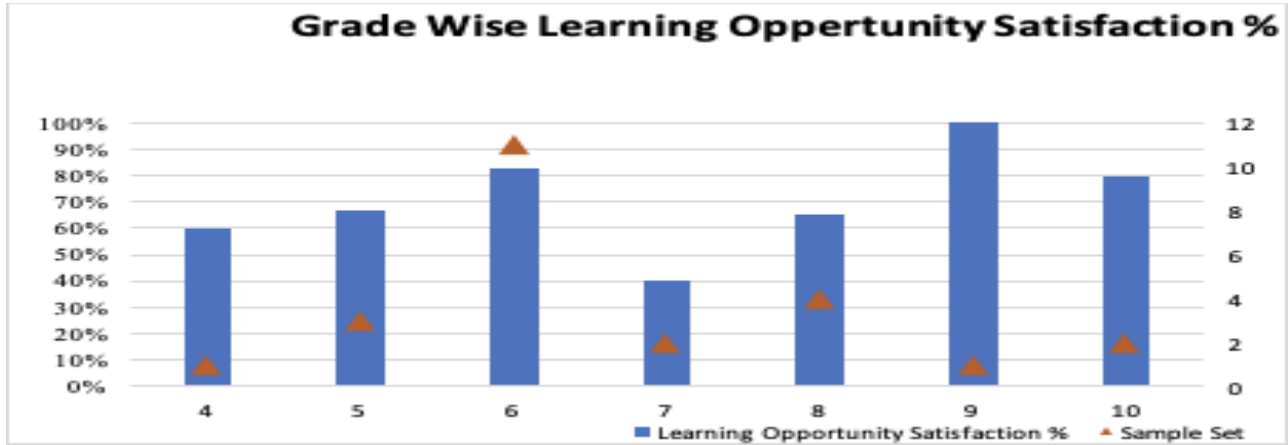
As can be seen from the graph above, satisfaction with their pay, increases as the grade increases up till Grade 9 after which it starts decreasing. This indicates that the organization might need to realign its PayScale and make it more market competitive.

Grade wise Benefits Satisfaction:



The satisfaction scale for benefits is almost aligned with the pay satisfaction, indicating a rise with grades up to Grade 9, after which there is a decline in the satisfaction scale. This indicates the benefits offered might need to be tweaked for some grades.

Grade wise Learning Opportunity Satisfaction:



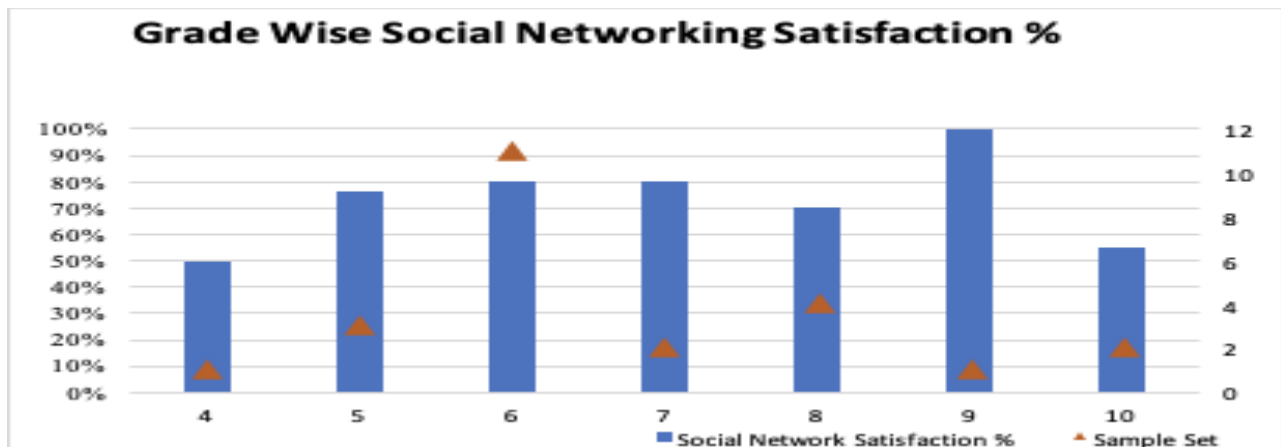
The graph indicates that the learning opportunity satisfaction is satisfactory for all grade levels except for Grade 7. This might entail looking into providing more training and workshops for employees who are at a medium-high grade level and are geared to become the eventual policy makers as they ascend the CPPA career ladder.

Grade wise Working Environment Satisfaction:



The working environment satisfaction level is at 70% on average, indicating that the working environment is satisfactory, however can be improved with a few rectifications which I have suggested in our recommendations section.

Grade Wise Social Networking Satisfaction:



The surprising element in the above graph is that social networking satisfaction is at its lowest for the very lowest and highest grades, indicating a feeling of isolation at these extreme levels. This can easily be rectified by more team-building exercises, which have been suggested in our recommendations section.

Analysis from the interviews

Inter-Departmental Analysis

I conducted an analysis of each department, known as functions in CPPA-G, in detail and had interviews of both junior and senior employees. The department-wise analysis gave me a layer-by-layer perspective and I came to know how different the level of motivation and performance were for employees at each stage.

Human Resource

CPPA-G's HR department had a different perspective on how things were being done at each level. The Chief (HR and Administration) Officer emphasized CPPA's growth over the years, CSR-based organizational goals, and progress towards digitization. According to him, the motivation of the employees in CPPA was being generated via their service-oriented organizational culture with the goal to facilitate the masses with clean, green, and affordable energy and how the HR function has improved the work environment exponentially under the guidance of visionary leadership.

A consultant hired from a third-party organization plays a critical role in the formulation of all the HR policies in CPPA but her vision of performance-based rewards, public recognition, and continuous motivation-inducing programs are opposite to the implemented policies.

Going down the hierarchy, contradictory views were unraveled at the same level by the opposite genders. The male assistant director was satisfied with the on-going processes and quite intrinsically motivated. He presented an excellent view of the function. According to him, the policies implemented are transparent. The recruitment process is merit-based and there is a proper channel and process for every single task. His views regarding the work division, and autonomy, etc. were extremely optimistic.

On the other hand, the female assistant director provided useful insight regarding what was happening on the ground. The only incentive for motivation is the static salary as even the yearly bonuses are not given based on performance. There is an honorarium award where one basic pay is given to the most exceptional employee, but it is rarely awarded. The AD elaborated on the hurdles faced by female employees and how unfriendly the circumstances are for the women in CPPA-G.

A piece of alarming information that our group came across during the analysis of this function was the acceptance of some rules of the HR manual without questioning them, one of which is that the employee has no rights except for those related to their service. Even the annual leaves that are a part of the employee's contract or the yearly bonus cannot be claimed.

Legal

The legal department was of the opinion that good organizations closely monitor the motivation level of their employees and this is not being implemented in CPPA. Even though standard authorizations are available, difficult cases are directed towards legal while the simpler or easier ones always bypass the department even though it is a violation of basic principles.

Even though the legal is to act as a gatekeeper, it is kept under-resourced intentionally. There is no clear career path or career growth in this function. When dealing with external factors, full autonomy is available to the manager to deal with the situation in any way possible as their job/reputation is on the line, but the luxury of motivation is not available at higher positions.

The legal function believes in inculcating the sense of belonging in employees continuously using team-based inspirational talks as there are no extrinsic benefits such as bonuses, recognition by the management, or even nomination of the best employee. Sessions are held regularly where the team is given questions from a legal perspective and discussed for finding the best possible solutions. The appraisal system is not satisfactory either and there have been no foreign trainings for this function but there is a provision for it in the department manual.

Strategy and Market Development

From the SMD function's perspective, the culture is in the process of being developed. Due to the lack of competition in the market for CPPA, there is no motivation in the employees to perform well as they know their jobs are secure and the need to perform well is absent.

The consequences of wrong hiring were an important issue for this function. Although weekly discussions are done for meeting KPIs per quarter if someone is not meeting their goals then nothing can be done about them. Transferring to another function is the last resort because the firing of an employee is not part of the culture.

The goals of this function are dependent on other departments and demand collaboration at all levels. People-first is the attitude with which SMD plans out trainings and programs for the employees.

Information Technology

Automation of all business processes in CPPA is the main goal of this function. A centralized platform with information available to all is how this will be catered by mapping all the core and macro processes.

Change management is the need of the hour for the organization to keep up with the ever-evolving global business landscape. Deployment of state-of-the-art systems like ERP is facing a lot of hurdles because the roots of the file-based culture are deeply embedded in the organization. The under-the-table payments and "I don't get paid enough" attitude are some of the few things which will be eliminated by the ERP.

Technical and Finance

The technical and finance functions were the most motivated departments I came across in CPPA-G. These functions have team members who wholly comply with the hierarchical structure and their main source of motivation is intrinsic by nature.

The junior officers are optimistic about their future here which makes them adaptable to the occasional late-night sittings and overburdening of the tasks. Learning opportunities, available in abundance as per the juniors of both functions, and the friendly work atmosphere contribute to their ever-green high levels of motivation.

These two departments were equivalent to an anomaly in my project as even with the same routine tasks, frequent additional workload, confidential performance reports, and lack of any extrinsic motivators, employees in these functions are not only satisfied with their jobs but also extremely happy.

Organizational Culture/Behaviour

From my department-wise analysis, I came across some interesting insights regarding the organizational culture and overall performance and motivation within CPPA.

Lack of Standardized Processes

In CPPA-G, processes and culture are not mature due to the nascent nature of the organization. Standard processes or procedures are not being followed and operational issues are proving to be the biggest hurdle. Even the hierarchy or employee mix is not standardized. There are no defined

processes flows for the organization's functions and no clear SOPs for intra-departmental processes. As a result, everyone thinks they can conduct the responsibilities of the other function and which results in an endless cycle of paperwork where files are sent back and forth by the concerned functions.

The gap between vision and real-life implementation

Even though the ideas and ideals of the hired consultant and HR are in-line with the current market best practices when it comes to motivation but there is a huge gap between what is being taken into consideration and what is implemented on-ground. There are no provisions for appreciation in the form of certificates, titles, or mementos available in the manual. Job security and medical insurance are the only two things that keep people motivated other than their pay.

Although, the HR function is working on many strategies like the performance-based incentives and rewards, etc. they are a work-in-progress and due to the red tape present at every level, their approval is near to impossible as the whole setup is bureaucratic in nature.

In some departments, Various activities are being organized by the managers in order to inculcate the hunger for excellence and build team spirit. Improvement of the employee's value system and initiation of the drive for becoming their best version is the focus of some function chiefs.

Limited Autonomy

The autonomy of every department is quite limited. I came to know that even the hiring process is controlled at every step to the point that even a job cannot be posted without the approval of the competent authorities. The concept of self-sufficient teams is a foreign entity for the company.

Limitations can be observed in multiple departments. For example, there is a provision for an in-house counsel for legal but it has not been materialized as the processes are still being streamlined and getting this initiated will take a lot of time because of red tape. Now, this situation acts as an element of demotivation for the concerned department's employees as they are unable to see any positive outcomes due to a lack of good resources.

The age difference between the higher management and junior recruit

There is a stark difference between the ages of the higher management and the junior recruits which creates an interesting dynamic when it comes to motivation. For the millennials, small gestures of appreciation are critical while the older generation has lived their whole lives with a paycheck as their only motivators.

A person close to their retirement age will focus on their social network and income which is one of the main reasons why there are no intrinsic or extrinsic motivation programs implemented in CPPA.

Reluctance towards Digitization

The fear of change that digitization will bring is extremely evident with the senior employees. Also, a lot of force is being exerted to not make ERP fully functional in order to avoid transparency of processes across the organization as the company culture and mindset has not evolved yet. The conception of right and wrong is impaired. Accountability is something not easily digestible by the current senior employees as it will open Pandora's box of cases with financial authorities.

Selected Information Disseminated

From my detailed study of all the functions, I came to the conclusion that information is disseminated selectively to every department. HR will be claiming full-scale digitization while the IT department will be ordered to only make invoicing functional in ERP.

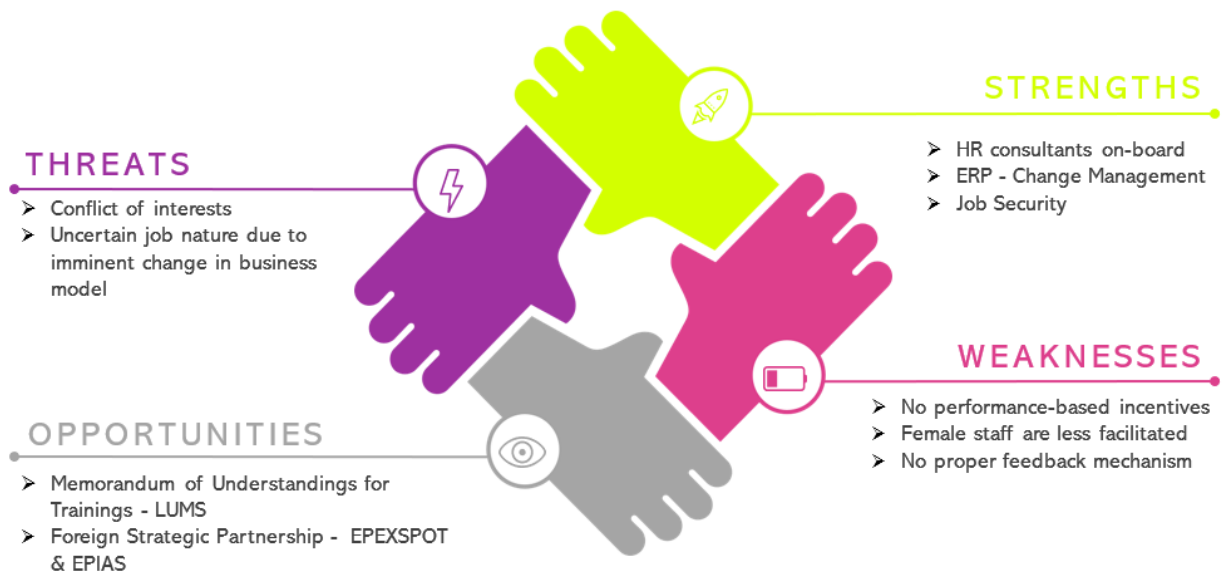
Lack of Diversity

CPPA has a male-dominated culture where there is no margin for diversity in terms of gender. Female employees face a lot of hurdles which are basic needs. The gravity of the situation can be assessed from the fact that there is no space where women can offer their prayers. The concept of daycare is a foreign entity that makes the whole situation quite difficult for working mothers.

Glass Ceiling

This is also a serious issue in the organization which is a constant source of demotivation for the female employees as they do not see their future with CPPA. There is a 'no discrimination' policy as per the HR but the mindset that females cannot perform onsite or in technical positions is still present and quite evident from the job descriptions being advertised by the company.

SWOT [Performance and Motivation]



Strength

HR consultants on-board

ERP - Change Management

Job Security

Weakness

No performance-based incentives

Female staff are less facilitated

No proper feedback mechanism

Opportunities

Memorandum of Understandings for Trainings - LUMS

Foreign Strategic Partnership - EPEXSPOT & EPIAS

Threats

Conflict of interests

Uncertain job nature due to imminent change in business model

Recommendations

During the next three years, CPPA will strive hard for not only to build the internal capacity in-terms of HR Development, processes developing/improving and automating the system but will also assist/push other entities of the energy sector to become stakeholders during this whole journey. These will be as listed below:

Employees and Their Development:

Will be achieved by:

- **Better Recruitment:** Recruiting and retaining workforce with the right skills, abilities, attitude and culture-fit in the right roles will be the priority.
- **Development of Employees:**
 - Facilitation and provision of appropriate certifications/trainings and specialized education.
 - Mutual sharing of knowledge to new recruits at all levels.
- **Compensation**

- Compensation of employees equivalent to the benefits offered by the private sector.

- **Career Planning**

- Career paths will be defined function-wise with preparation and implementation of succession plans for all key positions

Outcomes

- Retention of good staff, act as one, with one voice & note that reflects the core values of CPPA, be skilled in articulating ourselves clearly and concisely
- Developed staff to cope up with the challenges of the future market & provide leadership internally and to other market stakeholders in market development
- Future leaders at all levels that will help CPPA to achieve its vision.

Development of a Healthy Corporate Culture.

Will be achieved by:

Employees Related:

- Top leadership personally enacting the core values as well as sharing a common vision of the company
- Socializing new recruits within the organization and its new corporate culture
- Improving the behavior of employees through training and development.
- Rewarding existing and hiring new employees who fit-in the desired culture

Overall Work Environment Related:

- Encouraging staff members to meet high professional standards in both work ethic and workplace behavior for a collaborative and friendly environment.
- Providing an organizational learning environment and culture that improves overall performance.
- Encouraging an agile and commercial approach with a can-do attitude.
- Creating an environment that rewards outstanding performers and assist struggling employees where improvement is required.

Outcomes:

- Intrinsically motivated employees with high organizational loyalty and a drive to attain the company's goals.
- CPPA will become a beacon for other power sector entities to follow.

Transformation of IT infrastructure of CPPA.

Will be achieved by:

- **Improving the current IT infrastructure of CPPA:**
 - Outsourcing the non-core processes of the company, automating the core processes and eliminating redundant ones.
 - Building state-of-the-art system for settlements and market trading applications by developing internal team for software development and research and development capacities.

- Enabling smooth internal communications setup by implementing easy to use information manager tools followed by the implementation of Enterprise Content Management (ECM) System.
- Attain relevant IT certifications/trainings to improve reliability and performance
- Ensure interoperability & multi-vendor compliant IT setup to the maximum possible extent
- **Outcomes:**
 - Achievement of transparency in overall business and market operations, which is a fundamental requirement of this challenging market operation
 - Efficient business processes with reduced chances for errors/omissions.
 - Improved external and internal communications.

Recommendation for Improvement of Motivation and Performance Improvements of CPPA:

Based on the interviews across departments, surveys conducted at different grade levels, and my in-depth analysis of the organization, I have identified areas where an ample amount of space for improvements is present.

1. Collaborative Setup:

Every member of the organization should be on the same page. A collaborative and transparent setup is crucial for this. A few things that can be done:

- morning meeting within a section and weekly within a division should be mandatory for discussing the issues for the day.
- Minutes of the meetings should be shared with all the members.
- For technical inspections, a senior must be accompanied by a junior for learning purposes and practical training regarding the power sector must be organized for junior management.
- Every team member should have the knowledge of day to day activities/issues of their colleagues and should have the capacity to handle the situation in the absence of any member.
- The data/correspondence/working of all the members must be available and accessible by all via a common drive on the company's network.

2. Simplification of lengthy processes:

Management should take steps by reducing the red tape effect within the organization by simplification of the rules and elimination of redundant steps for approvals. For small issues, the autonomy of decisions should lie with the concerned individuals without cross-departmental/organizational involvement.

3. File work:

The organization should focus on the process of digitization and create a culture that promotes a paperless environment by fully implementing Enterprise Content Management (ECM) and Enterprise Resource Management (ERP) systems. Also, the previous data available should be digitized as well in order to ensure data security, free office space, and promote a sustainable operational model.

5. Defined Career Path:

A clear performance and outcome-based policy for promotion will increase the motivation level of the employees and they will, in turn, work hard for the achievements of their goals. CPPA needs to minimize the role of politics/nepotism/references in the case of promotion. The old tradition of promoting on the basis of years of experience should be discouraged and a proper performance evaluation process should be followed in which the promotion is awarded purely based on knowledge, skills, and performance.

6. Employee Development:

CPPA should focus on the development of its professionals. Development of its own staff, hiring the permanent staff purely on merit with market-based salaries, and proper training programs for different levels/hierarchies should be the core focus of HR.

7. Extra-Curricular Activities:

Extra-curricular activities play a vital role in keeping the motivation level high of employees. Different games/functions should be arranged for the employees. Interdepartmental as well as different Inter-organizational level sports activities should be arranged. This will give the employees an opportunity to socialize and develop a sense of belonging with the organization. Even recreational facilities like snooker or table tennis can make a huge difference.

8. Facilitation of Female Employees:

A common room, washroom facility, and a separate prayer room along with a daycare are the basic needs of the female employees in CPPA that need to be catered to as soon as possible. “Males Only” narrative should be dropped from the organization by introducing pro-diversity policies.

9. Autonomy:

Autonomy should be transferred down the line to junior management. It will develop the decision-making skills of the employees and minimize the execution time of processes.

10. Job Enrichment:

HR and function heads should revise the current job descriptions of employees and enrich them with tasks that are challenging. It will give the employees to learn new skills and will keep them motivated as well.

11. Performance-based Incentives:

Performance-based incentives are a good source of motivation and there should be a policy for them as an annual bonus for the whole company employees demotivating those who give their best all year.

12. Social Impact Awareness:

The job of the CPPA is dealing with electricity procurement and selling it to the whole country on affordable rates. Hence, employees must be aware of the social impact of their jobs. Every single decision of the employees affects the masses. Intrinsic motivation can be developed by organizing social awareness events that highlight the significance of the jobs of CPPA employees.

Conclusion:

After my in-depth analysis of CPPA and its human resource infrastructure, i have come to the conclusion that although previously CPPA's performance and motivation policy was in-line with that of a quintessential government organization - with only the salary and the job security being the main motivating factors - it is now attempting to move towards more dynamic HR policies.

Although, these policies are still in their nascent phase and there is a huge gap between formulation and implementation, yet it is an indication of positive change as far as the company's human resource strategy is concerned and will lead to a rise in the overall motivation of the company and consequently its performance, provided the *current speech-action gap is minimized gradually*.

Appendix

Interview Details:

Interview # 1:

Name of person: Rehan Hameed

Position: Chief (HR and Administration) Officer

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

Mr. Rehan Hameed apprised us about CPPA's main objective, which is to transform from the sole purchaser of power to a perfect market operator. He then highlighted the core departments of CPPA and their major functions. CPPA is also in the process of digital transformation, via an extensive ERP that will digitize their internal processes. He also specified how far CPPA has come since its inception in 2015 when it took over the functioning from NTDC. They started off by paying salaries in cash to their employees to now having a fully automated payroll system. Mr. Rehan also emphasized on the fact that CPPA is not profit-oriented. Their very business objective is socially integrated as they aim to facilitate the people of Pakistan by providing them clean energy at affordable rates. As far as motivation and performance is concerned, they have introduced a service-oriented culture. They believe in transactional correctness. They have coined the term KASH = Knowledge, Attitude, Skills, Habits which embody their HR vision.

Interview # 2:

Name of person: Alia Zafar

Position: Consultant/Advisor to CPPA from Asian Development Bank

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

Miss Alia is acting as a consultant to CPPA and helping them to formulate more forward-thinking HR policies. She briefly touched upon the difference between intrinsic and extrinsic motivation. She believes the balancing act required to align your value system with the organization's is the most challenging. As far as performance and motivation is concerned, she believes there is no single HR tool or strategy, and you have to utilize a combination of different strategies. She is of the opinion that collective appreciation has a permanency effect. Money is always a very important factor, and the HR needs to come up with a reward system and an incentive plan in order to keep the employees engaged and motivated. She believed a static fixed pay is not a motivating factor and that awards are necessary. Graded awards are also another important HR tool, where one is awarded as per performance - this can certainly result in an increase in performance.

Interview # 3:

Name of person: Manzoor Hussain

Position: Chief Technical Officer

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

CCPA is a new organization which has been split up from WAPDA. still CCPA is trying to establish itself with new tasks, roles and challenges. Before CCPA, senior staff was mostly dealing with generation in previous organizations. The same staff is now dealing with purchasing, both are totally different. Even after more than nine years, people are reluctant to shift their families from stations like Lahore where they were well settled in previous organizations. Now they are keen to leave the office early on Fridays. Teams in CCPA is quite weak which is affecting the performance. New hiring as per requirement has not been carried out which is leading to performance downtrend. There are no KPIs / specific means and methods to assess performance. Performance in CCPA varies from person to person as per role. Tools used are; judgement, observation, punctuality, interests, willingness, etc. As CCPA has been split up from WAPDA, senior staff members still compare their facilities and benefits enjoyed in WAPDA.

Personal Evaluation Report (PER) of all staff members is written every year to appreciate the performance and warn those not performing well. People whose performance is above 90% are given an increase of 6-10% in basic pay instead of the usual 5%. Bonus in the form of one additional pay on Eid every year. 30 days earned leave or 30 days pay.

Personal evaluation report is written annually to assess the performance. The report is independent of previous performance. The report goes two levels up to cater for personal grudge(s). Performance percentage is given. Achievement(s) are filled up by the individual being reported upon. Marks on every achievement(s) are given by reporting officer. But the report is not shown to individual being reported upon, this practice needs to be changed. The deserving staff member who has performed exceptionally well during a year, is appreciated by the senior official(s) in official gatherings.

Events like healthy / sports activities, social gatherings, birthdays are held occasionally.

Working Environment

Friendly working environment.

General appreciation / buck up / pat on back to all team members.

Unbiased Hiring.

Multi-religious, multi-ethnic, multi-lingual, multi-sectarian people are hired.

Petty Fine on late comer(s) in the form of arranging a snack/tea party for staff members of the department.

Equal distribution of workload.

Helping each other by performing duties of each other during leave / absence.

No rifts / personal grudge(s) are encouraged.

Opinions and suggestions from juniors are not discouraged.

Rules are discussed with juniors, sometimes, juniors even guide seniors on rules. Enforcing discipline, work ethics and code of conduct especially while dealing with female colleagues.

Official time is 9 to 5, and to enforce discipline and punctuality, a small gathering is held for 15 minutes in the form of Dar's from 09:00 to 09:15 a.m., for this, seniors must lead. In Dar's, everyone gets a chance to speak to all members which is good to improve public speaking. Decentralized control and some approvals by the competent authority only. The workload is more as compared to other government offices; late sitting is usual.

Annual Leave. 30 annual leaves(paid), 20 unpaid.

Personal Development. Less training in CPPA, no mandatory training like WAPDA, more training should be conducted.

No female staff in technical department but there is no restriction on employment of women.

Hiring by interview panel including members from all departments.

Job Security

Like every government job, CPPA job is also secure.

All employees are now regular employees.

Job till 60 years of age.

Any employee cannot be terminated easily on personal grudge(s), there is a proper procedure for termination of job.

This is not a pensionable job.

Seminars / Visits Abroad. People must be rotated to attend seminars and visits abroad; everyone may be given equal opportunity.

Feedback Procedure. Feedback on any project is obtained properly from under command department(s) / employees. Any junior department / employee can also report a concern through proper channel like any other government organization, or by direct approaching / writing to the competent authority. These days staff have become aware, they even send SMS / WhatsApp messages. Citizen Portal is also one of the ways introduced by the government.

Interview # 4 and # 5:

Name of person: Durr-e-Nayab

Position: Assistant Manager HR (Benefits and Compensation)

Name of person: Ali Raza

Position: Assistant Manager HR(Hiring)

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

The hiring process at CPPA starts when a department generates a requisition for a particular post. The HR department creates a job description and get it approved from the authorities after which it is posted on various platforms. Up till the Assistant Manager level, a written test is conducted under PTS, the passing percentage for which is 60% and which results in an interview call. The

interview panel for Assistant Managerial post includes a manager, deputy general manager or chief manager. The financial chief and HR chief are also present. Each successful candidate is then a formal overview and presentation during the onboarding process.

The performance appraisal is in line with the modern trends where the employee defines his or her achievements and is then scored by the line manager and the senior reporting officer. The scoring is then shown to the appraisee who can challenge it and take it up with a committee. This strategy and other major HR changes are being made with the aid of Alia Zafar (interviewed above) who is an HR consultant. However, there is a gap in the implementation as most of the employees are not shown their ACR due to the old-school thinking of it being an Annual **Confidential** Report, not realising that it is not supposed to be shown to other parties except for the appraisee himself.

Mr. Ali said that CPPA does not discriminate on the basis of caste, religion, gender etc. but the reason for low female to male ratio is that the technical department has harsh conditions which might not be suitable for female employees.

The core values of CPPA are Transparency, Excellence, Teamwork, Be-Respectful. There are no performance based incentives as such other than something called Honorarium which is very rarely given out and is equivalent to one basic salary. A yearly bonus is given out on occasions such as Eid. The main incentive at CPPA is however the job security as once a person enters CPPA, dismissal is very rare and only in extreme conditions such as disciplinary issues.

Non-monetary awards such as certificates, titles, mementos are not given out as well. The ACR has a portion on trainings where there appraisee can specify what training he requires. The department can request training for an employee but performance based training are not present.

According to Ms. Durr-e-Nayab, female employees do not have a conducive work environment here at CPPA. There is no day care or even female prayer room in the office. The females are given a three month paid maternity leave.

The medical benefits at CPPA are quite stellar, however. The medical expenses are covered by jubilee insurance for spouses, parents and children. Naib Qasids and official staff gets upto 2 lakh in medical and the figure is 4 lakh for Assistant Managers and 6 lakhs for managers and above. If the medical expense limit is exceeded then CPPA will cover it. OPD and dental care are all covered by CPPA.

According to Durr-e-Nayab, the salaries are market competitive. There is however no pension. The position for every new employee becomes permanent after 6 months.

CPPA, at its inception, has a unique mix of employees that includes contractual, permanent, deputation and daily wage workers. The daily wage workers (naib qasids, drivers etc) have, however, been now made permanent, after receiving extensive training.

The only motivating factor is the salary, as per Ms. Durr-e-Nayab. The tasks themselves are routine and not conducive to increasing motivation. The HR manual for CPPA also details that none of the incentives including bonuses and even leaves are a right - they are, in fact, a privilege which cannot be demanded by the employees.

The HR department is in the process of formulating many strategies which should help streamline the entire performance and motivation process, however being a bureaucratic structure, the approval process is very cumbersome and is a huge obstacle towards the actual implementation of these policies.

CPPA is also in the process of digitizing itself through the implementation of an ERP. This initiative also faced quite a backlash from the older less tech savvy employees who are reluctant to change but a centralized system will definitely make processes more efficient and effective.

Interview # 6:

Name of person: Mr. Namet Ullah

Position: Director ERP

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

Mr Namet Ullah is working as Director ERP. He had versatile experience of working in Public & Private sector. In his career he works with six different organizations but mainly in the field of Information Technology.

In his point of view technology is the change agent not only in Pakistan but throughout the world. The Business processes whether Internal or external had a great effect on the employee's motivation & performance. Mr. Nemat Ullah told us that ERP system is just the new modern better way of doing same old work. The greatest hurdle in implementation of a new system or process is human fear & reluctance to change. In CPPA where all the C level management is not very tech savvy the ERP system implementation is big challenge. The ERP system playing a pivotal role in transformation & upgrading the overall business process of CPPA. Due to its monopolistic position

in the market there is a huge inflow & outflow of cash worth of trillion rupees. Before ERP implementation all the data was managed manually or on Excel which it self is a very lengthy process. This manual system of managing data is exposed to threats like human error & fraudulent activities. This process is very lengthy which disturb the different vendor payment cycle which had adverse effects on power generation & supply to consumers. Mr. Nemat-ullah made the strategy for the implementation of ERP system in three different phases. First of all, he mapped all the internal business process then all the processes on macro level. In first phase they automate the core business processes. Then in second phase his team will automate the internal business process & main stakeholder who are more connected to their organization. In last phase they had a plan to automate all the remaining stake holders.

For the implementation Mr Nematullah also hired third party & successfully implement the first phase. The second phase is also near to completion. Now there is ERP system called CDXP in place through which all the vendors submit their fourteen different invoices online. After the approvals the payment draft is generated on line with an email to bank & IPP. Through the implementation of this system the overall process time is reduced which had a great effect not only on the motivation of the CPPA employees but also on the employees of the main stakeholders. Employee performance evaluation metrics are also part of this ERP system. Now every invoice & document is time barred & at the beginning of every week team lead use to send reminder emails (With Cc to department heads) to their staff if the deliverable is not submitted. Initially there is a long list of reminder emails & ERP department face immense negative feedback in every meeting. With the passage of time the list reduced to one or two reminder email. Through this system implementation overall performance of the organization enhanced significantly.

Interview # 7:

Name of person: Bakht Khan Chandio

Position: Management Trainee Officer

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

Mr Bakht Khan Chandio is working as a Management Trainee officer in Technical department. He is an engineer by profession & previously worked with Quetta Electric Supply Company. As far as motivation & performance is concerned, he feels motivated due to the following reasons:

- 1) As he always wanted to work in Power sector & he found CPPA-G as a hub of power sector. It was kind of a dream come true for Mr Bakht
- 2) He believes that for any professional the most important factor is “Learning opportunity” & CPPA-G has provided him great platform to learn. He worked on Bagasse projects, Small Hydel Project (Less than 50 MW), Wind energy Projects, Sachal Solar Project, & China Three Gorges wind project in Pakistan.
- 3) The objective of CPPA-G is to facilitate all the investors of Power sector to meet the energy crisis of the country. Mr. Bakht feels that his daily work & effort is a service to his society which is an intrinsic motivating factor for him.

When he joined CPPA-G he was overburdened by work but with the passage of time the workload reduce due to increase in workforce. His daily tasks include invoice processing, communication

with other bodies in power sector like NEPRA, NTDC & approval of technical submissions. He is satisfied with the ACR system of yearly performance evaluation & he has a clear career ladder. He is hopeful that his HR department will take good steps like introducing the team building activities & professional trainings for employees working at different tiers in the future. He was praising the overall work environment of the organization.

Interview # 8:

Name of person: Mr K. Muhammad Hisham Humayun

Position: Manager Legal

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

Mr. K. Muhammad Hisham Humayun is performing his duties as Manager legal in CPPA-G. He has thirteen years of working experience which includes private practice & public sectors. From almost last two years he is with CPPA-G

Mr K. Muhammad Hisham Humayun consider motivation as a vital factor for any organization. According to him, a demotivated employee is a loss of an organization. The motivation is a continuous process & a difficult task especially for a new organization like CPPA-G which lack set pattern & process.

His main responsibility is to insulate the organization from vulnerability arising within or outside the organization. He works closely with HR department specially on recruitment process, & with the IPP, s while keeping in view his main objective to curtails the risk for his organization. He considers our culture as a major hurdle in his domain of work. As a society we don't like to follow the instruction & consider the reading of manual as a wastage of time. This habit creates problem for his department. He is of the view that good human resources who follow instructions can work in a bad system. Whereas good system cannot provide desire results with bad human resource. In our country Public sector legal department are always under resourced with very high expectations. The workload is always high which is a demotivating factor. There is another challenge in his job that when ever they go against the IPP,s in court the top lawyers are already hired by the IPP's. in CPPA-G there is no proper bifurcation of job responsibilities is also a demotivating factor.

As a Head of Section, he conducts a team building activities within the department. He always tries to provide a sense of belonging & responsibility to his team. Personally, he likes to have challenges where he can test his limits & consider learning opportunity as the most motivating ingredients. He considers CPPA-G as a big portfolio but as it's a new organization it still lacks the set patterns & process which results in lack of flow in work.

Interview # 9:

Name of person: Omer Haroon Malik

Position: Deputy General Manager Strategy and Market Development

Place of meeting: Head Office Islamabad

Detailed office Address: Shaheen Plaza,73 East, A.K. Fazl-ul-Haq Rd, Block H G 7/2 Blue Area, Islamabad, Islamabad Capital Territory 44000

Summary of Major Findings:

The strategy department has a comprehensive strategy plan in place for each department which has been drafted by the Strategy department and has been approved by the CEO via mutual discussions. The Head of strategy highlighted the fact that CPPA would be eventually split up into a Market Operator(M.O) and a Special Purpose Supplier (SPS) . The market operator function of CPPA is dynamic and would require development of new products while staying within the regulatory framework whereas the agency function is more routine and will continue as the according to the present business agreements . Under the competitive system, the old contracts will remain the same and dealt with by the CPPA agency, whereas the bulk power consumer (greater than one MW) will have the choice to initiate a contract with a supplier or trader of his choosing. The employees on the top floor (Policy Governance and Corporate Planning(R&D) plus Strategy & Market Development) a skunk work, will become the Market Operator and the lower floors - the Special Purpose Supplier (SPS) - with a few functional teams moving up. CPPA also faces quite a few vested interests from the different stakeholders. The department has created a detailed stakeholder engagement plan to deal with these complex issues and ensure they are aligned with the CPPA policies and vision.

The strategy department is working towards a system/company led culture as opposed to an individual/personality led culture. The measurement of how far goals have been achieved is very difficult to quantify due to multiple controllable and uncontrollable elements, hence 60-70% completion of the goals defined is viewed as acceptable. Flexibility is essential in such situations.

The overall strategy is further divided into short goals, the strategy department has 62 goals and constant monitoring and follow up is required to ensure these goals are more or less achieved. Most of the goals are cross-functional and inter-departmental and require joint leadership in order to complete for example development of organizational culture in line with the core values. In order to develop the workforce, the strategy department believes in “people first” and recently conducted an EMP (Electricity Market Professional Program) course for all the employees as well as for different teams of other entities of power sector with the help of Lahore University of Management Science (LUMS). CPPA has already partnered with LUMS for coach training, who then conduct the course in batches of 50.

The Strategy Head was of the opinion that due to lack of competition there is lack of motivation. In such situation there is no pressure on employees to perform better as they don't have any competition with anyone - CPPA being the sole operator and agency. The only internal motivator factor is the value of excellence which employees should aim to achieve. HR offers some monetary incentives to motivate employees. CEO has motivational sessions and sports events such as cricket matches are conducted to encourage team spirit and performance. The Director was of the opinion that the employees need to be intrinsically motivated and that is what matters most. Quarterly KPIs are set and weekly discussions around them are carried out. If someone is underperforming, they are motivated as they believe anyone who passes through the hiring process is competent enough. The hiring process tests $K+S*A$ ((Knowledge+Skills)*Attitude) so a person who passes it through will remain with the organization unless extraordinary circumstances arise. The person can be trained, taught and if nothing works then transferred to a department more suited to their skills. The Strategy Head himself is motivated by the CEO and the BOD.

For conflict management, the Director believes that personal ego needs to be overcome in order to achieve goals. In order to maintain a good team spirit backbiting and gossiping should be avoided.

Survey Form:

1. Age: _____

2. Gender: _____

3. Department: _____

4. Grade: _____

5. Employee Type:

Contractual Permanent MTO Deputation Consultant

6. Province:

Punjab Sindh KPK Balochistan GB Kashmir Other _____

7. How long have you been with CPPA? _____

8. Total professional experience? _____

9. Rate the satisfaction level for the following on the scale of 1-10 with 5 being the highest:

Pay: _____

Benefits: _____

Learning Opportunity: _____

Work Environment: _____

Social Network: _____

10. Would you categorize your job as routine?

Strongly Disagree Disagree Neutral Agree Strongly Agree

11. Are there any non-routine decisions that might arise at work?

Strongly Disagree Disagree Neutral Agree Strongly Agree

Skill Variety

12. Do you think your workload is too much?

Strongly Disagree Disagree Neutral Agree Strongly Agree

13. Is your job clearly defined?

Strongly Disagree Disagree Neutral Agree Strongly Agree

Task Identity

14. Are you satisfied with the amount of responsibility you have?
Strongly Disagree Disagree Neutral Agree Strongly Agree

15. Would you like to have more responsibility?
Strongly Disagree Disagree Neutral Agree Strongly Agree

16. Are you aware of the company objectives?
Strongly Disagree Disagree Neutral Agree Strongly Agree

**Task
Significance**

17. Do you think your own work contributes towards achieving these objectives?
Strongly Disagree Disagree Neutral Agree Strongly Agree

18. Do you feel a sense of satisfaction from your job?
Strongly Disagree Disagree Neutral Agree Strongly Agree

19. Do you think your job is meaningful socially?
Strongly Disagree Disagree Neutral Agree Strongly Agree

20. Do you define your own tasks for the day to complete your job?
Strongly Disagree Disagree Neutral Agree Strongly Agree

Autonomy

21. Do you define your own goals or KPIs?
Strongly Disagree Disagree Neutral Agree Strongly Agree

22. Can you take any task-related decisions independently?
Strongly Disagree Disagree Neutral Agree Strongly Agree

23. Do you think that work is distributed evenly across your team?
Strongly Disagree Disagree Neutral Agree Strongly Agree

24. Do you think you are given sufficient appreciation when you perform well?
Strongly Disagree Disagree Neutral Agree Strongly Agree

25. Do your managers value your feedback?
Strongly Disagree Disagree Neutral Agree Strongly Agree

Feedback

26. Do you receive constructive criticism that can help you improve?
Strongly Disagree Disagree Neutral Agree Strongly Agree

27. Are you satisfied with the performance appraisal system in place?
Strongly Disagree Disagree Neutral Agree Strongly Agree

28. Are you shown the performance appraisal report?
Strongly Disagree Disagree Neutral Agree Strongly Agree

Expectancy Theory

29. Are you given adequate opportunities for promotions and career development at CPPA?
Strongly Disagree Disagree Neutral Agree Strongly Agree

30. Do you believe you get equivalent output to the amount of effort and input you put in?
Strongly Disagree Disagree Neutral Agree Strongly Agree

31. Do you feel a sense of belonging and affiliation within the organization?
Strongly Disagree Disagree Neutral Agree Strongly Agree

Maslow's Theory

32. Do you feel a sense of self esteem and recognition within the organization?
Strongly Disagree Disagree Neutral Agree Strongly Agree

33. Do you believe this organization can help you be the best version of yourself?
Strongly Disagree Disagree Neutral Agree Strongly Agree

34. Do you feel a sense of power in this job?
Strongly Disagree Disagree Neutral Agree Strongly Agree

McClelland's Theory

35. Do you find your job challenging?
Strongly Disagree Disagree Neutral Agree Strongly Agree

36. Do you agree with the policies of the organization?
Strongly Disagree Disagree Neutral Agree Strongly Agree

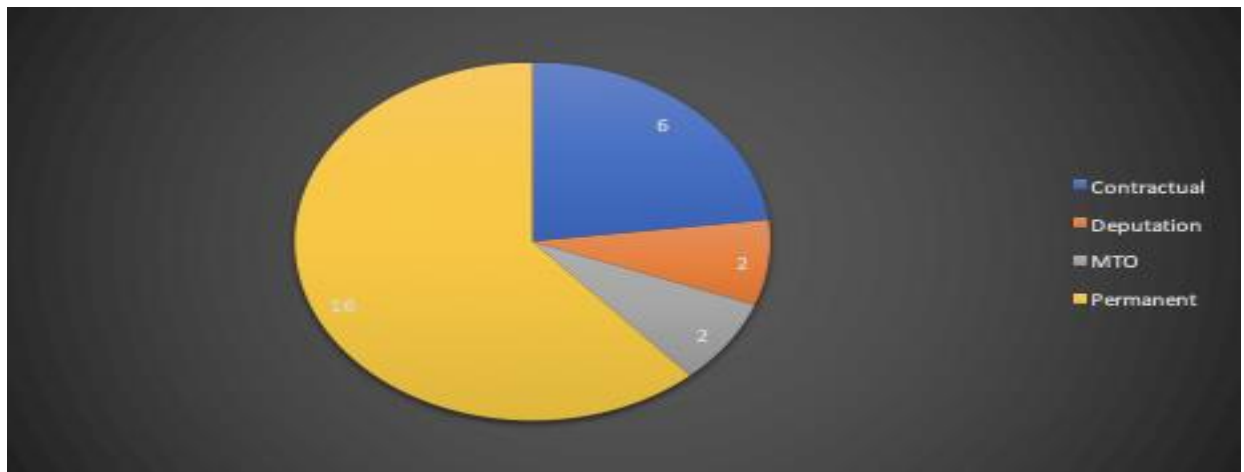
Herzberg's Theory

37. Rate your relationship with the following on the scale of 1-10 with 10 being the highest:

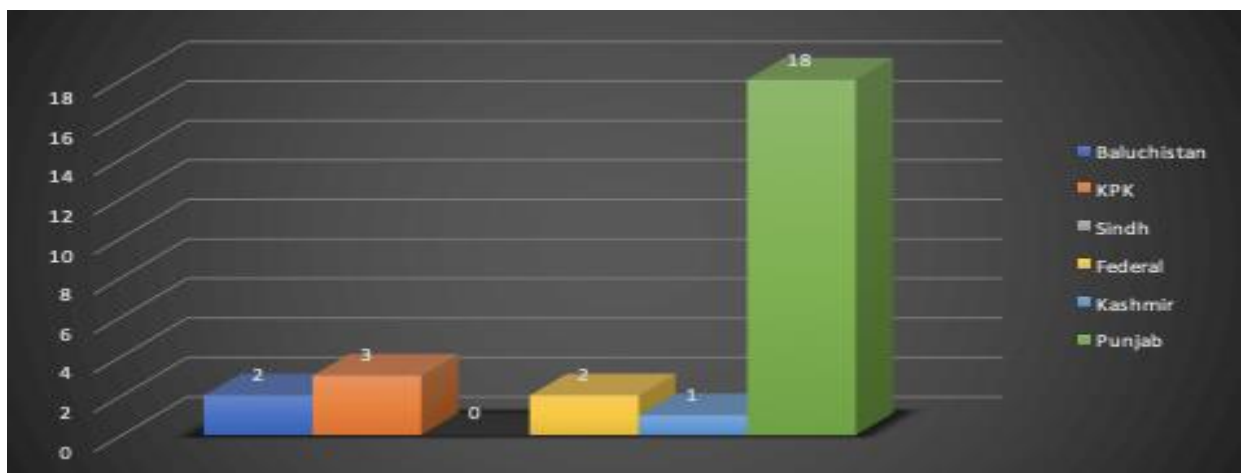
Coworkers: _____ Supervisors: _____

Survey Sample Demographics

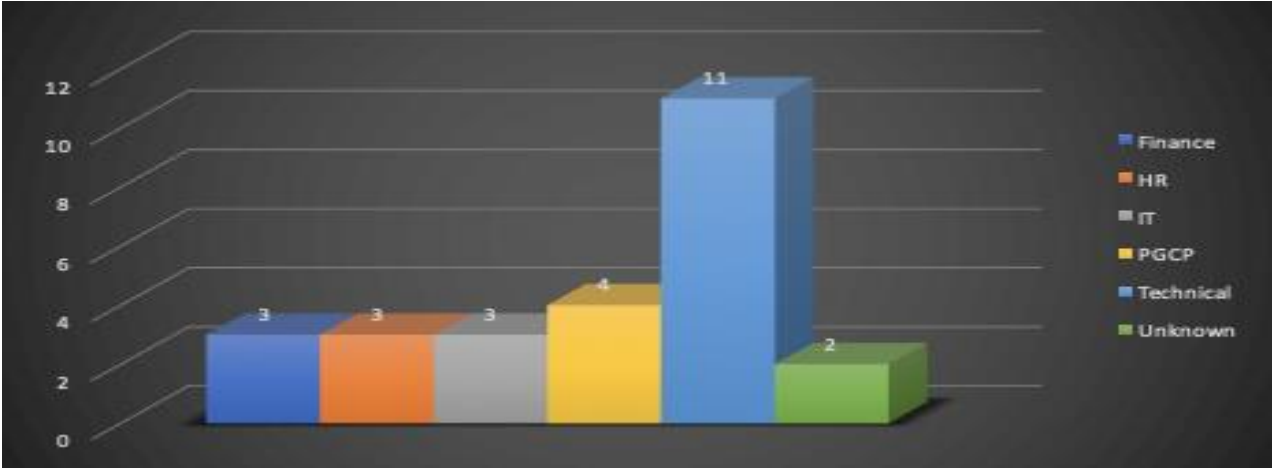
Employee Type:



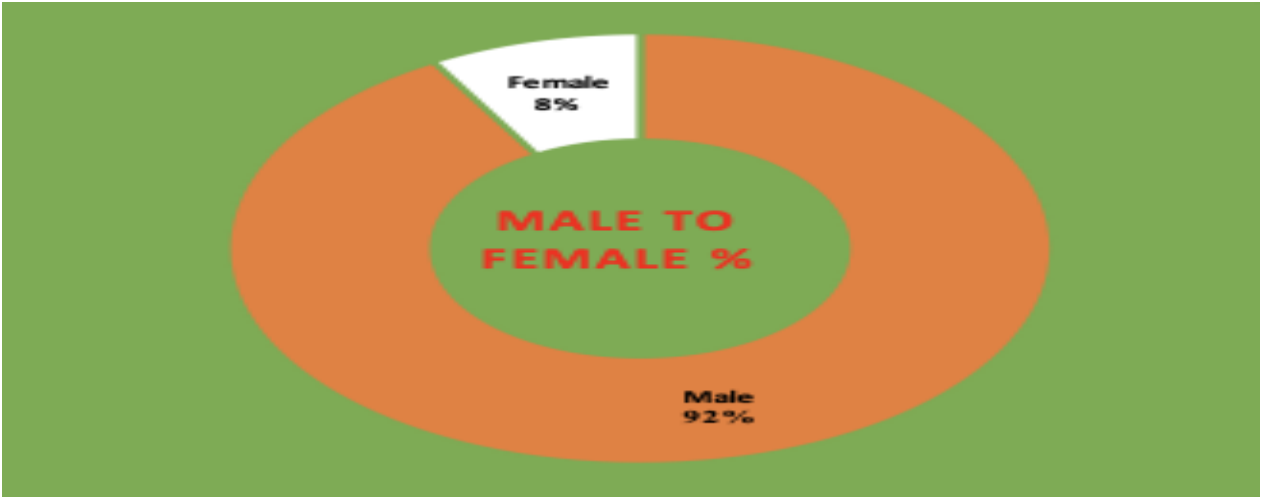
Province:



Department:



Gender:



Questionnaire:

1. What are the metrics your organization is following to measure the performance of employees?
2. What measures are taken by your organization to keep people motivated and inspiring?
3. Did your top management consider motivation of employee an important factor to attain company goals? If yes, then kindly also rate their concern level up to
4. What is the job security level in your organization, Kindly rate up to level 5?
5. Do you think Job security plays an important role in the motivation of the employee in your organization? If yes, then kindly rate up to level 5
6. Does your organization provide equal promotional opportunity?
7. Does your organization provide performance-based promotion?
8. Does your organization provide Rewards like bonuses on achievement of any milestone?
9. In your point of view which type of reward is better Cash or non-cash (trip, gifts etc) & what is the common practice in your organization
10. What do you think, your top management recognize & acknowledge your work, kindly also rate?
11. Does your top management involve you in decision making?
12. Do you consider yourself empowered & your organization is providing all the opportunity for your growth (growth in every aspect like intellectual & positional)?
13. Kindly rate the effect of training on employee motivation and what is the common practices in your organization in this regard?

14. How much trust do you have in your organization & with your top managers? Do they care about you?
15. Does your organization provide your good work life balance?
16. Kindly also rate the importance of work life balance in contexts of motivation & performance?
17. Does your organization provide good facilities like medical, day care, Pension, Gratuity & kindly also rate the effect of these facilities on the motivation of the employees?
18. Is there a feedback loop from employees to management?
19. Do you offer personal development programs for employees?
20. Do you have an employee motivation strategy in place?
21. How do you manage your performance management program? Is it automated?
22. Are the teams given enough responsibility and autonomy to be self-managing?
23. What type of teams or groups are in your organization? Command group, task force or self-managed work team.
24. Are the team members encouraged to work for the common good of the organization?
25. Are the team members able to coordinate and cooperate for a common goal?
26. Are the team members provided with thorough feedback regarding their performance?
27. What tools does your organization use for communication?
28. Does your organization provide team development opportunities?
29. How do you resolve a conflict within a team?
30. What model does your company follow for meetings? Is everything planned, discussed and reviewed in the same meeting?
31. Does your team ever go off-topic during a meeting? Is the team nudged back on track?

32. How is your organization developing the culture of teamwork?
33. How you cope with member who is not a good team player but himself / herself is an important entity?
34. What other measures does your organization takes to keep teams engaged and productive?
35. How is communication managed through your organization at both departmental and interdepartmental levels?
36. Is there a system of consensus building amongst employees or are decisions implemented without employee input?
37. How do you measure your KPIs, evaluate team performance - identify an effective team?
38. How much importance is given in your organization to the concept of synergy
39. Do you think effective groups increase the aspect of accountability
40. Do you think through effective groups & teams' organizations will have better leadership?
41. Does your organization believe in CSR?
42. What kind of history, current and future endeavors have it undertaken and are in the pipeline?