

PERCEPTION OF GOVERNMENT EMPLOYEES TOWARDS THEIR PERMORMANCE

**Center for Research and Development
Nepal Administrative Staff College**



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ABSTRACT

Employees' motivation has a fundamental role in every organization striving to achieve higher performances. The objective of this study was to assess perception of government employees of Nepal towards their performance. This study is based on the primary data of 64 government employees of Nepal collected by circulating questionnaire. For the data analysis, descriptive approach was used and it was found that 34 percent of the employees were not treated with dignity by their supervisors. Further, the study concludes that 31 percent perceive demotivation and are not satisfied at work to perform well.

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INTRODUCTION

An organization is a set of relationships between different human resources with defined roles and functions to achieve certain goals. Employees are the important factors in an organization to attain its goals. Hence for an organizational performance, its employees need to perform tasks with greater efficiency and effectiveness (Mainali, 2010)

Performance appraisal is one of the techniques which help establish performance of employees (Idowu, 2017) and support their future development. It is a system important to any organizational work performance and determines success or failure. But Sharma (2016) argued that it is often viewed as extra work by many supervisors in government offices of Nepal. Sharma further addressed that as the end of the fiscal year approaches, supervisors are often overloaded with other official works which makes them least focused on the appraisal. When supervisors have limited time to focus on appraising their subordinates, it is obvious that they will now remember mainly the ones who have had been busy being visible in superior's eye. Leading to biased results because the employees are not marked on the basis of their works done and contribution in the decision-making process.

Government of Nepal has tried to institutionalize 'reward and punishment' practice in public sector by discouraging the trend of giving grades to underperforming employees for their promotion. Ministry of Federal Affairs and General Administration has developed a guideline for performance evaluation of civil servants recently adjusted in the provincial and local levels. Further the guideline has stated that the performance evaluation of the employees will be based on improvement made in service delivery, innovative work, status of capital expenditure and approved budget and programmes and other aspects of measuring performance.

While performing a task is important, the motivational factors guiding for their improved performance is necessary to be understood. Employees' motivation has a fundamental role in every organization striving to achieve higher performances. This study will focus on the motivational factors that help improving performance of employee in the government offices of Nepal. The study aims at understanding governmental performance by assessing perception of government employees towards various aspects of their own performance.

Statement of Problem

Online khabar (2019) revealed that the government employees associated with construction projects were given full marks during performance appraisal even when the progress was at 30-50 percent only. Whatever be the result of their performance appraisal, the fact is their low performance has definitely affected governmental performance as a whole. There are literatures which has supported that the job satisfaction affects performance of an employee (Cranny, Patrica, & Stone, 1992; Fraai, 2014).

Shakya (2009) argued that number of efforts have been made to improve the civil service, yet failed to improve performance of the government. Shakya pointed out the reluctant behavior of employees to accept and bring changes as one of the major reasons for the reform efforts not being successful. Hence, it becomes necessary to assess the perception of employees towards their performance so as to understand the performance of government as a whole.

Objectives of the Study

The study focused on the following objective:

- To assess perception of government employees towards their performance.

Limitations of the Study

Firstly, the sample size of this study is small and hence the findings cannot be generalized. Secondly, the survey was conducted during the pandemic COVID-19 because of which the perceptions might be affected due to the uncertainties caused by the situation on their salaries, allowances and other incentives.



LITERATURE REVIEW

Various research papers, books and useful reports were reviewed in this study. This section firstly talks about the importance of the governmental performance and how the performance of government can be measured. Then, the linkage between government performance with meritocracy, salaries and internal promotion has been shown. It is followed by legal provision for the transfer and promotion of employees in government service. Then follows a discussion on why civil service reform has failed in Nepal.

Governmental performance

Civil servants are central to delivering services to people and ensuring effective governance in a country. They perform various roles and functions of the government which can be categorized into four categories: governance, economic, social and infrastructural (Bajracharya & Grace, 2014) (see Annex 1). However, in developing countries, civil services are often marked with service delivery failures and corruption (Meyer-Sahling, Schuster, & Mikkelsen, 2018). Despite of allocating excessive volume of resources on government, they hardly achieve their goals and for the very reason, they are considered unproductive (Oszlak, 1973). We can never ignore the fact that performance of an employee affects performance at the organizational level (Klerman, 2005). But it is only measurement through which we can know how well an organization and its employees are performing (Kearney & Berman, 1999). According to Kearney and Berman (1999), the trend since World War II has been to make performance measurement more precise for continuous improvement.

Measuring bureaucratic performance

Oszlak (1973) suggests that the study of performance should not be mechanically based on assumptions and frames of reference developed out of European or American case studies. Different environmental and cultural settings call for critical consideration and careful adjustments (p.9).

A correct assessment of bureaucratic performance involves measuring either (i) desirable targets vs actual performance, (ii) some standards of comparison based either on social expectations, past experience or performance in other systems, and (iii) some implicit

indicators of poor performance which derive from comparing targets and standards with actual results (Oszlak, 1973).

Various literatures on how bureaucracies perform specifically deals with themes such as merit in recruitment, salaries, internal promotion, transparency and accountability, rule orientation, and adequate incentives. Literatures on the governmental performance and themes-meritocracy, salary, transfer and promotion has been discussed below.

Governmental performance and meritocracy

One of the few characteristics of sound civil service is “hiring the best people available at each level, based on a fair and transparent recruitment process and to maintain competitive pay practices that will foster a motivational climate for state employees” (Bajracharya & Grace, 2014, p. 16). Public Service Commission (PSC) which recruits employees for civil service in Nepal upholds the basic principle of meritocracy and inclusiveness. Goodall (1975) found the topmost officers in Government of Nepal possessing formal standards, high technical competence.

In a study conducted among 35 countries, Rauch and Evans (2000) found meritocratic recruitment as important for improving bureaucratic performance. However, Hyden, Court and Mease (2003) conducted a study among 16 developing countries and found no clear linkage between bureaucratic performance and meritocracy.

Rauch and Evans (2000) argue that meritocratic recruitment entails not only examinations but also civil service protection because of which bureaucrats are less motivated to perform. In Nepal, other reasons have been identified which make the civil servants less motivated to perform. Despite of emphasizing on government policy documents, civil servants are hardly encouraged to shoulder additional responsibilities or take initiative to start innovative ways of doing things (Shakya, 2009). Goodall (1975) has categorized the entire civil service employees of Nepal into two groups-one the prestige oriented and other the performance oriented. Prestige oriented group have fewer complaints with their job and performance while the performance-oriented group dislike aspects of their job that hinder their performance (Goodall, 1975). Shakya (2009) reveals other reason for low motivation among civil servants. Further, frequent changes in the Civil Service Act and Regulations have contributed to creation of instability in procedures and practice of civil service (Shakya, 2009) which has hindered the motivation level of the government employees.

Government employee performance and salaries

Various literatures reviewed by Meyer-Sahling, Schuster and Sass Mikkelsen (2018) have shown that higher pay increases the attraction of higher performing candidates to public service, increases work motivation and job satisfaction there by reducing turnover rate and reduced corruption. However, Herzberg (1987) argue that high pay cannot motivate staffs but low pay can dissatisfy and demotivate staffs.

A study conducted by PSC, among the Nepalese civil servants found that they have low level of job satisfaction on the given salaries and facilities (Subedi & Chaudhary, 2014). In a survey of 2300 civil servants in 10 developing countries, it was found that most civil servants are dissatisfied with their salaries and find them insufficient to maintain their households (Meyer-Sahling, Schuster, & Mikkelsen, 2018). But this does not mean that the salaries are uncompetitive because the same study reveals that only a minority would find it easy to find a better-paid job outside the public sector (Meyer-Sahling, Schuster, & Mikkelsen, 2018).

Governmental performance and internal promotion

Employees who have more ability are able to demonstrate it better and win promotion to higher level of jobs (Herzberg, 1987). According to Hyden, Court and Mease (2003), bureaucratic performance was found being influenced by internal promotion with little evidences. But Rauch and Evans (2000) found internal promotion as best of secondary importance in improving bureaucratic performance (meritocracy being the most important).

There are insufficient linkages of merit to promotion in Nepal which drives the government employees to a point of total desperation, depriving them of whatever little courage, innovative and vigor that they possess (Shakya, 2009). Report by the Thapa Commission (1976) revealed lack of discipline in the civil service existed not just because of the employees but due to weaknesses of the administration. The report listed out the weaknesses as inability of the administration to clearly assign employees with their work, duties and responsibilities and inability of the supervisors in rewarding and punishing their subordinates, etc. (The Thapa Commission, 1976) which has resulted in the low performance of the government.

Performance evaluation has been introduced in the civil services for ensuring better performance of the employees. However, if performance objectives are not identified beforehand and evaluation results are not perceived by civil servants to matter for their promotion, evaluation has counterproductive effects (Meyer-Sahling, Schuster, & Mikkelsen, 2018).

Legal provision for Transfer and promotion in Nepal

Chapter 4 of Civil Service Act, 1993 talks about the transfer and promotion of employees in the civil service of Nepal. Promotion is done twice every year, one within the month of Ashad and other, within the month of Poush. For promoting employees of different classes, GoN has different rules to be followed.

For a gazetted class officer to be eligible for promotion, one must possess the minimum education qualification prescribed for the post which is one class below the post to which the candidate is to be promoted. Also, for the gazetted class position, candidate must have 5 years of experience. There is a provision of promotion committee which recommends candidates to the gazetted post of civil service, except for the Nepal Judicial service and promotion from the non-gazetted post. The committee recommends eligible candidates

for promotion on the basis of performance evaluation (40 marks), seniority (30 marks), educational qualification (12 marks), service in the geographical regions (16 marks) and training (2 marks).

There is provision of transfer in the Civil Service Act (1993) for providing civil servants with experiences of different geographical regions of the country. For transfer of the employees, there are two assigned authorities, Ministry of Federal Affairs and General Administration (for transfer of employees from one ministry or department or offices to another) and the Office of the Financial Comptroller General (for transfer of the employees of the account group under the administrative service). Except for the gazette first class and special class, the authorities must transfer employees once a year. Transfer of an employee is done on the basis of the time they have served in the categorized geographical region. Employee who has already served in an office in the geographical region of class 'a' and 'b' for a period of at least one and a half year will be transferred to an office in the geographical region of class 'c' and 'd' for at least two years. Similarly, Employee who has already served in an office in the geographical region of class 'c' and 'd' for a period of at least two years will be transferred to an office in the geographical region of class 'a' and 'b' for at least two years. For the transfer, one year means the period of continuous attendance for at least 233 days.

Civil Service Reform

Government has made various attempts in reforming the civil service since 1953 by setting up various administration reform commissions and governance reform programs. However, it has never been able to enhance its performance as desired due to lack of commitment, absence of ownership on the part of civil service, conspicuous absence of built-in incentive with the reform, process and inadequate communication among the stakeholders (Shakya, 2009).

Shakya (2009) further states that the civil service reform has never been priority agenda of government. Each administrative reform commissions were set up with specific objectives and their report contained series of recommendation but their implementation remained limited (Shakya, 2009). According to Shakya (2009), "The governments after 1992 were not only least interested to implement the recommendations into to but in some cases took measure contradictory to what have been recommended in the Report" (p. 42).

Performance in Nepali Bureaucracy

Paudel and Gupta (2019) examined various determinants of performance in Nepali bureaucracy. Performance was found to depend on sex, age, education level of bureaucrats and on the monitoring mechanism of the bureaucratic system. Further, civil service of Nepal is getting more heterogeneous especially after the inclusion policy adopted in 2007. Work force diversities on the basis of caste and gender were found having positive influences on performance of employees in civil service of Nepal (Bhatt, Gupta, & Bhatta, 2019). Civil service employees who positively perceived organization practices to respect diversities

were found likely to perform more than those who did not (Bhatt, Gupta, & Bhatta, 2019).

Motivation-Hygiene theory of job

Herzberg (1987) introduced that the factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction. Separate factors need to be considered while examining the two different feelings. Achievement, recognition for achievement, responsibility and growth are the motivator factors that are intrinsic to job. The hygiene factors that are extrinsic to work includes: company policy and administration, supervision, interpersonal relationships, working conditions, salary, status and security. Herzberg concluded that “the motivators were primary cause of the satisfaction, and hygiene factors the primary cause of unhappiness on the job” (p. 9).



RESEARCH METHODOLOGY

Sampling Method and Sample Size

Nepalese civil service constitutes of gazetted and non-gazetted I, II and III employees. Among them Gazetted class I, II and III government officers or equivalent of Nepal were approached irrespective of their gender, age, province and type of service. Their e-mails were compiled, and the questionnaire was circulated to them. While the e-mail was sent to 1084 emails, we could get response from only 64 officers. Busy schedule of employees because of the COVID-19 pandemic could have been a reason for not being able to receive more responses

Tool for Data Collection

Primary data was collected through a set of questionnaires developed and translated into Nepali language. For the design of questionnaire, Matei, Grigoriou, Shivergueva, & Davor (2010) was followed but modified to our context. Herzberg's motivational and hygiene factors relevant to our study were also incorporated in the questionnaire. Furthermore, to improve the questionnaire and make it relevant to Nepalese context, performance appraisal form of civil service of Nepal for gazetted class I, II and III were reviewed.

The questionnaire was digitized using Kobo Collect software so that the respondents could fill up the questionnaire through their electronic devices such as mobile phone or computer.

Data Analysis

Firstly, collected raw data were compiled, grouped and coded into different variables. For the analysis, descriptive approach was adopted. Various charts and tables were prepared to present the results of the analysis.

RESULTS OF THE STUDY

Characteristics of the Respondents

This section shows the personal and employment profile of the respondents. Personal profile includes place of origin, gender, level of education, type of schooling, ethnicity, marital status, and age and presence of family member in the government job. Employment profile includes their age and education at the time of joining the service, category of entering the service, current office, service group.

Place of origin

Respondents from all provinces have participated in the survey. Most of the respondents were from Gandaki Province (17 percent) followed by Bagmati province (15 percent). Respondent from Province 1 were 13 percent and 7 percent from Province 5. Five percent of respondents were from Sudoorpashchim Province. Only one percent were from Karnali Province.

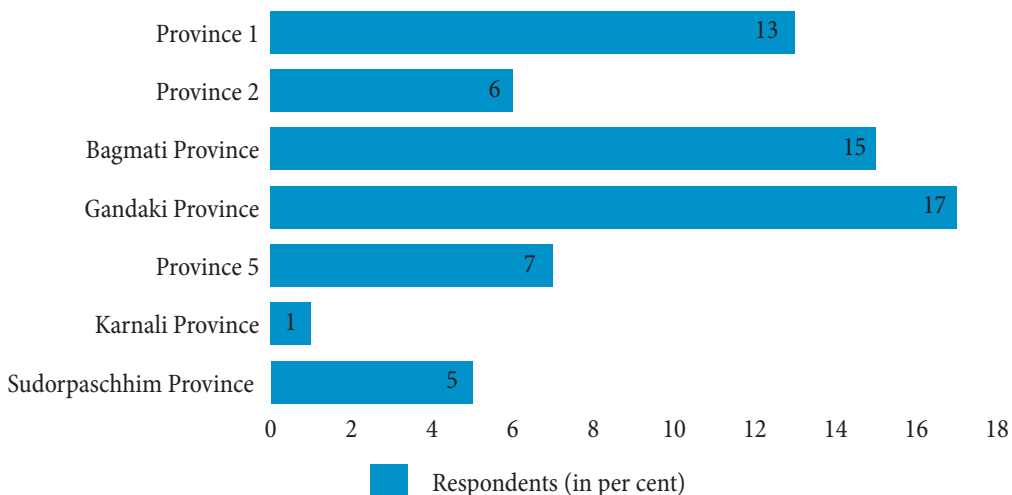


Figure 1: Place of origin of the respondents

Gender

Out of the total 64 respondents, male respondents were 85.94 percent while females were only 14.06%. Government records show that in Nepal there are 87,753 civil servants and 23 percent women held various positions in the service (Shrestha, 2018).

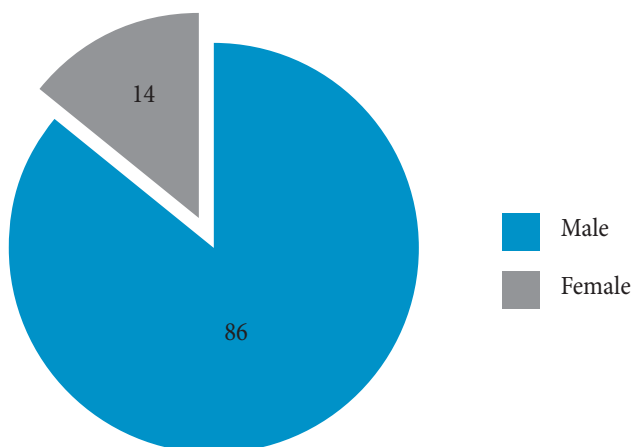


Figure 2: Gender of Respondents

Level of Education

There are certain education qualifications set for an individual to qualify for different levels in the government of Nepal. Most of the respondents (67.19 percent) have completed their Master's degree followed by the post-graduation (17.19 percent). Respondent with bachelor degree were 9.37 percent. A small number of respondents have completed their M. Phil (4.69 percent) and PhD (1.56 percent). Respondents with Master degree composed of individuals with the Engineering, and Law background too.

Table 1: Level of Education of the respondents

Level of education	Respondents (in percent)
Bachelor degree	9.37
Master degree	67.19
Post Graduate	17.19
M. Phil	4.69
PhD	1.56

Type of Schooling

Majority of the respondents (90.63 percent) had completed their schooling from government institution. Only 9.38 percent have completed their schooling from private institution. Two respondents have mentioned to have completed their schooling from other institutions. One had completed from foreign private and other had completed secondary schooling from government and tertiary from private and hence the respondent was combined with the ones who have completed their education from private.

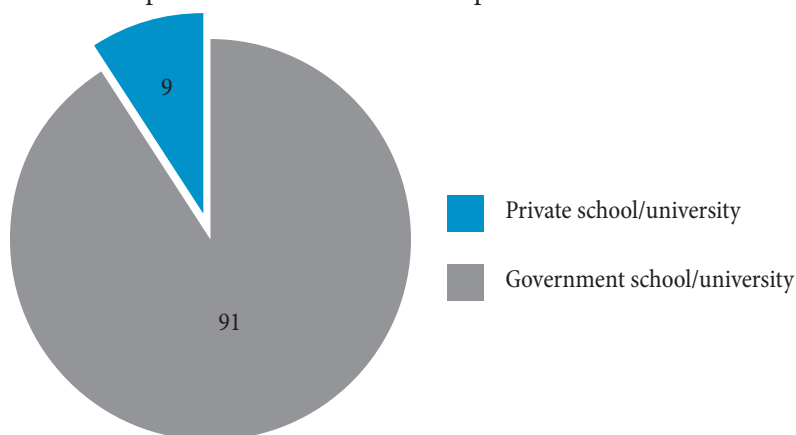


Figure 3: Type of schooling

Ethnicity

Majority of the respondents (71.88 percent) were Brahmin/Chhetri/Thakuri/Sanyasi. Ethnic and Indigenous-Hill constitute 14.06 percent. Madhesi-others and Dalit-Hill, both categories constitute only 6.25 percent respondents each. Only 1.56% of the respondents belonged to the ethnic group of Brahmin-Madhesi/Chhetri /Rajput.

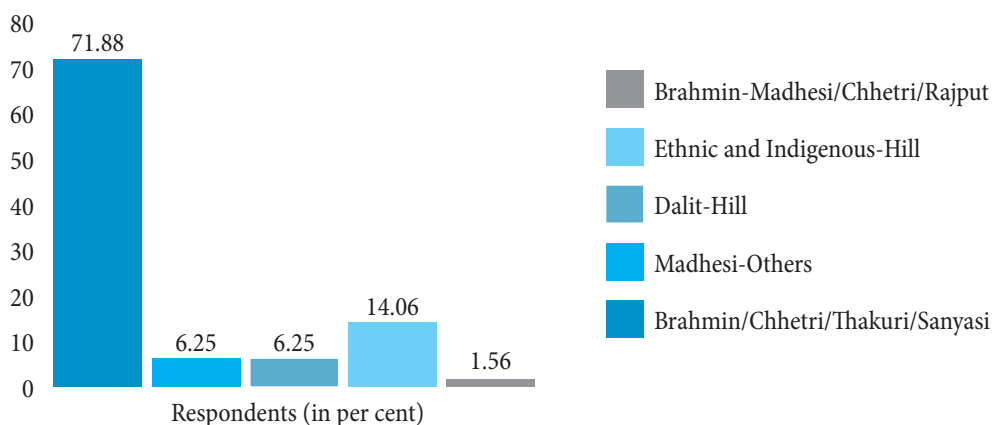


Figure 4: Ethnicity of respondents

Age

Most of the respondents belonged to the age group 25-30 and 30-35 (both 21.86 percent) followed by the group of 35-40 years of age (17.19 percent). Respondents belonging to the age group 40-45 were 14.06 percent. Age groups 45-50 and 50-55 constituted 7.81 percent respondents in each followed by the 55-59 years group (6.25 percent). Age group 20-24 constituted the smallest number of respondents, only 3.12 percent.

Table 2: Age group of the respondents

Age-group	Frequency
20-24	2
25-29	14
30-34	14
35-39	11
40-44	9
45-50	5
50-54	5
55-59	4

Status of Employment

Current Position

Most of the respondents (73.44 percent) are gazetted class III officers or equivalent followed by the gazetted class II officers or equivalent (25 percent). Only 1.56 percent of the total respondents were gazetted class I officers or equivalent.

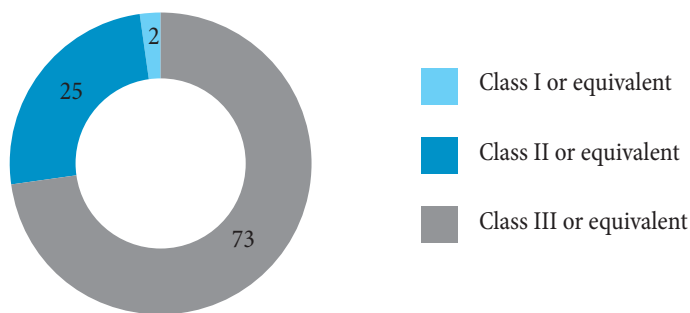


Figure 5: Current Position

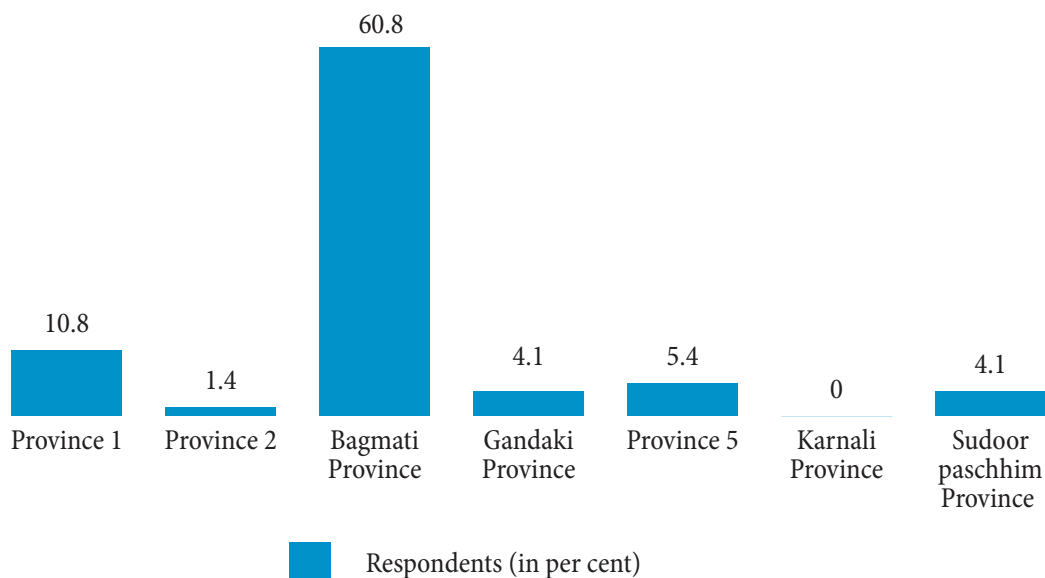
Service Group

Most of the respondents (34.38 percent) belong to the Administration group followed by the engineering (14.06 percent) and judicial group (9.38 percent). Other 42.19 percent of respondents belong to various service groups (see Annex 2).

Office

Most of the respondents (60.8 percent) work in the government organization located in Bagmati Province. Respondents from Province 1 was 10.8 percent followed by Province 5 (5.4 percent). Respondents from organizations located in Gandaki Province and Sudoorpashchim Province was 4.1 percent (both). Only 1.4 percent of the respondents were from institutions located at Province 2. (See Annex 3 for list of organizations)

Figure 6: Respondent working Office



Recruitment Category

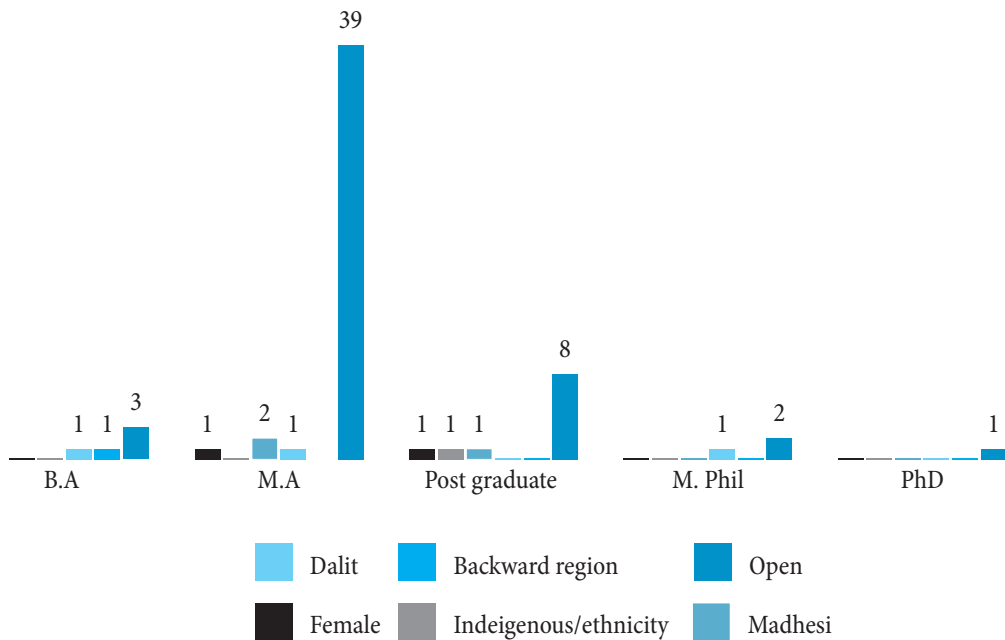
According to the Civil Service Act (1993), 45 percent of the total vacant seats must be allocated for the reserved categories. Majority of the respondents (84.38 percent) entered the government job through open category. Respondents who entered the civil service through Madhesi and Dalit category comprised of 4.69 percent (both). Respondents who entered the job through Female, indigenous and backward region were only 3.13, 1.56 and 1.56 percent respectively.

Table 3: Recruitment Category

Category	Respondents (In percent)
Female	3.13
Indigenous/ethnic	1.56
Madhesi	4.69
Dalit	4.69
Backward region	1.56
Open	84.38
Total	100

Respondents were asked the recruitment category through which they entered the government service. Majority of the employees (84.38 percent) have entered the government service through open system. Most of the respondents (78.13 percent) who have entered the service through open category have education level higher than the bachelor's degree.

Figure 7: Public service recruitment category and education level of the respondent



First position in the job

Most of the respondents started the government job through the gazetted third class or equivalent (41 percent) followed by non-gazetted first class or equivalent (26 percent). Respondents who started their job from non-gazetted second class or equivalent were 23 percent. Respondents who began that career in government job from gazetted second class or equivalent and others were only 5 percent (both). Other position included non-gazetted third and fourth class or equivalent.

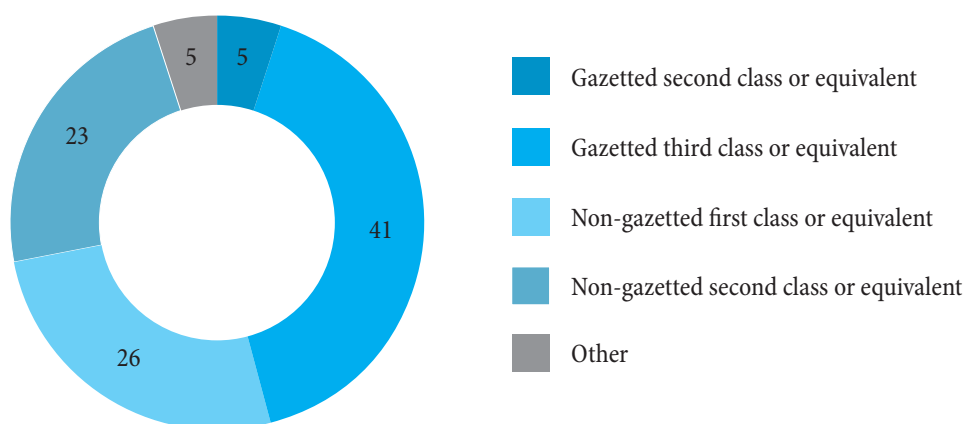


Figure 8: First position at the beginning of government job

Age group

Most of all the respondents have joined the civil service before the age of 35. Only 4.69 percent of respondents have joined civil service between the age 35-40. Respondent joining the government job within the age group 20-25 were 39.06 percent followed by 25-29 (29.69 percent) and 30-35 (21.875 percent). Small number of respondents (4.69 percent) have joined the civil service before the age of 20.

Table 4: Age group while joining the government job

Age Group	Percent
Less than 20	4.69
20-24	39.06
25-29	29.69
30-34	21.88
35-39	4.69

Year of joining the job

Most of the respondents (75 percent) have joined the government job after 2060 B.S. Just a few respondents (4.5 percent) have joined the job before 2050 B.S.

Table 5: Year of joining the government job

Year	Percent
2040-2044	1.56
2045-2049	3.13
2050-2054	12.50
2055-2059	7.81
2060-2064	12.50
2065-2069	23.44
2070-2074	31.25
2075-2076	7.81

Level of education

Most of the respondents (43.75 percent) had attained bachelor degree while joining the job followed by the master degree (26.56 percent). Respondents who had less than bachelor degree while starting the job were 20.31 percent and those with post-graduation was 7.81 percent.

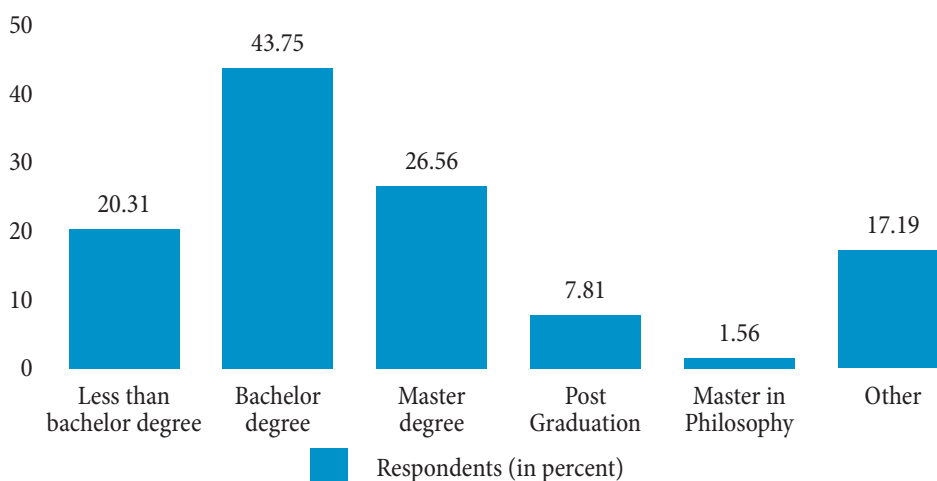


Figure 9: Level of Education while joining the service

Recommendation to others

Respondents were asked if they would recommend their jobs to others. Majority of the respondents (81.25 percent) seem to be satisfied with their job and have responded that they would recommend their job to others as well. However, 18.75 percent have responded saying they would not recommend their job to others.

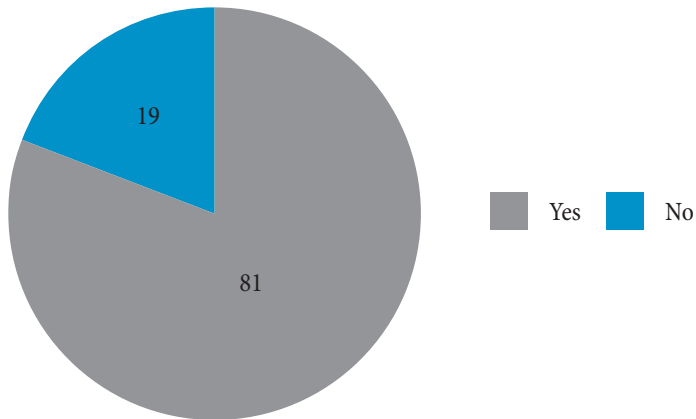


Figure 10 : Recommendation of Job to others

Immediate family members in the job

Respondents were asked if they had any one immediate from their family in the government job either in the past or present. Out of the total respondents, 51.56 percent had someone immediate from their family in the government job where as 48.43 percent had nobody in the service.

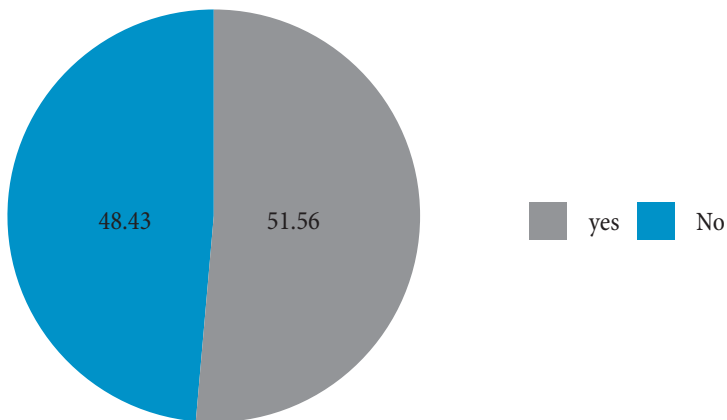


Figure 11 : Immediate family members in the job

Perception of employees

Employee Adjustment

Respondents were asked their perception towards employee adjustment on themselves in the new tiers of government of Nepal. There is a mixed perception of respondents towards their adjustment. About 37.5 percent seem not to be satisfied with the adjustment of the employees while 31.25 percent of people has given “so-so” response indicating they are neither satisfied nor dissatisfied. Twenty-five percent were found to be satisfied with the adjusting. However, 6.25 percent of respondents has not responded to the question at all.

Out of the total respondents, only 15.63 percent is employed in the government job where employee restructuring is applicable. For 84.38 percent, employee restructuring is not applicable.

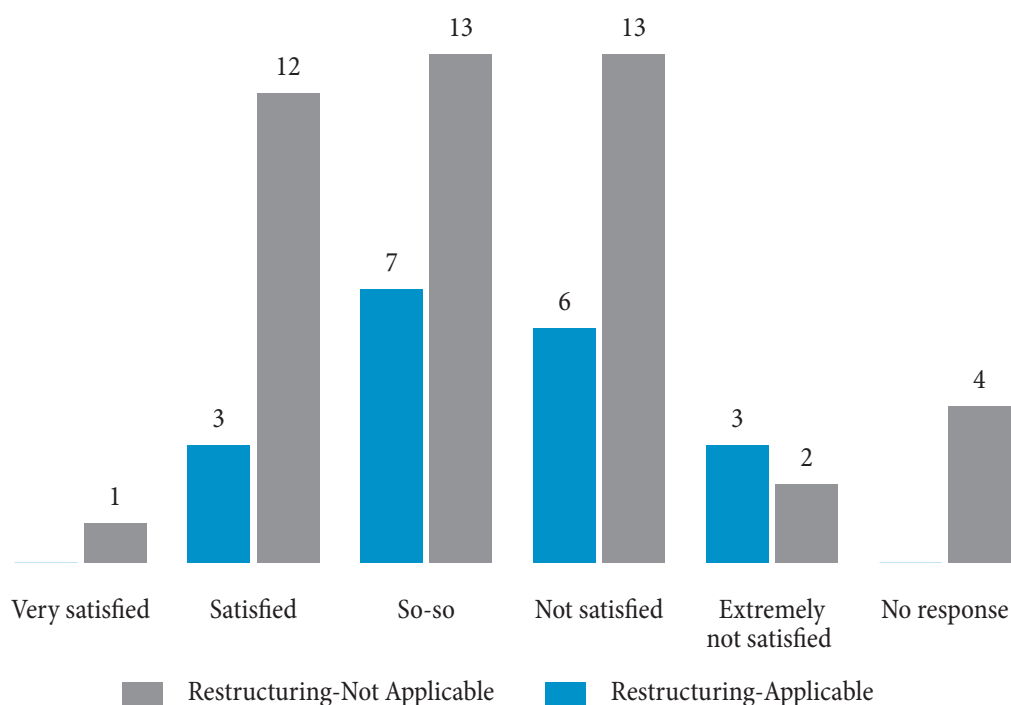


Figure 12 : Perception towards employee restructuring on the basis of its applicability

Perception of respondents towards employee restructuring was analysed from their cast/ethnicity. It was found that most of the Brahmins/Chhetri /Thakuri/Sanyasi (31.25 percent; combining extremely not satisfied and not satisfied) followed by the Madhesi- others (3.13 percent) and Brahmin-Madhesi/Chhetri /Rajput and ethnic and indigenous-Hill (both 1.56 percent).

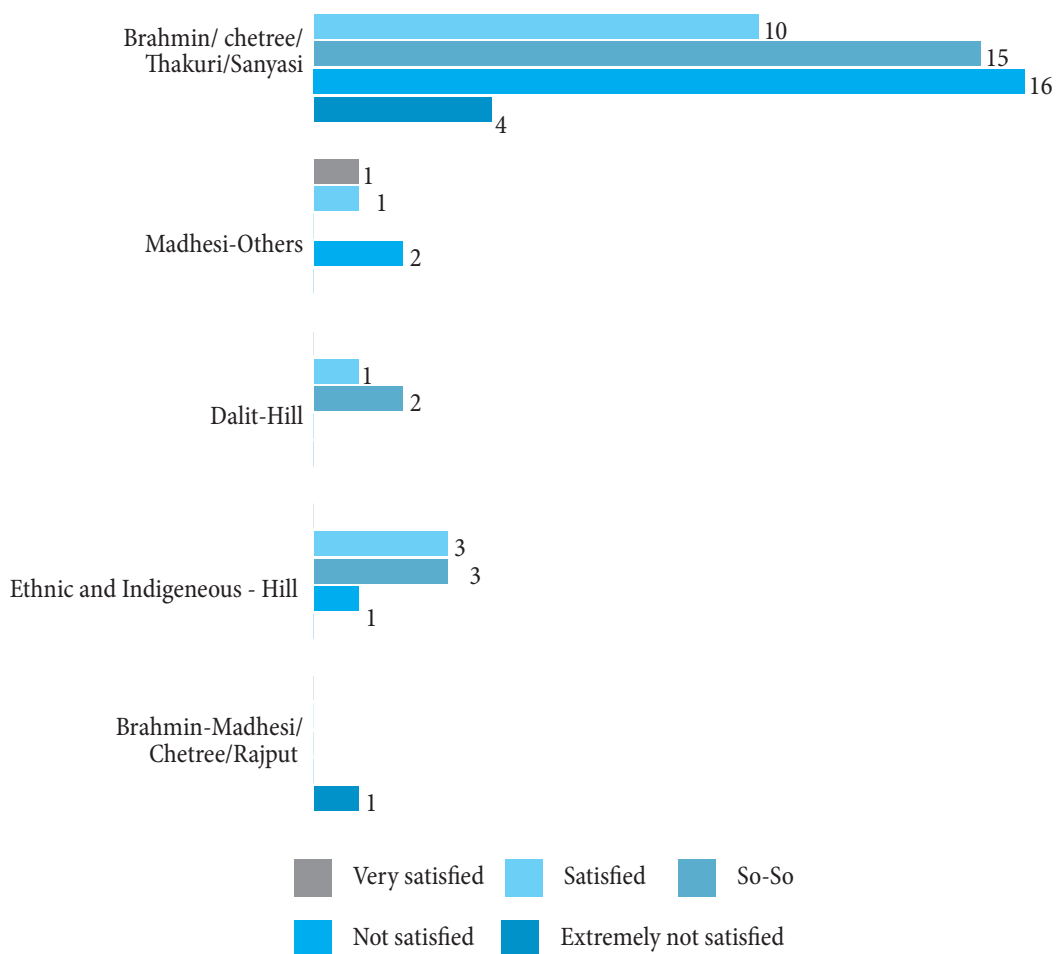
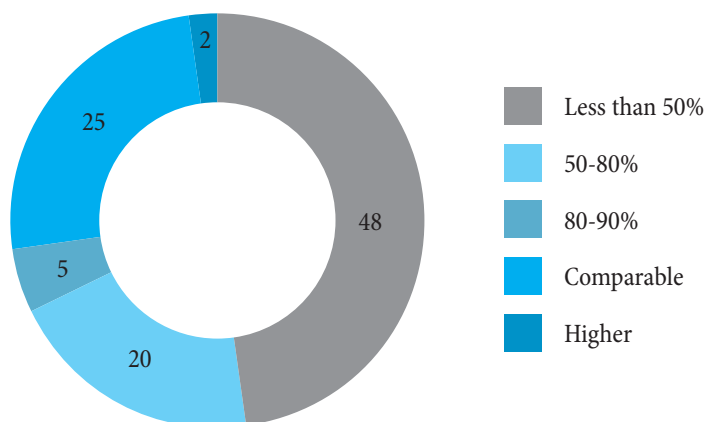


Figure 13 : Perception towards employee restructuring on the basis of caste/ethnicity

Salaries compared to private sector, NGOs and INGOs

Respondents were asked how they see their salaries compared to the private sector, NGOs and INGOs. Most of the respondents perceive the salary offered by the government is very less than that offered by the other sectors. Only 21.6 percent think the salary of the government is comparable with that of the private sector, NGOs and INGOs. Most of them think the salary of government is less than that of the sectors mentioned above while only 1.4 percent think it to be higher. Out of the total respondents, 41.9 percent employees think the salary of government is less than 50 percent, 17.6 percent think it to be less by 50-80 percent and only 4.1 percent think it to be less by 80-90 percent.

Figure 14: Perception towards government salaries compared to the private sector, NGOs and INGOs



Likelihood of the ideas and policies initiated by respondent's agency to prevail

Respondents were asked to state on 'how likely are the ideals, policies initiated by your agency to prevail'. Most of the respondents (75 percent) are positive towards the likelihood of the ideas and policies initiated by their agencies to prevail; 65.63 percent responding to it as 'quietly likely' and 9.38 percent as 'more likely'. Most of the Brahmin/Chhetri /Thakuri/ Sanyasi (70.83 percent) followed by the ethnic and indigenous-Hill (12.5 percent), Madhesi-others (8.3 percent), Dalit- Hill (6.25 percent) and Brahmin-Madhesi/Chhetri /Rajput (2.08 percent).

However, 25 percent of the respondents are unsure and not able to say whether or not ideas and policies initiated by their agency will prevail. Out of the respondents who were unable to state, 75 percent was Brahmin/Chhetri /Thakuri/Sanyasi followed by the ethnic and indigenous- Hill (18.75 percent) and Dalits (6.25 percent).

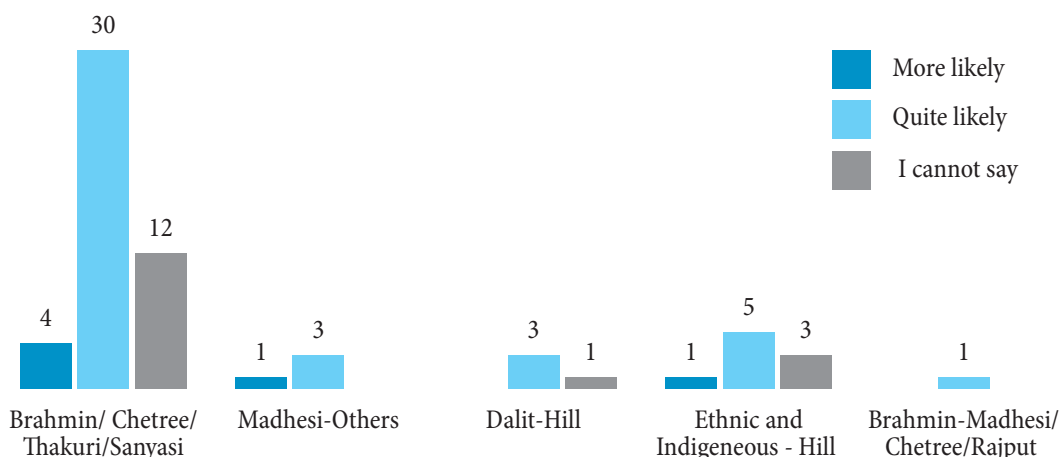


Figure 15 : Likelihood of the ideas and policies initiated by respondent's agency to prevail

Transfer of employees with the change in head of office

Employees were asked on how likely you are moved to a position of lesser importance or transferred to another government with the change in head of your office. While 25 percent of the respondents perceives it to happen rarely, 50 percent of the respondents has perceived it to happen sometimes. About 16 percent of the respondents have usually perceived their transfer with the change in head of their office, 9 percent have experience it to happen almost always. This shows that majority of the employees in the civil service have had perceived that transfer occurs with the change in the head of the office.

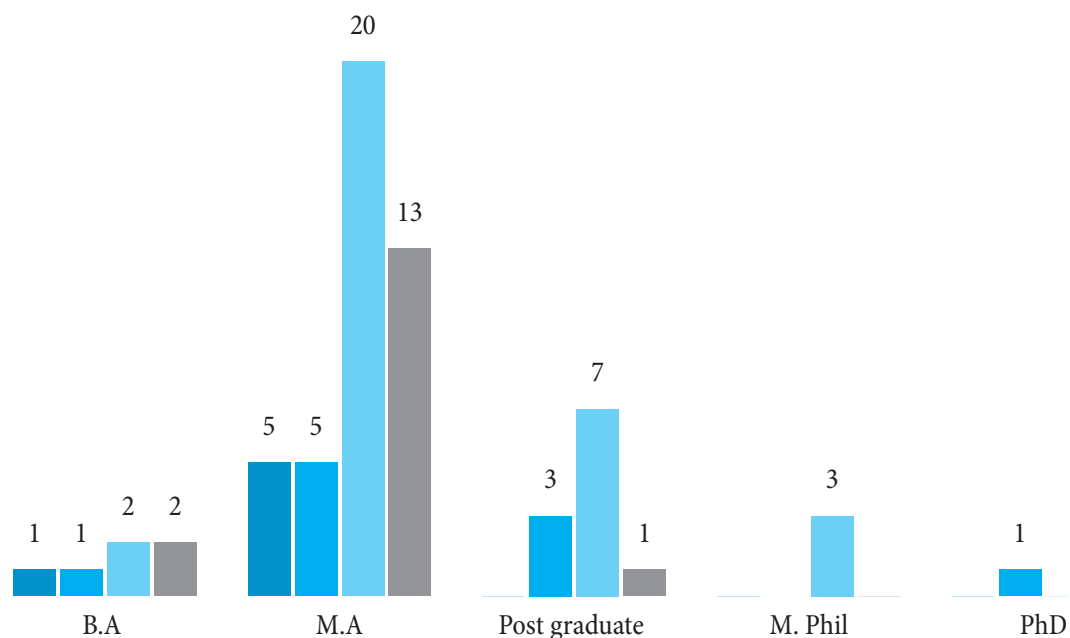


Figure 16 : Transfer of employees with the change in head of office

Supervisor's treatment

Respondents were asked if their supervisor treated them with dignity and respect. Out of the total respondents, 65.63 percent perceive that their supervisors treat them with dignity and respect. A huge number of respondents (25 percent) reported that they are occasionally treated with dignity and respect. However, 9.38 percent of the respondents perceived that they are not treated with dignity and respect and they belong to the Brahmin/Chhetri / Thakuri/Sanyasi ethnic group. It is well observed that the ethnic and indigenous-Hill (15.63 percent), all of the Madhesi- others, Dalit-Hill (both 6.25 percent) and Brahmin-Madhesi/ Chhetri /Rajput (1.56 percent) have reported that they are treated with dignity and respect by their supervisor.

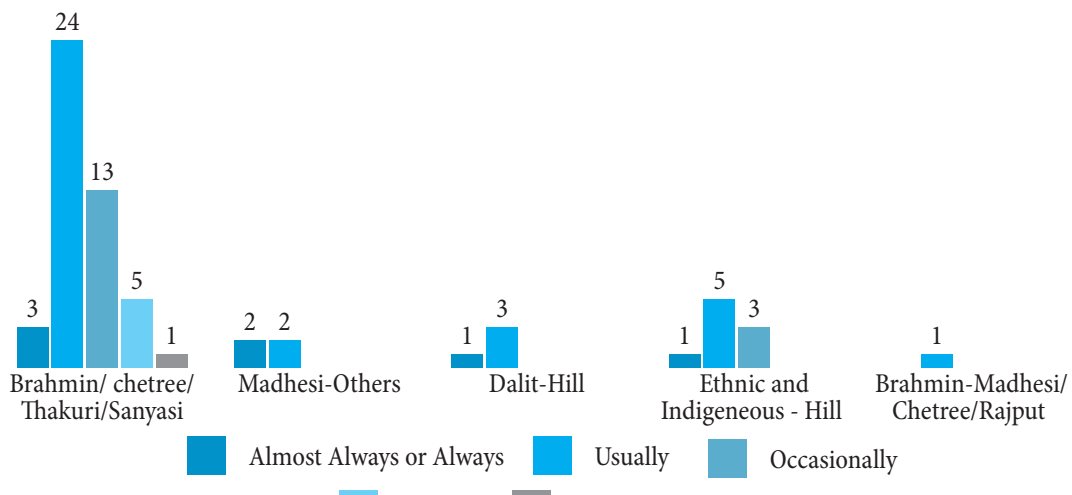


Figure 17 : Supervisor's treatment on the basis of caste/ethnicity

Spirit of Cooperation and team work

Respondents were asked if a spirit of cooperation and team work existed in their team. About 64 percent of the respondents believe that the spirit of cooperation and teamwork exists in the team. However, 17.19 percent have perceived the spirit existed only seldom indicating that they do not find the spirit of cooperation and team work to exist in their team. About 19 percent of the respondents perceive that such spirit existed in their team occasionally.

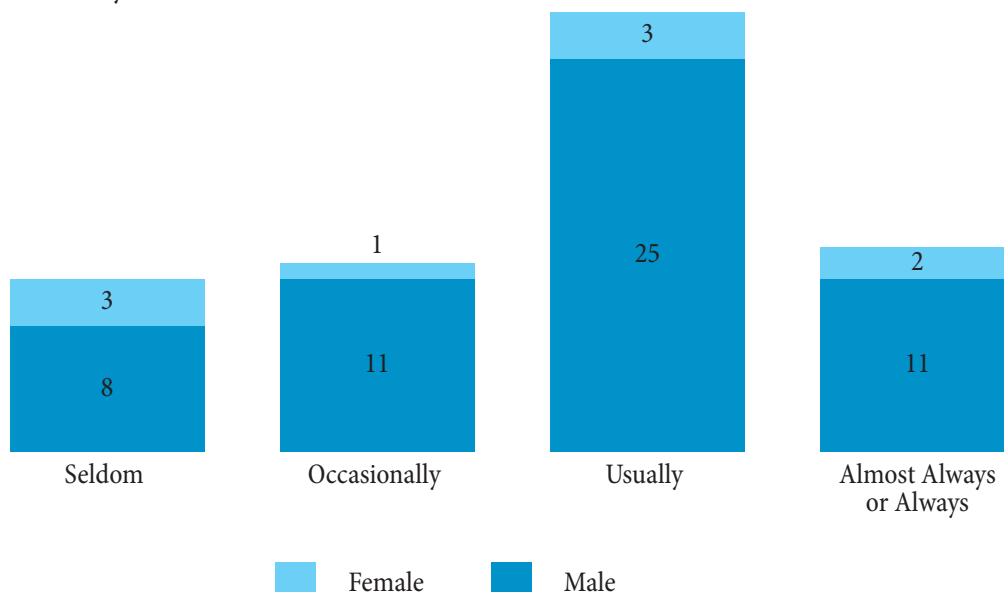


Figure 18: Spirit of Cooperation and team work on the basis of gender

Measurement of Success in the office

Respondents were asked if they knew how success was measured in their office. It was observed that large number of employees (31.04 percent) still did not know how success was measured in their office. A very few respondents who entered the government through the non-gazetted first class or equivalent knew did not how the success was measured in their office. Most of the respondents entering the government through the gazetted third class (21.88 percent) knew how the success was measured in their office followed by the non-gazetted first class (12.51 percent) and non-gazetted second class or equivalent (10.94 percent). Non-gazetted first class (10.94 percent) knew about the success measurement procedures in their office followed by 4.69 percent for gazette third class or equivalent and 1.56 percent for non-gazetted second class or equivalent. A notable number of the respondents (14.06 percent) who entered the government through gazetted third-class officers did not know about how success was measured in the office followed by the non-gazetted second class or equivalent (10.94 percent) and non-gazetted second class (3.02 percent) or equivalent and gazetted second class or equivalent (3.02 percent).

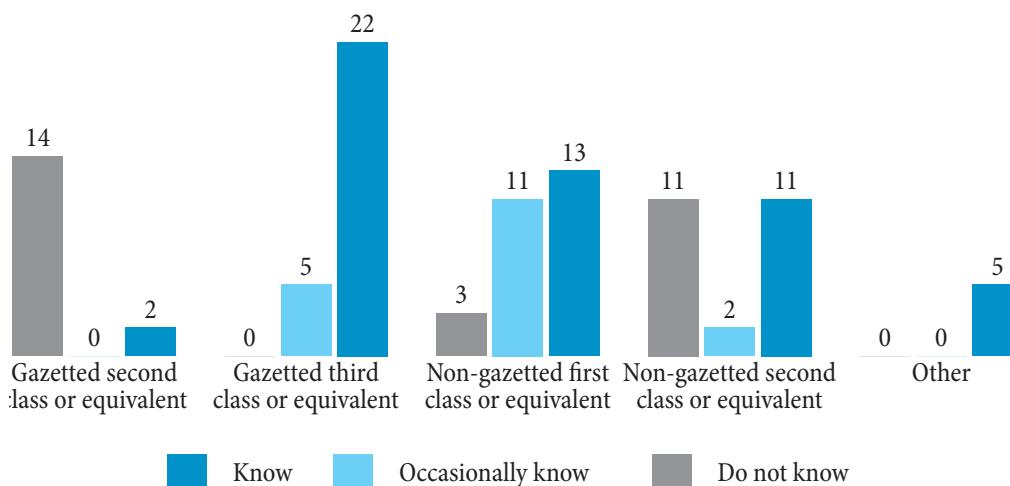
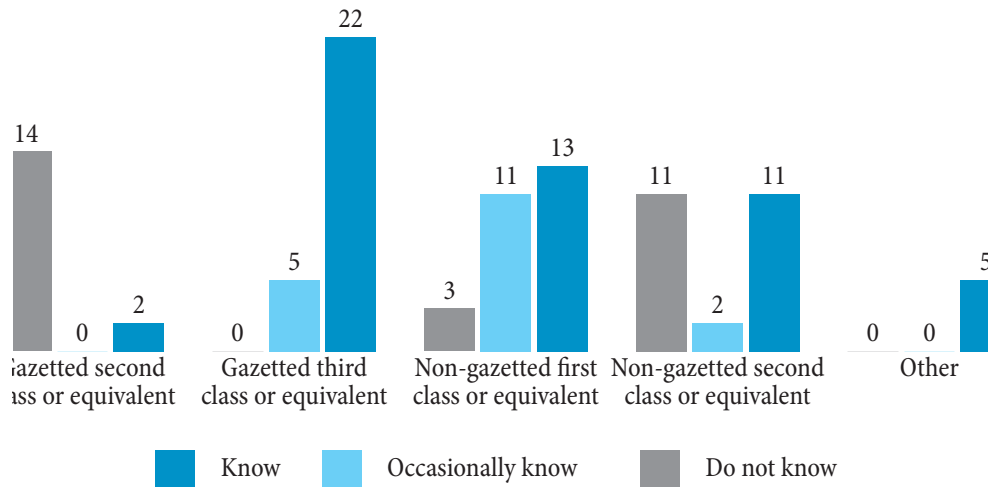


Figure 19 : Measurement of Success in the office on the basis of the class while entering the government job

Availability of the tools and resources to do the job effectively

Respondents were asked if they had the tools and resources needed to do their job effectively. About 51 percent of the respondents agreed to have tools and resources needed to do their job effectively. Similarly, 28.13 percent reported that they occasionally had tools and resources available to do their job effectively. However, 20.31 percent (never or almost never and seldom combined) does not have tools and resources to their job effectively. Access to the requisites for performing their job effectively was irrespective to their caste and ethnic groups.

Figure 20 : Availability of the tools and resources to do the job effectively on the basis of caste/ethnicity



Recognition for a job well done

Respondents were asked if they received recognition for a job well done. A mixed response was received for this question. While 21.6 percent usually received recognition for the job well done, 28.4 percent of seldom received it. Again, there were 23 percent respondents who received recognition occasionally. About 9.5 percent respondents always received recognition while 4.1 percent never received it.

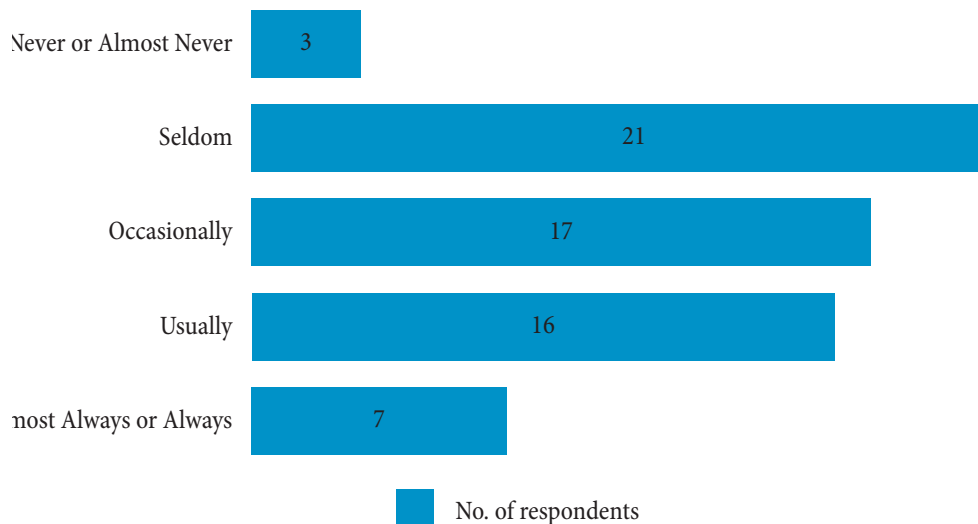


Figure 21: Received Recognition for a job well done

Dissemination of information

Respondents were asked if they received clear information regarding any changes made in their organization. While 40.6 percent (almost always or always and usually combined) received the clear information regarding any changes made in the organization, 23 percent (never or almost never and seldom combined) did not receive it. About 23 percent received the clear information occasionally.

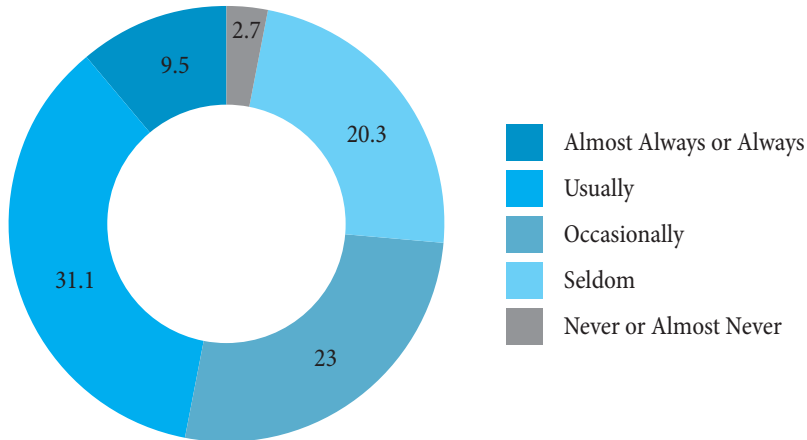


Figure 22: Clear dissemination of information regarding changes

Opportunity to learn and grow

Respondents were asked if they had opportunities to learn and grow at work. In the government job, 50 percent received the opportunities to learn and grow. About 22 percent of the respondents received it occasionally. However, 28.1 percent did not receive opportunities at work to learn and grow.

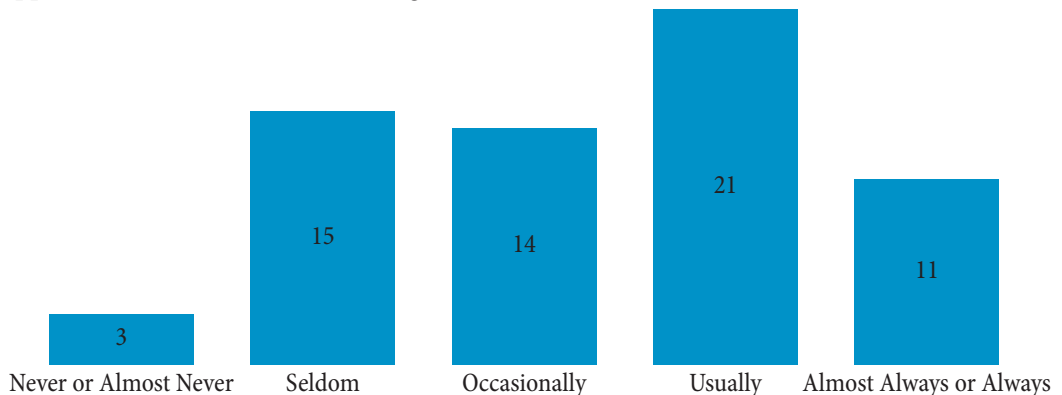


Figure 23: Opportunity to learn and grow in government office

Use of Feedback from service seekers

Respondents were asked if they used feedback from service seekers to improve work process. About 47 percent of the respondents (almost always or always combined) used the feedback from the service seekers to improve their services. About 22 percent of the respondents occasionally used feedbacks from service seekers to improve their services. However, 31.3 percent (never or almost never and seldom combined) did not use feedback from service seekers.

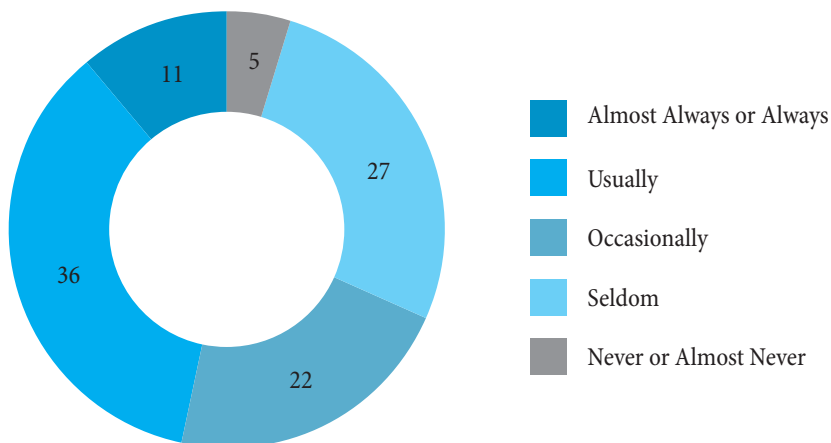


Figure 24: Used feedback from service seekers to improve work process

Satisfaction with the job

Respondents were asked if they were satisfied with their job. Most of the respondents (68.75 percent) are satisfied with their job. It was observed that all the respondent who entered the service from the reserved category were satisfied with their job. However, 31.25 percent of the respondents (seldom and occasionally combined) who entered the government service from open category were dissatisfied with the job.

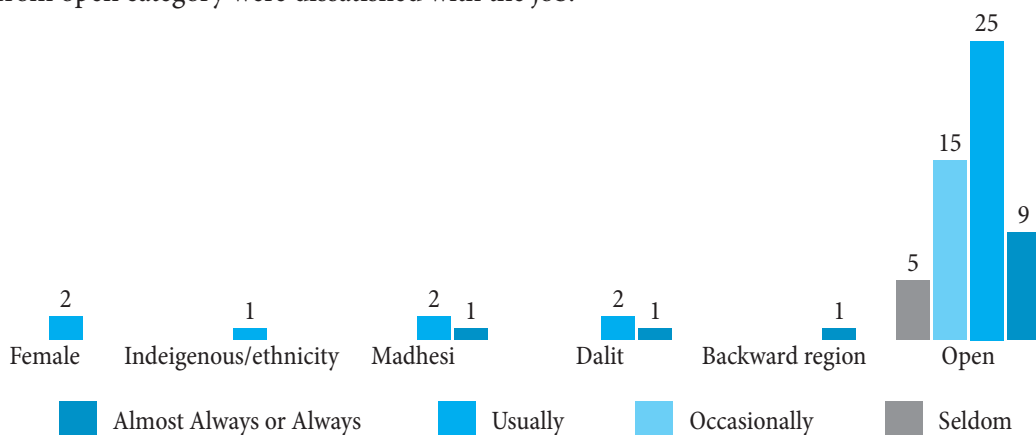


Figure 25 : Satisfaction with the job

DISCUSSION

With the implementation of the constitution, Government of Nepal has reshuffled the existing government employees at three level of governments. More than 23 percent are satisfied while 31 percent are okay with their current relocation. However, more than 30 percent are extremely not satisfied, and these respondents fall within the category of Brahmin/Chhetri/Thakuri. There is likelihood that the social group who were happy with restructuring will perform well because that was as per their application and interest. In the case of unsatisfied group, they will have less interest their work. Hence, public service delivery might be affected directly.

Government agencies initiate new ideas and policies to make public service effective. Brahmin/Chhetri/Thakuri social group are the one who perceive that the initiated news ideas and policies will prevail. Overall, more than 65 percent of the respondents have the same view – quite likely to prevail. More than 25 percent are the ones who said that they cannot tell. Generating new ideas and policies are the group activity, where more than one person is involved. Such process creates ownership and are usually actively implemented. It encourages government employee to give their best which results to increased performance.

There is a tendency in government offices to transfer employee to different section/unit when there is change in the office head. Changes, in principle, are done to improve the organization performance and the approach to doing work, differs from person to person. More than 50 percent of the respondents mentioned that sometimes person is transferred while 25 percent states the transfer as a common process when new office head joins the office. Changes are acceptable when office head reviews each employee performance, their skills and interest in the nature of task. If these changes are not well managed then there are high changes of low performance, lacking interest in the work.

How an office head or supervisor treats an employee is crucial in any office as such act directly affects the performance of the employee. More than 34 percent of the employees mentioned that their office head/supervisors never or seldom or occasionally treat them with dignity and respect. More than 66 percent of the respondents stated they were treated with dignity and respect by their office head/supervisors. Office is a professional space where

each employee is protected by organization policies and laws giving everyone fair treatment. Due to human difference and socialization process, human nature creates biasness towards certain personality or group. As result employees are demotivated to perform better.

Spirit of cooperation and teamwork in an organization is a key. Most of the works are dependent on other employees. Besides that, human is a social being that performs better when they are in group. For any group to exist, cooperation among its group members is vital. More than one third of the respondents mentioned that there is seldom or occasionally cooperation among employees. This is a large number who believes it. In other words, they are not motivated to perform better and are avoiding work. Office head/supervisor needs to rethink their approach and listen to them to create conducive environment for all employees.

Metrics of employees' performance needs to be communicated well. This will help employee how their performance will be measured and will plan the course of action accordingly. In other words, employees will reorient their ways of doing work in the best possible manners. More than one quarter of employees never or seldom knew how their office measures their employee's performance. Absence of knowledge of metrics makes employees to develop their own metrics of success. This means there are metrics from person to person creating multiple metrics developed based on their own comfort. There is high chance those metrics do not correlate or overlap with formal success metrics. Management needs to have frequent meeting with employees if they want best performance from their employees.

Employees need to have access to tools and resources to execute their work effectively. Management needs to have regular meeting to check the gaps in resources and tools. More than 20 percent of the employees mentioned that they never or seldom had access to resources and tools to do their jobs effectively. That means, they are not able to perform well. Availability of resources and tools to them will significantly increase the performance of the employees. As result, performance of the office will increase significantly.

Level of job satisfaction is what matters to any employees. Poor job satisfaction leads to high employee turnover. However, in government jobs there is less employee turnover. Instead, employee do not perform and show poor interest in their work. More than one quarter employees are seldom or occasionally satisfied with their job. Individual who applied through open category are the ones who fall in this group.

CONCLUSION & RECOMMENDATION

Conclusion

This study was conducted to assess perception of government employees of Nepal towards their performance. A motivated and qualified workforce is essential for any organization that wants to increase productivity and customer satisfaction. However, it was found that 31 percent employees are unsatisfied and demotivated to perform well. Furthermore, 25 percent of the employees perceived that with the join of the new head in the office, transfer of employees took place. Also, 20 percent of the employees stated that they did not have access to the tools and resources required to do their job effectively. Hence, it is concluded that large number of government employees perceive demotivation and are not satisfied at work to perform well.

Recommendation

Unsatisfied and demotivated employees will have less interest in their work thereby resulting in reduced performance. Hence from the findings of the study, following are recommended to the government offices:

1. Supervisor needs to rethink their approach and listen to the employees to create conducive environment for all of them.
2. Supervisor need to disseminate all information concerned with them if they want best performance from their employees.
3. Supervisor need to assess the gaps in resources and tools on a regular basis. Making available of resources and tools to employees will significantly increase their performance.

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Annex 1: Roles and Function of government

Economic sector	Social sector	Infrastructure sector	Governance sector
Macroeconomic Management Agriculture, food security and irrigation Land reform and management Industry Commerce and supply management Tourism and culture Forest and soil conservation Auditing	Education Health, nutrition and sanitation Social security and protection Inclusiveness (gender, ethnic, religious, regional) Mobilization of youth force, capacity development, labour and employment, sports Decentralization, local self-rule and local development	Energy (electricity, alternative energy and others) and drinking water Transportation (road, air, water and railways) construction and management Information and communication Science and technology (Information technology) Environment and climate change Urban development and rural infrastructure	Secretarial services to the Council of Ministers, supervision and coordination Civil administration selection management Peace and security Defense Foreign affairs and economic diplomacy Law, justice and parliamentary affairs Peace, reconstruction and rehabilitation Corruption control Statistics and planning

Source: (Bajracharya & Grace, 2014)

Annex 2: Service groups of respondents

S. N.	Service group	Frequency	Percent
1	Administration	22	34.375
2	Agriculture	2	3.125
3	Air Transport	1	1.5625
4	Audit	4	6.25
5	Education	3	4.6875
6	Engineering	9	14.0625
7	Federal Parliament	3	4.6875
8	Foreign	1	1.5625
9	Health services	1	1.5625
10	Judicial	6	9.375
11	Miscellaneous	2	3.125
12	Planning and Statistic	2	3.125
13	Revenue	1	1.5625
14	Security	4	6.25
15	others	3	4.6875
	Total	64	100

Annex 3: Respondent Employed Organisation and Province

S. N.	Province	Employed Organisation
1	Province 1	Fedap Rural Municipality, Terthum
2	Province 1	Federal Water Supply and Sewerage Management Project, Khotang
3	Province 1	High Court, Biratnagar
4	Province 1	Road Division, Harkapur, Okhaldhunga
5	Province 2	District Asministration Office, Siraha
6	Bagmati Province	Belkotgadhi Municipality office, Nuwakot
7	Bagmati Province	Central Bureau of statistic
8	Bagmati Province	Centre for Education and Human Resource Development
9	Bagmati Province	Commission of the Investigation of Abuse of Authority
10	Bagmati Province	Department of electricity development
11	Bagmati Province	Department of Foreign Employment
12	Bagmati Province	Department of Health Services, Teku
13	Bagmati Province	Department of Land Management and Archive
14	Bagmati Province	Department of Urban Development and Building Construction, Babarmahal
15	Bagmati Province	Employee Provident Fund
16	Bagmati Province	Employee Provident Fund
17	Bagmati Province	Ghyanglekh Rural municipality, Sindhuli
18	Bagmati Province	Institute of Medicine, Dean Office, Maharajjung
19	Bagmati Province	Kathmandu District Court
20	Bagmati Province	Ministry of Agriculture and Livestock Development
21	Bagmati Province	Ministry of Forest and Environment
22	Bagmati Province	Ministry of Forests and Environment
23	Bagmati Province	Ministry of Home Affairs
24	Bagmati Province	Ministry of Home Affairs
25	Bagmati Province	Ministry of Home Affairs

26	Bagmati Province	Ministry of Industry, Tourism, Forest and Environment
27	Bagmati Province	Ministry of Land Management, Cooperatives and Poverty Alleviation
28	Bagmati Province	National Health Training Centre
29	Bagmati Province	National investigation department
30	Bagmati Province	National Natural Resource and Fiscal Commission
31	Bagmati Province	Nepal Administrative Staff College
32	Bagmati Province	Nepal Airlines Corporation
33	Bagmati Province	Nepal Army
34	Bagmati Province	Nepal Judicial Academy
35	Bagmati Province	Nepal Judicial Academy
36	Bagmati Province	Nepal Police
37	Bagmati Province	Nepali Army
38	Bagmati Province	Office of the Attorney General
39	Bagmati Province	Office of the Auditor General
40	Bagmati Province	office of the auditor general
41	Bagmati Province	Office of the Auditor General
42	Bagmati Province	Office of the Auditor General
43	Bagmati Province	Prime minister Agricultural Modernisation Project
44	Bagmati Province	Protocol Division, Ministry of Foreign Affairs
45	Bagmati Province	Rastriya Beema sansthan
46	Bagmati Province	Rasuwa Customs Office
47	Bagmati Province	Secretariat of the Federal Parliament
48	Bagmati Province	Secretariat of the Federal Parliament
49	Bagmati Province	Secretariat of the Federal Parliament
50	Bagmati Province	Supreme Court
51	Bagmati Province	Survey Office, Makawanpur
52	Bagmati Province	Transport Infrastructure directorate
53	Bagmati Province	Transport Management Office

54	Bagmati Province	Tribhuvan International Airport Customs office
55	Gandaki Province	Ministry of Economic Affairs and Planning, Gandaki Province
56	Gandaki Province	Ministry of Social Development, Gandaki Province, Pokhara
57	Gandaki Province	High Attorney office, Pokhara
58	Lumbini Province	Ghorahi Sub-metropolitan City Office
59	Lumbini Province	High Attorney office, Baglung
60	Lumbini Province	Labour and Employment Office, Butwal
61	Lumbini Province	Rampur municipality, Palpa
62	Sudoor Pashchim Province	Armed Police Force, Bajura
63	Sudoor Pashchim Province	Budhiganga Hydropower Project, Bajura
64	Sudoor Pashchim Province	Ministry of Social Development, Dhangadhi



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