

ASSESSMENT OF PEOPLE CRITERIA IN PUBLIC SECTOR: A TALE DOCUMENTED THROUGH LENS OF CAF

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ABSTRACT

Growing trends such as globalization, internationalization, and diversity management have increased the use of HRM practices in the South Asian region. In the recent past, various reform initiatives taking place have propelled the public sector HRM in an opportunistic direction. HRM in Pakistan is still passing through a preliminary phase. The culture in Pakistan's public sector organization is highly centralized and bureaucratic with political interference on practices. It is a descriptive study framed in a mixed-method approach. A comparative analysis has been conducted of three semi-autonomous state-owned enterprises of Pakistan which are Water and Power Development Authority (WAPDA), Water and Sanitation Agency (WASA), and Sui Northern Gas Pipelines Limited (SNGPL). The current research's theoretical bases are taken from the revised version of CAF 2013 model by the European Institute of Public Administration. The research objectives are twofold: To study the people criterion of CAF in WAPDA, WASA and SNGPL, and to determine the strengths and weaknesses of these enterprises required to identify areas of improvement. The qualitative data will be collected through 45 in-depth interviews; analyzed through thematic analysis. The quantitative data is analyzed through scores given by interviewers and documentary secondary evidence. The current research will be significant as it will assist other public sector organizations in using quality management techniques and improve the performance of their organizations by following the footsteps of WAPDA, WASA, and SNGPL.

Keywords: HRM system; Pakistan; Common Assessment Framework; Public sector.

JEL Codes: M10; O15

INTRODUCTION

The essence of Human Resource Management (HRM) is to meet organizational goals through a talented, satisfied and committed workforce. Growing trends such as globalization, internationalization, IT revolution and diversity management have increased the use of HRM practices in South Asian region. A competitive edge can be gained by both public and private organizations by employing HRM practices and believing human resources as an asset (Nguyen, Phan, Ho, & Le, 2022; O'Reilly & Pfeffer, 2000; Sindhura, 2022; Sinha, Patel, & Prikshat, 2022; Turner, 2021). By developing and retaining skillful and competent Human Resource (HR) can increase employee performance, thus increasing performance of the organization (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022; Kaewnaknaew, Siripipatthanakul, Phayaphrom, & Limna, 2022).

Niles (2012) defined HRM as a set of activities and strategies aimed at effectively managing employees at all levels of an organization. The HRM also gives guidelines for recruitment and selection, training and development, compensation, benefits and performance appraisals, terminations and resignations etc. (Ingraham & Barrett, 2007). HRM encompasses all activities required to effectively employ individuals to achieve individual, group, and organizational goals (Asadullah, Marie, Bourgain, & Najam, 2015; Kramar, 2022).

Top management is concerned about developing HR as part of strategic planning (Deresky,

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2017). Human resource capacity, planning, policy and practice, HRM data, performance management, and training are all part of the HRM system (Liu, Gong, Zhou & Huang, 2017). An organization's HRM system must be underpinned by HR practices. The HRM ensures employee satisfaction, motivation, and performance, which helps achieve competitive advantage and leads to organizational success (Ali, 2013; Luthans & Youssef, 2004).

HRM has a long history of influencing public sector organizations (Brown, 2004; Vanhala & Stavrou, 2013). The public sector has traditionally followed a bureaucratic structure, but with globalization, the public sector has absorbed private sector HR technology and processes (Samford, 2017).

The South Asian economy is competing in a globalized environment through HR practices. The best HR practices including skill-based training and development, fair performance appraisals and career development programs are being applied (Bish, 2022; Sett, 2004). Effectively managing and developing HR improves financial position and competitive advantage (Choi, 2010; Collins, 2021; Hamid, Muzamil, & Shah, 2022).

The shift from a “rule bound” culture to performance-based culture is the reason of introduction of HRM in public sector (Brown, 2004; Jarvalt & Randma-Liiv, 2010; Lindström & Vanhala, 2013). The resource-based paradigm posits organizations acquire, develop, and utilize valuable, scarce, inimitable, and non-substitute resources to generate sustainable competitive advantage. The best way to increase an organization's performance is to maximize its HR. Various reform measures recently pushed public sector HRM in an opportunistic path (French & Goodman, 2011). The New Public Management (NPM) approach helps the public sector is more flexible and responsive in employee recruitment, selection, retention, training, and development (Brown, 2004; Vanhala & Stavrou, 2013). To achieve overall quality management, efficiency, and effectiveness, NPM adopts private sector principles and approaches.

The current study assesses the HRM system of three semi-autonomous State-Owned Enterprises (SOEs) in Pakistan: Water and Power Development Authority (WAPDA), Water and Sanitation Agency (WASA) and Sui Northern Gas Pipelines Limited (SNGPL).

The SOEs provide services in crucial sectors where the market system may not find adequate motivation to deliver, such as transportation, communication, and public utilities, including but not limited to energy and natural resources.

The WAPDA was founded in 1958 by Parliament. It is a statutory body administered by the Federal Government and comes under the Ministry of Water and Power. WASA was founded in 1976. It planned, designed, built, and maintained Lahore's water, sewerage, and drainage systems. It is governed by the Punjab province. SNGPL was formed as a private limited company in 1963 and became a public limited company in January 1964.

The Common Assessment Framework (CAF) created by the European Institute of Public Administration is used to gain a comprehensive understanding of the HRM system, to identify gaps between policies and practices, and to assess the strengths and weaknesses of WAPDA, WASA, and SNGPL. The CAF includes five enabling criteria, and the current study focuses on the people criterion to better understand HR practices in these enterprises. HR practices are intimately linked to overall business performance and provide competitive advantage to operate effectively (Alnaqbi, 2011; and Tiwari & Saxena, 2012). The study's objectives are twofold: 1. Examine the CAF people criterion in WAPDA, WASA, and SNGPL and 2. Evaluate their HRM systems.

Significance

The current study will allow WAPDA, WASA, and SNGPL to assess progress and outstanding achievement. The HRM system assessment helps these enterprises evaluate their strengths and weaknesses. Present research will help them develop effective HRM strategies. It will enable public organizations achieve synchronized HRM practices.

The current study is significant because it will help other public sector organizations enhance their performance by using quality management practices by following the footsteps of WAPDA, WASA and SNGPL. CAF provides a robust framework for initiating a process of continuous improvement. An effective system can help an organization build policies and procedures that boost personnel skills and incentive to perform at their best. It will also help employees understand how HRM techniques can strengthen their abilities and energy to improve corporate performance.

From this point onwards, the paper consists of five sections. The first section reviews literature

on concepts related to HRM system and theoretical framework. The methodology of the research is elaborated in section two. The third section includes scoring table. The fourth section reviews the objectives in the light of literature review and interviews. The whole discussion is concluded in section five. The strengths, weaknesses and areas of improvements are also highlighted in this section.

REVIEW OF LITERATURE

HRM focuses on developing organizational capabilities (employees) to better adapt to environmental changes (Zhai, 2018). HRM practices include HR planning, job analysis, recruitment and selection, performance management, appraisals, career development and payments, etc. (Mc Court, 2002). Best HRM strategies can boost employee's skills and corporate competitiveness. Employees' talents improve with training. Employees are more engaged in decision-making when appraised and compensated (Wright & Snell, 1998).

Human Resource Management System

A good HRM system is required to efficiently manage an organization's HR (Bashir & Afzal, 2008). For effective HRM system an organization requires efficient HR practices and policies (Tiwari & Saxena, 2012). HRM system is a bundle of HR practices and HR policies directed to achieve organizational goals (Korff, Biemann, & Voelpel, 2017; Lepak, Liao, Chung & Harden, 2006). Implementing HR practices effectively and efficiently strengthens the HRM system and promotes organizational performance (Basnet, 2022; Ghebregiorgis & Karsten, 2007; Pinnington, Aldabbas, Mirshahi, & Pirie, 2022).

Recruitment and selection, training and development, performance evaluation, and rewards and benefits are the key determinants of employee performance (Gerhart, 2007; Javed, Rafiq, Ahmed & Khan, 2012). HR practices that result in total quality management of an organization include recruitment and selection based on merit, teamwork, flexible working hours, and training and development opportunities given to employees based on properly conducted training need assessment, capacity building, performance appraisals and employee involvement in decision making (Fong, Ooi, Tan, Lee & Chong, 2011; Tiwari & Saxena, 2012).

Human Resource Management in Developed and Developing Countries

HRM was first evolved in the West or developed countries but now its importance is recognized globally. Western HRM techniques can be adapted to developing countries while taking into account their cultures, economy, and political systems (Cooke, Dickmann, & Parry, 2022).

Job rotation, employee security, and profit sharing are all common HRM practises in Japan. Employees are paid depending on seniority and profit sharing (Ichniowski & Shaw, 2007).

According to Budhwar and Debrah (2013), HRM started in India in the 1920s. Economic changes and liberalisation urge Indian HRM functions to be more creative and innovative. In India, seniority determines salary and promotions. System of promotion and transfer is based on political culture.

Many of the HR practices utilized in Western and industrialized nations are adopted by Nepali organizations. In order to compete effectively in local markets, they aim to establish HRM systems that are comparable to global corporations (Gurung, & Choi, 2019).

Human Resource Management in Public and Private Sector

Harel and Tzafrir (2001) studied that public and private sector organizations undergo changes due to the changing environment. The competition between the public and private sectors forced organizations to upgrade their HR systems. Employees in the private sector are more committed and loyal. In the public sector, rewards, bonuses, and salary are based on position or rank rather than performance. Public organizations have more political influence over HRM policies. Line managers administer HRM systems in the private sector (Brown, 2004; Jarvalt & Randma-Liiv, 2010; Vanhala & Stavrou, 2013).

The new HRM paradigm emphasizes performance and productivity to meet organizational goals. The NPM-HRM paradigm helps public sector organizations achieve strategic goals (Brown, 2004). The public and private sectors have different management practices. The traditional public sector approach relies on bureaucratization of processes and decisions. Employees are less empowered and absenteeism is high in the public sector (Harel & Tzafrir, 2001; Jarvalt & Randma-Liiv, 2010).

Human Resource Management in Pakistan's Public Sector

HRM in Pakistan is still passing through a preliminary phase (Ali & Brandl, 2017). The culture in Pakistan's public sector organization is highly centralized and bureaucratic with political interference

on practices being carried out. The adoption of private sector HRM procedures and practices in public sector organization require decentralization of decision making and empowerment to employees which is a rare case in public sector organizations in Pakistan (Anjum, Ming, & Puig, 2022; Khan, 2021).

Typically, in public sector organizations in Pakistan, HR policies and practices are made in isolation and during the formulation of these policies and practices, feedback from employees is not sought which leads to communication gap between management and employees (Abbas & Qazafi, 2022; Bashir & Afzal, 2008).

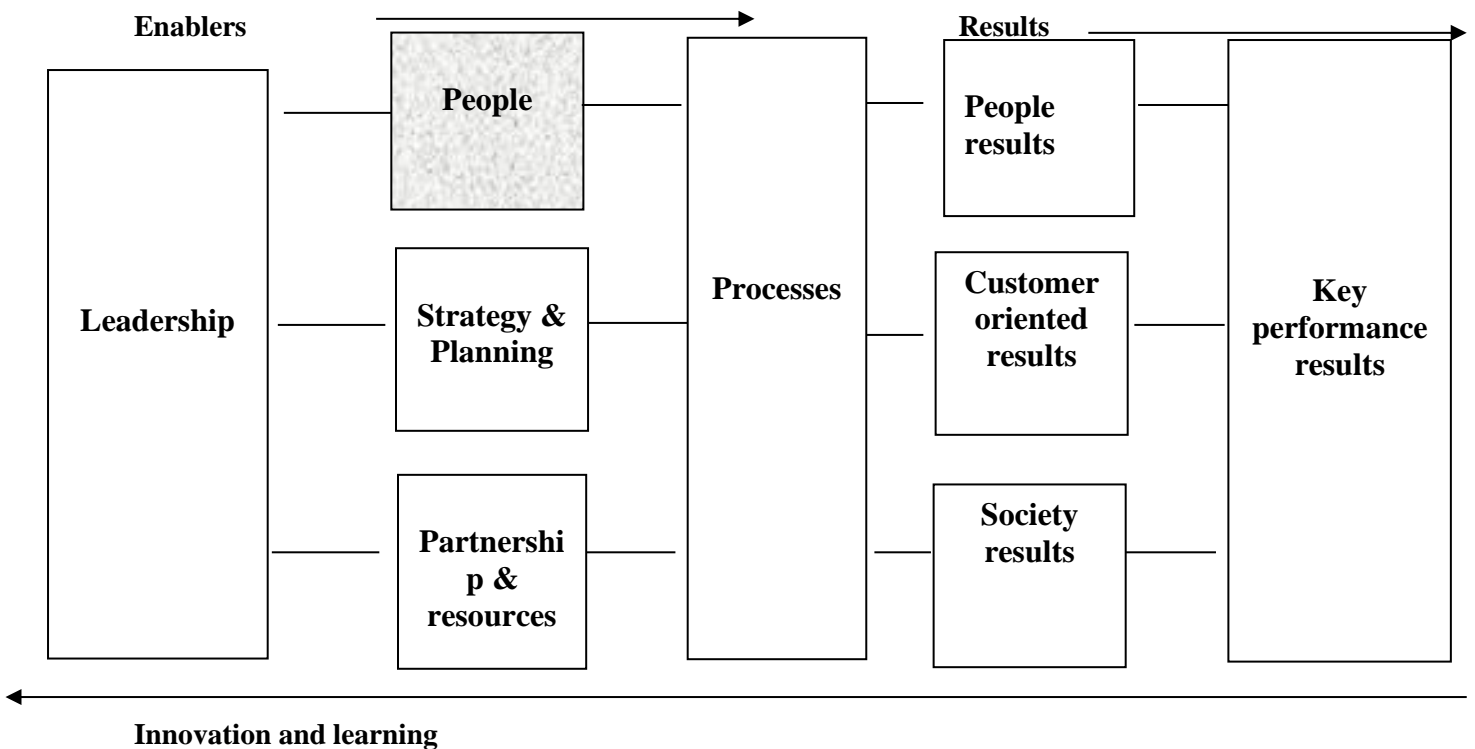
THEORETICAL FRAMEWORK

The current study's theoretical framework is based on the revised CAF 2013 model. CAF is a TQM tool that focuses on excellent results in organization performance. The CAF People Criterion was included in this study because it is an easy-to-use tool that helps public sector organizations enhances performance using quality management practices.

CAF comprises 9 criteria, 5 enablers, 4 results, and a scoring system. Leadership, strategy & planning, people, partnerships & resources, and procedures are the 5 enablers. In this research the focus is only on people criterion. The reason for using the people criterion is that HR are the backbone of any system and the key enabler for all other functions to effectively perform.

An organization's most valuable asset is its people (Budhwar, 2001). The success of an organization depends on employee relations and resource management. When an organization helps its people develop their competences and reach their full potential, they eventually contribute to the organization's growth (Wright & Kehoe, 2008). Engaging employees in the development of policies for recruitment, training, development, remuneration, and benefits can improve an organization's performance through suggestions and innovative ideas (Becker, Huselid, Pinckus & Spratt, 1997; Lapiņa, Maurāne, & Stariņeca, 2014).

Figure No. 1 The CAF model



METHODS

Research Design

It is a descriptive, prescriptive, and cross-sectional study using mixed methods to assess the HRM systems of WAPDA, WASA, and SNGPL. In a mixed method approach, both qualitative and quantitative data are collected concurrently to interpret the overall results (Creswell & Creswell, 2017). CAF is an internationally developed tool that was utilized to collect and evaluate data for this study. It collects data in qualitative and quantitative sections.

'People' is the third CAF criterion that was used in this study. Each criterion has sub-criteria. This criterion has three sub-criteria. The three sub-criteria indicate the main aspects to consider when analyzing an organization's HR: plan, manage and improve HR transparently with regard to strategy and planning is sub-criterion 3.1. It is assessed by eight items. To identify, develop and use competencies of employees aligning individual and organization goals is sub-criterion 3.2. It is measured by ten items. To support employee well-being, sub-criterion 3.3 fosters open communication and employee empowerment. It is ten questions long.

The quantitative section of CAF consists of the scoring system which is one of the compulsory elements of CAF. Employees assign scores to each sub-criterion in a scoring system. It helps measure the organization's progress. The fine-tuned scoring system was employed, with employees scoring each sub-criteria on a scale from 0 to 100, which is the most extensively used and acknowledged international scale. In the qualitative component, the sub criteria are further separated into parts that provide detailed information about an organization's HR operations. The CAF's qualitative and quantitative sections make it easier to analyze the current state of WAPDA, WASA, and SNGPL's HRM systems.

Sample and Sampling Technique

The target population consists of employees of WAPDA, WASA and SNGPL from all three cadres: lower level, middle level and top level. Purposive and convenience sampling were used to select a total of 45 employees. Convenience sampling is used to select respondents from the three tiers of management who were available at the time of data collection (Zikmund, 2002). The interviews were semi-structured. In addition to interviews, observations and secondary data is used. Document review collects data from existing policy, rule, and regulation documents. Document review helped to determine the difference between formal policy statement and actual implementation.

DATA ANALYSIS

This section discusses the results of three sub-criteria that were evaluated.

Table No. 1 Scoring Table

	Sub-criteria 3.1	Sub-criteria 3.2	Sub-criteria 3.3
WAPDA			
Grade 1-10	50	40	21
Grade 11-16	74	52	23
Grade 17 above	91	62	35
Total	72	51	26
WASA			
Grade 1-10	41	32	19
Grade 11-16	69	50	45
Grade 17 above	96	65	50
Total	69	49	38
SNGPL			
Grade 1-10	82	63	32
Grade 11-16	90	65	57
Grade 17 above	95	79	70
Total	89	69	53

The scoring Table 1 summarizes the average score of respondents for each of the three organizations separately. As shown in Table 1, the average scores for respondents to WAPDA's sub-criteria 3.1: plan, manage and improve HR transparently with regard to strategy and planning is 72. WASA respondents scored an average score of 69 on sub criteria 3.1, while SNGPL respondents scored an average score of 89. WASA scored an above-average score. WAPDA and SNGPL scored high, indicating that their human resource policies are well-planned and managed in terms of strategy and

planning.

In sub criteria 3.2 : identify, develop and use competencies of employees aligning individual and organization goals, WAPDA respondents scored 51, WASA scored 49, while SNGPL scored 69. WAPDA and WASA scored slightly low. This suggests that individual competencies are not effectively identified and that no training need analysis is conducted in these organizations to develop employee competencies. SNGPL, on the other hand, scored above average.

The average score given to sub criteria 3.3: involve employees by developing open dialogue and empowerment, supporting their well-being, the total average score given to sub criteria 3.3 by respondents of WAPDA is 26, WASA 38 and SNGPL 53. WAPDA and WASA scored low that show employees of them are not fully empowered to make decisions and are not involved in decision making process. Whereas WAPDA's average score depicts that few employees of WAPDA are involved in decision making.

DISCUSSION

The current section outlines and elaborates the findings that are extracted from the transcriptions. Thematic analysis is conducted following in-depth interviews. The respondents' scores are ordered. Then the common themes, evidences, strengths and areas of improvement were identified. Data was synthesized from the transcriptions and the common themes and evidences extracted are placed under three sub-criteria. Additionally, the respondents' evidences were evaluated.

Water and Power Development Authority

The average score given to sub-criteria 3.1 by WAPDA employees of all grades is 72, which is above average. WAPDA achieves its above average score by periodically analyzing its existing and future human resource needs using human resource manuals and plans. All functions are performed in accordance with rules. Because WAPDA is a public sector organization, the Government of Pakistan has set all the policies regarding how certain functions are performed. Office orders are used to transmit HRM policy to various departments. All policies involving recruitment, promotion, postings, and transfers are documented. The current research findings are consistent with prior research findings that emphasize the significance of upgrading old HRM systems with more conventional methods and new processes and practices (French & Goodman, 2011; Khancharovna, 2022; Hart & Baruch, 2022), fair recruitment and selection procedures and hiring policies lead to organization productivity (Ghebregiorgis & Karsten, 2007; Hunkenschroer, & Luetge, 2022).

WAPDA uses ACRs to track employee performance and promote from within. To be promoted, an employee must pass a department promotion exam, complete ACRs, and attend mandatory training. The only health and safety safeguards are medical, fire extinguishers, and security guards. WAPDA ensures equitable job opportunity for both males and females, minorities, disadvantaged and disabled citizens. Disabled get a 1% quota. To preserve a work-life balance, employees are provided 48 earned leaves, 25 casual leaves, and 16 recreational leaves.

WAPDA respondents of all grades scored sub-criteria 3.2 an average score of 51. WAPDA does not distinguish between job description and job specification, therefore the lower score. Individual competencies are not identified. Each position has its own job description with only roles and responsibilities. No strategy has been devised to develop personnel competencies. Personnel training needs are not identified through a training need analysis (TNA); only mandated training for promotion is provided. Budget constraints prevent optional trainings. Management and leadership abilities are not developed since personal growth is not prioritized. Staff College Islamabad trains employees from grade 16. Mangla and Sabzazar train lower and middle level employees. Only high cadre employees are properly orientated, but lower and medium cadre employees are not. They are aware of new training approaches including multimedia and on the job training. But lower and medium level employee trainings lack multimedia. The content of all levels of staff training is planned. No cost benefit analysis is performed on training, and no employee feedback is obtained. These findings are supported by other researches that found out the need of appropriate training and development systems and courses to develop employees (Jones & Rienties, 2022) and their effective task performance (Baldwin & Padgett, 1994; Dang, Shaw, McKnight, & Helton, 2022).

Employees of all grades gave sub-criteria 3.3 an average score of 26, which is below average. WAPDA fosters open communication culture where Chairman WAPDA organizes open forum to discuss employee problems and issues, but no particular committees are formed for this purpose. Due

to WAPDA's bureaucratic structure, employee recommendations are not accepted. No suggestion boxes are present to gain ideas. Employees are not participating in staff meetings or the formation of plans, strategies, or goals. Employees and officers cannot agree on goals. No staff surveys are conducted. According to one interviewee "*there are two trade unions exist in WAPDA and their representatives are consulted when required, not always.*"

Water and Sanitation Agency

The average total score for sub-criteria 3.1 assigned by WASA employees of all grades is 69. WASA inducts employees of all grades through tests and interviews. This is why the first empty positions are publicized in newspapers.

All matters pertaining to the HRM of employees, including recruitment, selection, training and development, promotions, and remuneration, are governed by the Lahore Development Authority Act (Appointment and Conditions of Service) Regulations 1978. Employees are evaluated on a regular basis for promotion. And following appraisals, employees are reviewed and recommended for final approval by a committee. When a committee makes the final determination, however, conclusions might become biased.

The LDA Act 1975 governs all policies and rules relating to recruitment, promotion, remuneration, rewards, and the assignment of managerial tasks (e.g. recruitment policy, HR planning, training and development, and posting, promotion, and transfer procedures).

WASA also adheres to occupational health and safety regulations. As such, there is no policy in place to manage diversity other than a quota system. WASA employees of all grades gave sub-criteria 3.2 an average score of 49. WASA evaluates an applicant's qualifications, abilities, and competencies before making a selection. When an employee is employed, they are orientated and told their jobs and responsibilities. Everyone receives orientation, according to interviewers. After a person is employed, training is provided to improve their skills. TNA is also used to bridge the gap between present and desired skills. However, an interviewee claims no feedback is collected on the training sessions supplied. WASA employees of all grades gave sub-criteria 3.3 an average score of 38. WASA has a culture of suggestion boxes, yet none of them are ever adopted. Employees attend meetings on plans and strategy, but only top management makes decisions. WASA has no trade unions.

Sui Northern Gas Pipelines Limited

According to one respondent, the HR department was established in 2006 when management adopted international HR practices. The average total score given to sub-criteria 3.1 by SNGPL employees of all grades is 89. SNGPL routinely assesses its existing and future HR needs, taking into account stakeholder expectations. HR manuals provide all HRM norms and regulations. The board of governance also has a code of conduct.

It was told by senior management interviewee "*The policies related to HRM are designed by keeping strategic planning in mind*". For example, according to deputy managing director services, HRM system boosts organizational technical functions and both align to achieve mission and vision goals. It also helps SNGPL flourish.

The SNGPL has an administrative/HR department that plans ahead of time according to organizational policies. It makes long-term and short-term plans. It also caters to the organization's various and geographically dispersed human resources. SNGPL's diversified workforce ensures job fit. Employees receive regular on-the-job and off-the-job training. Employees' performance is tracked by a management-by-objectives technique.

The policies related to recruitment, promotion, remuneration, rewards and the assignment of managerial functions are present and are updated with market trends. SNGPL provides safe working conditions for its employees. Occupational health and safety regulations exist and are enforced. Positive health and safety measures motivate employees. SNGPL ensures that no one harms themselves, their coworkers, or the environment. SNGPL has an HSE policy that includes health, safety, and environmental training.

According to one interviewee "SNGPL does merit based recruitment, in order to ensure merit and transparency third party services are used in recruitment process." SNGPL has fair compensation policies. A need-based skill enhancement program strengthens and sharpens employees' knowledge base. WAPDA respondents of all grades gave sub-criteria 3.2 an average total score of 69, which is above average. SNGPL has assessment centers that annually examine employees' knowledge, abilities, and attitudes, determining their promotion. Different cross-functional trainings, management courses,

and seminars are offered both at home and abroad. A training plan is created based on present and future organizational and individual needs. Orientation is given to new employees. Supervisors later aid employees through mentoring and coaching.

Employees of all grades gave sub-criteria 3.3 an average score of 53. SNGPL initiatives are completed in teams and groups. Proper communication and dialogue among all employees of the organization is given special attention. SNGPL's performance management system is based on MBO, which means supervisors and employees agree on goals. Employees rate their bosses and coworkers. But in view of few respondents their feedback is never implemented. SNGPL's management prioritizes employee wellbeing. They have agreements with CBA workers. They consult employee representatives while creating attractive pay packages. So, according to one respondent, SNGPL has never had a strike or lockout.

CONCLUSION AND RECOMMENDATIONS

The current study uses CAF to examine the HRM systems of three state-owned public enterprises: WAPDA, WASA, and SNGPL. The assessment is done through scoring and through interviews. The results show a holistic view of HRM systems. In addition to identifying strengths and weaknesses, the CAF results will assist these firms improve their performance. Overcoming these flaws will eventually benefit employees, customers, and society. The scoring notifies them of the most critical areas for improvement. The study's findings present the current situation of state-owned HRM systems.

Consistent with previous research findings, private sector HRM practices are being adopted in public sector (Haque, 2006; Kravariti, Tasoulis, Scullion, & Alali, 2022; Sheikh, Chandler, Hussain, & Timmons, 2022). The NPM reforms of the 1990s stressed the adoption of private sector policies by governmental sectors. These reforms restructured government institutions. Multinational countries are accredited with the commencement of HRM practices especially in developing countries. After the changes, the government sector embraced HRM practices to boost efficiency and performance. It is clear that state-owned enterprises' cultures, particularly HRM systems, are not totally decentralized. All HRM systems and functions are governed by their respective parent ministries. NPM has brought about several reforms, including state-owned enterprises, in which private sector best practices are adopted in public sector. The HRM systems in under review organizations are less bureaucratic due to accountability, transparency, governance issues, efficiency, and effectiveness.

The following sections detail the strengths and weaknesses of each of the three SOEs, followed by recommendations.

1. Strengths of WAPDA

WAPDA's key HRM advantage is that it has its own set of written rules and regulations issued by the Government of Pakistan, where policies regarding all HR functions are in writing. All the rules and policies are strictly followed and helped in day to day functions. All policies are clear and transparent. WAPDA is an equal employment opportunity provider. Quota is reserved for all categories of employees. Special 1% quota is allocated for disadvantaged employees to fulfill social responsibility.

Flexible working hours and leaves help employees maintain a work-life balance. A job description tailored to each employee's level is also a benefit. The culture of open communication is improved by availability of Chairman WAPDA for all employees.

2. Weaknesses of WAPDA

The weaknesses identified of WAPDA include the critical requirement for ongoing training to enhance employees' diverse skills and capacities. This will contribute to their development. When training is tailored to an individual's specific needs, the organization benefits and employee satisfaction increases. Additionally, health policies and safety measures require attention. Another concern is that employees are not given adequate feedback.

3. Strengths of WASA

The primary strength of WASA in terms of people criteria is that all human resource management responsibilities are carried out in accordance with the policies, rules, and regulations outlined in the LDA act 1975. As a result, rules are transparent and equal for all employees. Additionally, promotions are made following performance appraisals. Additionally, emphasis is paid to occupational health and safety rules. A further advantage is that job fit is taken into consideration during the induction process. The TNA are conducted on a regular basis to fill the gap between current and desired skills.

4. Weaknesses of WASA

Except for a quota system, there is no other strategy in place to deal with managing diversity. Another weakness is the absence of feedback on the training programs that are being delivered to participants. Despite the fact that suggestion boxes are posted around the organization, none of the suggestions are ever implemented.

5. Strengths of SNGPL

SNGPL transparently plans, manages, and improves its human resources. HR demands are anticipated when developing strategy and programs. SNGPL also does HR contingency planning. The job fit is also ensured. Regular on-site and off-site training with feedback is another plus. For Employees' performance is tracked by a management-by-objectives technique.

A need-based skill enhancement program strengthens and sharpens employees' knowledge base. SNGPL's assessment centers annually examine employees' knowledge, skills, and attitudes, determining their promotion. A training plan is created based on present and future organizational and individual needs.

6. Weaknesses of SNGPL

It is necessary to perform employee satisfaction surveys. Another drawback is that just a small number of employees are involved in decision-making, and the remainders are perceived as being less empowered. The feedback received from employees is not taken into consideration.

Recommendations

The following are recommendations or areas for improvement on specific issues that will assist WAPDA, WASA, and SNGPL in enhancing their human resource management systems.

- The HR manual should be accessible to all cadres of employees during orientation.
- The recruitment process may be made more equitable and fair by eliminating political influence and references during induction.
- The training and development plans need to be revised by conducting TNA. That can be outsourced to get expertise and experienced input.
- There is a need for health and safety awareness sessions/programs to ensure conducive working circumstances. Along with fire extinguishers and security guards, all employees should have access to a written health and safety policy.
- The promotion policy should be revised to eliminate undue political influence and promotion references.
- The succession plans should be introduced so that competencies of employees are developed.
- There is also a need to assess the impact of training and development through cost/ benefit analysis and feedback from employees.
- Suggestions must be welcomed from employees by putting suggestion boxes or involving employees in staff meetings. Employees should be involved in the decision making and designing human resource policies.
- Also employee satisfaction surveys should be conducted to know employee's opinions on certain HR policies and practices.
- Last but not the least that HR policies should be reviewed, analyzed and revised regularly for improvements.

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