UNDERSTANDING THE MOTIVATION OF CIVIL SERVICE EMPLOYEES

WORKING IN NON-GAZETTED CLASS

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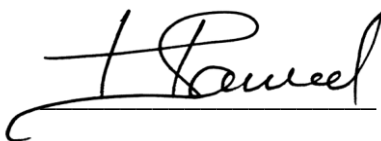
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DECLARATION

I hereby declare that this dissertation is my original work, and it has not been submitted for the candidature for any other degree at any other university.

_____   11 October, 2022

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DEDICATION

I would like to dedicate this dissertation to all dedicated and hardworking civil service employees. Their dedication in this critical situation of COVID-19 pandemic is real act of kindness. Similarly, it will be incomplete if I do not take my family here in dedication, their support, love, and inspiration is all I admire for.

AN ABSTRACT

Of the dissertation of *Hemanti Saud* for the degree of *Masters in Sustainable Development* was presented at Kathmandu University School of Education on 11 October, 2022.

Title: *Understanding the Motivation of Civil Service Employees Working in Non-Gazetted Class*

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This study focuses on understanding the motivation of non-gazetted class civil service employees in federal secretariat construction and management office Kathmandu. Employees describe the cause of motivation and their effect on their performance in service delivery. This study uses qualitative research design with the first-hand information using observation and informal interview with selected participants. The participants are motivated to fulfill their needs at workplace because needs generate stress among the employees, and they wanted to be free from stress. An interpretative paradigm is best fitted to analyze multiple realities of employee motivation. The research used the theory of hierarchy of need that provides the bases for understanding the process of employee motivation. The research finds that human desires vary person to person, they cannot be same for two different individuals, and therefore implications of motivation for an organization should also be according to need and behavior of employees. In the organization culture of civil service, it is the role of manager to identify the most effective drive of motivation for employees. Motivation can be positive and negative, intrinsic, and extrinsic, productive and

counterproductive; analyzing and understanding the need as well as behavior of employees for motivating them is complex task. Thus, motivation is also taken as a part of complex phenomena. In the context of achieving sustainable development goals, civil service employee's performance play key role and their motivation is vital for their quality of performance. However, skill, capabilities and resources also have important part to play in executing Sustainable Development Goals. Though it seems simple subject to understand at glace, but it has different realities person to person. In this actuality, rigorous research is needed to understand the motivation of civil service employees and its implication for achieving Sustainable Development goals.

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ABBREVIATIONS

CBS	:	Central Bureau of Statistics
CIAA	:	Commission for Investigation of Abuse of Authority
CS	:	Civil Service
CSA	:	Civil Service Act
CSM	:	Civil Service Motivation
CSR	:	Civil Service Rules
FSCMO	:	Federal Secretariat Construction and Management
GCPSE	:	Global Center for Public Service Excellence
GoN	:	Government of Nepal
GRP	:	Graduation Research Project
ICIMOD	:	International Centre for Integrated Mountain
ICSC	:	International Civil Service Commission
MDG	:	Millennium Development Goals
MoFAGA	:	Ministry of Federal Affairs and General Administration
NPM	:	New Public Management
NPS	:	New Public Service
NRB	:	Nepal Rastra Bank
PSC	:	Public Service Commission
PSM	:	Public Service Motivation
PTA	:	Personal Training Academy
SDG	:	Sustainable Development Goals
TI	:	Transparency International
UN	:	United Nations

UNDP : United Nation for Development Programs

WBG : World Bank Group

WHO : World Health Organization

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CHAPTER I

INTRODUCTION

My Inspiration for the study

I used to think that civil service jobs are symbol of prosperity when I was a child in my village. I observed people in the civil service explained that they were confident and secured their job, income and personal development since my childhood days. Therefore, deep down of my heart, I aimed to join civil service which can foster prosperity and stability I have also tempted by the life styles of my relatives and neighbors who are in the civil service. They can easily afford to satisfy their basic needs where some of us struggle to do so. Similarly, they can also afford good education, quality health services, comfortable shelter, and healthy meal for their family. Their kids are sent to the private schools with English medium, several higher education government scholarship schemes are also available for their kids. In general, I sensed that such fulfilled life is sign of prosperity in civil service.

I was tempted with the civil service because I have heard that public service servants have easy access to quality health services because of their ability to afford and quality network they have with health sector officials. I also heard the stories of the civil servants with improved social status and regular income which ensured their security. They could afford healthy balanced meals and delicacies. One can easily differentiate between the lifestyle of the civil servants with stable earning and other general people with unstable earnings in the village.

I belong to the family having unstable low earning to meet the basic needs. We are more dependent upon government facilities and support for our education, health, drinking water and sanitation. Whenever I see stable life of civil service

employee, I feel that this is the ideal life. I also think that getting a job in civil service is convenient for so many people to join civil service than taking chance in any other corporate jobs because civil service only checks knowledge but other generally rumored to can check contacts, background, and social status too. As a common girl from rural areas dreaming about stable earning for financial stability, I see civil service as a best job option.

Civil servants are always treated with respect and honor in the society (Adhikari, 2021). They are serving the society and helping so many people to get their work done. Civil servants are empowered enough to solve the problems of people in need (Banerzy, 2011). With these reasons, I feel motivated by helping people and contributing to development of my society. Leaving social impact by performing my job is also a motivational factor in this service. I also believe I the fair and competitive selection process by Public Service Commission (PSC) is another motivation in civil service.

As the motivation in civil service is directly linked with its selection process, I must write about PSC too. The selection process in civil service is carried out by independent constitutional body PSC, and it promotes meritocracy, fairness, and excellence in the selection process (Public Service Commission, 2021). This organization is center of faith for public (Public Service Commission, 2021). This is another reason why I was attracted towards civil service. When I started preparing for my competitive exams I got to know about its opportunities and benefits along with the responsibilities that civil servant gets once selected for certain position. In comparison to most of the other jobs in the market, civil service is systematic, fair, and transparent recruitment system motivates young energetic candidates in this service (Aloysius, 2012).

Motivation for serving the society with improved livelihood made me part of this service ten years ago and there is a lot I have experienced throughout these years. I receive descent pay for my work that helps me contribute to family expenses and my other necessities. I have achieved my social status and recognition in my village. There are many parents asking for my suggestion in their administration related issues and many students inspired to become civil servant after I have joined. This job makes me feel empowered as I can exercise administrative power for service delivery. I enjoy adequate compensation for my labor along with the recognition and social respect. I receive in my community and power acquisition in the form of authority. This is the main reason I feel motivated for keep doing to continue to perform my job in this service with ultimate delicacy.

Despite lot of positive motivation there are some negative motivation sides in civil service (Panta, 2021). Uncertainty in career development, biases in opportunity sharing, relatively lower remuneration, rigid working style and unsustainable working environment de-motivates me many times (Panta, 2021). Likewise, poor governance, lack of favorable policies, high level of centralization, increasing corruption, and in-service nepotism is prevalent in civil service (Upadhyaya, 2012) are some of the factors for my declined motivation. Every day, if we look in news there is at least one article about corruption conducted by civil servants. Such misconduct of one employee is destroying the image of whole service and civil servants are losing trust of public. It is seen that people have lots of unheard complaints for civil service (Khadka, 2020). They are not satisfied with our work and activities. However, civil service is trying to reform itself according to the needs of public but it is not meeting the expectation. People want smart, fast and transparent service but lengthy process, complex system, lack of tech friendly employee and organizational design prohibit it

(Khadka, 2020). In such condition, people are disappointed with us and as a worker we couldn't do anything except waiting for process to be completed. I, as a civil servant try to keep enhance my skills and knowledge, but I am not getting proper trainings and regular technological advancement in organization. Organization tries to impose new policies and ICT based applications for workplace, but it does not provide adequate support, learning hubs, orientation and trainings to its employees (Pandey, 2018). This lack of learning opportunities about new trends in ICT has adverse impact on employee and organizational professionalism and employee feel de-motivated in long term.

Motivation is root cause for any action in my professional as well as personal life. It drives me to work harder or let the work untouched. Some time I feel highly motivated and some time I regret being in this service. Motivation comes from getting recognition for my hard work in the form of appreciation and award. However, I regret joining the service when I receive unfair treatment and partiality in opportunities at the workplace. In regard to my ten years of experience in this service, I can say that every employee starts working in this service with highly motivated spirit but fails to continue it throughout the service due to internal group dynamics and unfair politics (Lamsal, 2020). This is directly reducing the efficiency of the employee and productivity of the organization. In my workplace I see so many conditions and circumstances in which employee can feel motivated and de-motivated for their work.

This is my side of story about motivation, and I don't know if my colleagues are motivated or not for their job. Most of the times, I feel motivated to perform my duties but sometimes it is hard for me to keep myself motivated at work. Therefore, I wanted to know about what my co-worker feels about their motivation in this service.

While I have this question in my mind, this research study is an opportunity for me to understand motivation of non-gazetted civil service employee.

Background of the Study

The concept of motivation has a significant mark in human life. We all have physical and psychological needs we want to fulfill. Through our actions and behaviors, we show willingness to satisfy our needs (Barling, 1977). Ranamagar(2020) stated that the willingness of doing activities for fulfilling our needs is called motivation which address the questions such as reasons of working different sectors, such as industry, bank, civil service, and at family so as to motivate themselves of working in the sectors. I think the selection of particular job or doing specific work is influenced by motivation. It is my motivation that I am doing this research because I wanted to understand about the motivation of civil servants working in non-gazetted class. I see motivation as an enabling force behind my actions either it is for doing or not doing something.

Motivation is an intrinsic and extrinsic phenomenon that is affected by four factors; situation, temperament, goal and tool (Pakdel, 2013). Among these factors situation is external stimulus while temperament is internal state of person. Similarly, goals are the purpose of human behavior and tools are the gears to reach the targets (Pakdel, 2013). It can also see that situation and tools represents the physical environment in which people drive their actions and temperament is personality of a person (Gyawali, 2018). Goals are the core of a human motivation that decides either the motivation is intrinsic or extrinsic. Extrinsic motivation fulfills the physical needs whereas intrinsic motivation fulfills the emotional needs.

In addition, the idea of this research is also emerging from motivation of non-gazetted class civil servants. As I am working in the similar working class, I am not

impressively motivated for my job in recent time while I was highly motivated in early years of my job. My decreasing motivation has resulted in increased absenteeism and poor quality of work. I am not satisfied in my profession and regularly developing curiosity whether my co-workers feel the same or not. This is the main reason why I am conducting this research.

Civil service is an important mechanism for running state administration. Its effectiveness and efficiency display's the activities of the government (Adhikari, 2022) It is the policy of government to create fair, capable, neutral, transparent, ethical, people centric and participatory public administration that enable general public to get fair and justified access to the services provided by government to its public. This is an important aspect for establishing good governance in country (Adhikari, 2022). Good governance is the state in which sustainability flourish utmost. Civil servants are the carriers of good governance and sustainability in the country because they are government's important functional human resource with expert skills, knowledge and abilities (Asghar, 2013). Employee does not show the will to use their skills, abilities and knowledge unless they feel motivated (Pandey, 2018). It is motivation that transforms employee's capabilities into the performance. Motivation increases the work efficiency and productivity of an employee in civil service (Pandey, 2018).

Motivation in Civil Service

According to the professor Bob Nelson "an employee's motivation is direct result of the sum of interaction with his/her manager (Franken & Braganza, 2006, p. 15)." In our context, government of Nepal is in managerial role and civil service employees are its workers (Riyami, 2015). This study can be helpful to learn about the different motivational needs of civil service employees so that the government can

act up on them to motivate its employees. Motivation is a vital issue in civil service. Public administration and its effectiveness directly related to the employee motivation. Generation of ideas and concepts about motivation through the experiences of non-gazetted employee is one of the objectives of this research. I believe that only understanding their motivation does not make any noticeable changes in the life of employee. The active and smart interventions must be applied in human resource development and maintenance process of civil service (Bajracharya & Grace, 2014).

Civil service act 1992 classified motivation into two categories: positive and negative motivation. Positive motivation includes salary, increments, incentives, allowance, transfer, promotions, and career developments are commonly used whereas negative motivation includes punishments and special punishments are commonly used one. Ordinary punishment consists of censure, withholding promotion and increments for two years and five years and special punishments consists of terminating from service without being disqualified government service in future and dismissal from service with being disqualified for government service in future (Riyami, 2015). There is uniformity in motivation approaches in civil service. It is mostly influenced by the traditional theories of the motivation, particularly Maslow's hierarchy of needs theory. This theory often criticized for not consider individual differences in human behavior while addressing the motivation (Barling, 1977; Chen, 2012).In present time of inclusiveness and representation for all equity theory of motivation can put significant impact in civil service motivation approach. Therefore, the need of present time in civil service motivation is to identify best suited approach in Nepali environment Identifying equity in motivation as well as in civil service, put motivation is not always a one size fit all approach. The research emerged

from the personal experience of the motivation of the non-gazette officer specialty. First of all, there should be assurance of enough motivating policies and programs in civil service and secondly the programs must be accessible to every employee irrespective of their differences. In my opinion, motivation civil service management is the subjective phenomenon which address the diversity of employee's and uses it in policymaking process. Nowadays it is very common scenario in civil service that hardworking employees keep their hands busy all day and lazy ones skip their responsibility over others. While working in many offices in many organizations I feel it is necessary to link employee performance with instant rewards so that hardworking employees can feel justice and stay motivated. Evidently organization run by civil servants and civil servants run by their motivations therefore there is two-way interaction in the service.

Statement of the Problem

Motivation is most fundamental aspect of human resource management. It converts skills and abilities of prominent human resource into performance. In civil service motivation is much essential because civil servants are the connecting link between public and government (Adhikari, 2021). Motivated civil servants deliver effective public services and ensure quality service delivery (Bajracharya& Grace, 2014). In civil service there are salaried and non-salaried motivations applied by the administrators for employees. Though there are some motivational provisions, most of the civil servants do not feel motivated in their work (Manzoor, 2012). I observed that employees are not satisfied by the provisions because those provisions are unable to fulfill their needs because of low payment in Nepal.

Similarly in any organization motivation comes from equal treatment, representation, recognition and justified work-opportunity sharing. Sadly, in civil

service, inequality, favoritism, nepotism, opportunist behavior and biased group dynamics are prevailing degrading employee motivation (Manzoor, 2012). The major negative impact of degrading motivation in employee is seen in their performance. Lower the civil service employee motivation; lower the work efficiency, accountability, responsiveness, and job satisfaction among employees.

Civil servants are always blamed for slow and inefficient service delivery. They are considered as trouble giver, unethical, irresponsive, lethargic, and unaccountable workers (Adhikari, 2022). It is the common perception of public towards civil servants. The reason behind this perception is considered as lack of effective service delivery. But how can one imagine effective service delivery while workers are not satisfied with their jobs (Acharya, 2019). I believe that motivated civil servants can give effective and quality of service delivery to people.

Less motivated civil servants hardly fulfills the expectation of the public for service delivery. There are many problems in civil service motivations. Among them commonly observable are insufficiencies, inequalities, incompetence, and unsustainable nature of motivation. First of all, there is inequality in the civil service motivation (Bajracharya & Grace, 2014). There are some ministries with the provisions of paying extra incentives to their employees according to excess work hours, but others do not. Ministry of finance and ministry of external affairs are seeming to be very attractive among employees for extra incentives and ministry of home affairs and Commission for Investigating Abuse of Authority (CIAA) are famous for vested power accumulation by the employee working there (Shenton, 2004). This inequality directly demolishes the motivation of employees working in other ministries other district offices too (Gyawali, 2018). Similarly, remuneration employees getting are hardly enough for satisfying their basic needs and it is not

competent inside as well as outside the country. This is the reason civil service is unable to attract best minds available (Khadka, 2020). It is believed that motivation of an employee has been connected with their ethical behavior and it could only sustain last if employees feel ethically strong for changing negative perceptions into positive comments.

Undoubtedly highly motivated civil servants can display better performances and quality service delivery (Ranamagar, 2020). In addition to it, motivation can also help to achieve broader government objectives such as building trust in government and reducing corruption. Again, the progress of sustainable development goals also depends on the civil servants in the country (Franken & Braganza, 2006). Civil servants are the crucial components in the performance of government in developing country like Nepal. Getting the best out of the employees and retaining them in the working station is challenge for government. Motivation always appears with the needs associated with the personal and contextual spear of life.

Purpose of the Study

The purpose of this research is to explore the motivation carried by non-gazette civil service employees of Federal Secretariat Construction and Management Office, Kathmandu and understand the contribution of their motivation for sustainable development.

Research Question

1. How do non-gazetted civil service employees experience motivation at Federal Secretariat Construction and Management office in Kathmandu?

Significance of the Study

. Personal level of significance of the study also aspire me as a civil service to be motivated to service delivery and contribute to the meaningful engagement in the

civil service. The personal significance also matters to me to retaining and sustaining human resource in civil service. I brought my reflection and experience of dealing motivation in the different context of working as a civil service.

Professionally, this study also expected to contribute to the human resource development and maintenance of the civil service. Employee development and maintenance increase employee's workability and their job satisfaction. Ultimately the study might be able to contribute to human development process of civil servants through Human Resource Development (HRD). Since civil servants are machineries for government's activities and well-motivated employees contribute for development of state. Therefore, this study contributes an important role in motivating employee working in public sector, so that public can get better public services.

At policy level, the study contributes to generate the new knowledge possibly works as a source of qualitative information for policy makers in the field of human resource management, especially in motivation. Along with policy development and government sector contribution, this study also able to leaves behind cross cutting issues in the field of civil service motivation and their contribution in Sustainable Development Goals (SDG) for further research in this field. In this process this study can be a topic for brainstorming for managers. Apart from this, the study helps me to grow in my professional career too. With revised academic skills and understanding of motivation for particular actions I will expand my areas of expertise and able to serve public more efficiently, effectively and enthusiastically.

Delimitation of the Study

This study only focuses on the civil service employees working in non-gazetted class in federal secretariat construction and management office, Kathmandu. The core concern of study is revolving around limited numbers of employees and

their perception about motivation. The participants in this research study could not be representative for all the civil service employees. Therefore, we cannot generalize the findings of this study for all the civil service employees out there. This study is based on the single government organization therefore the motivation in other organization may vary because it depends on the work environment and other organizational factors.

CHAPTER II

LITERATURE REVIEW

This chapter synthesizes the major literature which I have used in this research. Broadly accepted and explained theories in the field of employees' motivations are reviewed in this part of the report.

Organizational Culture

Most of the organizations in present times must deal with poor performance of their employee. At the same time employees are struggling with their unsatisfied needs. Managers have always face challenge to keep their staffs motivated to perform better at the workplace. And the challenge for the employee is to achieve higher level of need fulfillment.

It should be the art of managers to know the behavior of each employee and they should know about what might motivate each one individually (Shenton, 2004). After understanding needs of individual employees, managers will be able to identify about what motivators to use to motivate them (Banerzy, 2009). The common objective of numerous business organizations is to harvest more productivity from positively motivated employee and promote gain-gain situation for both the organization and employee (Bhattarai, 2011). According to Karic (2014), there are different models of motivation to understand individual need and behavior for creating the win-win relationship between the employer and employees (Adhikari, 2022). In this study the center of research process is civil service and civil service employees are the respondents. Therefore, it is rational to discuss the orientation and nature of civil service.

Civil Service

Civil service is a functional hand of any country. It has an important role in the development of state (Gyawali, 2018). It is a major part of the government system for making state functioning. It represents a small part of a wider public service. It is fundamental, continuous, and administrative arm of the government. Civil service includes permanent and pensionable officials working in different government ministries, department, and agencies. The role of such professionals is to advise, develop and implement government policies and programs and simultaneously managing day-to-day activities. Civil service is formed and regulated by the laws of inherent country and its attributes may very country to country (Schiavo-Campo & Sundaram, 2001). Therefore, the term civil service can refer to the administrative machinery of the state which is responsible for implementing policies made by the political executives, which constitutes of the elected representatives in a democracy.

In the world history meritocratic civil service started from China in Sui dynasty. Later in modern era British Empire developed the civil service throughout its colonization. The Northcote Trevelyan report (1854) shows that the beginning of civil service started in the process of open competition system for employee selection. United States Pendleton act (1883) established a merit-based system of selecting government officials and supervising their work which gave rise to the civil service in later days. In Nepal, the concept of civil service began with the establishment of public service commission in 1950. In 1951 the Butch Commission proposed the structure and organizational design for administration to the government. Then after civil service act 1955 is issued for institutional development of civil service in Nepal (Gyawali, 2018). Now civil service is guided by civil service act 1992 and civil service rule 1993. In the article 285(1) of the Constitution 2015, the government may

run the public administration of the country constituting, federal, provincial, and local level civil services (Constitution of Nepal, 2015). The civil service act 1992 empowers the government to constitute various services which have been amended time to time (Khadka, 2020).

According to Acharya, (2019, p. 5) "employees in civil service are selected impartially; they are administratively competent, politically neutral and imbued with the spirit of service to the community". Globally civil service can show many characteristics depending on up the governance system, state policies and type of the government. Acharya (2019) further mentions in his book about business of bureaucracy mentions some of the common characteristics of civil service. Civil service has defined mandate and regulated through the constitution of the nation (Paudel, 2016). Civil service is considered as permanent government of the country and regulated by the elected heads. It is the best example of inclusion and representation where employees serve public interest before personal. Merit system, political neutrality, sworn in, accountability, transparency and ethical standards are important qualities in civil service (Adhikari, 2021). There is guarantee of professional rights, career growth, good working environment, job security and participative decision making in civil service. These common characteristics of civil service can be elaborate as following for in-depth understanding.

Defined Mandate

The mandate of the civil service is defined in the supreme law of the country. For example, in Nepal our constitution in the article 285(1) states that government of Nepal can form federal civil service and other necessary services as needed to run the administration of the country.

Subject to Constitutional Regulation

In democracy civil service should be in constitutional regulation. That means an independent constitutional body like public service commission should take in charge for all the recruitment and other concerned subjects of civil service. In the constitution of Nepal 2015 there is a provision of public service commission in part 23 articles 243-244. Article 243 says it shall be the duty of the public service commission to conduct examinations for the selection of suitable candidates to be appointed to the positions in the civil service (Bonache, 2020). Government should consult on the general principle to be followed while making appointments and promotions to any position of other federal government services (Poudyal, 2016)

Controlled by the Elected Representatives

In democratic set up civil service employee should be responsible directly to the government and it makes them responsible to the public indirectly. They should act according to the peoples will in the setup of government. People select their representative through periodic election and those elected people form a government. Civil service employees work under the regulations of government.

Representative and Inclusion

Nepal is pluralistic society. In our context civil service should address the concerns of all the people out there irrespective of their ethnicity, race, geography, linguistic, minority and religious values. Civil service provides equal job opportunity for all people. In order to make civil service inclusive, forty five percent posts of the post to be fulfilled by open competition shall be set aside and be filled up by having separate competition between the certain candidates (Public Service Commission, 2017). That 45% post considered as 100% and then divided as women 33%,

Indigenous group 27%, Madhesi 21%, Dalit 9%, differently able 5% and backward area 4% for separate competitions.

Subordination of Personal Interest

There are preset rules and regulations based on which civil service should perform their duties. In a democracy and rule of law they are not supposed to allow their personal interests and preferences in the execution of their duties.

Guarantee of Professional Rights and Interests

Provisions of chapter eight in civil service act 1993 provide service security to civil service employees. Employees are guaranteed their professional rights and rights to organize. In Nepal there is a provision of employee civil union. That works for the betterment of the employees.

Commitment to Professional Ethics and Standards

Civil servants work for the public interests using public properties, so they should be highly committed professionally ethical. Civil service act 1993 chapter 7 provide the grounds for the conduct and standards of civil service during their duty. Civil service employees are bounded by the code of conduct, and it is punishable to work with bad conduct knowingly or unknowingly.

Political Neutrality

Civil servants should be politically neutral however committed to the programs and policies adopted by the elected government. The code of conduct of civil service employees restricts them from joining the politics however they can exercise their voting right.

Sworn In

All the civil service employees in Nepal should be sworn in at the time of entering in civil service. They take oath to fulfill their duties honestly with the best of

their knowledge and ability without being influenced by anybody and anything. The vital information of their workplace shall not be disclosed until and unless needed.

Accountable and Transparent

Civil service employees should be accountable towards the people for their doings and no doings. They should be answerable for their duties during duties and after duties. In democracy transparency is must and it shows in the action of government (Acharya, 2019). Government actions depends upon the how transparently civil servants are doing their jobs. Therefore, it is very important for civil servant to be held accountable and transparent for their duties.

Merit System

Civil service is a merit-based government job. Public service commission selects only the suitable and top merit candidates for vacant posts in civil service (Upadhya, 2012).

Career System

In civil service job there is adequate opportunity of career development. There is fixed age limit for retirement of civil service employee (Bajracharya & Grace, 2014). This tenure system gives employees continuity and permanence in the government job.

Shared Goals and Participative Decision Making

Civil service is working hand of elected government and they both share equal goals for public benefits. In democracy policies are made with the consent of stakeholders and participation of people as well. It is the responsibility of civil service employee to use the best effective method for selecting goals and formulating policies however these goals and policies should need approval of government before going into implementation (Bajracharya & Grace, 2014).

Responsive to its Environment

Civil service employees should keep in mind about the environment they are serving (Karki, 2014). They should make decisions based up on the socio-ecological environment of the area. There should be correlation between decisions made by civil servant for the people in particular ecology and the environment around. For example, decisions taken to legalize the malpractice of *Chhaupadi* in far western districts may not be as suitable for far-eastern districts. Similarly, decisions taken for the tea sector development in Ilam district may not be suitable for same in Darchula district. So, it is important for civil servants to reflect and responsive to the environment they are working.

Civil Service in Nepal

Administrative system in Nepal has been developed from *Lichhavi* dynasty in history to the present federal administrative system (Upadhya, 2012). In between these many years there have been so many reforms and improvements in country itself and its administrative system. Civil service now has the responsibility to run the administration efficiently and effectively (Paudel, 2016). It has defined organizational structures and hierarchy. Section (4) of civil service act, 1993 mentioned about gazetted and non-gazetted classes in the civil service as listed below.

Table 1: Classification of civil service employees

Gazetted class	Non-gazetted class
Special	First
First	Second
Second	Third
Third	Fourth
	Fifth

(Referenced from Civil Service Act, 1992)

Gazetted class of civil service employee represents employees working on and above the officer level and below the officer level working employees fall on non-gazetted class. For this research non-gazetted class employees are taken as the participants because it is easy to reach out non-gazetted civil service employees for data collection.

Code of Conducts in Civil Service for Employee

Civil servants should have followed code of conduct as mentioned in several civil service acts and regulations. They are, 1) Equal treatment for all the service recipients, 2) Give priority to the greater interest of the nation and people, 3) Maintain transparency of the criteria and procedures in the distribution of service and goods, 4) Protect public properties, 5)Economic use of means and resource

Simplify the process of work performance, 6) Remain effortful to discharge responsibilities within a minimum time, 7) Respect basic human values and norms, 8) Make equal treatment and respect for all the communities and regions.

Despite all the provisions, code of conducts and moral obligations, civil service is blamed for having some fouls in it. Unsatisfied service recipients often blame the

employees and the system for delayed and annoying service delivery. Acharya (2019) mentioned some of the problems in civil service that needs to be addressed for quality service delivery.

Civil Service Entertained by Criticisms

Civil service is the permanent service in the country working for the public on behalf of government. They are the representative of government in the doorstep of public. Ideally, they should be respected and praised for their dedicated work, but civil servants are always blamed for showing unaccountable, irresponsible, and unethical behavior in their professional life. They blamed for de-motivated, un-trustworthy, dysfunctional, attitudinal apathy, layered decision, un-enthusiastic, tech unfriendly in nature. These criticisms are affecting the goodwill of civil service very negatively among civil service and public.

Less Motivated and Unaccountable

Motivation is necessary factor for employee to do their duty effectively and efficiently. However, in some cases employees are less likely to perform their duties and try to avoid the work. This behavior of civil service employee makes them unaccountable towards government and public. The reason behind this could be lack of motivation in employee.

Lacking Trust in Workplace

Civil service jobs are interconnected to elected and selected bodies for the benefit of public. In the workplace trust issues can become the reason of conflict among staffs as well as employee and public representatives (Serpa & Ferreira, 2019). The role and responsibilities of politicians and civil servants is not clearly defined. That is why politicians in power often blame civil service for not understanding the changes they have bought. There is trust deficit between bureaucrats and politicians.

Accumulation of Dysfunctional Characteristics

Civil service has been blamed for the accumulation of most of the dysfunctional characteristic of bureaucracy. It includes complexity, hierarchical chain, control and strict chain of command and rule oriented process (Serpa& Ferreira, 2019). Employees do not get opportunity to be more creative and proactive for any work they are not assigned.

Attitudinal Apathy

Most of the civil servants have become apathetic to serve the people, for which they are hired. They are leaning towards the making ways to lucrative postings where there are more benefits and less responsibility. Despite all motivational and legal efforts, the attitude of some idler employees is still not conducive to service and performance oriented.

Layered Decision Making

In the civil service roles and duties of employees are divided accordingly. Despite this the command-and-control system in this service makes decision making complicated and vague. An employee cannot take one time decision for any work. There are layers of approvals, recommendation and consents of every department needed before doing any work (Adhikari, 2022). Sometimes this can be the reason for delayed service delivery.

Adopting new Technology

In the country many non-government organizations and private firms are successfully using modern technology, information, and technology for their service delivery. On the other hand, civil service employees try to avoid the use of technology in their workplace (Paudel, 2016). The reason behind this can be anything. Maybe they do not trust this system, or they may not be able to run it effectively or they may

not want to adapt to the change. However, the new blood in the service is coming forward for using new technology to serve the people.

Lack of Service Enthusiasm and Willingness to Serve

Civil service employees are always blamed for not doing the job for what they are getting paid. The queue of service recipients in some organizations can make people to believe that civil service employees are not interested in doing their jobs.

Try to Avoid Responsibility and Idler in Nature

While we visit a government office for some work, most of the times, we can see there is an empty chair. Employees can feel risk in working that particular post or they may be just not motivated enough to perform their duty (Adhikari B. R., 2021). Employee often stay in the office can hold the duty by making excuses of process and system.

Service Delivery Mechanism for Sustainable Development

Although people are highly critical of it, civil service in recent years has seen a progress in terms of professionalism, inclusion, impartiality, and merit-based selection for providing quality service delivery. Such quality service delivery emphasizes on sustainable development goal number 16 calls to build an effective, accountable and inclusive institution at all levels of government. This strong institution falls under the duty of government however the roles of government wave over all other goals too (Lawal & Oluwatoyin, 2011). Government largely relies on the public sector to design policies, operationalize the strategies and deliver it to the society to achieve sustainable development goals. Public sector in Nepal is run by the civil servants and government's dream to achieve sustainable development goal mostly depends upon the performance of civil service employees (Kivunja & Kuyini,

2017). That's why it is extremely important to make employees aware of SDG and introducing factors that drive their motivation and performance.

Motivational factor makes civil servant better performer and better achiever. So that they can lead to well designed and managed policies, improved frontline service delivery, better citizen outcomes and efficient resource management for funding sustainable development goals.

Motivation Connecting to Civil Service

There are number of factors that motivate any unemployed person to join civil service and every civil servant to carry on this profession. Civil service is well known for its high degree of job security (Upadhya, 2012). There are enough opportunities and space to the employees for presenting their justification over any charges on them.

Table 2: Monetary and Non-Monetary Benefits

Monetary benefits	Non-monetary benefits
Salary	Job-rotation
Allowance	Promotion
Increments	Travel and visit
Civil Service Insurance	Security of job
Provident fund	Trainings and seminars
Gratuity	Paid and unpaid leaves
Pension	Awards and recognitions
Medical Expense	Delegation of rights
Festival Allowance	Ethics and discipline
Uniform Allowance	Warning and Punishments
Educational Scholarships	Performance Appraisal
Children educational Scholarships	Merit based
Amount of Accumulated leave	Diversity in Work

Apart from these benefits to the civil service employees are secured by law in such a way that they are not withdrawn or decrease but revised periodically taking

consideration of market inflation(Civil service rule, 1993). In comparison to private sector jobs, civil service employee enjoys good quality of work life balance in presence of numerous public holidays. Likewise, we have long list of monetary and non-monetary benefits in civil service as tabulated here. These provisions are well maintained in Civil service act, 1992 and Civil service regulation, 1993. However, there are only few lucky employees who were able to enjoy most of it(Poudel, 2016). As we can see there is long list of monitory and non-monitory benefits civil servants enjoy. I believe this list can motivate employee in accordance to their need and human nature.

Hierarchy of Needs Theory by Abraham Maslow

Abraham Maslow was an American psychologist who developed this need-based theory of motivation (Varma, 2017). According to this theory, people are motivated to fulfill their own needs and each level of need must be satisfied before an individual pursues the next higher level of need (Madi, 2017). This theory broadly supports the concept that reward, recognition and self-esteem of employees if met, lead to satisfaction of the particular employee which is important for an employee to be motivated.

Our most basic need is for physical survival, and this will be the first thing that motivates our behavior (Goyal, 2015). Once that level is fulfilled the next level up is what motivates us, and so on (Ugah, 2008). According to this theory there are five levels of pyramid structure in which each level represents different motivational need of human. They are physiological needs, security needs, love and relatedness needs, recognition needs, and actualization needs from ground level to top level of pyramid (Ritz, Brewer, & Neumann, 2016).

A physiological need generally consists of, food, shelter and cloths are very important to live life. According to Maslow's need theory "if these needs are not met then the other needs will not be felt or be a source of motivation" (Panta, 2021). Safety needs refers to the need to feel safe from physical and emotional harm (Aruma & Hanachor, 2017). They are security of job; fear free from medical threats, economic stability and safer peace and security provisions around the workplace (Ugah, 2008). Third level of need is social needs, and they are looking for the quality of social interactions, sense of belongingness, affection, acceptance and friendship (Barling, 1997). Next come esteem needs that concerned with the feeling of self-confidence derived from achieving something and sense of belongingness (Goyal, 2015). In the top of the hierarchy there are self-actualization needs. It is concerned with achieving one's full potential and dreams (Naeem et al., 2011). Unlike the lower level needs this need is never fully satisfied. As one grows, psychologically there is always new opportunity and wishes, dreams to continue to grow (Bhattarai, 2011).
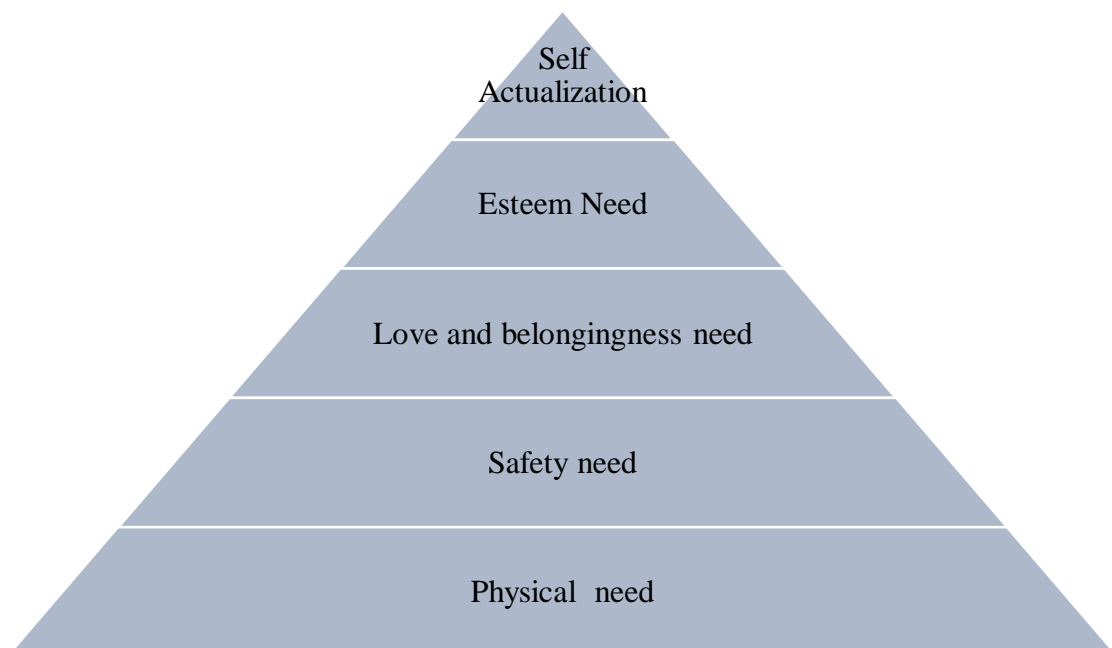
Figure 1: Maslow's hierarchy of needs

When thinking about needs in the context of the workplace, it is easy to see how work relationships can go a long way toward satisfying basic needs (Noell, 1976). People tend to feel better about them when they see that other people have a positive impression of them as well (Aloysius, 2012). So, if a person is doing well at work and they are lauded for their efforts, that attention and praise is going to go a long way to fulfilling their basic need for social interaction and affirmation (Noell, 1976).

Adding more, while you are formulating the day-to-day operations of your tasks, it is important to keep in mind the important role of relatedness and belongingness. It brings out the job satisfaction and happiness among your workers (Aloysius, 2012). Isolating employees all day long to work individually on their computers might be a good choice for short-term productivity, but in long term it is not a good decision to make most outcomes from employees and satisfying their need for relatedness (Barling, 1977). Thus, building interaction throughout the working hours of the day among employees, through team projects or social events can help your staff to feel related to one another.

Need of Growth

Personal growth is an important need that every employee strives to meet as often as possible. It can be frustrating to feel like you are stuck in the same place doing the same things repeatedly. When growth is one of your top priorities, it is easy to look forward to each day as a chance to get better (Awasthi & Kumar, 2016).

From the perspective of a manager, one of the key things you need to focus on is providing your employees with the growth opportunities that they desire (Awasthi & Kumar, 2016). The ability to see a path into the future is something that nearly all employees will appreciate, as it is going to help them meet their need for growth. This

is why people do their best to avoid jobs that offer no opportunity for growth or development over time (Awasthi & Kumar, 2016). Not only do those jobs place a limit on earning potential, but they also restrict employees from meeting their human need of ongoing growth (Ritz et al., 2016).

It is hard for employees to remain motivated over the long term when there is no clear path of growth and personal accomplishment (Ghazzawi, 2010). Place that all important motivation out there in front of your employees in the form of growth opportunities and you will see how hard they are going to work to reach their goals (Ghazzawi, 2010).

The shift from lower level of need to higher level of need is perceived as growth (Khaling, 2011). I often see that high rank employees find it easy to satisfy their physical needs in comparison to low rank employees. Pyramid of needs clearly shows that levels of individual growth are directly proportional to their need choices. Mostly, employees working in lower-level job often strive for physical needs. It consists of supply food, shelter, clothing, medicines, education, family support, entertainment and many more. Employee continuously desires to improve their living standards by adding more quality on their physical needs.

Essence of the Review

It is always challenging for manager in any organization to implement a reformative action because of the presence of change resistance by the change agents themselves. For positive reform and sustaining it, various motivation and incentives are now consistently acknowledged as critical factors in determining performance in the public sector, and enabling capacity building (Lawal &Oluwatoyin, 2011). However, proper incentives are often lacking in the public sector of low-income countries like Nepal (UNDP, 2017).

Motivation is also considered as the psychological process (Maharjan, 2011). It gives behavior purpose and direction to the employee working behaviour (Khaling, 2011). Recognition in the workspace and praise for task done is one way of motivation. On the other hand, materialistic motivation plays crucial role for sustaining motivation, performance and integrity of employees (Barlin, 1997). By going through all the reviews, I came up in an idea that workers are motivated by intrinsic motivators and sustain it by extrinsic motivation. There is crucial need of strong motivation for any employee to perform their duties as per the rules and help people to achieve their best returns. Returns in the form of good quality service delivery for the taxpayers of the country. Accountable, transparent and strongly motivated civil service is necessary for effective public resource management and effective public resource management can lead to the efficient, economic and inclusive development.

Summing up the Chapter

According to the various literatures referenced above motivation is described as psychological process that gives behavior, purpose and direction to the employee working habit. Recognition in the workspace and praise for task done is one way of motivation. On the other hand, materialistic motivation plays crucial role for sustaining the drive, performance, and integrity of employees. In concluding from all the literatures and ideas employees are motivated by intrinsic motivators and sustain their motivation by extrinsic motivators.

This chapter incorporates the idea of organizational behavior, attributes of the civil service and its diffusion in Nepal. This informatory background is followed by the review of Maslow's hierarchy of need theory in the field of employee motivations.

CHAPTER III

RESEARCH METHODOLOGY

This chapter of study describes the research methodology used in the research to understand the problem, how civil servants get motivated? In this part, the research design and area where the research was conducted are portrayed along with the selection of sample from its population. In more detail I describe here about the research paradigm, design, process of research, type of information collection and its analysis, ethical consideration and limitation of this research.

Interpretive Research Paradigm

I adopted the process of interpretive paradigm to generate and analyze the information. As a practitioner of interpretative research paradigm, I attempted to understand human experience in my area (Cohen, Manion & Morrison, 2007). Like other qualitative researchers following interpretative paradigm, I believe that knowledge is socially constructed that I achieve by exploring the realities of my participants focusing on their background, their perception, and experiences. I engaged prolonged interactions by generating context-based understanding of the participants' thoughts, beliefs and actions associated with social actions. In this way Interpretivism regulated my research study as I explored the experiences of the non-gazette civil servants on motivation.

Ontology

There are various experiences for every employee about their motivation and they can have several ideas to share. Their interactions and actions in workplace can discover their working behavior and motivation (Goldkuhl, 2012). There can be many definitions of motivation varying employee experience, knowledge, views,

interpretations and other backgrounds (Bonache, 2020). Based upon employee expectation and needs they can have different motivations. Thus, the reality of this study is every employee has different motivation and different needs to satisfy.

Epistemology

In this research I put my views and perspective as well and hence the reality and my beliefs are not independent of each other. Employee behavior, experience, day to day activities and modes of interactions are taken as the source of knowledge (Rehman & Alharthi, 2016). Similarly, the findings in this research are all derived from the experiences, ideologies, values, and a perspective from participants therefore research study is depending upon lived experiences of participants. The knowledge is generated from the inter-subjective space of me and participants.

<div align="center">

Interpretative Research Design

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This is a qualitative research design in which we make observation and develop our own theories. It means "it is an effective design in unaltered natural setting that enables researcher to develop a level of detail insights from deep level of involvement in the actual experience" (Creswell, 2009). It consists of numerous sets of interpretive tools like field notes, interviews, conversations, photographs, recordings, and memos to the self that helps me to make data visible.

Qualitative research is not only about finding new knowledge; it is social action that makes people interpret at social phenomena and make sense of their experiences to understand the reality of individual actions (Mohajan, 2018). It is the observations and interpretations of people's perception for different events in a natural setting.

This research is based on Interpretative qualitative research design in which the study focuses on a non-gazetted class civil service employee in FSCMO. In this

research, the motivation of civil service employees is interpreted from their experience, behavior and expectations. The sustainable perspective of employee motivation is analysed through the lived experiences of participants.

In this research design I observe participant's everyday actions and accounts of everyday context (Creswell, 2009). It focuses on practices, pattern of beliefs, behavior, activities, thinking, actions and reactions people develop and share with each other. The purpose of this research design is to catch the flow of events in their natural, social and cultural settings. It demands prolonged field engagement with continuous interaction for observation.

I tried to understand the motivation of non-gazette civil service employees in their profession. This study help understand the perception of employee about their motivation. What is motivation to them? How do they feel motivated in their work place? What does their motivation contributed towards sustainable development? Whether it contributes or not? To understand about these questions, this research study focuses on the employee interaction and experiences from socio-economic, cultural and behavioral background in the natural environment. I have a benefit of being colleague of participants in conducting this research. I can understand their experiences and able to point out their exact idea of motivation.

Participants Selection

The study population consists of civil service employees working in non-gazetted class in Federal Secretariat Construction and Management Office, Kathmandu. To get insights from them four participants are selected from whole population. Participants are selected from different age group and sex to make information collected more diverse (Creswell, 2009). Similarly, they are selected for the convenience of whole research process such as their time availability for prolongs

engagement and interviews. They are non-gazetted first- and second-class employees. Among them two are male and other two are female. Two employees are mid-career and two are newly appointed. All four participants represent different geographical and cultural backgrounds.

Data Collection Tools and Procedures

The strategy of data collection in this study is very simple, I used to meet participants very often and start conversation about how they feel motivated. I choose participant observation and interviews as a main strategy for my data collection. I collected information by conducting series of in-depth interviews. Interviewing participants and sharing experience with them in their work (Antwi & Hamza, 2015) place provided insights about their behavior and work motivation more effectively. I used to ask more descriptive questions to participants to probe further to reach in their deep-rooted realities about motivation. I noted down most of the information collected from my participants in the notes. Since my participants and I were from same organization, I conducted interviews in the series of friendly conversation in which I slowly introduced new elements to assisted participants to respond informant. Existing practices and policies in the field of motivation in context of Nepalese civil service are also used as secondary data source for this research.

In this data collection method, the common problem I used to face is uncontrolled conversation and unproductive gossips happen sometimes. It is difficult to maintain interviews in expected direction without deviating (Creswell, 2009). To ignore this situation, I used to be more conscious about motive of conversation and prepare an informal structure of interview. I also made clear perception about the topic and context of interview before meeting my participants for conducting interview.

Data Analysis Procedures

Qualitative data in this research are interview transcripts, notes, video and audio recordings, images and text documents. They are in literature form than that of numeric for as in quantitative data. To analyze such raw firsthand data, I generate various themes, since it is widely used data analysis method in qualitative research (Bryman& Burgess, 2002). The concept for themes is generated from discourse analysis. Discourse analysis is a method of naturally analyzing all the occurring talks and all types of written texts (Dudovskiy, 2018).

Initially I organized firsthand raw data and categorized it in common themes. While doing this, taking take consideration about the background information of the participants. There are sets of techniques in qualitative research that we can use to identify common themes (Abdel-Fattah & Galal-Edeen, 2009). Then, I segregate and scan all primary data for most used words and phrases by participants. I take reference from various literatures in the field of study and previous research to make themes more relevant. Mostly the themes and findings of this study are guided and influenced by previous theories (Franken & Braganza, 2006). Literature review also helps me in findings gaps in existing literature and topic of study. In the final part of data analysis in this research I create connection between objectives and findings of the research.

Quality Standard of the Study

In qualitative research, I can have a variety of information from different sources. There is possible chance of missing important information in the shadow of less important due to this possibility it is hard to maintain the quality standard of information collected. In the light of this possibility, I am going to document all the daily tasks, memos, and field notes of information collection and organize them in a portfolio (Creswell, 2009). To maintain quality standard and trustworthiness of this

study I have consider two concepts that can be used to assess the quality of this study and they are credibility and dependability.

Credibility

Credibility of research shows to what extent research is trustworthy and believable. Credibility of research is maintained when readers of research can relate their experience with information collected in qualitative research (Creswell, 2009). It is the most important criteria for establishing trustworthiness in research. Credibility essentially asks the researcher to clearly link the research study findings with reality to demonstrate the truth of the findings (Antwi& Hamza, 2015). According to Asghar (2013) "Well defined research questions, consistent methodology, systematic literature review, sound ethical standards, appropriate data collection and analysis along with evidence-based discussion and conclusion increases the credibility of research". In this research study, I used to prolong field engagement, persistence field observation, member checking and triangulation techniques for ensuring the credibility of study (Shenton, 2004). In member checking I validate my observations and analysis of the information collected from participants by taking it back to them and asking them, does this observation and analysis is true for them? Similarly, triangulation method is used to validate the data (Dean, 2018). It is done by observation, interviewing and referencing literatures so it could be in-depth examination of participant's understandings about motivation.

Dependability

Dependability is consistency of findings in research study. In qualitative research, it is my duty to act as scale to measure a consistency of the study (Shenton, 2004). The strategy of ensuring consistence started with code-recode procedure and peer review. In code-recode process collected information is analyzed at particular

day can be re-analyzed after few days without looking at previous analysis (Chen, 2012). While comparing both the analysis if we get similar results both the times then we have consistency (Caulton, 2012). In peer review research study can be shared among colleagues and fellow researchers to have their opinions and if they find it alright then the research process becomes consistence. In this study I use peer review and code-recode procedure to maintain dependability of the findings.

<div align="center">**Ethical Consideration of the Study**</div>

Ethical consideration is the important concern for the adaptability and credibility of the research. It is my important responsibility to be ethical towards participants and research process as well (Dooly et al., 2017). In the beginning I defended my research proposal, and it was approved by team of expert in Kathmandu University School of Education (KUSOED). Then I started writing this study by collecting data from selected participants. Participants were selected by setting few criteria to make study more inclusive. In this study I asked for the consent of my participants in whole research process before any activity. Participants were free to participate in interview process and they should be competent for making consent (Creswell, 2009). I also ensured that all the participants should understand about the subject matter they are going to be interviewed. They have voluntarily engaged in the research process. I maintain the confidentiality and anonymity of the participants throughout the process of this study. It is kept enveloped by not revealing their name and identity in every process of information collection, analysis and reporting (Bonache, 2020). Privacy and confidentiality of the interview environment is managed sensibly during interview sessions, telephone communication. Data protection is also an important part in research ethics (Creswell, 2009). I did not share the raw data with anyone else to maintain the privacy of participants. In this study

data analysis is carried out simultaneously along with data collection and transcription. The interpretation of information is totally done by me individually.

Field notes and information collected are protected safely and information stored in my computer is password protected (Murayama, 2018). Generally, my all the participants are likely to talk in common language however as an interviewer I offer them linguistic freedom in interview, whether they reply in English or Nepali. The entire process of this research is harmless to participants. As a researcher it is my responsibility to make sure that participants have all the rights and freedom to choose about participating or not participating in this study, I must protect their identity throughout research and come out with clear and honest research report. To make this study more consistent one of my fellow researchers in Human resource reviewed it and put their insights. Simultaneously this study and whole report is prepared by including valuable feedbacks and comments from research supervisor, external examiners and department head of Masters of Sustainable Development.

CHAPTER IV

TELLING THE STORIES OF PARTICIPANTS MOTIVATION

In this chapter I present the stories of my participants. I make it more elaborative by including my perspective and experience about non-gazetted civil service employee motivation thereby connecting their family, social and cultural background to choose the civil service.

Introduction of My Participants

The motivation for serving along the journey then falls downward in every passing year for some employees while some still feel motivated. The reason behind this varies person to person, situation to situation, circumstances; environment and time phase in which employee is living. Among the reasons very common can be, employees have "less expectation in the beginning" and "increased expectation in later years" from their jobs.

I have four different participants Dilmaya, Govind, Usha and Kripa. Dilmaya is 34 years young working women representing Kshetri community from mountain region. She has recently joined in civil service to fulfill her financial needs. She has lots of family responsibilities as she is the only person earning in her family.

My second participant, Govind represents the far western region, and he is 54 years, experienced employee. He has economically supported family hence he does not have to worry about finance. He is always worried about his prestige and goodwill in the society.

Thirdly, Usha is 46 years old mother of two kids from eastern Nepal. She is from joint family with three generation. As a daughter-in-law, mother, and wife she has more duties in family too. However, she is not worried more for financial responsibilities, as other members in family are also earning and share expenses. She is struggling for work life balance and personal development.

And my fourth participant is Kripa. He is 26 years young male employee. He is from Kathmandu and thriving to explore Nepal. He is in this service for one and half year. He always tries to make more contacts from all other departments and organizations.

This study could not be complete if I do not reflect my personal experience as a non-gazetted employee for past ten years. I do incorporate my perception, experience, and reflection in between as well as at the last section of this chapter. In this chapter I try to blueprint of the different views of my respondents in regard to civil service employee motivation.

This is My Story Motivation for Civil Service

In my working period I have met so many co-workers and employees with different job specifications. There was one employee from my first office; it is District Survey Office in Baitadi district, he always inspires me. His story and passion for job is much appreciable. His duty in the office is to help other employee to perform their duty and maintain office premises safe, secure and clean. We were six employees in that office at that time and he was the one with least salary among us. Also, he was the one who had maximum work to do in the office. The nature of his duty made him busy all the time in the office while others could have enough leisure time.

The surprise was not his heavy duty but the struggle he has to do everydaywhile reaching to the office and returning to the home. The office was in

district headquarter approximately 6-8 kilo meters far from his house in village. His way to office passed through dense forest of *Mahabharat*[1] mountain region. Threat of wild animals was there to walk along his journey to office and office to back home. I sometimes thought this job is very hard for him. His life was at a high risk every day. However, he seemed energetic and pleasant day by day. One day I could not control myself from asking him that how can he be so motivated, so active and work driven despite all his struggles. He smiled at me and responded politely "This is not struggle for me, I am used to it, and I enjoy it. I struggled in stone mines of *Uttarakhanda*, India". He used to work in deadly mines full of dynamites far away from beloved ones, with loads of responsibilities, polluted air for breathing and restless duty for earning just few pennies. That was the struggle for him. He then added, "I am very happy now, I have plenty of time to spend with my family and I also have fresh air, water, and food in healthy environment. Working in India is not respectful job in society while working here in civil service makes me an important person in my society. My families respect in society is greater than before due to this job". It was the social notion that government jobs had added values of prestige in them, which it can transfer to employees. He said he was happy working here no matter how much he earns and how hard his job was. I am surprised, how could someone be so driven, so enthusiastic even in insufficient pay and bunch of obstacles in way of duty. I always wanted to understand that what exactly motivate such dedicated employees for their active and effective duty commitments

Furthermore, in my personal experience, motivation factors in civil service were minimal. There was no such abundant pay with which employee can maintains good quality of living standard. Employees could not get supports from policies made

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[1] Mountain range in Nepal

for their career development, once you enter in service you have no choices than to study hard and focus on your career development. That directly or indirectly affected the service delivery function of the employees (Acharya, 2019). Transfers, rewards, promotions are totally unpredictable. Management was hardly seen in an organization because all the decisions are ad hoc. There was groupism in employees and those groups create conflicts among themselves as well as with management (Bajracharya& Grace, 2014). I felt sometimes, strong group in the organization always cheat work and weakest group perform all their duties and other duties too. In this case employees in strong group are not motivated to do their jobs because there are no direct incentives or instant benefits however the weakest group find it opposite (Romzek, 1990). They seemed to be less motivated.

Comparing wages within country and among the countries, civil service employees have relatively lower salary (Serpa& Ferreira, 2019) as compared to the private sectors: there is discrimination within government services too. Government owned enterprises and central bank provide attractive benefits and wages to their employees than other government services. Private Banks, corporate houses, colleges are also providing higher volume of salary than government services. Our pay scales are least in comparing other SAARC nations (WBG, 2017). According to World Bank report (2017, p. 1) "living on less than $3.20 per day reflects poverty lines in lower-middle-income countries". If we look at the lowest scale of a civil service employee in our context, they earn $5.60 per day (Varma, 2017). That data shows civil service employees earn just to eradicate their poverty and they cannot afford any accidents or bulk expense. In this condition one cannot think about quality of life or improved living standard.

Looking at the motivation flaws in civil service one would hardly join the service, but the situation is exactly reverse. Every year thousands and thousands of candidates apply for different posts; go through tough competitions, selection procedures. Only the best knowledge gets selected. Best mind among the talented people joins the service and start serving for people (Murayama, 2018). However, there is less pay, fewer incentives, less recognition and less support employees still working and serving (Upadhya, 2012). Even if they are skilled, enthusiastic, and hardworking they did not try to switch their jobs for better opportunities out there. I have met well educated employee serving a single office for last twenty-five years in the position of office boy. His abilities and skills are so high that he can shine in any sector and would be in high earning position now. But he has spent all his time in single office in single post with minimum earning. Though there is limited earning to satisfy his every physical need, employee find strong love and belongingness, safety, security, and social recognition in this job. According to Maslow, people feel attached to their job if they feel growth, secured and recognition in workplace.

He was just a random employee I met but there many more like him. Such employees seem so dedicated and so fascinated in their jobs. It is like they are highly motivated. They are getting everything from their job, and they are getting good quality job satisfaction. This is a thing that needs to be explored. One hand we hardly see abundant motivational factors in civil service while on other hand there are so many employees dedicated in their jobs. This is contradictory to me and makes me question that how civil service employees get motivated. What is their motivation behind the dedication and what is motivation for them.

Dilmaya's: Life Supporting Earning Gives Motivation

Interacting with my one of the respondents Dilmaya, I asked meaning of motivation and in reply she said motivation is will power (*KaamGarneIchha*). It is the feeling we get before doing or not doing any task we have. The satisfaction we get in doing any work or in not doing any work is motivation.

In this subject she added something very interesting. She said as universe needs energy for functioning, human needs motivation and this motivation can be in any form any kind. For some it could be fulfilling basic needs and have a food on a plate and for some it could be settling on mars. Every human being is born different. Their thought process is different. Their physical appearance is different. So does their behavior. Therefore, in such huge diversity how can management apply motivational tools equally? There needs to be diversity in motivational practices too. Dilmaya also emphasizes on the fulfillment of basic needs and financial support throughout life. Employee in civil service get fixed amount of salary every month during working tenure and fixed amount of pension after retirement. Salary and pensions are revised every two years according to market expense rates. She said it is enough for living. And the main factor of motivation for her is regular income from her job and secured old age.

According to her, civil service is the only easily accessible job for all bright minds. It does not ask for huge investment and exceptional skills. People with positive attitude and bright mind can easily get job in civil service. However, he/she has to crack entry level examinations. So civil service jobs are in the access of everyone. Civil service is a platform for so many poor families to uplift their lives from poverty. Similarly, it helps maintain employee's families economically stable with regular

basis earnings. This is the main reason she feels motivated working as a civil service employee.

Further, she added that her family initially faced a lot of problems due to poverty. They hardly had full meal day. She also memorized about her schooling which is completed with the help of government scholarships program. She really faced hard times in her young age. Then she decided to join civil services for earnings. Civil services have fair selection process and that is what motivates girl from poor family background. After joining the service, she is able to earn money for herself and family. That salary helped her family fight with poverty, and they are able to get improved living standards. Therefore she said civil service gave her life supporting earnings throughout life. That support motivates her to do her best in-service delivery. Some people may think otherwise too.

There is relatively less pay in civil services with limited career development opportunities. Dilmaya mentioned this way too in her conversation. However, she defended her point of view in regard motivation in civil service with others. She said all the benefits are stated clearly in different acts, rule and regulations of civil service. Everyone is well known of motivational strategies and practices in civil services. So how can one be motivated to join service but not motivated to serve in it. People with high expectation can have the option not to choose civil services if they don't get enough motivation in it.

Civil service provides diverse career development opportunities to its employees. Paid and unpaid study leaves, higher study scholarships, trainings, orientation and performance-based seniority-based promotions. We have so many employees in this service that had started from junior level employee and reached in higher levels professional. Some have later joined international organizations like

World Bank and World Health Organization as experts in their field too. So, we cannot just blame management or civil service for not offering and not motivating us. Every person with strong determination and will for being successful can make a walk out of thorns in the way and people who are not satisfied with anything they have; it is hard to please them with any kind of motivation because ones greediness does not have limits.

Dilmaya believed that our traditional society had very cost-effective and reliable living styles. She was satisfied with the life supporting earnings she got from her employment. Salary, she received at the month end motivated her most the most. She took it as a reward for her good service delivery. She made herself comfortable for any task received from her superiors. She often said that she was doing justice to all the monetary value she earned in this employment by doing her duties honestly and responsibly. People who did not value their earning cheat their jobs and make an easy excuse of not having enough motivation for doing jobs.

She has such broad mindset of work, duty, and motivation. During the discussion sometimes I felt like I am listening to a spiritual leader, but she is strongly motivated and dedicated worker in civil service. She takes her wages as life supporting earnings for herself and her family because this earning eradicates her poverty by increasing her savings. She was speaking here with her experience and made me understand that salary can motivate employees for excellent work. Just like Dilmaya is motivated by her monthly salary. Salary is means to fulfill her physical needs as explained hierarchy of need theory. Dilmaya is motivated in this service because she is able to satisfy her physical needs with the help of her regular salary.

Considering the story of Dilmaya regarding motivation

Civil service employees working in non-gazetted class pursue motivation as their salary gain. They have strong belief that if they do not have this work, they will not receive salary and once they do not receive salary, they will end up in the debt trap and poverty. I find that salary is the strong motivation for them. In some of the management definitions salary is considered as the compensation for the time invested by employee in office work. But for us we take it as compensation as well as motivation. It is because employee does not have many choices in the service though they have many liabilities to pay. There is only income source one can entertain for fulfilling all the personal and family needs. Salary at the end of the month is source for paying food, shelter, education, health, entertainment and many more things. In civil service employee offered by monthly salary, allowances and annual increments allowed us to spend for needs.

Salary is the compensation for the time contribution of an employee to its organization. It is fixed regular payment. In Nepal salary is paid on monthly basis. It is the amount employee receives from the organization in honour of the hard work and dedication of the employee. For the dignified life and livelihood salary plays an important role in employee's life. According to the international standards salary should be paid in a way that should be enough for living. In the civil service act 1992 there is a provision of salary regulation. According to this, employees can be paid from the day of joining service and salary should be reviewed periodically according to the market rates. In Nepal there is general practice of salary increments in every two years by economic policy of nation.

Allowance is the amount of money apart from salary which is given to the employee by employer for any specific purpose. There are some regular allowances

and some occasional allowances in civil service of Nepal. Inflation redemption allowance, travel allowance, family travel allowance, outstation allowance, festival allowance and annual costume allowance. Outstation allowances are provided to the employees working in some outstation specified districts. Costume allowance and festival allowance are provided annually while travel allowance is provided on field visits and job transfer. Based upon the workload and nature of job employees can get performance-based incentives and risk or hazard allowances too. Revenue offices, Treasury controllers' offices, Courts are the some examples where employees get performance based incentives. Government hospitals, laboratories and chemical industries are the examples where hazard allowance is provided to their employees. The principle behind hazard allowance is to give recognition and compensation to the employees who are in risk of chemical, radiation, and other deadly infection. Employees can get motivation in such workplaces where their work as well as life gets recognition.

Civil service employees annually get increments on their salary up to fixed period. That increment amount equals to per day salary scale of the employee. For example, annual increment of non-gazetted first-class employee is Rs. 940. It is one day's salary scale of the non-gazetted first-class employees.

Govind's Motivation is Prestige Comes from Civil Service

Govind, another participant said that motivation is people's desire which drives people to do their job in order to achieve those desires. For some that desire will be materialistic and for some that could be aesthetic. He feels motivated by recognition, praise, prestige and power. It means non-materialistic values motivated him more than materialistic one. According to him power is a great attraction in civil services. In civil service he has more than twenty years of experience and he is well known

employee in his field. In the interview he often told that me we can earn money in any job but civil service jobs come out as social status. In community people trust us. In workplace if we are sincere to our work nobody ignores us. People are always looking for capable, responsive, and hardworking employees. If you are one of those employees than you will always be on demand, and everyone will be looking for you. He proudly says, "I am one of that on demand employee in my office". This demand for him motivates him more than everything. While people are looking for me in my office, they know that I will help them for sure and I make sure the same. This mutual relationship gives me satisfaction in every work I complete. The happy faces of people after having their work done make me feel proud. This motivates me to work kindly and dedicatedly.

I am surprised how someone can be so kind even under huge workload and pressure of queue waiting for their turn for getting service in government offices. Similar question mark I posed towards Govind. He had very simple and gentle reply to it. He said no matter how long the queue is you must perform your job sincerely. If you are honest with your work people understand you, they keep eyes on your work and praise your dedication and hard work. You just have to make sure you follow regulations ethically. People are really respectful and supportive towards me every time in my work. Yes that respect motivates me to give my best efforts in civil service.

Civil service is not only about responsibility. Responsibility always aligned with power, prestige and public. Public are the core of civil service. Civil servants are responsible towards public for their duties. This combination of power, prestige and public is an accelerator and destination for the civil servants. Power gives working arms to them. So, with the help of power employees work for the people to fulfill

their responsibilities and in return people thank to employees very respectfully. This respect increases the prestige of employee. My respondent Govind elaborated the power, public and prestige relationship this way.

He further emphasizes on social image of a sincere civil service employees. He himself portrayed as an ideal civil servant prioritizes recognition over asset. In workplace he helps, empower and encourage co-workers to do right things. He shows respect to other employees by showing trust, value others views and qualities, understanding the circumstances of others, act inclusively, friendly and courteous and celebrates others achievements. According to him civil service employees are idols of society. They are known for their job and embrace respectful social status. Society listen them in any social interactions. Civil servants are change agents for our society. They take initiations in any development activities in community, empower community members and motivate them by setting good example of responsible citizen. Civil servants are always against malpractices and also encourage others to do so. They are helpful and supportive to needy people. Civil servants are whistle blower against malfunctions and malpractices of administration too. Such empowering, developing and ethical roles of civil servants make people eager to respect them. When people get respect they feel accepted as who they are. They feel confident and powerful for their work at the workplace. This confidence and power motivate employees to do even better in their fields. Civil service employees come out as advisors of people around them. People admire and follow their advice in life. When we have followers and admirers we surely are in a prestigious position.

Govind is always punctual to his office time. He never makes an excuse for cheating work. He is always there on his desk for helping internal management to external clients. I asked him how someone could be so enthusiastic for work, and he

was like this work game me prestige of my life. If I were not working here nobody would call me *Subba Sap[2]* and I may not have any identity in my village. This is not only ten to five jobs for me this is my identity. People know me by my profession, and they respect me for it. So, this is my prestigious job and my pride.

After hearing voluminous words form Govind, I realised how important his respect for him, and he is man of ethics not the man of assets. In an organization management introduces so many motivational tools. Some of them are monetary and some of them are linked with workers prestige. Monetary based motivations are one time hit or we can say they are time dependable. On the other hand, prestige morality and social status-based motivations last long. Because value of money and other assets decreases with time, but prestige, ethics and respect are remained as valuable as in the beginning.

Govind articulated that he is confident individual with strength, self-belief, personal and social acceptance. His confidence never makes him compromise in his moral ethics in workplace. That is why Govind is good at work, respectful in society and valued in family. Govind narrated his ideal technique of motivation as prestige for him and his moral. **Prestige and Power with Civil Service** Prestige and recognition are powerful tools for motivating employees. Every year on the civil service day lots of civil service employees are honoured with different awards. The best of all civil service employee, excellent civil service employee and civil service employees' awards are distributed with cash prize and certificates. These awards are centre of attraction for all the civil service employees. Other than these employees can get recognition and prize from the office for their extraordinary work in the office.

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[2]Non-gazetted second class employee

Awards are means of recognition and society value it most. As Govind find motivation in his prestige and social recognition I also motivated by the same.

Other means of motivation and recognition is delegation of power and rights. They are authoritative modes civil servants get motivated. They use power and authority by law in public service. Civil service has a vertical pyramid shaped in power accumulation and hierarchy. The power and rights are transferred downward from the top. So that every employee can enjoys some form of power and use the rights to influence the decisions taken.

Every work has their code of conducts and ethical standards employee must follow. So does in the civil service. Discipline and ethics of civil service employee are clearly mentioned in the civil service act 1992, and rule 1993. These ethical standards make employee honest to their job and responsible to the public. If any employees misuse the position and power and ignore the ethical standards, they can face the punishment. Punishments are decided according to the harm and loss to the organization by the unethical deed of employee.

Usha's Work Life Balance

Usha is another respondent in this research. She likes trouble free ten to five job and civil service job exactly matches choice. She said her motivation in civil service is simplicity and ease of work. According to her, civil service is the core and administrative arm of the government. It works as both, service producer and service distributor. Civil servants help government to formulate policies and implement these policies at grassroots level. There is a whole bureaucratic system working in civil service. Top to down flow of instruction and resource takes place in civil service. In this service, employee exercises the power under the law. All the processes and procedures of the work are already stated. Employees need to follow them and

sometimes employees can adjust working procedures according to the situation without breaching the legality of procedures.

She believes civil service jobs are secured. If someone is in the corporate or any other field, he/she can be just thrown away by the management giving one month notice but nobody can remove employee from the civil services. In the civil services job is protected and not only job but promotion, pay and perks everything is protected. Nobody can take that away unless employees are found engaged in unethical and unlawful activities.

In today's busy life civil service provides work life balance to its employees, which is very important for individual's peace and creativity. In the other jobs there are no stable work timings. Employees may go in early morning and work late in the evening. Sometimes, they have to work on Saturdays as well. This is the reason why work is very hectic in other sectors than in civil services. You have no control in your work because you can be sacked at any time. On the contrary, in the civil services there are limited working hours. You have to work ten to five on Sunday to Thursday and ten to three on Friday. You can have a day off on Saturday. This way employee can get plenty of time to spend with their family and friends. They get time for their own creativity, social gatherings, and other concerned activities. This is the reason employees in civil services enjoy work-life balance (Poudyal, 2017).

On the other hand, in the corporate if you don't work hard, there are maximum chances to lose opportunities. In order to collect these opportunities, employees in such field become part of a rat race. But in civil service, we have rules and regulations for exercising any opportunity out there. Each and every employee is equally treated under the provision of law in order to get pay, promotion, leave and other career development opportunities. Legally specifiedbenefits of civil service employees are

liability for government and will not deny for its liability unless there is exceptional condition.

Usha never tries to over praise the civil service, but she has always advocated the benefits of the civil service. She further added on how she is getting job satisfaction, freedom of work, wide networking and even opportunities of post retirement jobs. Usha is an optimistic lady dreamed for hustle free work life. This is the reason why she took the civil service as a career. Usha said she has regular and definite work in her job. She knows what to do and how to do in workplace. She can get leaves easily whenever she needs. There is very good working environment, supportive management team and colleagues.

Usha as a female employee has experienced that it was easier in civil service instead of private sector. She feels it is easy for women working here than any other sector. For women civil service jobs are perfect because in it they can have enough time. In our society no matter how developed and broad minded we are there are still some families where women need to do all the domestic work along with office work. So, it is easy for women to manage her time and duties if she has more time. However, this is not a justification for injustice working women facing. She along with other family members should have shared equal responsibility for everything inside or outside the house. Women facing modern day discrimination are facing less work based trouble in civil service than in other corporate sector. Usha is sharing her experience in civil service comparing her friends in corporate sector.

At the end of the conversation Usha concluded how she feels motivated in civil services. She finds flexibility and time-off with job security and benefits. The best part of working for the government is government jobs tend to be a lot more flexible than their private sector counterpart (Adhikari, 2021). Civil service

employees also get good number of holidays, leaves and vacations (Acharya, 2019). Unlike private sector companies, government agencies never go out of business so the chances of getting downsized and losing the job is slim to none (Acharya, 2019). The amazing benefits offered to civil service employees are the main reason thousands of people apply for the positions (Adhikari, 2022). They usually include health insurances, retirement plans, vacations, educational scholarships as well as other federal benefits. Therefore, Usha finds civil services hustle free trouble less job and that is her motivation for taking her job to the productive destination.

Gendered Experience in Civil Service

Like Usha, I am also female experienced that females are treated as little inferior as compared to male. Though, there were equal opportunities for male and female such as paid and unpaid leaves, different leaves such as maternity leaves in working tenure. These leaves make civil service jobs easy and hustle free. Eemployees get thirty day of home leave and twelve days of medical leaves yearly. We can save these leaves if not used and get paid for unused leaves at retirement. Government fixes the criteria of saving home leaves but not for the medical leaves. Employees get paid for 180 days home leaves and all medical leaves saved at the end of service.

In Civil Service Act, 1992 there are provisions of many leaves. Due to this civil service jobs are one of the comfortable jobs in the country. In this job, apart from the national holiday's employees can get many other leaves too. There are casual leave, festival leave, home leave, maternity leave, maternity care leave, obsequies leave, sick leave, study leave and extraordinary leave. Women employee in maternity leave can get three month paid leave and if she wants to extend her leave she can get six months unpaid leave. Leaves cannot be taken for granted but these

provisions really help employee who genuinely needs leave. Study leaves are also important for young employees for their higher education and career development. Civil service jobs are permanent government jobs secured by laws and rules. Employee job security is government responsibility until and unless employee got caught in unethical and illegal activities.

Usha finds flexibility and time-off with job security and benefits in civil service. These are positive motivations for her to carry on her job.

Kripa's Motivation: Strong Networking and Countrywide job Exposures

Another young respondent of this study is Kripa. He put his views on the surface about her motivation in civil service by using an English proverb 'you can take a horse to water, but you can't make it drink' (Barling, 1977). Motivation of horse to drink water is its desire to quench thirst. Similarly, Kripa's motivation behind working in civil service is willingness of being well-known and diversely experienced. He is motivated by working in diverse fields. Civil services are as diverse as the role of government. Government has distributive, redistributive and regulative roles toward its people.

According to him civil service is like a family. We can interact with family members at any time at anywhere. Similar in civil service, employee working in one place can contact the any other employee working in any government office inside or outside country. This is called networking in workplace. There can be two types of networking in the civil service; inside networking and outside networking. Inside networking is established among civil service employees working in various sectors and outside networking is established among employee and client. My respondent Kripa aspires to have wider personal as well as public relation. He feels energised every time when he makes new friends and belongingness. He often says he feels

confident when he gets acquainted with people from different fields. Kripa is enjoying different task in different offices. Since, there are widely established government offices in different objectives. His original personality is matching with job in civil service. He enjoys working with different peoples in different places. He feels joyful when people come to him with work and return with satisfaction of work done.

Civil service is a permanent government. Every year, new recruits are welcomed and retired employees receive farewell. The trend of coming and leaving of employees continues. In this process employee like Kripa can make lots of contacts, lots of friends and followers too. Similarly in this service there are many areas of work. You can work in revenue office as revenue collector, in survey office, in national conservation offices, in agriculture development, animal protection, national parks, postal offices, building construction and development offices, election offices and so on. This is the only service in Nepal where employee can get mandatory transfer from one office to another after serving fix time period in prior. The transfers of employees are based on the rules and regulation. So that everyone can feel equality and justice. Kripa mention that he gets freshness whenever he moved to new office and new work. This newness and fresh start make him motivated for giving his work inclination. New place means new experience, new staffs, new friends and new service recipients. He meets people from various backgrounds and culture. He gets a chance to witness new environment, new traditions and new mechanisms form new place of placement. However, it is far from home but it is definitely a new experience. Transfer system prevents employees from being monotonous and helps them to be more creative with new place.

Kripa said that motivation is within people. One should not try to search it in an outer space. Outer motivators only make you feel good to some extent at some

point of time but internal motivation of a person gives him joy and moral satisfaction. In a civil service employee are promoted to higher posts according to their qualification and work experience. In civil service the objectives are divided as higher the position greater the power and responsibility. With greater power a person gets more attention and recognition. With increasing responsibility person knows about different types of work under his command. This is the motivation pattern for Kripa. It provides him both wider networking and unparalleled job exposure.

Network for Motivation in Civil Service

In civil service it has national and global opportunities for job rotation. Civil service act 1992 and Civil service rules, 1993 provide clear guidelines for the transfer and job rotation of civil service employees. Employees can get chance to work in diversity. There is geographical diversity, cultural diversity, social diversity and work diversity in the civil service. So job rotation is the mechanism of knowledge sharing, expert exchange and breaking monotonous working environment for the employees. It is best way of motivating employee like Kripa.

Promotion is other key used in employee exchange. It is upward reassignment of an employee within organizational hierarchy. It is advancement of employee to a better job with greater responsibilities, more prestige and status, greater skills and increase in salary.

In civil service every stage of entry there are certain vacancies fulfilled internally from the existing employees. Promotions are proposed by different committees formed in different departments. Civil service act and rule guide the promotion mechanism. Promotions are internal recruitment process in civil service. It is cost effective way for recruitment that motivates capable employees for showing their best outcome with increased responsibility.

The provision of travel and visit in civil service, employees are responsible for the government run projects under their departments. They need to monitor the progress of work. Similarly, ministries and departments observe their subordinate agencies and offices throughout the country. In this work, civil service employees get paid travel and visit package. However, the visit should be approved in advance and payment is done only after the visit or monitoring report is submitted to the related department. It is well fitted motivation for Kripa.

Various training programs in civil service are great opportunity to make new connections and friends in this field. As civil service employees get pre-service, in-service, and after-service trainings related to their jobs. For example, every year officer level newly, recruited employees get three-month pre-service training. Only then, they are posted to different departments. Ministries and departments organize orientation programs and seminars for their employee's skill development. Every year officials of civil service get opportunities to attend various international conferences and they represent government of Nepal in different programs organized by international organizations. With the help of different educational scholarship program civil service ensures the higher education of its employees. It contributes for career development of the employee and simultaneously enhances the human assets of the service. Similarly, government of Nepal provides higher education scholarships to the children of employees. These scholarships programs are of great help to the bright employees and children to study their area of interest nationally and internationally.

Summary of the Chapter

On summarising the stories, I find every participant have their own different motivational needs. There are various provisions in civil service that help to motivate every employee according to their motivational needs. Employees are striving to

achieve their needs. I also feel the same way. There is different level energy in working behaviour on the salary day. I observed joy of job satisfaction is reflected in face of employee after every appraisal and reward. I frequently witness how small words of appreciation and recognition ignite the commitment and dedication in employee. Literature also shows that receiving rewards, praise and appraisal motivates employees. As hierarchy of need theory explained different stages of needs, participants in this study also demonstrate the various need dimensions of need. Salary, security, recognition, socialization, actualization are different motivational needs participants pointed in interviews. In my opinion Civil Service Act also made provisions of several benefits and facilities that are seen quite well at civil servant motivation. In the light of theories and participant's stories I find employees motivated by fulfilling their needs. Motivated employees are the asset for civil service to serve sustainable public service.

CHAPTER V

HARVESTING THE IDEAS LINKING THE THEORIES

This chapter presents the interpretation and analysis of different sharing's of participants. In the earlier chapter all the viewpoints of my respondents regarding employee motivation are narrated. In this chapter I came up with the analysis of how employee perceives motivation and what keeps them motivated for being a better performer. I tried to make this chapter more precise and trustworthy by adding my personal experiences of motivation in civil service.

Motivation is Reason behind Action

Motivation is acceleration for almost everything that we do in our life. It can change the speed and direction of an action in forward motion. It can be defined as the process which accounts for employee's persistence, direction and intensity of effort toward reaching goal (Velten & Lashley, 2018). It means if employees feel motivated to some work, they never stop until the goal is achieved. Motivation depends up on human nature. One's idea of driving ahead and get engaged in an activity is regulated by his/her personality and the nature (Shenton, 2004). Motivation can be studied in two forms intrinsic and extrinsic (Karki, 2004). Employees who are intrinsically motivated are engaged in an activity for non-instrumental outcomes and those who are extrinsically motivated are performing for instrumental outcomes (Karki, 2004). In many studies motivation is divided into two branches but there are some literatures talking about one more branch of motivation (Manzoor, 2012). It is self-motivation. Self-motivated people are believers of becoming best version of themselves (Sekhar, Parwardhan, & Singh, 2013). Mostly saints are self-motivated people but employees following saintism are also self-motivated. Characteristics of saints are spirituality,

self-less, fearless and free from infatuation. Self-motivated civil servants are not away from family. They are family-oriented people having certain degree of attachment and responsibility with family but they carry noble goals towards society.

Motivating another person to accomplish assigned task is challenging for any expert no matter what their job is (Varma, 2017). Poudel (2016) mentioned that "motivating employees requires managers to be especially proficient in the communication, supervision, and teaching and counseling, team building and decision making". These elements of motivation seemed to be less applicable in the civil service in case of Kripa while other experienced that they could get these benefits.

Motivation can be defined as the reason behind the action. It stimulates human behavior. It makes an employee to act. Motivation always explains why a person performs at a particular level as four participants shared that their motivation is different in different context. Ghazzawi (2010) "People can be motivated to do just about anything and conversely; they can be motivated to do absolutely nothing at all". In this regard, Dilmaya understands the employee motivation as their will power. Strong determination of a person for any action is their motivation behind that action. Human desires are the motivators for Govind. He mentioned that the desire of achieving goals is motivation. Usha and Kripa believe motivation as individual interest towards any action. That interest of a person for some particular task keeps him motivated to get it done. Undoubtedly motivation is desire; it is will power and individual interest towards expected results. Besides this motivation is that particular thing which push people to achieve their goals and pull them from expectation to reality (Said & Maryono, 2018).
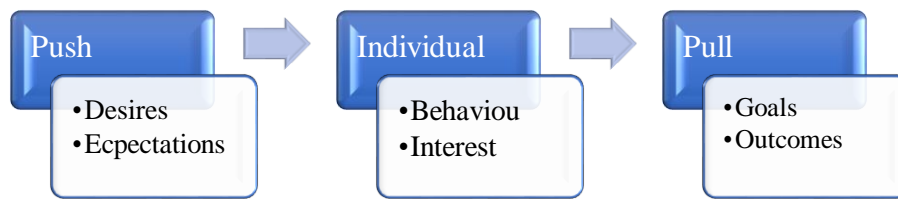
Figure 2: Push and pull functional motivation

In the figure 2, individuals are the employees, and their expectations and desires push them to achieve their goals. Employees' personal behavior and interests decides the expectations and goals.

Maslow's need hierarchy theory is well fitted in motivation perception of civil service employees. They all have needs to fulfill starting from basic physiological needs to higher self-actualization needs. Dilmaya did her work for having earnings that support her life supporting supplies. Life supporting earning means earnings for food, for cloths, for shelter, for health, education, and safety. Her earnings are for survival of her family. Further, fulfilling physical needs for Dilmaya is her motivation in civil service.

In addition, Govind seeks acceptance in the society, in the group and acknowledgements for his actions. He has desire for relatedness, affiliation, and belongingness in his work sphere. Civil service jobs have accumulation of power in them, and Govind enjoyed using that power. Evidently, need of acquiring power is a motivation for him. Employees feel confident and are more productive if their work is recognized and they feel good about what they are doing (Schroeder & Fishbach, 2015). Once employees start feeling happy about their work, they keep doing that work with more quality. The need behind this is adding the feeling of happiness. Again, Usha has different drives in her employment. She finds freedom as ease of working. For example, freedom of having enough leisure time for relaxation and freedom of having excellent work life balance. Need of family, friends and social life

needs the free time. Also, the self-understanding and self-realization comes when you have enough creative time for you. In civil service job, Usha finds expected work life balance with enough time in hand for personal and social life.

Not only Govind finds affiliation as motivation, but Kripa also feels the same. Govind enjoyed being connected with people. Seeking connections of diverse people in diverse jobs makes him feel confident about his work. When people have power of relatedness, they feel empowered and desire to have more of it. Kripa here desire to have power of connectivity and power of affiliation. I also feel the motivation in same way. However, the expectation and supply equation of needs in this occupation may not be in equilibrium. It is because expectation varies person to person and supply is uniform for all at a level. Hierarchy of need theory in motivation stated about layer of different desires people wanted to fulfill. Likely, civil service employees are also working for monthly remuneration primarily and social recognition along with other amenities secondarily (Poudyal, 2016).

Further, the equation of expectation and motivation can be explained more precisely with the help of following figure.

In the above picture circle, square and pentagon are unsatisfied needs of employees and different colors are satisfied needs. Arrows in between are employee's desired actions to achieve their unsatisfied needs. It is the cycle of motivation from one stage to other stage. The different stages represent different needs of an employee. If we consider stage 1: as a physical need of employee as Maslow's need hierarchy then consequent stages represent the safety, social, esteem and self-fulfillment needs. From the interview it is significantly seen that Dilmaya enters in the service at the stage one motivation, and she move to further stages. Kripa enters at the stage three and stage five because his unsatisfied needs fall under both stages. Govind enters at the stage

four then follows the consequent stages. It is hard to find in which stage Usha is based

up on her motivation she can be probably in stage two. It is because she is motivated

by work life balance and enough leaves for family.

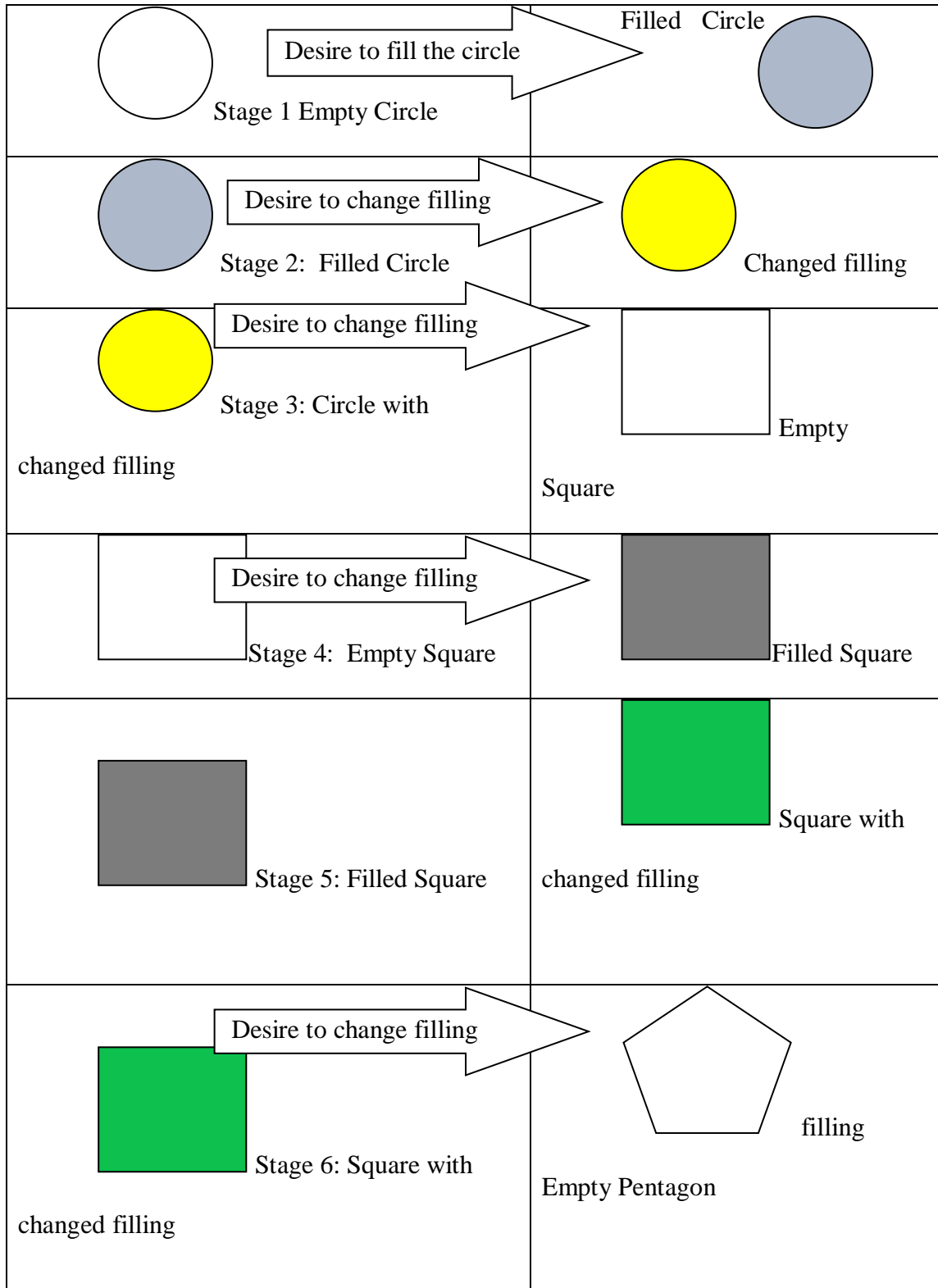|	
Stage 1 Empty Circle — Desire to fill the circle →	Filled Circle
Stage 2: Filled Circle — Desire to change filling →	Changed filling
Stage 3: Circle with changed filling — Desire to change filling →	Empty Square
Stage 4: Empty Square — Desire to change filling →	Filled Square
Stage 5: Filled Square	Square with changed filling
Stage 6: Square with changed filling — Desire to change filling →	Empty Pentagon ... filling

Figure 3: Equation of Expectation and Motivation

As we can see participants are civil service employees from different backgrounds and as a human being their behaviour as well as deficiencies also varied person to person. If we expect better output from imposed motivational inputs from our employees then we should identify their exact expected need before providing inputs.

Usha here always wants enough time for herself and her family. She enjoys working fixed hours. She is social person desire to engage in social life whenever she gets chance. For her salary, grades, incentives are factors to make her work but time flexibility and leaves in civil service are her motivation. She finds policies, programs working condition, supervision and rewards, pay, job security as adequate for employees working in her level so that the people will not be dissatisfied. However, these factors will not provide satisfaction either.

Similarly, after listening to Govind, it seems that he feels motivated when he uses vested authority or power in his post and makes an influence in his work but he did not say that he is motivated because of salary he received and allowance he get. Likewise, Kripa also takes relatedness and connectivity with accepting challenges as a motivation. These perceptions of civil service employees also supported by Hertzberg two factor theory of motivation (Kristina, 2016). According to this the factors to job satisfaction are different from the factors that lead to job dissatisfaction. Therefore, management that is looking for eliminating factors that create job dissatisfaction may bring peace in work place but it could not motivate or satisfy employees (Goyal, 2015).I strongly believe, in that condition if we want to motivate employees then we should emphasize on the factors associated with the recognitions, responsibility, trust, belongingness, personal growth, career development, power delegation and opportunity creation (Pakdel & Kian, 2011).

Summing up about the perception of motivation in civil service employees, I found that motivation is an action of management by which they can stimulate employees to get better organizational outcomes. Motivation is a step by step process that starts with physiological needs and drive employee to achieve higher goals and shift their needs. Motivation is psychological phenomena in which employee create desires and put efforts if there is any chance to meet those desires. They feel motivated if they fulfill their needs but don't put efforts if their needs are not satisfied. Maslow's theory about motivation also emphasizes in stages of needs and stages of motivation from very basic physiological need to higher level self actualization need. My motivation in my job has the correlation among the motivation of other participants. My salary boosts my willingness to work more and recognition, punishment and awards keep sustain my work dedication.

Process of Motivation: Answering the how?

One common question every organization wants to know is how do they engage their workforce for their success? The simple answer to this question is 'motivation'. Motivation is a key to successfully change behavior of employee from less engaged to highly productive (Hung & Gonzalez, 2007). However, there are certain myths about motivation (Manzoor, 2012). Some people say motivation is just about energy, motivation is the intensity that one brings to the job, motivation is the ability to get up and come to office, motivation is about giving more than hundred percent in work (Goyal, 2015). Obviously, this is one part of the motivational story and there is another side too. It is absolutely right that motivation is about energy, it is about quantity and intensity, but it is also about quality of work too.

Let us take example of Dilmaya, Govind, Usha and Kripa; they are motivated civil service employees. They do a lot of activities at their work that bring positive

outcomes and products. They are generating big profits for the organization. They are following up on their activities. They are cracking big deals and generating revenue for the organization. This is productive motivation. Alternatively, some employees bring motivation to their work that is counterproductive to the organization. This motivation is known as counterproductive motivation (Schroeder & Fishbach, 2015). We all have employees having combinations of both productive and counterproductive motivation (Varma, 2017). Success of any organization is determined by elevating productive motivations and minimizing counterproductive motivations of employees.

Managers need to be extremely careful when they are engineering the groups of employees for particular task or project. They have to make sure that employees in a team are in healthy correlation together (Majeed, 2019). Healthy connection supports groups to intensify their project and make it count but one wrong selection in the group can make whole team dysfunctional and chaotic (Acharya, 2019). This is why managers need to be very careful and mindful about forming group's teams for working in certain project.

One size fits all is one common misconception about motivation (Goyal, 2015). Managers believing in this misconception simply call up their employee, bring up their teams and they just need to inspire them. But the secret of the motivation lies in understanding the diversity of employees and their needs (Franken & Braganza, 2006). Because it is about human behavior, diversity in human behavior requires diversity in motivation as well. People have different motivational styles. Clearly if we look at the basics of motivation we really need to understand what is the basic thing that drives human behavior? When we look at the motivation, it is our drive to seek pleasure and avoid pain. As a human being we have innate behavior of seeking

pleasure (Hung & Gonzalez, 2007). We want to get good food, good house, get degree, get job, good spouse and everything we wanted to please ourselves. Side by side we are also motivated to avoid pain in our life. People don't want trouble coming to their way. They solve the problems approaching them. They don't want anything impacting on their success. That is the ability of a person to effectively avoid troubles. So the success in life and in organization is depending up on how many productive motivation we have and build over the time and how effective we are in minimizing counterproductive behaviour.

The motivation for a person is increasing pleasure and reducing pain in life (Naeem, Gulzar, Rana, & Raja, 2011). The key factors of motivation in pleasure side are uniform ambitions of employee and organization. For example, if there is employee A, who is highly ambitious in the office. If a manager assigned a new project to A, he/she can run it with full potential, ability and motivation. A is highly ambitious and motivated for pressure side therefore sees the world full of opportunities. At the same time take another employee B, who is opposite of A and wants to minimize and avoid risk for the office. B has the natural ability to be a protector of the organization. B is looking at everything that is going on inside office if there is anything that could go wrong. B is great at mitigating risk for organization. B notices the minor issues and tries to fix them before they become serious problems for the organization (Franken & Braganza, 2006). So, people like B are highly motivated to protect what they have in organization. They rarely care about bringing in new opportunities, make profit out of it, but they want to protect and preserve what they have (Barling, 1977). If we relate this example with our civil service non-gazetted employee's experience, we hardly find type 'A' employees, but we can get type 'B' employees. The common learning behind it is fear of mistakes or we can say

less opportunity available for taking risks in the government organization (Ritz, Brewer, & Neumann, 2016). Employees are motivated in monotonous way of working rather doing experiments.

There are leaders across the country, say they want to increase workplace engagement at a condition where many employees in the service are disengaged or poorly engaged in job (Adhikari, 2022). How does leader engage their employees? They should know how they unleash employee's already existing motivation (Kristina, 2016). In the example above employee B is motivated to mitigate risk, protect and prevent from the problems. Then if manager approach B for bringing the new project on, increasing the accessibility and availability for the new services and bring more new approach for public service than there is high chances for B to not show interest on it. On the other hand, if employee A is approached for the same, A will be super excited to run the project and dig out new opportunities. When manager see all the wonderful things in new project, but B really don't care about it. Here the real problem is not B but his mode of motivation and identification by the manager. Managers don't understand that B is motivated to mitigate risk. There need to be artistic and strategic mind of manager to understand that employee B is motivated to avoid trouble and minimize risks coming to the organization. Then managers need to approach employee B by informing him/her that organization is going to launch a new project and if they do not do this their organization can lose trust of public and it can face negative circumstances. Then the employee B senses the threats to the organization and all of a sudden, he/she became energize to look after the project. This is how management can trigger on B's motivation and unleash it (Caulton, 2012).

It is very crucial for organization to know about right motivation and its factors for different employees. As a responsible organization they should take care on hiring motivational fits (Perry, 1996). It is not always just because someone can do the job, they will do the job (Madi, 2017). Organization keeps communicating with its employees to understand them and to understand their drive. It is also needed to bring employees to the projects that fit their motivational style and organizational needs. Organization should not forget to invest on its employees (Romzek, 1990). It is often seen that organizations are seen to invest on equipment, products, services, and technologies but forget to invest on continuous improvement of its employees. We can also draw the phenomena of motivation in civil service employees as below.

The process for civil service employees' motivation can be studied in four stages. It started with unsatisfied need (As we can see in Dilmaya's interview she talked about need of a job for having income source to eradicate her poverty, Govind have reached his physiological needs and shifted his goal for need of recognition like Kripa and Usha at the other end have need of self-actualization by having free time at work) and that unsatisfied need then put employees in stress and tension. They thrive to reduce this stress and make them feel good. It is only possible when they get what they needed. The tension is released only when unsatisfied needs are satisfied. Automatically employees start doing things in the direction of their goals. They start engaging in work that helps them reach in desired destination. Organizational management should ensure that the personal goals of employees are in correlation with organizational goals. For example, if an employee's unsatisfied need is getting promotion than organizations make sure that lower post performance appraisal can be the best way for promoting in higher position. Similarly, organization management can also make an effort to help employee time flexibility for higher education and

necessary training needed for promotion. These arrangements from management motivate the employee to work hard and perform well in current position.

While we have motivated employee in organization we will improve service delivery, had accountable employees and overall organization sustainability is possible with quality in public service delivery. Simultaneously on employee's side they can enjoy range of benefits along with career growth and development opportunities.

However, if the personal goals are not in correlation with organizational goals, then there must be contradiction in motivation of employee and efforts made by organization to motivate its employee (Varma, 2017). In this situation employees do not feel motivated towards organizational goals, and they do not perform well (Goyal, 2015). This can cause poor service delivery, unsatisfied service recipients and ill-functioning organization where employee cheat their work, violate code of conduct and increase absenteeism.

Adding further after having desires to achieve preset goals civil service employees mobilize their behavior and actions towards getting the work accomplished. Employee performance is guided by ability, skills, policies and organizational objectives (Bonache, 2020). Without the ability and policy employee could not perform well even if motivated.

In civil service organization civil servants are recruited to serve public. Their duty is directly making an impact in the life of a general public. It is the core responsibility of any managers in civil service to ensure the quality-of-service delivery by regularly motivating workers. Only the motivated employee can reach up to the expectation of the management and general public. Other employees that are not motivated will be unlikely to serve public as expected.

Meanwhile performance is the results of organizational context that help employee enable their skills through motivation. Motivational behaviour carries employee actions in expected direction. As strong as the motivation the persistence and intensity in the work of employee can be seen for long time and vice versa. It is true for the quality of activities too. The final outcome as a performance of employee is result of successful correlation between employee input, job context, motivation, skill, enabling limits and motivated behaviour of employee.

Service Delivery and Motivation

Service delivery is one of the important aspect of the ethical job delivery which encompasses 1) Seniors as ethical bearer, 2) Developing cohesive working groups, 3) Smart rewards and punishment system, 4) Need recognition and fulfillment, 5) Setting role models, as motivational intervention for employees working in subordinate posts and newcomers as well.

Ethical Bearer

As a leader of an organization or the department, managers are ethical bearers. Employee performs better if they are confidence in a manager and in themselves. Manager should be the example against which employees can compare their own capabilities and behaviour (Varma, 2017). The values of our society are developed in a way that, seniors are in the role of providers for juniors in the family. If the employees are confident in management to fulfill their needs, they will develop self-discipline and desire to work courageously (Riyami, 2015). They do the right things no matter how hard it is (Khadka, 2020). Sometimes small gestures of kindness and respect of managers is enough to motivate employees (Goyal, 2015). Dilmaya once said, seniors don't even answer to our greetings, I don't know what it takes from them to respond greetings of juniors. It is a simplest and easiest thing to show gratitude and

respect towards junior staffs for their motivation. Politeness and kindness depend on up the behaviour of individual person so, every manager should not be the same, but the codes of conduct are remaining same in the office premises. Therefore, it is expected from seniors to respect each other's work and be kind to junior staffs.

Developing Cohesive Working Groups

One of the powerful motivators in management is teamwork and team strength. Caring for employees and working smart to make civil service meaningful will lead in the development of meaningful working teams (Madi, 2017). It demands a lot of efforts to properly counsel and teach the employees simultaneously this creates cohesion, trust and mutual respect. Employee in a team believes in their peers, equipments, leader and skills. Formation of energetic and coordinating teams in an organization can plant seeds of motivation.

Rewards and Punishments

Rewards and punishments are always considered as the consequences of own actions. These consequences of individual actions can become effective motivational tools(Acharya, 2019). Reward and punishment employee receives will act as silent motivators for employees.

We use the term reward as an expression of commanding positive behaviours (Goyal, 2015). The rewards are designed to promote desired behaviours. Improved reward system is well understood by the employees and ultimately it will affect their performance. Sub-ordinates become self-starters by attempting to earn the rewards (Bhattarai, 2011). When managers are using rewards to motivate their employee, they have to be careful about fair and equitable distribution of rewards (Madi, 2017). If not, their value as a motivator will be dismissed and they can ultimately become counterproductive (Shenton, 2004). Rewards are visible evidence to the employees

that their hard work is appreciated by the organization. Well-chosen rewards increase the employee motivation to work for more recognition.

On the other hand, punishments are the consequences of undesirable deeds of an employee. Here undesirable deeds mean unlawful, unethical and against social values. Punishments are designed to reduce such undesirable behaviour and its recurrence. Punishments are taken as negative motivators too. It also set an example for rest of the employees that what outcomes they will receive if they show similar behaviour. There are plenty of the negative motivational tools. Managers should be quick analyst about the situation and very sincere to choose the right punishment. Punishment should fit the situation.

Need Recognition and Fulfillment

In this world everyone has needs. Traditionally food, shelter and cloths are basic needs of human being and now love, affection, esteem, recognition are added to the list. Every passing second human need are increasing and changing too. Beyond this, employee should feel secure at workplace and outside workplace. Employees need to belong to and accepted by organization and by other group of interaction. Employee should feel that they make a difference. There are several motivational theories based on the concept of need (Barlin, 1997). The core of the need theory of motivation is that an unsatisfied need creates a state of internal desires (Barlin, 1997). In order to achieve the equilibrium people, need energy to reduce the need. According to need theory the person is motivated to do something which he/she perceives will satisfy needs and reduce the tension of unpleasant situation.

Setting role Model

Ii is my perception that role models are good examples for love and belongingness need in hierarchy of need theory. Idols within a civil service are

motivators for many civil servants' employees. As we know about human behaviour, they can learn more by observing and imitating others. We know that junior level employee's commitment increases when they recognize that higher level employees are strongly committed to the organizational goals. Role models can be any one inside or outside the office. Successful employees become role models for others who have not reached that level of achievement (Naeem, Gilzar, Rana & Raja, 2011). Lived examples are real canvas for the new civil servants for mapping and comparing their bright future. It is also useful for doing assessment of desired needs and accomplished needs of civil servant. An accurate understanding of employees and their ability is essential in developing successful employees for organization.

Civil Service Employee Describe Motivation and Sustainable Development

Govind said that civil service is permanent government of state. Civil service has huge responsibility to serve public in any governance system. Civil service always walks with government in formation and execution of policies, programs, strategies, and development activities for public welfare. In doing so, employees in civil service are always go through challenges to prove themselves as capable enough to serve in every situation of this fast-changing world. In today's fast-growing world, a professional, capable and responsive civil service is more important than ever to deliver value and drive citizen trust in public institutions.
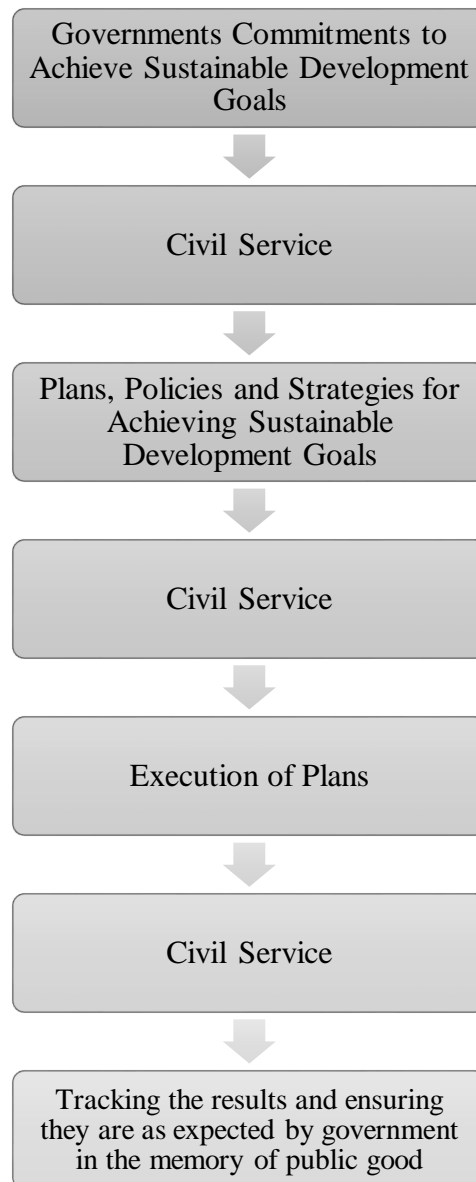
Figure 4: Role of Civil Service in service delivery

In order to achieve Sustainable development goals government needs to adjust their management practices to an increasingly complex economic, social and environmental reality and deploy human resource capabilities in most effective ways (Gyawali, 2018).

This is whole new field and collaboration of work for government and civil service employee that are working in traditional ways. According to the Khadka (2020, p. 12), "Civil service employees at all levels need to obtain skills that take them beyond their traditional operating environment and challenge them to think and

act in new disciplinary way". Government on the other hand make sure that civil

service employees are motivated enough to do so. It is obvious that without effective

motivation employees will not act in their full potential. Dilmaya expressed her

earnings is her motivation. She is so sure that if she doesn't receive her life supporting

earning in this job she can't keep it. Other participants like Govind; he is enjoying his

work because it gives him feeling of prestige among family and friends.

Civil Service is a one of many development agents in a country (Acharya,

2019). It is a part of a governance system. Kripa says that civil servants are pillars for

government and public service. Employees working in different levels of civil service

are doing their respective duties to make government effective. From chief secretary

of the country to a secretary of a ward it is duty of civil service to help elected

government representatives executing their development agendas in reality

(Bajracharya & Grace, 2014). Elected representatives put forward development needs

and expectations of public through their election manifesto and civil service employee

transform those agendas into the development policies and plans. Usha believes that

creativity and innovative intervention of civil servants is must in the field of

sustainable development. On the other hand Govind believe that many civil servants

are un-aware of concept and approaches of SDG explicitly. Despite this we are

working our duty environment friendly manners. I think it is our responsibility to look

at pros and cons, resource allocation, human resource, short term & long-term effects,

social and environmental impacts of such plans. As every other development

programs sustainable development is long term ambitious development strategy for:

1)Environmental sustainability, natural environment, renewal resources, 2)Sustainable

in resource utility, economic prosperity, jobs, wealth creation, 3)Administrative and

management sustainability, transparency, responsibility, good governance, rule of

law, motivation, capability building, 4)Socially inclusive community, social security, social justice, representation.

As we can see the role of civil service is no less than any other development agencies out there, the transformation of any society depends up on the effectiveness and efficiency of civil service employee working for the that society (Perry, 1996). Apart from this, civil service employees have given equal importance to respond to ongoing pandemics, reacting to economic crisis, mitigating and adapting to climate change, solving the public problems and countering modern threats to the states and its people.

Adding more, though civil service employees getting paid for their work but that is not enough for taking challenging work and making profit out of it. Consequently, employees can be less productive and inefficient for sustainable development plans and policies formation as well as execution (Serpa & Ferreira, 2019). Similarly, employees only getting work instead of adequate benefits slowly lose down their interest from the work. Hitting by challenges and responsibilities without making them prepared and motivated does not work for civil service. Therefore, it is very important for government to train, to keep up to date, to educate and empower the employees about new technologies and trends of working. For example, it is necessary for every employee to be familiar about information and technology before government shifted to E-governance system. This is educational and skill development part. Similarly, employees should feel good and interested in doing their assigned work for giving their full potential and this will be possible if they feel motivated for their work. So, motivation along with skill development is very necessary for government to get most effective and efficient performance from civil service employees.

CHAPTER VI

SUMMARY, CONCLUSSION AND IMPLICATIONS

In this chapter I present the summary, conclusions and implications of this research. The discussions are in the light my lived experiences and available literatures. It is followed by summary on overall research process along with the conclusion and implications of the research.

Salary is the Motivation

In this research process I have explored that employees consider their needs as motivation. If needs of the employees are fulfilled by doing work, they are assigned they feel motivated. They get happiness and satisfaction in the workplace and enjoy doing their job (Varma, 2017). It is also necessary for employees improvising their abilities and skills for the possible changes and challenges in working environment.

While interviewing and observing the office interaction of employees I found that, motivation for civil service employees is a reason behind their action. They understand it as a desire to achieve their preset targets or goal in life. Going through all the informal interviews and comparing their perception with hierarchy of need, there is coherence in motivation of civil service employees working in FSCMO and their motivation. Lawal and Oluwatoyin (2011) write about civil service employee motivation as an intrinsic force to move employee in direction of action to achieve targets. Intrinsic force is something that works internally in human mind to change human behaviour. Whether it is for doing duties or not doing duties because motivation can not only make employee to do work but also stop them from doing it. The motivation that stops employee from doing prohibited work is negative motivation (Goyal, 2015). Such motivation creates threats in mind of civil service

employees and to overcome that threat employees stop repeating prohibited activities. Similar phenomena take place for positive motivations too. Civil service employees keep repeating expected duties as long as they are having positive motivation. The positive motivation gives them satisfaction and joy in doing their duty.

In my observation and interviews civil service employees express their needs as the reason behind joining the service. These needs act as extrinsic motivation and intrinsic motivation to them. Some are extrinsic and some are intrinsic. Extrinsic motivation is the behaviour that is driven by external rewards in the form of tangible and intangible things. Salary, allowances and awards are tangible things and praise, fame and belongingness are intangible things (Hung & Gonzalez, 2007). Whereas intrinsic motivation is desire to work primarily because the work itself is interesting, challenging and satisfying to the person (Bajracharya& Grace, 2014). During the research process I found that employees in the early career are more attracted towards extrinsic motivators than intrinsic. While in employees in their late careers did not feel the same. The need of intrinsic motivation is found more in late career employees than early career employees. However, it depends upon the socioeconomic condition, ecological condition and working environment of the employee (Majeed, 2019). Besides keeping all the other things constant for employees and let them choose one of the motivation the early career employees chose extrinsic motivation and late career employees choose intrinsic motivation. The reason behind this could be greater number of instrumental needs in early career than in late career. For example, Dilmaya told that she has to make money for shelter, marriage, rearing kids then after educating them, there are lots of expenses in early and mid-career whereas Govind in his late career eared a lot and fulfilled most of his instrumental needs of shelter, family, kids and other. He does not worry about educating children because they have

already grown up and are doing their own jobs. Govind does not have to worry about his financial career because he is in stable stage than Dilmaya. Therefore, Govind's motivational needs are like more intrinsic and Dilmaya's motivational needs are extrinsic.

Govind finds his job interesting and enjoy doing it. It is because he has been doing it for long time and it's ultimately a part of his habit. He feels unpleasant if he did not get any job to do in the office. He has earned respect by doing his duty for long time and wanted to maintain it further. Being an experienced staff, everyone asks him for suggestions and help for their work. Management asks for his inputs in decision making process. While everyone looking for you and you are able to help your surroundings automatically your value is increased, and you become powerful. Govind's need is to achieve that power. Taking reference from hierarchy of need theory I find that Govind's motivation is in level four, esteem need. He like his work due to the respect, honor and sense of authoritative power he find to exercise. Govind's motivation is different than that of Dilmaya.

Dilmaya on the other hand struggle in her career as a fresher and she has a lot of physical needs to fulfill. She is young and energetic to use every opportunity hitting her door in the desire of getting rewards, appraisal, and recognitions. Her needs for making income are more impactful than her needs for taking interest in work. She will work hard if she is paid extra incentives no matter the work is interesting to her or not.

Safety needs and belongingness needs are also strong motivations for employees like Usha and Kripa. Usha's work life balance is signature statement for doing job in civil service. She likes spending time with family, enlighten her creativity and pressure free work environment. She mentioned that civil service job is

giving her enough time to do what she likes. That is what motivates her most at her work. Besides this, love and belongingness in work environment make them feel attached with organization. Kripa desires are recognition, connectedness, and diversity at work, various learning opportunities and skill development. As long as he finds he has receiving what he needed he feel motivated. His direction, intensity and persistence of motivation depend on the efforts of management for continuous reforms in motivational system. Usha also find that, her gendered needs are valued in civil service by the means of maternity leaves and flexible working hours. Love and belongingness need is very important to fulfill for both of them. Similarly Usha also find time for flourish her creativity in the time of leisure. She also has need of self actualization to satisfy and fixed working hours and makeable number of holidays in civil service facilitate Usha to perform activities to satisfy her self-actualization needs.

Though there are particular selective needs at a time from employees, as a part of a civil service system the entire package of remuneration is formed in such a way that anyone could get attracted to it. At different circumstance and in diverse background employee generate different need. As my participants, they all have diverse needs to satisfy and we can see their different motivation clearly. I also belong to the same group of employees and for me that whole package of remuneration is one of the effective motivational factors. Besides this the homely working environments in civil service organizations make us feel safe and secure in work. The desire for the package of remuneration is also generated from the need. With the help of this research I understand that we all employee has different needs. At the beginning of their career civil servants are motivated by the salary they earn. Once they satisfy their physical needs by salary, they desire for next level of needs,

like Usha, Kripa and Govind. This is phenomena. However salary is the fundamental

need for shifting their desires from one level of need to another level. Overall satisfied

needs are the motivation of civil service employees for their better performance in

workplace.

Fear of Losing Stable Earning

Civil service employees in non-gazetted class are struggling for their financial

management. In this condition they do not risk of losing only source of income. It is

salary. Although it is not a private job where remuneration highly depends upon their

performance; however civil service employee needs to perform their duty to receive

payments.

Mostly non-gazetted employees are middle income class workers. They have

limited financial support for every financial need. For example: If we take a case of

our one of the participants Dilmaya, she has lots of things to do in fixed earnings. By

any chance if she loses her earnings and job she could fall under poverty and become

a victim of severe financial crisis. This is one of the situations where fear of losing

salary makes employees keep working in their respective work.

In order to have payment employees should always attend office and get their job

done. Otherwise, they fall in the trap of unstable financial crisis.

Employee with no salary in motivation chain it is high chance that employee

generate fear of due liabilities and financial crisis in low income country like Nepal

where other means of earning are very few (World Bank Group, 2017). This stress of

being in crisis automatically motivates employees to continue their jobs in whatever

they are earning. It is good to have less than to have nothing. I believe or I find most

of the non-gazetted employees who do not get better opportunity outside market

pursue their job in civil service because they are motivated by the stable and continuous payments in it.

Motivation for Service Delivery

People friendly effective service delivery is new concept for us. It is not widely introduced or advertised among the people of country. There are few central agencies who have heard the term. It is less described, more ambitious but much needed program for the government in the field of effective public service delivery mechanism.

As I mentioned earlier so many times that civil service employees are the working arms of the government, and they should be informed and equipped for their assigned work. While interviewing with my participants they hardly know the term public friendly, effective service delivery. Somehow, they manage to explain it by narrating, "it is service delivery". But is it only that or beyond that? We have public service delivery introductory chapter in civil service competitive exams and candidates go through it only for the sake of clearing exams. Is it not the responsibility of the government to provide adequate orientation, workshops, trainings programs and special study courses for its employee? Even it is more beneficial for organization to set up all new teaching Department to teach and track the organizational policies and actions from the effective service delivery point of view (Gyawali, 2018). This can enlighten the employee about the smart public service delivery approach taken by government in its policies.

Similarly, motivation adds fuel in the action of the employees. It is obvious that, a well-informed employee in favorable working environment surely contributes for the effective public service delivery (Upadhya, 2012). As participants in this study, one said that they are doing our work as they were doing years ago. There is no

change in reality. However computerized system came into introduction as e-governance but paperwork is still increasing side by side. Because there are less computer expert working in this system and it increases the chances of mistakes in document typing, editing, printing copying and assembling the papers. More mistakes more paper loss. This surely does not contribute for timely effective service delivery. That is why this study finds that educating employee with better way of doing work; supply best accessories for work, supply adequate motivational inputs make employee as well as employer benefitted. This will lead effective working environment and ultimately contributes in public friendly effective service delivery.

Conclusion

In many organizations employees are the soul and body of the office, they need to be functioning properly during their tenure. Proper functioning always asks for proper motivation in every organizational setting. So does for the non-gazetted employees of FSCMO. Motivation is the core idea about how one can perform or act. It is cause for any action, reason for any happening, deed for any gain, result of any work. Every individual has its own definition and experience about motivation (Caulton, 2012). The reason for this difference is that motivation depends upon what people expect, what they think, what they persuade and what their surrounding is. While doing this research I came across literature that taught me about motivation from different perspectives. Different parts of globe are in different socioeconomic states, human development states and political states. These states also make difference in motivation perception of employee working there.

Although the need fulfillment is positive motivation for employees the fear of losing decent income is always act as negative motivation (Acharya, 2019). Civil servants are strongly negatively motivated for doing their work rather than positive

motivation. I am stating this because employees are working strongly to avoid the consequences of financial instability. They are not happy with their salary but they don't want take any risk of losing it and face uncertain economic crisis in their life. The fear of not having anything is strong negative motivation for employees to work in their office (Franken & Braganza, 2006). This could be the one of the main reason why we do not have very good quality public service delivery in some of the public offices. Effectiveness of public service delivery indicates the quality of governance system in the country. Where there is inclusive, accessible, affordable and need based public service delivery there will be sustainability (Gyawali, 2018). Justified behaviour of the employee in the workplace is always expected by the customers. Transparency and responsibility of the employee is another best practice of good public service delivery. It is widely accepted that only highly motivated workers can deliver the service that is expected in good governance system. They are the contributors of public oriented service delivery. Motivated employees seed to be dedicated and fascinated towards their work. They always look for better ways of doing tasks at minimum harm to the environment and society. Motivated employees are always happy for their work; they try finding ways for making working environment a better place for everyone. Their good practice set examples for rest of the employees and society too.

Effective service delivery and motivation has very deep connection (Lawal & Oluwatoyin, 2011). This concept of effective service delivery itself is a result of someone's motivation to provide better public service and value the public money. We are practicing e-governance, public oriented service delivery framework from 14th periodic plan of the country. Our all-national policies, programs and activities are directed to achieve the targets set by periodic plan. In that case the working hands of

government of Nepal, civil servants also prepare themselves for new way of doing work in line with public oriented service delivery. Here we need immense motivation in the employee to make them a better version. Public management should take good consideration to educate employee about changing concepts of service delivery along with new ideas, technologies, and emerging good practices. With good education and empowerment motivated employee give best results in what is expected from them. I would like to say, it can be very fruitful and plus point for public service if we have motivated skilled civil servants in this field. Motivation and service delivery are interlinked ideas that make employees to fulfill their needs and satisfy their desires by means of their better service delivery and public friendly actions with creative ideas.

Implications

Motivation for civil service employee is cross cutting issue over the time for government employees. It is because most of the services and public enterprises take the reference from this service for their management. First and foremost, implication of this research is, it educate non-gazetted employee about the importance of motivation in their workplace. They can identify their positive motivation able to do collective bargaining with management for their respective rights. Secondly the study to some extent empower employee about the sustainable practices they can do in the workplace to deliver good public service. Employee will be able to differentiate between positive and negative motivation. Similarly public service management can get insights from the study to motivate their employees.

At present, federal civil service act is yet to be formed and it is an opportunity for this research to contribute to concern of non-gazetted employee's motivation provisions in the act. Likewise, this study is also helpful for further in-depth study in the field of motivation in our domestic context because whenever we study

motivation we take references and theories generated in western contexts. During this research I have learned one thing very clearly that motivation is totally contextual idea and it depends upon several variables. Therefore, this research provides further study opportunity in the same field.

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