



Evaluating the Impact of Human Resource Management Practices on the Re-organisation and Performance of the Civil Service in Nepal.

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ABSTRACT

The purpose of this study is to evaluate the impact of Human Resources Management Practices on the re-organisation and performance of the civil service in Nepal. The entire study is focused on analysing the motivational tools needed to improve performance among civil servants in Nepal. It is a well-known fact that employees working in an organisation are considered as their most valuable resource and their lack of motivation can automatically lead to a decline in the performance of the business. Therefore, motivation as a tool has been adopted by every organisation so that management can effectively achieve organisational objectives. In a country like Nepal, employees working for government organisations have a low level of motivation and due to this basic reason, they are ineffective in rendering service for service users. The main purpose was to understand the reason why Nepalese civil service is failing and how effectively different motivation techniques and modern HRM can help to reorganise civil service on a results-oriented basis. The study starts from the premise that there was a need to re-organise the structure and performance of the civil service in Nepal especially after the country had achieved the status of a Republic in 2008. Nepal had been ruled by Monarchs until the Monarchs of King Gyanendra was abolished in April 2006. Nepal in history had suffered from political instability and the country's civil service also suffered from poor organisation and inflexible working practices. After the duration of the Monarchy, the immediate priorities of the new government included addressing human resource management and the development of the civil service.

The rationale behind doing this research is to try and understand how HRM practices can improve the performance of the Civil Service in Nepal. At the same time, it was important to discover how Civil Service reform and its re-organisation might bring about improved performance. The Researcher collected data from both primary and secondary sources. Survey Questionnaires were used to collect primary data. Secondary data and document analysis included reviewing literature such as policy documents and other semi-government organisations. The questionnaire method enabled the researcher to review responses directly. The researcher concluded that several factors contributed towards civil service reform and its re-organisation in Nepal. These included monetary incentives as well as non-financial factors such as employee involvement in the decision-making process. In this thesis, the researcher had adopted a positivism research philosophy. Initially, Based on a review of the literature on the impact of employee motivation, reorganisation and the performance of

civil service in Nepal. Interviewees and group discussions were conducted to get in-depth knowledge about the topic. After that questionnaire was prepared and distributed to 50 civil servants who had been working for civil service for a minimum of 2 years. Out of 50 respondents, 17 respondents were female, and 33 respondents were male. Analysis of the primary and secondary data demonstrated that the new government is seeing the importance of civil service and the importance of employee motivation to reorganise civil service on a result-oriented basis but it's in the early stage and there are still gaps. Therefore, this study is designed to explore and critically analyse the main HRM practices that can bring about efficiency and improved performance of the Nepalese civil service. The researcher examined some motivational theories such as the incentive theory of motivation, to discover how the theory might contribute towards improved morale and performance of the Nepalese civil service. Some of the main research questions that this thesis had answered are: ways in which civil services in Nepal are structured, does Nepal civil services use modern HRM practices, practices adopted to motivate civil servants, influential factors that impact the performance of the Civil Service in Nepal, contributory HRM practices that support in the re-organisation of the Civil Service in Nepal, challenges in the Civil Service administration in Nepal, and pre-conditions for the success of the Civil Service in Nepal. The analysis of data and responses demonstrated that civil services can only be improved by planning appropriate civil service practices, which can be done by implementing an effective plan. It was further identified that it is extremely important to adopt appropriate employee motivation techniques to effectively reorganising civil services

The result indicates that employee motivation plays a significant role in the development of any organisation. On this basis, it is recommended that in the context of Nepal civil service the implication of modern HRM practices, employee motivation and performance management could potentially be the key to success to reorganise of Nepalese civil service on a results-oriented basis.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Nepal became a Republic in 2008, after the abolition of monarchs who had ruled the entire nation for most of its modern history (Aladwan, Bhanugopan and D'Netto, 2015). In Nepal, the monarchy of King Gyanendra was abolished in 2006 after the war that took place between Maoist rebels and the monarchy (Albrecht, 2000). This led directly to the dominance of a new government by Maoists (Hodder, 2015). The entire history of the country was influenced by political instability together with suffering the Civil Service. Furthermore, after the introduction of a new system, the main priorities of the new regulatory authority were the management of human resources and the overall development of the Civil Service. As per the view of Budhwar and Debrah (2013), various efforts were made to reform the civil services of Nepal. However, despite such initiatives, the officials of regulatory authorities did not have the power to re-organise and introduce Civil Service reforms on a result-oriented basis (Budhwar and Debrah 2013). Also, in 1990, the government of Nepal established an administrative Restructuring Commission to effectively re-organise the Civil Service in Nepal (Shakya, 2009).

At present, Nepal is facing a significant number of challenges to gain the recognition of being a federal, secular and democratic state. A federal approach can make regulatory authorities more receptive to the changing needs and requirements of the people living in the nation. According to Duff and Bull (2011), there exists a direct relationship between the quality of services that are related to the overall motivation level of employees who carry out the civil service (Duff and Bull, 2011). When staff are highly motivated, their capability to deliver high-quality services to local people go beyond the latter's expectations. Moreover, it is a well-known fact that every individual living in society has some sort of expectations from the local authorities for the nation's development (Sinha, 1992).

Furthermore, an efficient Civil Service is necessarily required to improve the effectiveness of the country, which also leads to providing better services for the public. However, Rana (2011) argued that the main objective of the Nepalese civil service is to serve the state in enhancing the state of public welfare by maintaining peace with a properly ordered society (Rana, 2011). Moreover, the effective distribution of economic resources is emphasised to enable a wide range of development activities for socio-economic growth. In addition, the importance of managing human resources that are linked with the Civil Service is increasing

at a fast pace, where it also contributes to the overall development of the economy as well as the nation (Budhwar and Debrah, 2013).

Political instability and overall changes taking place in Nepal adversely affected the entire nation. This is due to the initiatives undertaken for public welfare, which were ineffective and is referred to as being one of the reasons behind the slow economic growth of the country (Baer, 2014). The civil services of Nepal comprise a total strength of over 105,510 positions, with around 0.4 per cent of staff members from the total population and 1.2 per cent of the total economic labour force which shows the population to be 10 years old and above. This strength is rendering services to around 27 million population of the country that is increasing at a fast pace of 2.25 per cent. As per the view of Moideenkutty, Lamki and Murthy (2011), overall administrative reforms are a significant part of the civil service which is known to be making huge efforts (Moideenkutty, Lamki and Murthy, 2011). Additionally, the services that are rendered directly to the public depends upon the employees who have been assigned their roles by the government to work for the welfare of society. It is a well-known fact that managing human resources is not an easy task.

Several factors influence the needs of those who work in the Civil Service to carry out their duties in an effective manner. (Bockel and Noordegraaf, 2006). Managing staff members in an appropriate manner is very important to help them deliver effective services for society's wellbeing. Furthermore, human resources are regarded as the most valuable assets of the organization and special consideration of those in the civil service is required (Prabhu, 2004). A wide variety of skills, knowledge and attitude in those working in the Civil Service is expected to make the maximum possible contribution to performing the activities required for the wellbeing of society.

In short, employees are critical to the success of the business enterprise where the HR department is mainly concerned with handling stress, enhancing employee efficiency to perform well and ensuring positive results. According to Hondelghem and Vandermeulen (2000), motivational techniques are regarded to be more effective. It is especially important when managing human resources, as, through these techniques staff members actively participate in the affairs of the enterprise that in turn acts as a developmental tool. Due to this principle reason, government organisations also adopted various incentive schemes to effectively manage the workforce (Brewer, Selden and Facer II, 2000). The practices that are employed for managing human resources has a direct impact on the performance of the firm. It is due to consider the employees as the key resources of the organisation. Therefore, without

their proper management, it is not possible to respond to the changing needs of society in an efficient manner (Duff and Bull, 2011). However, Kessler, Heron and Gagnon (2006) argued that rendering an effective Civil Service is not an easy task and requires proper participation of the staff as a way of safeguarding the interests of the public effectively. Due to this specific reason, training, motivation and overall development are significant in every organization. This is apparent to assist staff to effectively contribute to company affairs (Budhwar and Debrah, 2013).

The government of Nepal has designed institutional and organisational structures to carry out some crucial activities that involve operating public administration and delivery-related services to the local population (Aladwan, Bhanugopan and D'Netto, 2015). Many firms are structured from the centre down to the local level to render services to people living in a society which has also contributed to the economic development of the nation. The overall administrative system in Nepal is effective and involves the regional, central, zonal and district level areas. Furthermore, people living in this society face several issues, due to which, the government of the nation has positioned area level offices that builds close contracts between the government and the local public (Burgess and Ratto, 2003). Employees who render the civil service must be managed properly to enable them to easily resolve people's queries.

1.2 PROBLEM STATEMENT

This study is mainly concerned with analysing the issues surrounding the re-organisation of Nepal's civil service and discovering appropriate measures that may facilitate its successful implementations. However, the major problem in this process lies in the lack of effective administrative machinery that is likely to carry out and implement a policy of administrative and management reform.

According to (Shakya 2009) the Nepalese public sector administration was characterised by bureaucratic hurdles such as overstaffing, inefficiency, inflexibility and above all corruption at all levels. The overall effective performance left a lot to be desired. There was also a lack of an effective system of monitoring and evaluating programmes designed to improve performance. An overstaffed civil service is likely to comprise employees who are unskilled and often unproductive. There was always political interference in the running of the Nepalese Civil Service.

For any administrative reform to succeed, Shakya put forward the following suggestions:

- There should be impartiality in the civil service.
- There should be a sense of accountability.
- There should be optimisation in the service in terms of the effectiveness and efficiency of the civil service.
- There should be an improvement in the morale of the civil servant.
- There should be an effective human resource planning strategy that is necessary to carry out civil service reform in Nepal.

The problem of civil service reform in Nepal lies in not so much as the process itself but rather that the process is moving amidst radical political changes and instability. Another hurdle lies in the fact that leaders, politicians and members of the civil society are all agreed on the need for administrative reforms, their contributions for carrying out the reform process forward has always been less than what was expected of them (Tiwari, 2009).

The main research problem which is being focused upon in this thesis is that the civil services of Nepal suffer from several drawbacks in terms of transparency, inefficiency, lack of responsibility and low productivity. Most of the countries focus on using motivational tools for motivating their employees for bringing improvement within their employees' performance (Bajracharya and Grace 2014). Similarly, the Nepal government is taking various steps in motivating employees to bring improvement within their performance and productivity. But civil services in Nepal is still far behind the expectations (Shakya 2009). The motivational level of employees of civil services is quite low with low morale (Awasthi and Adhikari 2012). This thesis will focus upon exploring different kinds of motivational theories that can be used for motivating Nepalese working in civil services, modern HRM methods that can be adopted by civil services. other than this, this research will further focus upon exploring different kinds of tools that can be used for reorganising the civil services of Nepal so that employees can be motivated, and their overall performance can be enhanced.

1.3 Rationale of the study

Despite many efforts and measures that are recognized to motivate employees to improve their performance and productivity, the Civil Service in Nepal is still far behind expectations. Moreover, it suffers from several drawbacks in terms of transparency, inefficiency, lack of responsibility and low productivity (Cintas, Gosse and Vatteville, 2013). In comparison with other nations, Nepal took considerably much longer than other nations to adopt changes in their governmental structure from a monarchy to a democratic and federal structure. Followed by governmental reforms, significant efforts have been made to bring

improvements to the Civil Service in Nepal (Van Rijckeghem and Weder, 2001). There were commendable steps taken by the first and second Nepalese Constituent Assembly in both 2008 and 2013. The most notable one was the abolition of the monarchy and the establishment of a democratic republic form of government. There were also challenges faced by the new assemblies, but the republican structure remained in place (Delves, 2011). Efforts of new constitutional heads were duly recognised at an international level as they focussed on serving the citizens. The Prime Minister, soon after taking charge, issued special directions for the top governmental heads. He instead requested to consider rewarding civil servants in an equal manner with no discrimination and solely based on performance (Francois, 2000). This can be understood as the focus of the Prime Minister towards bringing equality among public servants.

The reason behind preparing this study is to understand how the HRM practices are being implemented in private organisations to improve the motivational level of employees. There is a huge difference in the structure and system of public and private forms of organizations. The attitude and work procedures of employees are also significantly different (Shah, 2007). This study will evaluate the impact of HRM practices in the re-organization and restructuring of performances carried out by workers employed to provide civil services for the nation.

The below-par efficiency and performance of civil servants require in-depth research into their supervision and satisfaction level. There is a direct and close relationship between the efficiency and performance level of workers that directly links to their satisfaction level.

The aims and objectives of this study also demand identifying and analysing the factors which influence the structure of the public service commission and actions of civil servants in Nepal. The researcher shall highlight these factors that largely deter the successful implementation of the Civil Service in Nepal (Easterly, 2001). This study is conducted to assess the effects of an earlier recommendation proposed by the reform commissions in the Civil Service of Nepal. It will also consider investigating some recent improvements in Nepal's Civil Service. Alongside this, interpretations and impacts of the data procured from different sources will be taken into consideration (Doig, Watt and Williams, 2007). The information will serve as a potent tool in acknowledging the specific strengths of HRM practices, which are applied to the civil service in other nations. This study could be used as a benchmark for other under-developed and developing countries as well as developed economies that are struggling with such similar issues in the civil service (Rauch and Evans, 2000). This study has emphasised incentive-based motivational aspects which are critical tools used to improve the level of

satisfaction among civil servants by positively influencing both their productivity and efficiency levels.

Considering all these points with special reflection on low efficiency and productivity, there is much to be researched about various aspects of HRM in the Civil Service. It is due to a close relationship between the objectives of the civil service and the motivation level of employees (Duff and Bull, 2011). The degree to which the employees are motivated is significant in determining the success of broad objectives (Van and et. al., 2002). More particularly, among the two common types of motivation theories, incentive motivation is preferred to achieve a higher level of satisfaction.

There are studies undertaken on the reform of the civil administration in Nepal, failure of the civil service, restructuring of the state and human resource planning in the Civil Service. There were no research and studies focused on the impact of HRM practices on the re-organization and performance of civil services, especially regarding the incentive theory of motivation (Easterly, 2001). The intention behind carrying out this study is to discuss the impact of various motivational practices on the performance of civil servants. The subject matter of this study encompasses the structure and system of the Civil Service in Nepal and incentive theories of motivation (Shah, 2007). These 2 depict different aspects, where motivation is not significantly linked with public sector services and is more linked to the private sector services. Moreover, the Civil Service depicts a huge area for the application of motivational theories in the legislative framework. The results of the data interpretation are intended to develop a decision-making approach to involve motivation theories in the Civil Service at a national level (Farnham, Horton and White, 2003). The present study is an attempt to explain how employees operating in the Civil Service can be motivated by financial means to achieve higher levels of satisfaction with improved performance and quality (Robinson, 2006). It has been identified through intensive research that has highlighted the lack of data for incentive-based motivation in the Civil Service of Nepal. Thus, research aims and objectives have been developed to undertake specific studies focusing on different concepts (Francois, 2000).

1.4 Aims and Objectives

The main aim behind carrying out this study is “To evaluate the Impact of Human Resource Management Practices on the Re-organisation and Performance of the Civil Service in Nepal”.

To achieve the intended research aim, various objectives have been undertaken to support different areas of the study. The objectives are not different from the research aim and represent the sub-parts of the research aim. These objectives support developing a relevant research frame to focus on some specific aspects of the aims. The following objectives have been developed for the study:

Table 1: Aims, objectives & questions

<i>Research Objectives</i>	<i>Research Questions</i>
<ul style="list-style-type: none"> To critically review the literature on civil service reforms and HRM practices that focus on employee motivation. 	<p>How is the Civil Service system structured in Nepal?</p> <p>Does the Civil Service in Nepal include modern HRM practices?</p> <p>What are the practices used to motivate civil servants?</p>
<ul style="list-style-type: none"> To assess the factors influencing the performance of Civil Service in Nepal. 	<p>What are the influential factors that impact the performance of the Civil Service in Nepal?</p>
<ul style="list-style-type: none"> To identify the contributory HRM practices that support the reorganisation of Civil Service in Nepal. 	<p>What are the contributory HRM practices that support the re-organisation of the Civil Service in Nepal?</p>
<ul style="list-style-type: none"> To investigate the HRM-related challenges in the administration of the Civil Service in Nepal with recommended pre-conditions for its success. 	<p>What are the challenges in the Civil Service administration in Nepal?</p> <p>What are the pre-conditions for the success of the Civil Service in Nepal?</p>
<ul style="list-style-type: none"> To recommend ways through which employee performance and productivity in the Civil Service can be improved in Nepal. 	<p>What recommendations can be drawn from the data analysis and conclusions?</p>

The research process begins with the reading and understanding of the research area. The aim of this thesis covers multiple aspects to be studied separately and in context with each

other. The research is undertaken in the broader context of motivating employees in the Civil Service of Nepal. This covers the first two objectives of the study. In the next part, HRM practices and the application of financial motivation is studied that encompasses the third objective. The research conducted here is intended to examine the current structure of the civil service in Nepal in the context of its past and present reforms. It has also intended to assess the political state of Nepal as well as the motivational practices currently used to encourage employees appointed in the Civil Service.

After an extensive investigation of the overall administrative system of Nepal's Civil Service, the researcher will investigate the existing challenges in the HRM practices adopted in its Civil Service sector. This also covers the determination of pre-conditions for the success of motivational practices in the civil services of Nepal. Extensive research into the previously published literature is studied to assess various practices, their impact and the perception of employees. Combined sources of primary and secondary data are also taken into consideration to achieve these objectives. Data collected is thoroughly studied and interpreted to draw a valid set of conclusions. Assessment of the impact is analysed to recommend adopting improved practices. Finally, based on the whole discussion, a suggestion is provided to support reliable changes in current practices and achieve higher productivity from civil servants in Nepal.

1.5 Contribution /scope of the study

The study is intended to bridge the gap between the way Maoist government officials and the conservative government officials interpret the principles of HRM and Civil service reform, this study will also contribute towards our better understanding of civil service reform.

The most recent major development in Nepalese civil service reform is that the new government is willing to effectively reorganise civil service on a result-oriented basis (Shakya 2009). They are seeing the importance of motivation and HRM practices. The importance of civil service is increased (Tiwari 2009). Civil service reform requires a better understanding of HRM practices (Bajracharya and Grace 2014). But Nepalese civil service reform is in an early stage and slow manner (BBC News South Asia 2013). There are still gaps to be fulfilled which would be fulfilled by this research.

There is not much research done in this field. There is very little literature available especially on the impact of motivation on Nepalese civil service reform. This study will be extremely useful, and it would be one of the few research materials that would be available to the Civil service system in Nepal. This study is going to be new, unique, and immensely helpful

for government officials and politicians who makes policies, Civil service employees who work in the field, students, researchers, Journalists, universities, and other underdeveloped countries. This research aims to understand ways in which civil services of Nepal run in the past and now. This thesis will contribute to understanding various kinds of motivational techniques and HRM strategies that can be adopted for enhancing the overall performance of employees of civil services.

This thesis is going to contribute new knowledge specially the way civil service functions in Nepal, the political situation of Nepal from monarchy to democracy, its impact on civil service reform. And the importance of different motivational techniques, improved advanced HRM practices and performance management techniques to reform civil service on a results-oriented basis.

1.6 Structure of the study

Chapter 2 Presents an overview of the political system in Nepal which involved any structural changes that had occurred since the establishment of the Public Service Commission. Also, it is expected to explore the Civil Service sector of Nepal and its applied HRM practices. This includes a review of the legislative governance in the civil sector and an assessment of motivational practices and incentives for civil servants.

Chapter 3 Provides a conceptual framework of the reforms and changes that took place in Nepal's civil sector. This involved an overview of the public management system, the concept of social inclusion and key drivers of Civil Service reforms.

Chapter 4 This is meant to explore the research procedures methodology in terms of the applied techniques, theories that are suitable to meet the study's objectives. This chapter will also scrutinise the justification made for the application of chosen methods and techniques and their possible impact on the research. Furthermore, it will also identify the ethical beliefs taken into consideration while collecting data and analysing the same.

Chapter 5 Presents the main findings of the Civil Service reforms and HRM practices, particularly in monetary incentives, satisfaction level of employees and the impact of HRM practices on the restructuring and reorganisation of the Civil Service sector. Findings are also discussed in detail by also recognising the limitations of this study.

Chapter 6&7 Concludes the findings gathered, after assessing the overall impact of HRM practices on the civil service sector of Nepal. Based on the discussion and conclusions, a recommendation is provided to improve HRM practices with monetary incentives.

CHAPTER 2: LITERATURE REVIEW

2.1 HRM in Nepal civil services

The management of the workforce has a central function in an enterprise and it is associated with the creation of harmonious working relationships among staff members and support in the development of every individual who is significant for the entity (Aladwan, Bhanugopan and D'Netto, 2015). Every organization uses different tools to boost employee morale and it is the key to success. Performance appraisal, as a process, has been employed by every company where the main stress is on improving the performance of staff members by identifying their strengths and weaknesses (Rana, 2011). This allows companies to meet the overall expectations of society, and in turn, supports the development of the nation. Furthermore, the Civil Service requires maximum contribution from every employee so that operations can be carried out in favour of the people living in society (Appelbaum and Fewster, 2004).

Every employee present within the workplace has some sort of expectations from management, whether an individual is working in the public or private sector. According to the views of Aladwan, K. Bhanugopan and D'Netto (2015) human resource management practices support enhancing the motivation level of staff. Motivation is necessarily required in every organisation as its absence leads to unfavourable results for the company- and in turn, it becomes difficult to focus on the aims and objectives for which a company carries out its operations in the market (Bockel and Noordegraaf, 2006). Providing incentives, rewards and adopting other methods are regarded as most effective as these employees can easily respond to the changing needs of the target market. Also, it is a well-known fact that the level of employee motivation in the government sector is less than that of the private sector and due to this, motivation is required to render civil and other kinds of services. (Moideenkutty, Lamki and Murthy, 2011). Effective practices of managing human resources can enhance the capability of the workforce to carry out the overall operations within an organization. At present, the Civil Service of Nepal is facing many severe issues, due to which the entire economy has been affected (Brewer, Selden and Facer II, 2000). Low morale and productivity are issues where important provisions have been made which states that civil servants should not use political influence to accomplish personal interests, participate in political tasks and join strikes to protect their rights (Budhwar and Debrah, 2013).

All civil servants are expected to demonstrate courtesy to clients and must carry out operations effectively so that they can contribute the maximum to social welfare activities (Dixit, 2002). Productivity is declining at a fast pace as frequently political parties invite Civil

Service employees to join political rallies to press for the demands of the opposition and this, in turn, encourages staff members to break their code of conduct (Hondegheem and Vandermeulen, 2000). On the other hand, productivity measures are another major issue in the Nepalese civil service as it is quite difficult to determine overall productivity rates to know the status of economic development (Duff and Bull, 2011). In addition, the overall productivity of the Civil Service and public sector is significant for economic performance. Public sector productivity is significant for the following three main reasons: involving it is a major employer, a major provider of services in the economy and its consideration as a consumer of tax resources (Farnham, Horton and White, 2003).

Furthermore, alteration of overall productivity, especially of civil servants, may have significant implications for the economy. According to Appelbaum and Fewster (2004), uncertain prospects for career development is also one of the major issues for the Nepalese Civil Service as merit, along with aspects of quality and efficiency, are often compromised at the cost of hard labour. Importantly, the reward and punishment system is quite weak and due to these employees are unable to perform better and they carry out operations on their own (Francois, 2000). In every economy corruption is present and it has played a major role in the decline of the rate of development. Government employees have different sources of income as they are not satisfied with the wages provided to them, along with the human resource techniques adopted by firms (Ghebregiorgis and Karsten, 2007). It is not an easy task to meet the overall expectations of the workforce as the requirements of each employee differs. Due to this reason, different ways are undertaken so that workforce can be managed effectively and this is behind the success of many firms in the market (Kessler, Heron and Gagnon, 2006). As Givan's views (2005) demonstrate, a country like Nepal is still underdeveloped as employees and other individuals rendering service are not properly managed by the authorities and this, in turn, harms society, as people are not able to receive appropriate services (Hodder, 2015). Staff working in the Civil Service require proper management techniques so that they can carry out operations when they are fully motivated. Also, reward strategies are effective as these monetary benefits are provided to the workforce for their valuable efforts which are applied to the crucial operations of a company (Hondegheem and Vandermeulen, 2000). Moreover, retaining employees has also become important for companies so management involve themselves in providing activities to satisfy staff needs.

2.2 Civil service and incentive-based motivation

Several reforms have taken place since the establishment of the Public Service Commission in 1951 (About Public Service Commission, 2015). A significant effort of the entire administration is made, which also includes the civil service, and is carried out regularly. Several committees were established to recommend changes but only a few of those were successfully implemented (Russell-Einhorn, 2007). Overall, four reforms were set up from 1953 to 1975: The Buch Commission, The Administrative Reorganization Planning Commission (The Tanka Prasad Acharya Commission), The Administrative Reform Commission (The Vedananda Jha Commission, Administrative Reform commission (The Dr Bekh Bahadur Thapa Commission) and The Administrative Reform Commission (the Koirala Commission). Significant recommendations were provided by all of the Commissions, where recommendations of the Acharya Commission were considered and implemented on a significant level (Kahn, Silva and Ziliak, 2001). The Nepalese nation witnessed a drastic change post-1991 due to changes in the political system. The major problem lies in a large number of civil servants present in the country, along with several ministries and departments (McCourt, 2000).

The Civil Service in Nepal suffers from major deficiencies which affect the functioning of planned activities. It has become important to address these issues to end a negative influence on the performance of civil services (Delves, 2011). The problem persists due to the failure to identify the issues and the lack of measures to eliminate them. With time, these issues have become deep-rooted and more intensive.

It is not that there are no codes of conduct, but the problem lies in the full implementation and appraisal of those who are following it. As mentioned in the Nepal Civil Service Act, 1992, there are provisions for the code of conduct for civil servants (Kiragu, Mukandala and Morin, 2004). The employees in the Civil Service are aware of the code of conduct but very few of them understand the necessity to follow it (Whitbourne, 2011). There is a subsequent lack of appreciation by the government for those who do follow it ethically. There are no cases reported and no disciplinary action is taken against those who fail to uphold the code of conduct. It is apparent from many of the incidents where political leaders invite civil servants to join their political parties and suppress the cases raised against them (Lemire and Rouillard, 2005).

A major problem also lies in measuring the productivity of civil servants. Instead of assessing the efficiency of employees, a cost-based estimated is used to judge performance. In

the public works department, it is very complex to calculate the costs of all work done. Another identified problem area is the lack of career prospects in the civil service. Quality and merit-based aspects are often ignored to measure and promote efficiency (Baer, 2014). Concepts like hard work, honesty and productivity are unrelated to promotion and rewards. This lack of performance measurement impacts the values and attitudes of employees in contributing more towards the development of the nation (Kiragu, Mukandala and Morin, 2004). Government emphasis on reward and punishment is limited to policy documents only. It hardly encourages civil servants to reach their full potential and provide their best efforts (Gabriel, 2010). These practices in the HRM of the Civil Service outline that until things are improved at the root level, results will not be achieved in the desired manner. Employees are expected to perform efficiently but lack of motivation hinders their outlook about their work (Baer, 2014).

Therefore, the right incentives for the right employees are lacking in the civil service, particularly in under-developed countries such as Bhutan, Myanmar, Bangladesh, Ethiopia, etc. Therefore, low salaries and overstaffing result in negative consequences, further impacting staff morale (Schacter, 2000). Political influence in recruitment and staffing also contribute to the decline in the quality of work. These conditions are also responsible for the significant turnover of technical and managerial staff, lack of transparency in financial compensation, distribution of rewards and recognition of employees and an increase in bribery (Doig, Watt and Williams, 2007).

The potential areas for improvement are identified as the structure of the government, the civil service and HRM practices. There have been significant changes in the government structure since 1990 when the then King agreed to large scale political reform by creating multi-party democratic governance (Iles, Wong and Yolles, 2004). There were also subsequent changes in the political structure in 2007 and 2008. Nepal was declared a Republic in 2008, soon after it gained the position of a State in 2007 (Leruth and Paul, 2007). There were two Assembly elections held in the Republic of Nepal in 2008 and 2013.

The Public Service was established in 1951, long before political reform. Many commissions were set up to suggest recommendations in the civil administration from 1951 but only a few reached the implementation phase (Gilley, Gilley and McMillan, 2009). It is therefore important to study the structure of civil administration, before and after political reform.

HRM practices are largely recognised in the private sector regardless of the nature and size of the organisation. In traditional organisations, there is a personnel department that

undertakes limited practices like recruitment, training and compensation (Francois, 2000). However, modern organisations have realised the need for additional practices in the areas of motivation, career development and the learning and development of employees (Doig, Watt and Williams, 2007). The benefits are not limited solely to employees but expand to employers as well, in terms of competitive advantage, expanded market share, sustainability of operations and the stability of the organisation over a longer time.

Bearing all these in mind, the specific problem areas which require detailed study involved understanding the way HRM concepts can be linked with the Civil Service and achieving enhanced motivation (Hodder, 2015). Changes and reforms in the political and civil services in Nepal need to be considered to understand the challenges and limitations associated with the civil administration (Hondegheem and Vandermeulen, 2000). The relevance and necessity of pre and post-1990 reforms lie in the fact that the Civil Service is administered by the central government. so, the Civil Service cannot be isolated from the political structure.

Therefore, the problem covers multiple areas which require focused study to identify the challenges and limitations of HRM practices in public services, the administration structure in under-developed economies and more specifically the difference in the attitude and work processes of public and private sector employees (Lopes and Theisohn, 2003). The issue also lies in the motivation of the public sector, which has developed a reputation for being inefficient, lazy and sluggish (Whitbourne, 2011). The public service also suffers from ageing employees who are not easy to motivate. There is a large question even in developing and ‘first world’ countries in identifying solutions in motivating employees (Van Rijckeghem, and Weder, 2001). There is no scarcity of literature and theories developed by world-known philosophers, but all fall short of application in the public sector (Purohit, 2007). Nepal is on the road to national economic growth and development; however, it is still an under-developed economy. Thus, it raises the question of incentivising motivation in the public sector. To this end, this thesis deals with the issue of motivation in the public sector in under-developed economies.

2.3 Research within the civil service of Nepal and overall human resource management practices

In a country like Nepal, democratic politics was introduced in 1991 but due to political instability, it was plagued with problems at the end of the civil war (Schacter, 2000). Furthermore, the most critical challenge confronting the government of Nepal lies in

governance, especially in the reorganisation of the Nepalese bureaucracy (Friedman, 2007). In Nepal, the first Civil Service Act was introduced in 1956 and was regarded as a significant achievement of the “Administrative Re Organisation Planning Commission (ARPC) which was developed in 1951. Moreover, under the 1956 act, civil service regulations were introduced and the development of the ‘panchayat system’ was considered as the mode of government. The entire system was based on the principle that no party-political system was present (Rauch and Evans, 2000). Furthermore, over time, the importance of the Civil Service in the nation increased, as the government started to take more initiative for the welfare of the public; and it directly acted as a development tool (Albrecht, 2000). However, it is a well-known fact that the process of Civil Service reform requires a better understanding of human resource management practices as they play a significant role in rendering the entire range of services to the public (Prabhu, 2004). Apart from this, it is required for employees to comply with the needs and expectations of society, which is only possible when motivational tools are used for effectively managing staff members.

The entire Nepalese political system is ineffective, as corruption is present and due to this the rate of development is quite low, compared with other countries. Leaders and managers in political parties are incapable of working for the development of society (Mejia and Werner, 2008). Due to these basic reasons, employees working in the Civil Service are not fully motivated and it is adversely affecting the economic development of Nepal. It is a well-known fact that human resources are regarded as one of the most valuable assets and its absence, especially in the civil service, leads to a decline in growth of economic performance (Paul and Dabla-Norris, 2006). Human resource management is considered as a distinctive approach to employee management where the principal focus is in gaining a competitive advantage and enhancing efficiency, with the help of the strategic deployment of a highly committed and capable workforce, using an integrated array of culture along with personnel techniques. Different effective tactics and methods are present with the help of which the workforce of a firm can be better managed and directly depends on managers and leaders (Prashad, 2012). A direct relationship exists between the practices employed for managing human resources and the overall performance of the Civil Service as effective management practices enhance the motivation level of the workforce and vice versa. Furthermore, research is based on the practices of managing employees so that they can render civil and other kinds of services to the local public in an appropriate manner (Paninchukunnath and Goyal, 2011). Due to this basic reason, incentives and other schemes are most commonly used for enhancing the motivation

level of employees. In a country like Nepal, however, the government and other authorities are less concerned about the management of the workforce and this is one of the reasons behind slow economic growth in Nepal (McQuarrie, 2011). Various attempts at Civil Service reform in the past have not been able to enhance overall performance as expected. Moreover, there exist many factors, such as the absence of ownership of the reforms on the part of the civil service, absence of strong commitment and inadequate communication amongst stakeholders (Moynihan and Pandey, 2007).

Morale and productivity are directly hampered by a lack of involvement at the government level in Nepal, as practices adopted for managing human resources are ineffective (Gabriel, 2010). The overall significance of performance appraisal has increased especially in those of the arbitration service, Civil Service etc., which are crucial for the economy. Moreover, such techniques must be employed through which it is possible to identify the strengths and weaknesses of every individual associated with the service. A scheme of performance appraisal was introduced into the Nepalese civil service in 1956 (Iles, Wong and Yolles, 2004). Civil servants are assigned the responsibility to serve people living in society and if all employees are rewarded for their work, then it will enhance their performance within the workplace. Bearing adverse impacts in mind, such as low productivity and diminished efficiency, a re-evaluation of different aspects of human resource management functions, in general, is required and the overall effectiveness of the current performance appraisal system in general (Ghebregiorgis and Karsten, 2007). The ultimate objectives of a business enterprise are linked with performance appraisal, as through this staff can be encouraged to take part in the major affairs of the firm. It is a well-known fact that to enhance the rate of economic growth, services must be rendered to the public in an appropriate manner (Cintas, Gosse and Vatteville, 2013). Furthermore, different effective theories of motivation are present through which staff members rendering services can be encouraged easily, such as incentive theory, Maslow's hierarchy of needs etc. Such theories focus on overall needs which require being satisfied, to enhance the motivation level of the workforce.

The expectations of local people are increasing at a faster pace than those rendered by the civil service, so effective management is necessary for leaders and other regulatory authorities (Gilley and McMillan, 2009). Every organisation has adopted various techniques to boost motivation and overall workforce morale and this has assisted in the reorganisation and enhanced the performance of the Civil Service in Nepal (Järvalt and Liiv, 2010). In the Nepalese civil service, many problems exist, which includes low morale in the workforce, as

proper support is not provided by senior authorities. Corruption present in the political system has badly affected the entire system of Nepal. In the entire public sector, human resource management practices are not at all effective when compared with the private sector. This is the basic reason behind the slow economic growth of Nepal in comparison with other countries (Givan, 2005). Individuals who are involved in the process of making and implementing decisions linked with the Civil Service are searching for transparency and accountability. Moreover, the government holds responsibility for effective participation in an equitable decision-making process (McCausland, Pouliakas and Theodossiou, 2005).

The general public of any country expects that their basic needs are fulfilled easily but it is well known that simple and ethical things are very expensive: the reason behind this is a heavily politicised bureaucracy and Nepal is one of the major victims of this. Also, currently, the civil service runs on an old conventional approach and this has directly led to the rise in frustration levels among people who are seeking government services (Hodder, 2015). Therefore, there is a need to resolve the issues linked with the Nepalese civil service. Over time, issues are increasing and leading to low morale, along with productivity (Ghebregiorgis and Karsten, 2007). Public services rendered to the population in Nepal are not appraised by locals and the motivation level of staff members is also low, due to the lack of support provided by leaders in the regulatory authorities. Performance measurement is one of the major issues in the Civil Service and is regarded as one of the toughest tasks (Hondegghem and Vandermeulen, 2000). Due to this, the establishment of performance indicators along with quality standards are required at the ministerial level. It has been assessed that most Civil Service members are unproductive as they are either incompetent or unskilled etc. Lack of motivation prevents them from performing the tasks assigned to employees for the welfare of society. Dedication, along with competence, is often promised to the workforce (Lemire and Rouillard, 2005).

No doubt opportunities are widely present for a reward system but frequent changes in the structure of an organisation and rules of government have a huge effect on various departments in the civil services and it influences workflow (Farnham, Horton and White, 2003). On the other hand, the major issue of the Nepalese civil service is the rise in the level of corruption among all the tiers of administration. The bodies developed, such as anti-corruption mechanisms, remain weak despite institutions such as the commission for investigation of abuse of authority which has been provided with a constitutional status (Iles, Wong and Yolles, 2004). Apart from this, another major obstacle is resisting bureaucrats as

they are considered as ‘hard nuts to crack’ and are more ‘stagnant’ towards alteration than that of political parties. Most of the civil service is failing rapidly due to conservative and resilient bureaucracy.

Obstacles are also present in the Civil Service of Nepal and it is considered as a major issue rather than a solution (Ghebregiorgis and Karsten, 2007). Bureaucrats most commonly focus on implementing reforms in their favour by considering both ethical as well as unethical approaches. Different commissions have been developed for the civil service reforms in the country. The overall perception and mindset of politicians have been changed to come to terms with meaningful reforms in the civil sector of Nepal (Järvalt and Liiv, 2010). The introduction of performance-based incentives can be highly effective for the entire Civil Service system as this can enhance the overall efficiency of the government in rendering proper services to customers and can contribute the maximum to overall economic development. In short, it can be said that all the issues are directly linked with politics and lack of support from the managerial side which is affecting the entire country and de-motivating employees (Rowland and Hall, 2013).

In the present study, various tools and techniques have been employed by the researcher through which the overall efficiency of the research has increased. All the participants in the study were provided with clear information regarding the study, as this provides support for data collection. For information collection a well-designed questionnaire has been formulated, keeping in view the ultimate aims and objectives of the research (Kahn, Silva and Ziliak, 2001). It was explained in advance to all participants that documents completed by them are confidential and information is secure. This assisted in gaining their trust and confidence. Furthermore, it was clarified to participants in advance that children and other young people are not involved in the study. The researcher employed a deductive approach to the study where results move from general to specific (Paninchukunnath and Goyal, 2011). The entire study is based on the impact of human resource management practices on the reorganisation and performance of the Civil Service in Nepal. The research relies on specific services in Nepal and it is the main reason behind the selection of a deductive approach in the present study. This has enhanced the overall effectiveness of the study and in turn, expected results can be gained easily.

The research is descriptive where its focus is on developing new ideas and thoughts. Also, by applying this type of design it can be ascertained whether effective human resource management practices have been employed to enhance the Civil Service performance in Nepal

or not. It is an appropriate design for this research as it strictly adheres to the research aims and objectives, which is significant for the study (Bockel and Noordegraaf, 2006). Furthermore, the researcher is carrying out a study in the area which is interesting and can support increasing the reliability and overall validity of the research. Apart from this, various limitations are present which are linked with the research. Time is one of the major limitations, as data has been gathered from both primary and secondary sources for the study. The collection of primary information consumes a significant amount of time, and this limitation is a significant factor (Kessler, Heron and Gagnon, 2006). Moreover, the cost is also one of the major limitations associated with this research as collecting data from different sources increases the costs of the overall research, which is unfavourable for the researcher. To deal with all these limitations, the researcher took effective action well in advance so that the overall study is not be affected by the above. In addition, ethical issues are also present which are linked with the present research. Data privacy is one of the ethical issues, as participants may prefer not to provide important information to the researcher, which is one of the major challenges in the research.

2.4 Civil Service work environment

For this study, the researcher will investigate the HRM practices of the civil services in Nepal. The main instrument of the research is the collection of data related to HRM practices, its interpretation, reporting and recommendations (Leruth and Paul, 2007). This is going to be a crucial study as it involves civil servants who are not allowed to participate in surveys outside their work. Civil servants work in an environment of high security and they are not allowed to reveal any information about the administration without prior permission. It may be difficult for the researcher to gather relevant data about the HRM practices in the civil administration (Kiragu, Mukandala and Morin, 2004). Other than this, information regarding political reforms and general HRM practices related to motivation will be easily available from earlier research papers and internet sources.

The researcher will be sure to exclude any data related to the working methods and systems of the civil service in Nepal. Additionally, data related to the growth and development of the nation will also not form part of the study. The researcher does not intend to conduct any examination of the current state of national development (Burgess and Ratto, 2003). Instead, the study aims to explore the reorganisation of the Civil Service, performance, satisfaction and the motivation level of employees. The study will test the application of HRM practices in the public sector and their overall impact. It is an attempt to study the incentive theory of

motivation in the civil service. It will evaluate the relevance of theory in the public sector and its implementation. The goal is to develop an understanding of incentive-based motivation, with its relevance to the enhanced performance of civil servants (Kiragu, Mukandala and Morin, 2004).

The thesis is directed at employees in under-developed countries employed in civil services at different levels. The relevancy of modern HRM practices is not easy to associate with public sector organisations, which work at a national level in under-developed economies (Brewer, Selden and Facer II, 2000). The thesis is dedicated to drawing out key lessons, based on evidence from selected research, underscoring the differences between types of motivation. Theories, approaches, principles of motivation, application of incentives and their impact on the results are discussed in detail.

The purpose is to explore viable Civil Service structures and systems and HRM practices in the context of the reorganisation of civil administration in Nepal. The study based its discussion and results on the past and current administration of the civil service in Nepal (Lemire and Rouillard, 2005). The scope includes the existing arrangements in political structure, its linkage to civil administration services and HRM practices in Nepal. It aims to develop an understanding of the federalisation of the civil service, models of incentive motivation, transition and assumptions therein (Schacter, 2000).

Reports and studies relevant to the topic are identified in detail. All reports were studied in detail to ensure relevant information goes into the study. Public reviews of the existing civil service in Nepal along with the administration reports are also examined (Leruth and Paul, 2007). This is in addition to the reports and papers from other nations on similar subject matters which are also considered. The researcher ensures that chapters are compatible in context with the aims and objectives (Kahn, Silva and Ziliak, 2001). The researcher is aware that no two countries can have similarities in all the aspects and hence it is not easy to structure chapters that suit the current state of civil service in Nepal.

Personal and group discussions with pertinent stakeholders are also extensively held to assess the situation and draw valid conclusions. The researcher ensured obtaining permission from management level officers in the civil service took place, to conduct personal interview sessions (Lopes and Theisoohn, 2003). The checklist prepared on the terms of the study supports conducting interviews with various Civil Service departments and representatives of the society (Gilley, Gilley and McMillan, 2009).

The scope of the study also explores the very nature of HRM practices at present. There are significant changes in the types and levels of HRM practices in private organisations. It took a long time before many practices of HRM are included in the public sector. The thesis, therefore, explores the reasons for the application of modern HRM practices in the public sector. While the aim of the study narrows down to the incentive theory of motivation in the Civil Service, the researcher identifies the challenges and limitations (Doig, Watt and Williams, 2007). The notion of motivation is a central point of study as it determines the success of the business. Evolved from the satisfaction level of employees, the concept of motivation has been continuous for many years. The present thesis aims to investigate the way the structure of the Civil Service can be moulded according to the private sector organisations. The structure here refers to the motivation of employees and not to the overall operation (McCausland, Pouliakas and Theodossiou, 2005).

As mentioned by many philosophers, motivation is required to be studied in the context of human behaviour. This can be understood in terms of the level of satisfaction which varies from person to person; the level and type of motivation required also differs from person to person. Given this viewpoint, the researcher targets analysis on the theories of motivation, the process of development and achieving its highest level (Polidano, 2001). Various theories which are proposed by known authors are studied and understood in depth by the researcher, to provide relevant recommendations.

The researcher will also explore the success rate of incentive-based motivation in the private sector to achieve similar outcomes in the public sector. Here, it is also important to discuss the difference between types of motivation as categorised in monetary and non-monetary and outcomes from the application of both (Lopes and Theisohn, 2003).

2.5 Motivation in the Civil Service

The concept of motivation originated from the Latin word ‘motus’ refers to influence, excitement and affect. It can also be understood as the degree to which a person is moved towards a specific act (McCourt, 2000). Later, scholars explained the term as a set of psychological processes which are capable of arousing and directing individual behaviour in the desired direction. The researcher explored the term in context with organisational meaning, which is described through three pillars - arousal, direction and persistence (McCourt, 2000). The preliminary research into the basic concepts asserts that motivation is an individual phenomenon. Every individual is unique in terms of needs, values, attitudes and satisfaction.

This signifies that assumptions cannot be made regarding similar types of motivation influencing two employees in the same form.

The concept of motivation about satisfaction and the productivity of employees is derived from private sector organisations (McQuarrie, 2011). It has been a topic of interest for many researchers in recent years. The reason behind this is compensation and benefits are usually higher in the public sector, in comparison to the private sector. In addition to this, the level of monitoring and supervision is comparatively low in the public sector. Moreover, there are also several benefits provided to public sector employees (Dixit, 2002). For example, employment contracts are fixed for a lifetime, regardless of the performance and efficiency of employees. However, the private sector follows the opposite approach of performance appraisal, which is based on the efficiency and productivity of employees.

Incentives are considered the best source of motivating employees and directing employees in the desired direction (Mejia and Werner, 2008). However, against the popular perceptions that monetary motivation sources matter most and have a significant impact, academic theories present a different view along with experiences from the private and public sectors, which indicates that it is non-monetary incentives that motivate employees the most (Purohit, 2007).

The nation took a long time to transform its government structures and it is still counted as an under-developed nation in the world. As per the Human Development Index of 2014, it is ranked 145 out of 187 countries. There are major challenges faced by the country in the wake of transformation. Most wealth is accumulated by a lower percentage of the population, while the larger proportion is still living in poverty (Moideenkutty, Lamki and Murthy, 2011).

The incompetency of the civil servants to perform evenly led to the acceptance of practices of motivation used in private organisations. They are fully focused on the establishment and achievement of objectives and goals by any means. In recent years, due to globalisation and liberalisation, the outlook of companies towards employee motivation has changed from mere rewards and recognition to incentive-based approaches (Paul, Dabla and Norris, 2006). More preference is given to incentive-based motivation as compared with a non-incentive based one. It is also because employees have recognised their role and significance in being part of an organisation. In public organisations, however, the system and method of performance appraisal are altogether different which among other factors determines the degree of motivation, is. As evident from studies based on public organisations in developing nations, the system and process of work are still antiquated (Moynihan and Pandey, 2007). The overall

targets and objectives of the public service section are linked with many other departments, which include both public and private. Preparation and allocation of budget to various areas is significantly higher than private organisations, which makes accuracy and reliability difficult in the performance appraisal process (Paul and Dabla-Norris, 2006).

2.6 Incentive theory of motivation

In the modern era, motivation plays a highly significant role in an organisation as through this, staff prefer to take active participation in the affairs of the organisation and this, in turn, acts as a development tool for the entity. It directly depends on every business enterprise which motivation theory to consider, so that its staff can work for the betterment of an organisation. The views of Omar and Ogenyi (2006) state the workforce present within the workplace are pulled towards the behaviour that offers positive incentives and they are pushed away from behaviour that is linked to negative incentives. Furthermore, when an incentive is provided for employees for their work within an organisation, then it enhances motivation levels in the workplace and, in turn, organisations can easily retain their workforce for a longer period (Omar and Ogenyi, 2006). It has doubtless become more difficult to retain talented staff within a company as the needs and expectations of every individual differ from one another and it also affects the overall performance of the business enterprise in the market. Additionally, the alteration in the behaviour of one individual to another can well be traced back to the incentives available to different staff. Incentives provided by the company to its valuable workforce directly acts as a development tool for business (McGill, 2008).

However, Kenny (2005) argued that some factors are present in an organisation that encourages staff members to take initiatives for the welfare of an enterprise and in turn, this increases the productivity of a company. On the other hand, it is well known that employees working in an organisation are considered as its most valuable resource and their absence can automatically cause a decline in business performance. Therefore, motivation as a tool has been adopted by every business enterprise so that management can meet the overall requirement of staff numbers in an effective manner (Griego, Geroy and Wright, 2000). The incentive theory of motivation relies on various observations where it has been said that incentives can be used to engage the workforce in certain behaviours, and it can also prevent other employees from performing certain actions. Moreover, an incentive is only considered to be powerful when an individual places importance on the rewards. Incentives can be both positive and negative and the effort to obtain the advantage of such incentive schemes introduced by the management depends on every individual.

According to Raimi and Alao (2011), positive incentives develop favourable feeling and is efficient enough in satisfying the needs and wants of customers. Positive incentives involve the principle of optimism and are rendered to satisfy the psychological requirements of the staff working in an organisation. Furthermore, other forms of positive incentives take into consideration additional allowances, job promotion etc. which can support an organisation, whether operating in the private or public sectors. On the other hand, a negative incentive is the opposite of a positive one and they are provided to rectify the errors and mistakes of employees present within the workplace (Jørgensen, Friis and Koch, 2015). Moreover, it is well known that negative incentives are only provided in situations when positive ones do not work. In short, it is for the betterment of the organisation and supports dealing with the challenges associated with the workforce. According to Hyde (2005), the incentive theory of motivation can be applied in different fields and various sectors for the enhancement of business performance. In addition, through the internal capability of staff effective services increase for the target market. Also, every employee has some sort of expectations from management and due to this, it is necessary to employ effective motivational techniques so that businesses can easily enhance their performance in the competitive market (Azmi, 2015).

Apart from this, intrinsically motivated behaviours are performed due to a sense of personal satisfaction. This behaviour is considered where a reward is generally a kind of satisfaction of performing a specific activity efficiently. Moreover, staff engagement in all aspects of a business leads to favourable results, and in turn it the desired goals and objectives of a business can be accomplished (Karim, Söderholm and Candell, 2009). Incentive rewards are considered as most effective, compared with non-incentive ones and directly encourage employees to take initiative so that customers can be rendered with effective services which are above expectations. However, Kharbanda and Stallworthy (2012) argued that when employees of a company are appraised through monetary rewards then it enhances job satisfaction and in turn assists an organisation to deal with challenges present in the business environment. At present, government organisations are falling behind in motivating their workforce and due to this, the entire sector has to deal with various challenges and other types of issues. Moreover, employees working in government companies are not efficient in understanding the needs and requirements of the target market and this is unfavourable for a company (Hyde, 2005).

Following Fowler's views (2013) incentive theory is based on the belief of how and for how long motivation can change the overall behaviour of the workforce. In the case where

extrinsic motivation is diminished then extrinsic motivation is a process that is considered as providing the effect of over-justification. Doubtless, every organisation deals with issues such as lack of employee motivation and due to this the decline in a company's productivity. Therefore, it has become necessary for every entity to consider employee motivation as necessary as it is somehow linked with the success and growth of organisations in the market (Clayton, Oakley and Taylor, 2000). By employing the incentive theory of motivation, it is possible for an organisation to better manage its workforce and can lead to favourable results which are beneficial for an entity in every possible manner. Apart from this, in a country like Nepal, the civil service rendered by government individuals in society plays a crucial role and overall human resource management practices require improvement so that employees can easily deliver effective services for employees. However, Rogers and Hall (2003) argued that motivating staff by providing them with an incentive is favourable for the organisation as through this, a customer's expectations are better met, and the main aim of a firm can be accomplished easily. Therefore, the incentive theory of motivation is most commonly practised in every firm, whether it be small or large (Rogers and Hall, 2003).

The incentives provided to staff members by an organisation can have both negative and positive impacts on the workforce as it can encourage the former to take initiative for the progress of the company and can also prevent them from carrying out operations in an effective manner. Apart from this, it is required for top managers of every organisation to ensure that effective incentive schemes have been introduced to enhance the motivation levels of its workforce and this productivity of the business enterprise can easily increase in a short period. As Dessler (2009) posits, incentive theory relies on monetary benefits and allows staff to take more initiatives that are directly associated with the growth and development of an organisation in the market. Every employee working in an organisation expects benefits from management, which can be in monetary form or any other. Therefore, by complying with such expectations, a business can easily enhance its human resource practices and can assist in gaining a competitive advantage in the market (Dessler, 2009).

Different needs for incentives are present which involves enhancing productivity, driving stimulus work, enhancing commitment in work performance, psychologically satisfying a person etc. Furthermore, two categories of incentives are present through which employees can be easily encouraged to take part in the major affairs of a firm and turn, act as a development tool. According to Rondinelli (2013), monetary benefits assist in satisfying the need of subordinates by giving them rewards. It is well known that money is regarded as one

of the major sources and its help can satisfy individual needs most efficiently. Furthermore, social needs can also be satisfied by providing monetary benefits. It is not necessary, however, that every individual is easily motivated by providing money as an incentive and this also sometimes demotivates employees, which does not favour a business (Rondinelli, 2013). On the other hand, non-monetary rewards are also rendered to staff members working in any firm, as certain non-financial incentives are present that can satisfy the ego along with the self-actualization needs of staff, associated with the business.

As the label suggests, non-financial incentives are those which cannot be measured in terms of money. Non-financial incentives are of different types and involve recognition, security of service, promotion and job enrichment. According to the views of Peterman, Behrman and Quisumbing (2014) job security is regarded as one of the most effective non-financial incentives, through which the motivation level of staff can be easily enhanced. It is well known that job security is required by every individual and its presence can encourage individuals to apply more effort in accomplishing the desired aims and objectives of an organisation. It directly reduces work pressure and provides a unique feeling. Recognition by top management is also considered as an effective non-monetary incentive that possesses the capability to satisfy the ego of workers (Holla, Koziol and Srinivasan, 2011). Through this, staff prefer to respond in favour of the business enterprise, and it can easily gain a competitive advantage with its help. Suggestion schemes as a non-monetary incentive are also effective where management takes suggestions from subordinates and these are implemented within the workplace for the benefit of the business. However, De Wulf and Sokol (2005) argued that to encourage participation in the workforce, involving them in the major affairs of the firm is necessary and in turn benefits the company in every possible manner. Furthermore, it is also supportive in keeping the needs and desires of employees satisfied and an efficient working environment can be easily developed through this.

Job enrichment as a non-monetary benefit is also considered effective, as through this a worker's job can be easily enriched. This can be only possible when different activities are undertaken, such as designating duties to staff and enhancing the nature of work, along with responsibilities (Pathak, 2005). Also, this can support employees in demonstrating their real importance within the workplace and can assist in improving the motivation level of the workforce, to an extent. According to Gough and Wood (2004), promotion opportunities provided for employees are also effective, as they increase the spirit to work in a business. It is well known that when staff members within the company are rendered effective advancement

and growth opportunities, then they are satisfied with their working environment and can be retained easily within the workplace (Gough and Wood, 2004). A comparison between financial and non-financial incentives is difficult, some employees can be motivated through monetary benefits while others prefer through non-monetary ones. In short, these techniques provide the basis for a business firm to enhance motivation levels of the workforce and a company can easily deal with the challenges linked with the management of human resources.

However, Campese (2009) argued that in a country like Nepal employees working in government organisations have a low motivation level and due to this, they are ineffective in rendering service for customers. Incentives provided to staff can be both positive and negative and a combination of both financial and non-financial. Positive incentives are regarded as appropriate as they can easily satisfy the needs of each employee in the most efficient manner. The techniques of positive incentives involve praise, promotion, recognition, and allowances (Lindholt, 2003). Apart from these, negative incentives involve fines, penalties and demotion which do not favour an individual. Due to all these specific reasons, the incentive theory of motivation is given major importance so that a business can easily work in favour of its target market so that overall performance in the market can be easily enhanced. Apart from this, this theory is beneficial for government organisations and management in understanding the real importance of training the workforce so that responsibilities assigned to them can be carried out effectively. According to Collier (2003), providing incentives changes the overall perception of staff, in favour of management, and in turn, a company can easily deal with the challenges present in the market by increasing the motivation level of its staff in the most effective manner (Collier, 2003).

2.7 HRD planning in the Nepal Civil Service

According to Van Koppen, Moriarty and Boelee (2006) employees working in an organisation are considered as their most valuable resource as they are assigned duties and responsibilities to carry out crucial operations in an effective manner. Furthermore, planning for the development of human resources is quite important as through this, they can be managed in an effective manner and in turn support in obtaining fruitful results for businesses. It is well known that in a country like Nepal, the civil service plays a crucial role as it is provided for people living in society and is totally for the public interest (Stewart, 2008). Moreover, the absence of employee motivation within the workplace directly leads to unfavourable results and leads to a decline in the performance of an organisation. However, Alam and Murray (2005) argued that employee motivation, especially in the government sector, is declining at a

fast pace and due to this, the economy of Nepal is adversely affected. Therefore, the significance of HRD planning is increasing as it can lead to favourable results and in turn every employee can carry out roles and responsibilities assigned in the most effective manner (Alam and Murray, 2005).

Due to lack of motivation, the overall performance of the Civil Service in Nepal is affected and people living in society suffer, as they are not receiving the appropriate services from government employees. In a country like Nepal, human resources planning requires both long and short-range analysis; strategies are also required for managing the workforce working in the government sector. According to human resource planning in the Civil Service, it is regarded as the process by which regulatory authorities can analyse how the Civil Service can move from its current position to the desired one. Furthermore, there is a need to set objectives for human resources which comply with strategies, which align with the aims of democratic government. According to the views of Martínez and Martineau (2008), the environment of the Civil Service is different, where its agricultural contribution is about 57 per cent and the national population is increasing at a fast pace, with a per capita income of around the US \$160 per year. To significantly increase Civil Service efficiency, human resources planning is required to render effective services for people. Apart from this, the Civil Service demands a human resource system where jobs can be described, several levels can be reduced, and focus can be on training and development. Furthermore, the main emphasis is also on reducing poverty levels and focusing on development in rural areas (Martínez and Martineau, 2008). For any civil servant, the development of a new equation is needed with political executives drawn from different segments of Nepalese society. Nepal is a land locked country and its civil service is not subject to external influences. Moreover, with the development of communication systems within and outside the country, Nepal has become part of the globalisation process.

On the other hand, industrialisation is also increasing which provides several significant opportunities for people living in its society. According to Shah, (2009) Nepal depends totally on agriculture and it is expected that the country will promote an inflow of technology in the field of agriculture production, the environment and water resources. The government has started to take the initiative where the human resource management information system is concerned, which will provide a good database for the Nepalese Civil Service and can assist in matching a position with the right person, so they can be assigned the appropriate duties. Additionally, continuous updating and flow of information are necessary and through this, the civil service can benefit in every possible manner (Shah, 2009). The introduction of new

technology within the civil service can also positively influence the job environment of the Nepalese civil service.

Different objectives for the development of human resources have been set by the government which are derived from different effective sources such as the changing environment, strategic plans for national development, the nature of work and overall performance and current employee behaviour. Therefore, this can support in satisfying the needs of employees in rendering civil services most efficiently. In Shakya's (2009) view, two categories of civil servants are present: temporary and permanent. The ratio of permanent staff to temporary is higher than the latter. Furthermore, about 30 per cent of the civil servants in Nepal are temporary and some of them have been working with the government for a long time. The entire Nepalese civil service has been segregated into eleven occupational groups where four are non-technical and seven are technical. The existing occupational groups involve services such as legislative, administrative, agriculture, judicial and health etc. (Shakya, 2009).

Nepal has developed Five-year plans, which started in 1956 from but the main disadvantage of these is that they do not focus on manpower demand and supply in any one sector of the economy. Due to this, the motivational level of employees rendering civil services is also decreasing at a faster pace. At present, the entire range of activities linked with human resource management in Nepal is carried out by three agencies of the regulatory authorities where the public service commission is responsible for promotion and recruitment. The Ministry of General Administration facilitates the formulation of Civil Service policy and is assigned the duty of managing position and job classification along with fringe benefits. However, Bajracharya and Grace (2014) argued that the entire administration is responsible for appointments, placements, promotion and control of overall administrative services. The ministry concerned is also one of the major units where the main focus is on appointing staff members such as messengers and peons. Each ministry holds the responsibility to handle all the promotions and posting of technical officers (Bajracharya and Grace, 2014). For effective management of human resources, all three agencies have to work with each other, and the role of every employee must be specified well in advance for the betterment of the nation and to enhance the rate of economic development.

2.8 Motivation of civil servants

In the Civil Service, staff in the workplace are assigned various duties and responsibilities for the overall development of the economy. Motivation plays a very crucial role in the civil service as through this staff members can be easily encouraged to take initiative

for effectively conducting operations. Adhikari (2010) states motivation in the Civil Service is considered as the result of factors that are not under the direct control of regulatory authorities, such as recognition by colleagues, perception of equity and the overall reward given by a supervisor. Furthermore, it is well known that a supervisor is considered one of the most important sources of motivation. Various areas require motivation so that employees can easily carry out assigned duties in an effective manner (Adhikari, 2010).

The study carried out by the Nepal administrative staff college assessed morale, along with motivation, as another key area for civil service reform. On the other hand, various personnel issues are present which have directly influenced the Civil Service such as apparent decentralisation- which involves promotion; disciplinary control with the public service commission; ministry of general administration which is responsible for personnel function which is a classification of jobs; posting of administrative services personnel etc. However, Dhakal (2007) argued that the Civil Service is regarded as competent but not performing well due to low wages and being over manned. Apart from this, the promotion system along with performance appraisal lacks objectivity and directly leads to low morale (Dhakal, 2007). Furthermore, training and placements have no link with qualification, and this directly leads to wasting development efforts.

All the identified issues are common, as both developed and developing countries are facing them, but refinement of job analysis is required along with classification. Moreover, various areas must be undertaken such as enhancing personnel administration, professional development etc. One of the major issues affecting the Nepalese civil service is the shared perception of over manning and is the overall cause of low human resource utilisation. According to Griego, Geroy and Wright (2000) planning for human resource problems is very common in many countries, whether it may be developed or developing. Additionally, it is necessary to identify the best possible solutions with the help of which human resources can be better managed. It is well known that employees working in an organisation are regarded as its most valued asset and business enterprises can't work without such a resource. Underutilisation of staff directly leads to a decline in the performance of an enterprise and in turn, the long-term survival of a business is affected due to this. Planning for human resources requires quantitative and qualitative analysis where the main emphasis is on qualitative analysis. Furthermore, it is a very difficult task to carry out a quantitative analysis of civil service manpower in Nepal (Raimi and Alao, 2011). MGA is regarded as the central personnel

agency and the National Planning Commission is assigned the responsibility of setting priorities with the help of which manpower demand and supply can be matched easily.

However, Hyde (2005) argued that the liberalisation and overall decline in the level of control is the stated national policy, where there is a need to decrease manpower requirements in different departments, which are assigned responsibility to deal with control functions. Furthermore, the significance of human resource management audit has increased, and it can be carried out by individuals who are not associated with the Civil Service. In both public and private sector businesses, existing employees must be assessed to determine present needs along with future demands. The main emphasis must be on effective utilisation of the current civil services, rather than cutbacks, which is tempting in unfavourable economic conditions. Apart from this, the uniform reduction across departments, along with ministries, are mismatched with each other for the foreseeable future (Martínez and Martineau, 2008). Due to this specific reason, it is necessary to plan for a qualitative improvement in human resources. On the other hand, effective policies can be developed where the basic policy must be based on the belief that human resources in the civil service are assets it's not extra cost. Moreover, they add value and are not a liability that requires being cast aside.

As Cruz (2015) states, human beings are psychological assets whose increase or decrease in the productivity of a firm depends on the overall motivation level of the workforce who carry out operations within the organisation. In this case, if the government of Nepal focuses on this assumption, then it is possible to focus more on human resource development and can lead to favourable factors such as an improvement in the working environment. Apart from this, the significance of training and development has increased as compared with the past as in HRD planning, the individual is considered as dynamic (Dali, 2015). The competence of an employee enhances the strength of the business enterprise. Furthermore, technical, combined with managerial skills, assist a business enterprise to move towards its desired direction. Education is a must for every individual and through overall training, employee performance increases. According to Poor and Plesoianu (2010), it is possible to identify the areas where employees in an organisation are not performing to the expected level and require improvement by using training needs analyses. Human resource planning requires systematic training analysis at different levels, such as individual, job etc. In a country like Nepal, training is carried out for training's sake and is not carried out as in other developing countries. Human resources planning is considered as much wider than just a training and development programme (Poor and Plesoianu, 2010). Capability building also required an effective human

resource system. Systems such as human resource management information are beneficial for business enterprises in every possible manner, as through this employee needs and requirements within the workplace can be satisfied easily.

The absence of HRMIS can lead to various challenges such as it becomes difficult to determine available manpower, along with training and development needs. At present in Nepal, three agencies are working together namely MGA, PSC and the ministry concerned. All these agencies directly deal with human resource planning and management. As Santos and Spring (2013) state, a strategic approach mainly emphasises responsibility for human resource management in government. Moreover, an inter-agency role must be present where one agency must do what another may not. In human resource planning, the quality of human resources plays a most significant role as with this job challenge, management is very crucial. Apart from this, the administrative reform commission considers various areas such as training and development, recruitment, selection and promotion systems (Santos and Spring, 2013). So, these directly contribute to human resource planning and turn act as a development tool for the entire civil service. Apart from this, career planning is only possible if in the civil service, specialised cadres are present. However, Roberts (2005) argued that the existing direct relationship between the Civil Service and society directly mirrors the ideologies and values of society. There is a need to develop a new culture in the civil service so that the workforce can be easily motivated to carry out overall operations in an appropriate manner (Roberts, 2005).

The overall cultural change in the civil service starts from the top and an overall planned cultural change calls for long-range interventions which have been developed systematically with the help of behavioural science technology. Job satisfaction is a must to enhance the motivation level of employees in the civil service, as these organisational goals can be easily accomplished effectively. As Adhikari (2010) states monitoring and evaluation has a direct impact on a human resource plan, as implementation is regarded as one of the most significant phases of the entire process. Overall monitoring helps in knowing where the gaps occur where human resource planning is lacking and requires improvement. Moreover, the civil service relies on human resource development along with its proper management so that effective results can be gained easily. The quality of communication must be enhanced within the Civil Service so that every employee can easily communicate with one another- and in turn, it is possible to deliver effective services to meet the requirements of people living in society (Ovalle, et.al., 2004). One of the largest constraints on HRP in Nepal is the absence of databases. Civil service reform is regarded as one of the most important priorities for the

implementation of a plan. One of the major issues in the Nepalese Civil Service is low morale, along with productivity. Furthermore, the civil servants providing different types of services for the local public are expected to demonstrate courtesy to their clients and to uphold their conduct to a high level. Due to a decline in overall motivation, employees are adversely affected, and this leads to a decline in their overall performance (Keefe, 2015).

According to Hodder (2015), one of the biggest issues in the civil service is that it is very difficult to measure productivity. It is well known that government organisations are less productive than private ones and this can only be enhanced if proper motivational tactics are used through which human resources can be better managed. The productivity of the Civil Service and that of the public sector is key to economic performance (Hodder, 2015). Moreover, the productivity of the public sector is significant due to a large number of reasons which involve it being a major employer; it is the major provider of services in the economy and is a consumer of tax resources. So, these are the main reasons that assist in understanding the overall importance of civil service in society. The money obtained by rendering different services to the local public is used in economic development (Bhandari and Grant, 2007). On the other hand, the main reasons due to which the productivity of civil service is low are that a large number of civil servants are unproductive, and their motivation level is quite low and they do not take active participation in the major affairs of a firm. However, Deraniyagala (2005), argued that the reward system is implemented within the workplace by the Civil Service is ineffective and due to this, the responsibilities assigned to the workforce are not carried out appropriately. Apart from this, the laws and regulations associated with the civil service frequently change and every employee has to comply with such laws at the time of conducting operations (Devkota, 2007).

As per the view of Bhandari and Grant (2007), motivation plays a most crucial role in the business enterprise as it is due to the efforts applied by an individual that the best service can be rendered to the target market. Further, schemes such as performance-based incentives have been introduced, through which staff members providing civil services apply larger efforts in serving customers and in turn are effective in every possible manner (Sharma, 2006). In a country like Nepal, the Civil Service is regarded as a problem rather than a solution, as bureaucracy always tries to increase its gains at the time of formulating and implementing reforms. There is no doubt, the Civil Service plays a key role in economic development and is regarded as one of the best ways to work in favour of society. It is the first and foremost duty of a government to take the initiative so that employees can be best managed and in turn can

support the development of the economy. However, Devkota (2007), argued that the Civil Service of Nepal is dealing with issues of an ever-changing nature and an issue may not be of the immediate “do or die” variety. On the other hand, the expectations of people living in society are rising at a fast pace and they expect to receive a quality service from the civil service. The current trends involve demands for cleanliness, transparency in the administration etc. (Sovacool, et. al, 2011). These trends have direct and serious implications on society in Nepal. The question is if the civil service can deal with a significant number of challenges such as managing and retaining a diverse public sector workforce, enhancing capacity to attract talent etc. Moreover, a skilled workforce is necessarily required in the Civil Service as tasks assigned to employees are crucial and require more effort to be applied (Biggs and Messerschmidt, 2005). A country like Nepal is engaged in restructuring the entire state and government in developing the new system of governance and reorganising the political bodies of the country. All the services rendered are unique and all developing nations are facing similar issues and challenges. Therefore, it is a necessity for a country like Nepal to develop a human resource database. All the issues being faced are similar, but their solutions must be different in the form of policy, structure, culture and the overall environment of civil service.

However, Sharma (2006), argued that to motivate staff members to provide an effective civil service, effective motivational techniques are required, with the help of which the workforce can be managed in a more effective manner (Panday, 2012). Furthermore, it provides a base in better understanding the need and requirements of employees and they can be satisfied by management more effectively. Apart from this, the four-stage process of human resource planning is considered as being effective and it the stages such as what is the objective, where we are now, how can desired objectives can be reached and how did they can be done. In the first stage of determining objectives, the overall external environment of the business is scanned along with government policy (Roberts, 2005). This provides direct support in determining the objective for human resources, performance parameters and overall commitments. In the next stage, performance assessment is carried from available current human resources, SWOT analyses and the present policies being developed and to know how the government is utilising human resources concerning the anticipated future demands. As per the view of Sovacool, et. al, (2011) in the third stage of reaching towards desired objectives, evaluation of human resource programs takes place to know the gap in existing resources so that employees can carry out operations in an effective manner, keeping in view the overall aims and objectives of the entity.

Human resources planning can directly act as a development tool for the civil service as through it staff members can be easily encouraged to take part in major affairs, such as providing a service that is above the expected level of people living in society. The government has the power to run the entire nation and civil services provided to the people living in society contributes significantly (Acharya and Dahal, 2007). So, this can be regarded as one of the main reasons, due to the rise in importance of human resource development practices, as through better management the real importance of employees within the workplace can be known easily. According to Sovacool, et. al. (2011) it is the ultimate objective of every employee to work for career development as through this individual can easily accomplish personal goals effectively. Moreover, employees rendering civil service perceives that there are no prospects for career development and due to this, their participation is minimal in the activities of the Civil Service. Apart from this, effective motivation techniques are required, such as the introduction of a monetary reward system through which staff members can be provided with several benefits. Furthermore, there is a need for proper planning of human resources so that they can be managed effectively. Due to a decline in the level of motivation, various challenges are faced within the workplace, such as lower morale and productivity which is contrary to organisational goals and objectives (Khan, 2005).

Performance appraisal is an effective system, as through this, employees present within the workplace can be motivated to take part in major affairs linked with rendering Civil Service provision. In Nepal, there is a need to change friendly and oriented bureaucracy which is reinforced by the increased managerial capacity of bureaucracy. As stated by Biggs and Messerschmidt (2005), employees providing services must be allowed to deliver them on their own and in their way. Furthermore, systems, policies and structures must be made effective so that employees can easily adopt such policies to deliver services effectively. Moreover, the government is required to understand the actual requirements of the workforce as their absence can lead to a decline in the overall level of quality in the service which is being delivered. Different type of labour works in Nepal for delivering services to the public and they are segregated into skilled, unskilled etc (Aguirre and Pietropaoli, 2008). Therefore, for individuals who are not literate, training sessions must be carried out as through this, skills and knowledge of staff members can be enhanced easily and in turn, it is beneficial for the entire nation in every possible manner. The development of human resource practices can support enhancing the rate of economic development and in turn, can assist the country to take more opportunities prevailing at a global level. However, Panday (2012), argued that long term plans are

necessarily required so that human resources can be better managed, as in the entire country unemployment is rising at a fast pace and equal opportunities are not provided to be every individual living in the society. Due to this basic reason, management of human resources has become a must and the government of Nepal must pay attention to producing a skilled and qualified workforce as this can bring several opportunities (Roberts, 2005). Furthermore, the development of the nation is only possible when every individual living in society uses their skills, knowledge and other types of talent in delivering the best possible service to the people living in that society. It can also lead to the effective utilisation of all available resources within the country and can support in dealing with the long-term challenges present.

Chapter 3: CONCEPTUAL FRAMEWORK

Table 2: Authors and their contribution for preparing the conceptual framework

Author	Contribution
Adeyemo, 2001	Identifying effectiveness of motivation in Civil services.
Egwurudi, 2008	Understanding impact of job satisfaction.
Evans, 2006	To understand the role of motivation within an organisation.
Assam, 2002	To understand the relationship between job satisfaction and motivation.
Banjoko, 2010	To understand the importance of Human resource management within an organisation.
Nwachukwu, 2004	To understand how effective leadership can help motivating employees.
Rukhmani, Ramesh and Jayakrishnan, 2010	To understand the importance of leadership style adopted by government officials and ways in which it can impact motivation level and overall performance of employees.
Aydin and Ceylan, 2009	To understand the importance of learning within an organisation and how it can impact the overall performance of employees.
Kamalian, Yaghoubi and Moloudi, 2010	To understand how the provision of equality and justice to employees within an organisation can enhance their overall performance.
Khan, Farooq and Ullah, 2010	To understand how rewarding or appraising employees can boost their motivation and performance.

Rukhmani, Ramesh and Jayakrishnan, 2010	To gain a better understanding of Leadership Styles on organisational effectiveness.
Khalid and Irshad, 2010	To understand ways in which job satisfaction can degrade employee's performance.
Roy and Dugal, 2005	To gain an understanding of ways in which methods like the development of Employee Gainsharing Plans can improve their performance.
Rodwell, Noblet and Alley, 2011	To understand ways in which the overall performance and outcomes of employees in the public sector can be enhanced and improved.
Hafeez and Aburawi, 2013	To gain insight into ways in which HRM can help employees to work upon bringing improvement within their performance for providing excellent service to customers
Panari, Guglielmi, Simbula and Depolo, 2010	To get a better understanding of ways in which opportunity to learn at work can motivate employees and bring improvement within their overall performance.
Frederick Herzberg's Motivation theory	To learn and understand Two factor motivational theory.
Miao, Newman, Schwarz and Xu 2013	To learn and understand performance management.
Maslow theory of motivation	To understand the Hierarchy of needs.
Ferdric Taylor's Theory of motivation	To understand Scientific management of motivation techniques.
Ali and Ahmed, 2009	Understanding the monetary and non-monetary incentives and their impact on employee performance.
Khalid and Irshad, 2010	Effectiveness of monetary motivation.

Agrawal 2011	Understanding the diverse ways of motivation techniques and performance appraisal.
Edwin Locke, 1968	Understanding the goal-setting theory of motivation.
Chand 2015	Understanding modern HRM and performance management techniques.
Choy, 2012	Understanding different tools and techniques of performance management.
Hafeez and Aburawi, 2013	Understanding impact of employee performance due to different motivational techniques.
Lena and Tore, 2014	Understanding the sources of motivation.
Mason and Mouzas, 2012	Understanding positive and negative motivation.
Panari, Guglielmei, Simbula and Depolo, 2010	Understanding Incentive theory of motivation.
Douglas McGregor	Understanding Theory X and Theory Y to motivate employees.
Psychologist- Elton Mayo	Understanding employee's behaviour and attitude on monetary and non-monetary motivation.
Eze, 2009	Understanding the different motivational techniques.

3.1 Introduction

The following chapter presents an explanation of the conceptual framework of the study carried out to evaluate Human Resource Management practices on the Reorganisation and Performance of the Civil Service in Nepal. The entire study is focused on the effectiveness of the motivation of civil servants in enhancing productivity and performance (Adeyemo, 2001). This is explained with the help of monetary and non-monetary motivation factors and their potential impact on these civil servants. There are different levels and factors through which employees can be motivated and satisfied in their jobs. It is not necessary for all employees to be completely satisfied with monetary factors. Thus, the effect of incentive-based motivation is discussed in terms of different outcomes.

Conceptual Framework

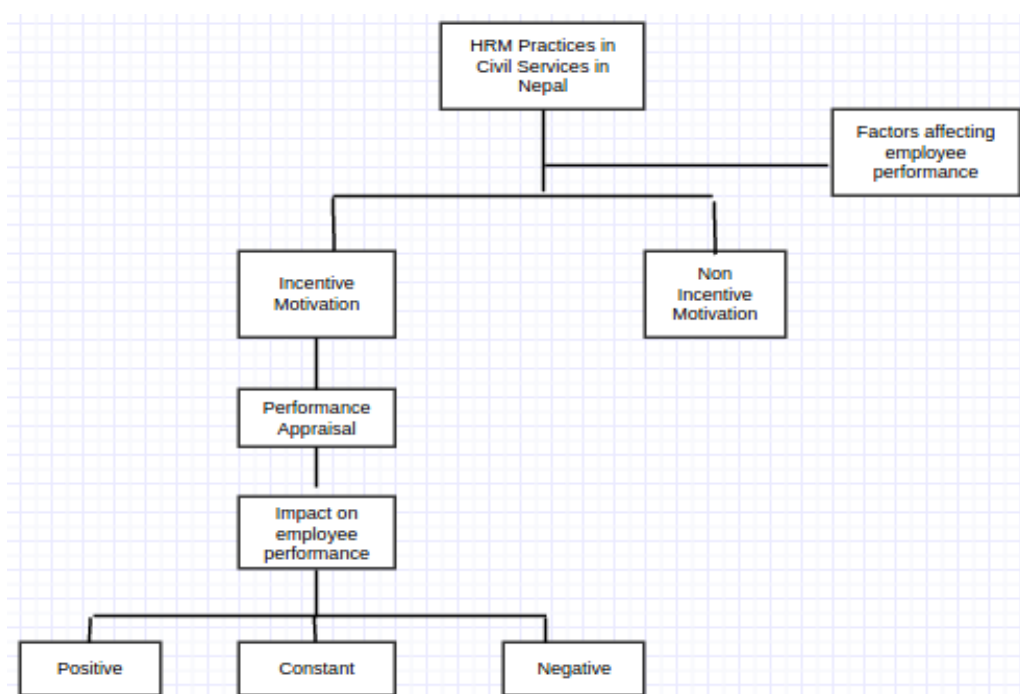


Illustration 1: Conceptual Framework

3.2 HRM practices in the Civil Service in Nepal

HRM services in the Civil Service in Nepal include all elements of a modern personnel management system such as HR planning, control, organising, recruitment, compensation, policy development, performance management, learning and development and exit procedures (Akerle, 2001). They also consider organisational capacities for the successful implementation of the system i.e. inclusion of different nationwide agencies and institutions that support the civil organisational system. The recruitment process in the Civil Service is managed and organised by the Public Service Commission with the support of a constitutional body and regional offices. The constitutional body conducts examinations annually which are divided into preliminary and main stages to select candidates. The main purpose of the examination is to select candidates based on meritocracy judged in terms of knowledge, skills and ability (Egwurudi, 2008). This is followed by other functions of personal management which are managed by the Ministry of General Administration. The ministry further undertakes placements, development, promotion, transfers and civil service retirement. In addition to this, a Management Information System (MIS) is developed to record and store data about civil servants.

The existing civil service system is comprised of more than 100 services groups and agencies working at different levels. All these organised systems perform their duties in compliance with the Civil Service Act, 2064 (Evans, 2006). The act divided the total number of posts based on gender, indigenous communities and disability. Around 45 per cent of the total posts are filled through competitive exams, 33 per cent out of the total are reserved for women. The remaining posts are divided as follows - 27 per cent for indigenous communities, 22 per cent for Madhesi communities, 9 per cent for Dalits and five per cent for those with a disability.

Several reforms have been initiated so the civil services in Nepal can improve the work environment and performance of employees at all levels. The 8th Five Year Plan set up an administrative system as a major reform for the development of HR objectives that include:

- Up-grading of the Civil Service to enhance efficiency in public service.
- Inclusion of motivating factors to improve productivity and satisfaction (Assam, 2002).
- Learning and development are initiated to enhance the managerial skills of civil servants.

The 8th Five-year Plan also recognised the restructure of the organisation with the adoption of decentralisation combined with a delegation of authority and responsibility. Earlier,

the civil administration was affected by influence from other departments and political parties (Banjoko, 2010). This was altered in the 8th Plan with the lowering of intervention and control to facilitate and streamline the administration process. A clear set of defined policies and objectives are designed and executed organisation-wide. In addition, red tape was eliminated to simplify the decision-making process and avoid unnecessary delays (Eze, 2009).

The plan proposed a complete re-organisation of the civil service, as follows-

- The number of public service employees does not exceed actual requirements.
- Development of a performance-oriented culture, so that top-performing employees are recognised with additional responsibilities and challenges in the workplace (Jibowo, 2007). Poor performing employees should be provided with training and learning opportunities to improve their performance to minimum standards.
- The main objective laid out by the 8th Plan for the Civil Service is to prioritise national level activities and communicate expectations to civil servants (Nwachukwu, 2004).
- These initiatives are supported by a significant improvement in Human Resource Management, with the inclusion of motivating factors and learning and development opportunities.

At present, civil servants in Nepal are categorised into ‘permanent’ and ‘temporary’. Data for permanent employees is recorded and stored in the MIS system, but there is no centralised database for temporary employees (Mani, 2010). The Ministry recruits temporary employees on a part-time and full-time basis for projects that are short terms, such as data collection and surveys. The civil servants are hired and placed in different positions based on qualifications and specialised education. There are generalised and technical services that require individuals with professional qualifications in their respective fields. The Civil Service in Nepal is divided into 11 occupational groups of which the majority are technical.

3.3 Failure of the Civil Service in earlier years

Until 1990, Nepal had introduced eight Five Year Plans, but none of them addressed the demand and supply of manpower in any economic sector. As per the census of 1991, the major occupational groups recognised were - administrative workers, clerical workers and service level workers (Rukhmani, Ramesh and Jayakrishman, 2010). No other category and division of labour force in the structure were made. The reasons for the failure of the civil service in earlier days are identified as follows -

- **Structural** - An underdeveloped nation usually lacks the capacity and resources to bring out necessary changes in the system. The inability to gain investor confidence from within and

outside the country is an additional challenge (Yazdani, Yaghoubi and Giri, 2011). Apart from this, there are other challenges in the form of competency and willingness on a broader level. Furthermore, planning and organising tasks may be successfully carried out at the top but their implementation again poses serious challenges.

- **Behavioural** - Till 2007, Nepal was under Kingdom rule which influenced service areas and policy implementation through its status quo. Public service was based on favouritism by political leaders and their preferences (Abadi and et. al., 2011). There was less focus on accountability and responsibility among civil servants.
- **Managerial** – As the Civil Service in Nepal was under direct control and governance of the central system, along with the centralised decision making, delays in implementation and poor performance was not uncommon (Ali and Ahmad, 2009). Several reforms proposed by the Commissions were recognised but lacked nationwide implementation due to delays in decision-making at the top.

3.4 Factors affecting employee motivation

Frederick Herzberg proposed a two-factor theory in the discipline of employee motivation in 1959. The theory is also known as the ‘motivator and hygiene’ theory as it lays down the different factors in each category. The scientist states that satisfaction and dissatisfaction are opposite to each other in a similar manner as dissatisfaction and non-dissatisfaction (Annamalai, Abdullah and Alasidiyeen, 2010). This can be further understood as the opposite of satisfaction is not dissatisfaction. Herzberg classified job factors in two broad categories -

3.4.1 Motivation Factors

Employee motivation factors result in positive and negative satisfaction which are inherent in the employer and work conditions. The factors that motivate employees for enhanced performance are referred to as satisfiers. In the civil service at different levels, it is important to identify key factors that push employees into higher-level productivity and efficiency (Aydin and Ceylan, 2009). Moreover, the factors should be such that they drive willingness among the employees to achieve their full potential and contribute more effort that generates more benefits. The various factors that motivate employees are described as follows

- **Recognition** - In the Civil Service, the majority of decision-making is performed at the top level, while the lower level is meant to follow orders. Even at the top managerial level, there are only a few employees who go beyond capacity and contribute the maximum while

the rest of the others only perform duties as mentioned under their role description (Beugré, Constant and Offodile, 2001). Also, political leaders play an important role in the sanctioning of plans and orders for nationwide implementation. Thus, employees who have laid the foundations and have devoted maximum efforts to the plan often remained unrecognised.

- **Growth Opportunities** - The Civil Service system is highly structured and roles and duties within it are limited to job descriptions. Only the upper-level managers are offered growth opportunities and learning and development (Chowdhury, 2007). Therefore, the middle and lower levels remain underprivileged in any growth area, thus leading to a lack of satisfaction and motivation in the job.
- **Performance Evaluation** - This refers to the fact that employees must be evaluated based on their work performance. Lack of performance reviews prevents them from contributing extra to the achievement of improved results.
- **Responsibility** - There is a lack of responsibility in the Civil Service even at the uppermost level (Kamalian, Yaghoubi and Moloudi, 2010). If anything went wrong at work, none of the departments and agencies associated with the organisation took responsibility. The upper-level managers take full control of the work but in the event of failure, none of them come forward to be accountable.
- **Meaningful Work** - Work in the Civil Service at lower levels is not meaningful in attracting employees and presenting challenges (Khalid and Irshad, 2010). There is a lack of challenges and opportunities to allow an employee to motivate themselves.

3.4.2 Hygiene Factors

Herzberg also identified hygiene factors as essential for workplace motivation for employees. These however do not guarantee long term positive motivation, but the absence of these factors results in dissatisfaction. It can also be understood that the presence of these factors is necessary to a certain level and ensures that employees are not dissatisfied (Ramesh and Jayakrishnan, 2010). These factors, also known as maintenance factors, are related to the workplace environment. The scientist further explained that these factors impact the physiological needs of employees. The various components are as follows-

- **Compensation** - Pay structure is the first thing that keeps employees motivated to continue doing a job. It should be designed appropriately to fulfil the basic requirements of employees. Underdeveloped nations are least expected to provide competitive remuneration and keep their employees satisfied (Khan, Farooq and Ullah, 2010). Studies on other

underdeveloped nations have shown that with low salaries and lack of regular increments, employees in the Civil Service are not willing to contribute their efforts to the maximum.

- ***Company Policies and Administration*** – The civil service is being linked with many other departments and agencies which are strictly managed and controlled. The policies made are too rigid to allow any flexibility in the work and for employees.
- ***Fringe Benefits*** - With a lack of financial resources, the nation is not able to provide fringe benefits for employees (Roy and Dugal, 2005). There are additional benefits provided to civil servants in other nations in the form of health benefits, family health and medical facilities, care plans, retirement benefits, etc.

Herzberg proposed that employers must continuously motivate employees through the adoption of a democratic approach in management and control. Since the entire government and political structure in the majority of countries in the world have adopted democratic characteristics completely. Therefore, there is no need to enforce strict rules and regulations for the management and the control of employees (Agrawal, 2012). Moreover, employees are also demanding recognition and rewards in the workplace. Thus, employers and management even in the Civil Service cannot treat them as labourers and offer pay that is not enough to fulfil their basic needs. The author further proposes the following measures to the managers -

- ***Job Enlargement*** - Civil servants should be provided with an increased variety of tasks that are interesting and present challenges so that they can apply their creativity and apply their knowledge. Civil servants are hired through competitive exams and candidates are assessed through various means, but when it comes to job roles and responsibilities, there is a significant difference (Wilkes, Yip and Simmons, 2011). Lower-level employees are recruited for data collection and surveys, which are used by the middle level for analysis purposes. It is therefore important that employees are provided with work responsibilities that they find meaningful and show more effort to be successful.
- ***Job Enrichment*** - Civil servants must be provided with complex tasks and duties with strict deadlines. According to the author, this will provide them with a sense of achievement and motivate them to take on more responsibilities.
- ***Employee Inclusion*** - This refers to the fact that employees must be asked to give suggestions and feedback for development and implementation (Choy, 2012). Usually, the work of upper-level employees is limited to planning while the lower-level employees are involved in implementation. The issues and challenges faced during the implementation of

plans can be better explained and sorted out by the same cadre of workers, so it makes sense to ask for suggestions necessary for similar plans to avoid wasting resources.

- **Employee Empowerment** - Herzberg strongly believes that power should be delegated to employees to enable them to make certain decisions at their end (Agarwal, 2011). This will not only avoid delays in the work but also improve employee productivity.

3.5 Performance Management

Employee performance management is a procedure that employers use to measure a job carried out to expectations based on standards that have been laid down. Theorists also believe that performance management is a method that is used by both employers and employees regularly, usually annually to find a deviation from expected levels (Miao, Newman, Schwarz and Xu, 2013). Employers effectively take into consideration work objectives and contributions made by employees towards the success of the organisation. While the formal process is carried out on an annual basis, managers are required to develop objectives, monitor work and results, provide training, coaching and mentoring and ask for feedback and suggestions on an ongoing basis. There are several methods used by employers to gauge the effectiveness of employee contributions.

- **Performance Reviews** - Duties and responsibilities in job descriptions are mentioned before the candidate is appointed. Work is provided based on the description and measurement criteria is set based on standards such as quality, time, etc (Prowse and Prowse, 2009). The difference in the work done and standards are typical measurement criteria that also take into consideration other unwanted factors which are beyond human control. Employee feedback is also taken to be incorporated into the final assessment. Many psychologists strongly recommended considering employee perspectives for the job and managers for a 360-degree review.
- **Peer Evaluation** - Under this method, team opinions are considered for the results obtained for the work (Chand, 2015). Employees are asked to value and examine the performance of each other for contributions made. This type of evaluation may be biased as employees at similar levels avoid praising others' performance, but it helps the employer in understanding the differences between them.
- **Target Setting** - Under this process, strict time-bound deadlines are set along with the aims and objectives of the work. Employee performance is judged based on work completed to deadline and the quality achieved as per the standards laid down (Yang and Kassekert, 2010).

Individual and group performance is judged based on contributions made by each of them and with support.

- **Self-Evaluation** - A self-evaluation system is also followed where employees are asked to assess their performance based on the personal and professional goals set. This enables employees to understand the significance of reviews and contribute more effectively (Condrey, 2005). Moreover, it also encourages employees to set personal and professional goals for the future and make more efforts to accomplish those.
- **Measuring Output** – Employers often also use the total output to assess an individual's and group contributions. Organisations with sales as a major component of business success use this method. Employees are rewarded with bonuses and increments as compensation.

3.6 The purpose and significance of performance management

Performance management aims to develop skills and abilities on an ongoing basis and reward them accordingly. It is also a measure to increase the compensation level of employees based on their efforts and contributions. Since employees cannot be expected to work for the same salary for years and the process of increments on a similar basis is too old to be considered (Sonnentag, 2003). The significance of performance management also lies in the fact that it directly relates to the quality of the work done by employees.

Psychologists strongly believe that in the absence of performance-based review, employees will not be able to go beyond their capacities and contribute effectively. This is because there are different types of employees in every organisation. Some perform a job just for the sake of doing it for a regular salary, while some are self-motivated and aim to achieve a higher position with their efforts (Agrawal, 2012). Some employees aim for a high-level position but are not willing to contribute the effort required to achieve it. Thus, judging employees with different levels of effort with the same criteria is unjustifiable. The performance evaluation process, therefore, provides an opportunity for employers as well as employees to work jointly to enhance each other's performance. Moreover, employees contributing with extra effort, if recognised, will accept more challenges which result in similar success. On the other hand, if high performing employees are not properly recognised, they will be discouraged from being successful the next time they are offered work. Therefore, a performance review is not only limited by employee motivation but is also linked with the overall organisational performance (Wilkes, Yip and Simmons, 2011). The type of method for performance management depends upon the nature and objective of the organisation. Not every type of method can be assumed suitable for every organisation, as work processes and employee contributions vary. For

example, the total output method cannot be used in the case of the Civil Service as there is no such measure as sales, which is used to measure business performance. Some organisations also use fewer formal methods for employee work reviews.

An effective performance management system is usually job-specific and also takes into consideration the personal specification of the employee. The process includes an array of activities and measures along with a two-way communication process between managers and employees. It begins with examining at what point the employee has been given a job, the training provided in terms of content, quality and repetition, work assigned, job completion, standards met, deviation found, relationship with co-workers and manager and attitude towards work (Yazdani, Yaghoubi and Giri, 2011). Therefore, it is not limited to measuring the deviation in the work assigned and results achieved, instead the entire environment of the work is examined thoroughly.

3.7 Taylor's Theory of Motivation

Frederick Taylor, the father of scientific management also proposed the idea of motivating employees through financial means. Taylor introduced the concept of breaking down each task into a job and specific process along with the time required to complete the task. The scientist also specified the method and techniques required to complete each task. Furthermore, he suggests that workers must be trained to complete their job in a particular way to save on unnecessary time and effort (Adeyemo, 2001). The scientist also believed that employees must be continuously motivated to perform their tasks in an improved way and that this should be supported by monetary benefits. This forms the foundation of the idea that employees should be paid based on their productivity and efficiency to meet targets. The theory also includes the standardised role of management where managers are designated with more responsibility and authority, while workers are actively involved in operations. Taylor argued in his theory of scientific management that employees by their very nature do not enjoy work and thus require close supervision to monitor and control their work (Rukhmani, Ramesh and Jayakrishnan, 2010). For this purpose, managers must break down the entire operational activity into a small series of steps and divide it among eligible employees. With the training provided, workers will be able to understand and perform their work efficiently. Therefore, a combination of training and financial benefits naturally encourages employees to work hard and maximise their productivity (Akerlele, 2001). The approach of Taylor was widely accepted across industries and sectors, as organisations saw a positive impact in terms of higher production levels with low costs per unit.

The approach was primarily used by private sector organisations, but later on, the public sector also noticed the positive outcomes and started using it. Research studies on the public sector in many developing countries proved that employees are comparatively more highly motivated by financial incentives than by any other source (Mani, 2010). The approach works best in the Civil Service as public servants were highly criticised for bribery and unusual delays in the work process. So, after financial incentives were provided, they experienced high satisfaction from their job and were also able to perform their work effectively.

Taylor's approach was also criticised as it was considered linked with an autocratic style of management in which decision-making powers rests with managers, while employees only have to follow orders. Apart from this, under this approach, managers view employees as lazy and unable to take on more responsibility (Egwurudi, 2008). In later years, in many organisations, employees started to dislike this approach as they had to perform boring, repetitive tasks. Furthermore, they were considered as being machines instead of humans and expected to continuously increase their productivity. Therefore, this led to laying off employees by employers as productivity levels went down. In the civil service, the quality of work sharply declined and important tasks experienced unusual delays. Dissatisfied workers shut down factories and called strikes.

Another psychologist, Elton Mayo, believed that money is not sufficient to motivate employees, rather their social needs must be fulfilled (Evans, 2006). He also proposed the Human Relation School of thought, in which he lays stress on the fact that managers or employers must treat employees as humans and take more interest in their needs. The psychologist was of the view that managers should take an interest in employees rather than only supervising them and controlling their actions. The concept is generated from the idea that it is the combined effort of all members of the organisation that result in high sales and profit (Banjoko, 2010). Managers alone cannot contribute effectively as work is accomplished at a lower level by workers. Therefore, it is significant to value their role in an organisation and treat them as valuable assets.

Mayo suggests that employees can be best motivated through the following factors:

- **Teamwork** - Small teams must be formed in organisations where tasks are divided among employees. The entire activity should have one common goal so that all employees are motivated to direct their efforts towards the achievement of a common goal (Eze, 2009). Teamwork encourages competition and support among employees towards a common goal.

- **Management Involvement** - Managers at the middle and upper level must take an interest in the professional life of employees. Interest should be focused on their performance, attitudes, relationships and contributions. This makes employees feel part of the organisation and that managers are concerned with them.
- **Communication** - Employees are demotivated if their managers do not communicate with them even on work-related matters (Jibowo, 2007). Mayo suggests that effective communications develop a sense of belonging in employees and initiate long-lasting and healthy relationships.

3.8 Merits of monetary incentives

There are merits as well disadvantages to monetary incentives for both employers and employees. Other than enhanced encouragement at the employee level, there are many others which are discussed below:

- Monetary incentives are considered as being the easiest way to influence employees. This can be understood in context with human psychology that employees are driven by the fact that they will gain something from a particular action (Nwachukwu, 2004). If the gain is in the form of monetary terms, they will be able to satisfy their psychological needs which are a priority among other things.
- No personalisation - The method does not require any personalisation as everyone is offered the same process. Employees working more are paid higher rates and with increased incentives, so there is no bias.
- This method is one of the most liked by employees as they prefer to be recognised and rewarded for high performance (Roy and Dugal, 2005). When this method is appropriately processed, it results in retention and improved morale.
- Monetary incentives help in the achievement of small targets through enhanced productivity and less problematic behaviour.
- The incentive scheme also improves employee attitudes and the workplace environment as it leads to higher satisfaction. The workplace environment is also an important factor in employee motivation. Relationships between managers, employees and colleagues are influenced by individual characteristics. There are conflict management centres at the organisation, but that does not seem to work effectively in the way financial incentives do.
- Financial incentives are considered as the best way to reward top-performing employees in the case of constraints that seem to restrict promotions and appraisals (Abadi and

et. al., 2011). However, there are annual appraisal systems in the civil service but there are often delays and employees must wait for a long time.

- The system is considered fair and less biased as incentives are raised on an equal basis for employees. In many organisations, the workplace environment is affected by the performance appraisal process. Often employees are unhappy with the process and the manager's opinion about them and this becomes the reason for exit (Khan, Farooq and Ullah, 2010). In the case of financial incentives, benefits are based on measurable terms such as sales increase, timely project completion, etc.
- From an employer's perspective, the financial incentive system involves less consumption of resources in terms of time and money. Apart from this, it also makes it easier for employers to notice top performers and provide more responsibilities for them. At the time of annual appraisal, the earlier work done by employees is usually considered as a basis for a salary increment, promotion and transfer (Beugré, Constant and Offodile, 2001). Monetary incentives provided to employees can also be taken as a basis for judgement and measures the overall impact on the business performance.
- The incentive programme is not limited to existing employees and can be used as a means to acquire potential recruits along with retaining the existing employees (Ali and Ahmad, 2009).
- Monetary incentives enable employees to control their income. In addition to this, employees also improve their productivity and efficiency.

3.9 Demerits of monetary incentives

- There is also a negative impact of financial incentives for both employers and employees.
- The first downside is the cost factor as an employer has to pay more than the regular salary.
- The financial incentive program cannot be used continuously as it takes the form of entitlement in the long run and loses its original motive to encourage employees.
- The hope to earn a higher incentive may affect the quality of the work completed by employees (Kamalian, Yaghoubi and Moloudi, 2010). In the case of sales-driven organisations, if products and services are sold at a loss to meet a target, the employee will be entitled to an incentive, but the firm has incurred a loss. In the case of a service-oriented organisation such

as the Civil Service, the quality of work is highly affected in the hope of meeting a target and earning higher incentives.

- The purpose of financial incentives may sometimes lead to the opposite results and not work out as intended. In one case, if an employee has missed a target by a very small amount and is not entitled to an incentive, he/she will be discouraged in the future.
- The incentive approach may increase conflict if the work is team-based, as individual employees work with different degrees of effort (Chowdhury, 2007). So, an employee contributing maximum efforts is entitled to the same incentive package in comparison with the employee who is not efficient even at par. This will lead to frustration among the top-performing employees with an equal package offered to employees with different levels of contribution to organisational success.
- This method often increases competency among employees, which is acceptable at a certain level. Level of higher than accepted results in a situation where employees are actively involved in outdoing their colleagues can happen (Annamalai, Abdullah and Alasidiyeen, 2010). Employees may present themselves as being competitive, but there is a possibility that at the 'back end' they are affecting the work of their teammates.
- Incentive programs require time and effort to correctly measure benefits against the costs involved. There may be a difference in the perception of employees and employers for the incentives and work done. Over time, employees may feel that incentives are not enough for their efforts.
- Over time, it usually happens that employees only work for incentives (Aydin and Ceylan, 2009). Regular work becomes affected as employees demand higher and continuous incentives.

3.10 Effectiveness of monetary motivation

Monetary incentives must be designed and implemented in such a way that they enhance benefits for both employees and employers. The following provides some suggestions to create a balance so that negative aspects can be decreased:

- The system should be proposed with the idea that it will introduce a competitive environment in the organisation and that fair methods are used to reward the right employees with enhanced performance levels (Khalid and Irshad, 2010).
- The program should be prepared in consideration of employees' opinions. It is significant to have employees' opinions in matters relating to them so that they are aware and encouraged at the time of implementation.

- The incentive program should be continuously monitored to ensure that it is working as intended. Any unwanted deficiency can be easily notified and removed before it has a wider impact on organisational and employee performance.
- The program before implementation must be communicated to employees. Organisations with complex procedures and systems have a different set of incentive programs to those with easier procedures (Ramesh and Jayakrishnan, 2010). Therefore, employees must have an idea of what they will gain from the contribution they provide.
- The targets and goals should be easily and objectively measured.

3.11 Non-monetary motivation

These are the rewards and recognition which are intrinsic to work and are less formal and intangible which have a lasting effect on employees. Perks are in terms of acknowledgement, enjoyable work, training and development opportunities, involvement in decision-making, gifts appreciation letters, etc. In other terms, the benefits which do not seem to be materialistic and drive employee behaviour from inside are considered as non-monetary (Roy and Dugal, 2005). Employers can use personalised non-monetary methods to reinforce positive behaviour and drive employee performance. The most significant benefit is that these are non-expensive to reward employees at every level but are priceless when received. Rewards must match the ability and contribution made by the receiver. It also makes sense for employers to consider the personal characteristics of employees before rewarding them by these types of means. An employee who is highly inclined toward fulfilling psychological needs cannot be driven by non-financial products. On the other hand, if the employee has a strong need to contribute effectively to the organisation through creativity and extra efforts, monetary products cannot satisfy them. Non-monetary rewards make employees feel appreciated for their efforts, though the feeling vanishes in the short-run (Nwachukwu, 2004). So, it requires an organisation to take the initiative to build a company image dedicated to motivation.

3.10 Ways to motivate employees

In a typical setting, the mission, vision and objectives of an organisation surrounds revenue, profits and quality maximisation and developing a competitive market edge. This does not include employee contributions. Goal setting is in contrast to the employer's view where employees are considered as the most valuable asset in the organisation (Aydin and Ceylan, 2009). Therefore, when employees are referred to as valuable, the objectives must be dedicated to employees as well. The objectives should be such that they develop talent, create an enjoyable workplace environment, promote leadership, etc. Apart from this, employees should

be entitled to training and development opportunities continuously, rather than annually which makes no difference. Regular learning enables employees to take on new tasks and produce improved performance. This also enables the development of creativity and inspires other people at work. Many authors also recommend that hiring the right talent helps the company grow. The right kind of talent encourages an employee's desire to learn and progress (Agarwal, 2011). These concepts are no longer beyond the boundaries of the public sector and are effectively implemented in all public service departments.

3.11 Performance Appraisal

There are various theories and elements described by different analysts that can be used to deliver performance appraisal in the civil service (Agrawal, 2012). The effectiveness of a performance appraisal system is greatly influenced by factors that are considered in evaluating the performance of employees in the civil service. In this regard, some of the most important theories are explained below:

- ***Goal-setting theory***

This approach was determined by Edwin Locke in 1968. By considering this approach, it has been stated that an organisation can enhance the performance of an individual by setting goals. It influences employee morale for the facilitation of superior performance. Similarly, top authorities require establishing proper goals and tasks for the officers of public authorities associated with the welfare of society and the development of a country (Wilkes, Yip and Simmons, 2011). People who are working in the civil service manage their practices as per their goals. By analysing staff performance via the objectives, the human resource department of the civil service can develop performance appraisal or skills development activities, if an individual has not appropriately achieved all their goals. If a public servant improves performance as per the previous results and outcomes, then this can be considered as a success in the performance management system. All these elements have been evaluated as the most important factors in handling the performance management system in civil services in Nepal (Choy, 2012). By establishing different goals as per job roles and authority in the public services, the HR department of a public authority can examine the performance and skills of staff.

- ***Expectancy theory***

This is another important approach that was evaluated in 1964. This approach is carried out by considering the hypothesis that people adjust their behaviour in a particular entity, either government or private organisation regarding anticipated satisfaction, which is valued by considering set goals. In this context, it can be stated that individuals have modified their behaviour in such a way that would help them in the attainment of different goals which are provided by top authorities in the civil service (Agarwal, 2011). This theory underlies the concept of performance management in which the performance of employees in the civil service is also influenced by the outlook concerning future events. Furthermore, staff members associated with the public services are assessed differently by types of awards and recognition for their extraordinary performance in the field of public welfare and national development by channelling their behaviour as per goals and results.

- ***Implicit Person theory***

This theory was originated by Dweck. This approach worked on certain assumptions in which ability and personal traits have been considered the most important factors in individual behaviour. This approach mainly emphasises the personal traits of an individual, which are largely fixed elements (Miao, Newman, Schwarz and Xu, 2013). In the field of the civil service, this approach considers several factors in the process of performance appraisals, such as self-regulation, goals and the level of self-efficiency while performing different tasks and activities in the public services. By applying this approach to human resource practices in the civil service of Nepal, top government authorities and management can cover several areas associated with staff performance in the public services such as the ability of employees, morality, religious sentiment etc. which influence a supervisor's judgments or reporting about subordinates (Prowse and Prowse, 2009). This approach provides significant benefits in the performance enhancement process by affecting the behaviour of staff. It helps civil authorities remove the negative impact of demoralisation, frustration and resentment.

3.12 The Performance Appraisal process

In the performance appraisal process, the human resources management department of a public authority has to consider several stages in the performance evaluation of staff related to the civil service. In this regard, the authorities need to follow six stages of performance evaluation:

- ***Establish performance standards:*** It is considered as the first stage of a performance appraisal process in which top authorities determine the performance standards as per the tasks,

present job performance, nature of duties etc. The HR department also assesses job descriptions in the field of public services which are required to be performed by an employee (Chand, 2015). By applying performance standards as per the nature of the job, senior officials in public administration can easily examine the performance of employees. Apart from this, performance norms and standards must be clear and measurable, and these should be specifically explained.

- *Conversation of performance expectations with employees:* This has been analysed as the most important section of the performance evaluation process. After determining performance standards, top government officials or the HR manager communicate with different employees to assess their expectations about performance. The conversation with staff members related to the Civil Service is termed as the most important part of the performance appraisal system (Yang and Kassekert, 2010). In the Civil Service, this section has been identified as the most significant aspect of the performance evaluation process. In this section, senior staff members also communicate with employees about performance standards that increase transparency in the performance assessment process. It also increases staff trust. This stage also assists top authorities in modifying standards of performance evaluation as per the feedback and suggestion of workers.
- *Measure actual performance:* This is the third section of the appraisal process. In this stage, the actual performance and outcomes of the employee associated with public services are measured by assessing different kinds of information and data from various sources related to different tasks and special activities that have been performed by employees while performing public duties (Condrey, 2005). This information is assessed through personal observation, statistical reports and achievements and oral reports with written reports. In this process, the evaluator ensures that measurements must be carried by considering specific facts and findings. This element makes the measurement process more critical.
- *Comparison of Actual Performance with Standards:* This is the fourth stage of the performance appraisal process in which superiors and departmental heads in public authorities compare the actual performance of staff associated with public services as per the predetermined standards (Sonnentag, 2003). In this comparison, the HR department of the civil service of Nepal may uncover deviations that occur between standard performance norms and actual performance. Regarding this information, the evaluator or senior staff members can carry out further conversations about performance and outcomes.
- *Discussing the Appraisal with the Employee:* According to the fifth step of the appraisal process, senior authorities conduct conversations with subordinates in different departments of

the government to discuss the results of the appraisal and assessment of performance. It is termed as one of the most difficult tasks for senior authorities to present and describe various elements in the form of an accurate appraisal in front of employees (Agrawal, 2012). This approach assists top managers in influencing staff to accept the appraisal constructively. In addition to this, a healthy discussion is carried out on appraisal that enables employees of the Civil Service to know their strengths and weaknesses. Regarding this information, the HR department can assess the impact of strengths and weaknesses on their future performance. It can be both positive and negative.

- *Initiate Corrective Action:* This has been identified as the final step of the appraisal process. In this section, top government officers make efforts to initiate corrective action to improve staff members as per the outcomes of the performance appraisal process (Wilkes, Yip and Simmons, 2011). Based on this information, different areas needing improvement in the public services are identified, along with corrective measures to be implemented as per the improvement in skills and knowledge that will improve the overall performance and ability of employees in handling various tasks and activities while performing government duties. This type of action involves time to analyse deviations (Condrey, 2005). Hence, top authorities are required to manage various activities such as training, coaching, counselling, etc. from which managers initiate improvements to employee performance.

3.13 Performance appraisal tools and tactics

Performance appraisal is considered as the most important aspect of business management but changing the political and government environment along with the distinct needs of particular citizens has influenced government officials to adopt the different tools of performance appraisal (Choy, 2012). These tools aid top authorities in evaluating different employees in the civil service from which the quality and performance of public services can be improved in Nepal. In this context, some of the most important tools and tactics that are available for government officials to evaluate the performance of staff related to public service are explained below:

- *Ranking Method:* In the ranking system, the supervisor in a public service department must rank his subordinates in their overall performance. In this approach, the ranking of an employee within a work group is carried out against another employee (*Performance Appraisal Tools and Techniques*, 2015). Furthermore, top officials can test the relative position of each

employee related to public services according to his numerical rank. This approach can be applied in government departments in Nepal by ranking a person on his job performance against the performance of another member of staff working in a similar position. In this way, employees are ranked regarding their performance levels. It is a very easy approach to assess the best performer in public services. However, there are some limitations identified in the ranking method in the context of Civil Service jobs because it is very difficult to compare the individual traits of one individual with traits of another (Agarwal, 2011). This approach only determines the position of an employee in his department. Furthermore, officials in a public authority will also face difficulties in the ranking of many employees. In addition to this, there is no systematic procedure assessed for the ranking of individuals in a government organisation and it also does not remove the chances of 'snap' judgements.

- *Critical Incident techniques:* This is considered as a most important tactic which can be applied in the process of performance evaluation of government officials or employees of the Civil Service. Using this method, the HR department of a public authority and departmental heads of many departments associated with public services develops lists of statements that contain very effective and ineffective behaviours of an employee (Miao, Newman, Schwarz and Xu, 2013). In these sections, different critical incidents or events are considered, identified in public services that would assist top officials to represent outstanding or poor behaviour of employees. In public services, employees have to face several issues and incidents which they are required to manage as per their job requirements. This method facilitates an objective basis to carry out a systematic discussion of an employee's performance. It also helps top officers in a public authority to avoid 'regency' bias (Mariappanadar, 2013).

There are some limitations addressed in Critical Incident techniques in which negative incidents may be more noticeable in comparison with positive incidents (Prowse and Prowse, 2009). Furthermore, officials also tend to assess and analyse a series of complaints associated with different incidents while performing an annual performance review. This approach requires very close supervision which is not liked by employees.

- *Checklists and Weighted Checklists:* According to this system, different types of statements are considered that are used to describe a specific job in the civil service. Each statement has a certain weight or scale. In the process of rating an employee, a supervisor in different government departments evaluates all types of statements that closely examine the behaviour of the individual under assessment (Chand, 2015). The rating sheet determines the score by calculating the mean of different weights of all the statements. In this process, a

checklist is developed for each job performed by different employees in several departments of the public services. It covers several aspects in the process of the performance evaluation process and is identified as the most frequently used method. The Checklists and Weighted Checklists possess some negative elements that could lead to a negative impact on performance evaluation in the civil service (Yang and Kassekert, 2010). This method is very expensive and time-consuming. This approach is criticised in that the assembling, analysing and weighing of an employee's characteristics, contributions and behaviours have been found very difficult (Mano and Giannikis, 2013).

3.14 Impact on employee performance

The impact of different motivational approaches may not necessarily produce similar results. With differences in organisational nature and objectives, approaches adopted, employee perceptions and nature, the overall outcome may take time and result in different forms (Hafeez and Aburawi, 2013). There are three types of outcomes identified as a result of the motivation approaches - positive, constant and negative. The results vary with the difference in demands and expectations of the employee and employer. The following discusses the outcomes in terms of three types of results.

3.15 Sources of Motivation

There are different sources of motivation available that can have positive and negative impacts on employees at work (Lena and Tore, 2014). It is not necessary that what works out for one employee will produce the same results for another and this applies to both positive and negative types of sources. Research has been conducted to explain that internal motivation has a higher degree of influence over the individual to drive towards the achievement of goals and objectives (Mohammad and Islam, 2014). Although external motivation is still relevant and impacts individuals, it is less preferred compared with internal ones.

- ***Intrinsic Motivation*** - This type of motivation is explained by psychologists as the drive individuals have without external incentives. It is also referred to as the pleasure that one gets from the task itself and the sense of satisfaction for the completion of work (Mason and Mouzas, 2012). In this type of motivation, an individual does not search for outside factors or rewards from others. Moreover, external rewards are of no use for these types of employees. It has been studied that intrinsic motivation depends on the personal characteristics of the individual. This means that not every individual can be assumed to be encouraged by these types of factors (Rodwell, Noblet and Allisey, 2011).

- **Extrinsic Motivation** - This type of motivation is referred to as associated with tangible and external rewards and recognitions (Rothwell, 2010). These are considered the most effective for individuals aiming to fulfil basic needs. Different sources used by employers are salary increments, promotion, workplace conditions, bonuses and fringe benefits. Many employers also provide other creative benefits in terms of paid leave, family holidays and working from home, etc. These are considered extrinsic because all sources are external to the individual (Othman and Poon, 2000). Studies have shown that extrinsic motivation was the only source used in the past to motivate employees. Its usage has not completely stopped but it has been taken over by intrinsic factors.

The difference between the two lies in the approach i.e. internal and external in context, with individual characteristics. Intrinsic motivation works on the psychology of an employee, while extrinsic works on materialistic needs (Palmer, 2005). Intrinsic motivation works best in situations with democratic organisational structures with flexibility and the opportunity to work and apply efforts. In contrast to this, extrinsic motivation factors work best in opposite settings which are inclined towards routine and are highly formal and bureaucratic (Cooke, 2011).

3.16 Incentive theory of motivation

In simple terms, the theory can be explained as that it provides greater action. In the Civil Service, incentives are an additional benefit or remuneration against the successful completion of a job. The measure of performance may vary among individuals but is always in financial terms (Hafeez and Aburawi, 2013). It is assumed that monetary benefits encourage employees to take on additional responsibilities and achieve higher targets.

The theory, also known as reward motivation theory, is based on the belief that motivation is driven by the prospect of earning higher rewards and incentives (Panari, Guglielmi, Simbula and Depolo, 2010). An incentive is therefore an object that supports the fulfilment of the psychological needs of an individual and his/her family. Rewards must be provided for employees for the work done must be clearly described instead of keeping it as 'suspense' (Lena and Tore, 2014). The significance of incentive-based rewards is to expect the repeat performance of actions of behaviour with specific intentions.

3.17 Positive and Negative Motivation

Motivation is a type of internal feeling that influences an individual towards a particular action and job operation. It is very difficult to inspire employees in an organisation to work with full efforts to attain certain goals objectives (Mason and Mouzas, 2012). Increasing

motivation levels of staff can be termed as the most important responsibility of a supervisor whether it is a private organisation or the Civil Service. In this, the HR department applies various tools to attain the desired goals from public service employees (Costa, Duarte and Palermo, 2014). Motivation is categorised into two elements which are explained below:

3.17.1 Positive motivation

It is one of the most effective tools used in each type of organisation, so it is also appropriate in the civil service to boost the morale of employees. This is very effective in making employees of public services willing to make their best efforts by applying different skills and knowledge. These will improve the overall performance of staff members (Rothwell, 2010). In positive motivation, HR managers and top authorities offer some rewards to employees to act in a specific manner to attain certain goals of public authorities. It has been analysed that positive motivation has been identified as the best approach to create an interest in the perception of employees for better performance to attain different goals of public authorities in the Civil Service in Nepal (Othman and Poon, 2000). Positive motivation is also evaluated as the systematic process of attempting to encourage the attitude and behaviour of employees while facilitating public services through different types of rewards. These rewards are considered as incentives that are provided to employees for extraordinary achievements. It also includes fair wages, salaries and extra benefits. All these factors are termed as financial or monetary rewards in the attainment of certain objectives (Palmer, 2005). On the other hand, government authorities or the HR departments of public services also use different non-monetary rewards for extraordinary performance, such as promotion, growth, recognition, certificates etc. All these factors related to financial and non-financial rewards have played significant roles in influencing the behaviour of employees while performing different tasks in public services (Smith, 2015).

The results are as expected by every employer i.e. favourable produce enhanced productivity, quality and workplace environment. Employees motivated through correct means and efforts provide higher satisfaction in their jobs (Harris and Brewster, 2003). This can be understood as when the supervisor identifies the capabilities of employees, the latter are driven with the right tools in terms of coaching and training. Financial benefits are not the only reason employees are staying in a job. There were times in the public sector when employees preferred to stay for life in a job in one location (Fox, 2008). In modern times when the employer has changed its approach from experienced-based motivation and performance appraisal, a similar impact is also noticed among employees. There is increased competition in the workplace with

each employee trying to show their efficiency and gain perks and recognition. Therefore, job satisfaction comes from motivation, whether in terms of monetary or non-monetary. If employees are not satisfied with the job, they will not be able to produce the desired results (Cartwright, 2005). Eventually, they may choose to leave the organisation or may be transferred to a far-off location. So, the right kind of motivation ensures that employees are motivated and directed toward the desired goals. If the approach and methods of motivation do not suit them, it will lead to dissatisfaction in the job.

The objective of motivation is to achieve higher performance levels. If employees are offered sales commissions, they will try harder to sell more (Analoui, 2007). Similarly, if employees are lured with incentives based on timely project completion and quality as demanded, they will continue doing the same to gain more. This is also known as a 'carrot and stick' approach used by employers to motivate employees (Gould and Desjardins, 2014). When employees are motivated by threats, they will try hard to prevent negative consequences.

- *Advantages of positive motivation:* The management of government agencies can influence the practices of employees by using positive reinforcement which naturally occurs in daily life (Boella and Goss-Turner, 2013). It increases the likelihood of certain behaviour among civil services employees that increases the chances of the reoccurrence of the desired behaviour. Praise, rewards and other reinforcers play a significant role in handling the motivation levels of staff members. This approach has greatly influenced the potential to increase the frequency of productive behaviours, along with decreasing the chance of disruptive behaviours by managing activities of those employees working in government departments (Sett, 2011). The proper use of rewards as per the distinct needs of staff members related to the civil service can allow an employee the development of his or her intrinsic motivation.

- *Disadvantages of positive motivation:* Rewards sacrifice the interest of employees in other operations and activities of public services. It decreases an employee's ability to attempt new things and activities for fear of losing a reward. Furthermore, HR managers in the civil service also face issues related to long term attention (Rothwell, 2010). Sometimes different kinds of rewards related to positive motivation may be expensive and time-consuming. This approach also creates a sense of competition among employees from different departments (Siddiquee, 2010). Sometimes, competition among employees leads to conflicts in public services. This approach is very effective in the process of habit formation rather than in integrity. It can lead to a negative impact on different individuals and their working behaviour because they do not want to do anything without any appropriate reward (Othman and Poon,

2000). In addition to this, rewards have been identified as ineffective in solving different social actions.

3.17.2 Negative Motivation

For handling different operations associated with public services, top officials are also used to negative motivation. Negative motivation can be termed as the act of forcing staff members in government departments to work with aspects of threats and punishment. In this process, supervisors use negative treatment with some employees in the public services who are not attaining or performing different tasks as per predetermined job roles and responsibilities (Palmer, 2005). In this process, top management applies different tools such as demotion, dismissal, transfer, monetary palatines and group rejection to influence the morale of employees. It is not considered an appropriate approach to motivate employees by using negative incentives. However, government authorities have to adopt these practices in the Civil Service to regulate and control the undesirable behaviour of employees who are working in different departments. These tactics have been found very effective to prevent undesirable acts and behaviour of different individuals (Harris and Brewster, 2003). This approach may become very significant or effective to handle short term motivation only in some individuals towards particular goals and objectives.

Organisations also threaten employees using negative means of motivation to get work done through using them. These ways include punishments, long working hours, humiliation and all that is considered negative by employees. This is used when employers perceive that employees by nature do not want to work and are lazy (Fox, 2008). They also closely supervise and monitor their employees. Negative approaches may also work sometimes but are ineffective in the long term. Therefore, the provision related to demotion, transfer and penalties is a few examples of negative motivation approaches.

Researchers do not recommend negative motivation practices as they tend to demotivate employees. This can be further explained as threats and fear only force employees - and cannot be used as intrinsic drivers. Moreover, employees only work or complete their work because they do not want to lose their position and job (Cartwright, 2005). Therefore, negative motivation approaches get work done through fear rather than driving the employee's inner force to work effectively. In the case of monetary and non-monetary benefits, the means or products drive the need to either fulfil psychological or materialistic needs. Fear and threats, however, demotivate employees.

- *Advantage of negative motivation:* This approach has addressed very effectively and quickly the handling of undesirable acts and behaviour of employees related to public services. This term is considered as a tactic to manage any unethical employee practices in government departments (Analoui, 2007). By using negative motivation, the HR department or top government officials can handle the behaviour of staff members in adverse market conditions to attain different goals associated with the administrative services.
- *Disadvantages of negative motivation:* There are several negative aspects identified of negative motivation in the field of the civil service. This approach may become ineffective or may lead to a negative impact on the perception of employees who are working in a higher position in the public services (Boella and Goss-Turner, 2013). This approach also leads to a negative impact on the attitude of staff related to the Civil Service and they begin to feel angry and fearful, along with hopeless in performing different job roles and responsibilities. This approach has terminated undesirable behaviour for a temporary period. This factor also damages the self-esteem of employees while properly performing different job operations. It also restricts new initiatives in different job operations because of fear of failure. An increase in motivation levels among employees is extremely difficult in the context of negative motivation (Sett, 2011). Furthermore, it has been identified that negative motivation is not very effective in handling the activities of top experts and professionals in a particular field in public services. It affects negatively the overall productivity of staff members.

3.18 Outcome of different motivation approaches

Not all motivational approaches work in similar ways on all employees. The outcome of motivation methods may produce no results i.e. remain constant with no positive and negative scenarios. Many employers begin an employee motivation process only when they recognise the need. This means the process does not run regularly (Eze, 2009). It is only when there is a heavy workload and deadlines are tight that employers start using motivational tools and techniques. In such cases, employees also perceive these negatively and consider whether financial and non-financial means are only in the short term and that the employer only wants the job to be done. There is no concern for the employees in subjective terms. Therefore, the outcome of motivation tools turns out to be constant (Mani, 2010). This can be evident from the Civil Service when upper-level management appreciates employees for the job done on a particular project and which ends very soon.

There are also other cases when outcomes of motivational approaches result in constant behaviour of employees, such as part-time and temporary workers. Many organisations even the civil service hire employees to work on particular projects on an hourly basis (Rukhmani, Ramesh and Jayakrishnan, 2010). Both employment parties are aware of the fact that the contract ends in the short term or after the completion of the project. In such cases, motivational approaches will not provide results as there is no impact on employee performance.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

The following chapter presents the research methodology for this thesis. The study based on human resource management practices on the re-organisation and performance of the civil service in Nepal is thought-provoking and thus requires past and present information to study various aspects. It, therefore, requires the collection and examination of data that represent related concepts of HRM and the civil service and their respective performances. Research methodology plays an important role in developing a systematic format for the identification of valid information and techniques of analysis (Dane, 2010).

The research problem that the researcher wanted to solve is the impact of modern HRM practices on the re-organisation and performance of Civil service in Nepal. So, the data needed to solve the research problem is qualitative data to gain a more in-depth understanding of the topic. The researcher needed both primary data and secondary data to understand the situation of civil service reform in Nepal.

The following chapter is an attempt to determine the sources of data collection that are valid and reliable and identification of analysis methods. It also includes determining the appropriate research approach, design and philosophy suitable in the context of the study. Lastly, ethical considerations and limitations faced in the study are also discussed.

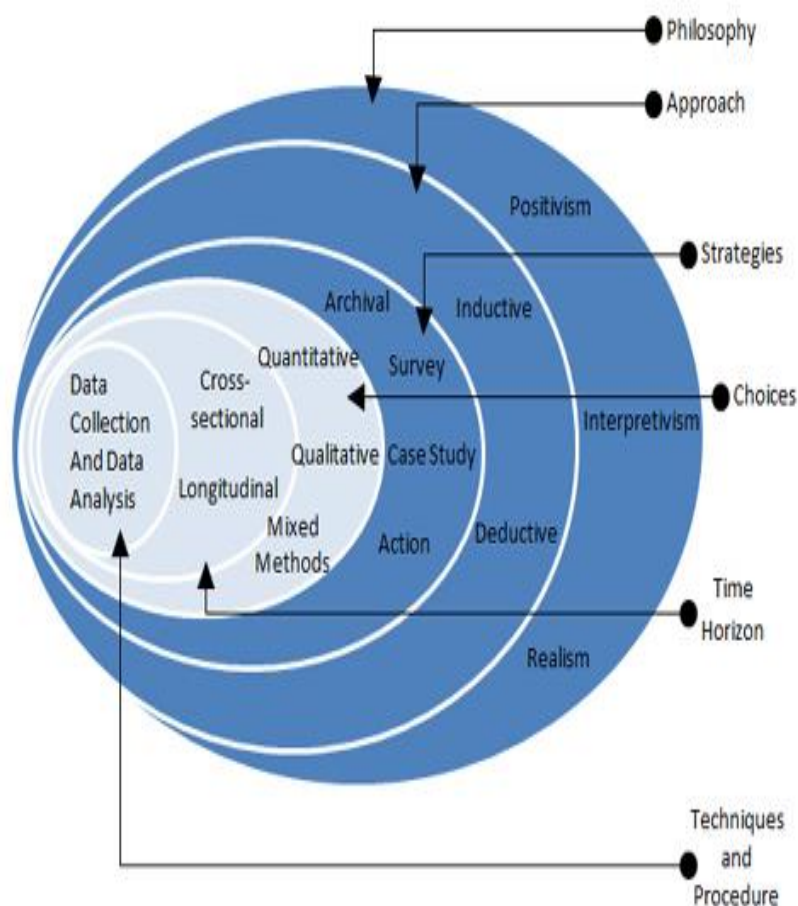


Illustration 2: Research onion

Source: (Saunders, Lewis and Thronhill, 2007)

4.2 Research Philosophy

Research philosophy is regarded as the principle, with the help of which data and information regarding a specific study can be evaluated, accumulated and used to gain expected results after carrying out the research. Intending to research effectively, it is equally imperative to replicate the models of enquiry through which engagement of effective types of research philosophy are possible (Alvesson and Sköldbberg, 2009). This directly provides support in accomplishing the aims and objectives of the research and enhances the overall efficiency of the study. Different types of philosophies in the research involves epistemology, ontology, positivism and interpretivism. It depends on every type of study which philosophy to choose as it is linked with the nature of research.

- **Epistemology**

The term epistemology is regarded with a brand of philosophy and is linked with the overall scope and nature of knowledge. It supports in identifying what type of knowledge is required, how it can be attained and to what extent particular knowledge about the specific

subject matter can be applied easily (Patton, 2005). Epistemology highlights knowledge that is true in every possible manner and does not differ from one situation to another. On the other hand, another set of research against epistemology is an ontology which can be a state as a study of philosophies. This directly provides support in understanding the nature of existence, reality etc. and also assists in identifying its overall relation to the specific subject matter (Silverman, 2010).

- **Ontology**

This research philosophy supports answering all the research questions being prepared and enhances the efficiency of the research. Traditionally this philosophy is regarded as the main brand of philosophy and is also considered metaphysics (Lewis, Pun and Lalla, 2004). Some of the main questions in ontology involve what can be said to exist, what are the meanings of being, what are the different models of being of entities etc. Through this, it can be said that ontology as a philosophy directly supports investigating things that are present in the universe. Ontology provides a base for a better understanding of a topic chosen for research (Ketchen, Ketchen Jr and Bergh, 2006). Through ontology as a design, it is possible to identify the ways of constructing reality about how things are and to work with this. Apart from these, two types of philosophies are being present which are used in the research and involve positivism and interpretivism. Both these philosophies are different from each other in every context and their selection depends on the nature and type of research being carried out (Miller, et.al., 2012).

- **Positivism**

This philosophy is based on the belief that reality is stable and can be demonstrated and observed from the point of view of research objectives. Furthermore, a large number of times it may manipulate reality with the help of a disparity among a single variable of independent nature to acknowledge regularities and also to build a new relationship between a few elements of the social world (Van den Akker, et.al., 2006). On the other hand, it is possible to form predictions where the main emphasis is on earlier observations and their overall inter-relationship. In general, positivism as a philosophy highlights information that is acceptable in every condition and does not alter with nature and overall characteristics and can be regarded as globally acceptable (Kazdin, 2011). As per the principles of positivism, it relies on quantifiable observations which can lead to statistical analysis. Furthermore, in this type of study, an investigator is independent of the research and no such provisions are present for human interest within the research. Positivism is linked with the viewpoint that an investigator

is required to focus on facts so that the overall aims and objectives of the research can be accomplished effectively. In this philosophy, an observer is independent and overall explanations in the research are shown as causality (Koul, 2009). So, this can be regarded as one of the main reasons which positivism as a philosophy is beneficial for different types of studies and in turn leads to the accomplishment of the aims and objectives of the research.

- **Interpretivism**

This philosophy supports an investigator in interpreting the elements of the research and integrates human elements into it. This philosophy assumes that access to reality is only possible with the help of social constructions which involves language and shared meaning along with observations. Apart from this, the development of interpretivism as a philosophy is based on the critique of positivism in social sciences (Dul and Hak, 2007). It is directly linked with the philosophical position of idealism and is considered to group diverse approaches which consider social construction, phenomenology etc. It focuses mainly on meaning and can employ a different type of methods to reflect various aspects of the issue. Interpretivist philosophy is based on the belief of relativist ontology and transactional epistemology (Morrell, et.al., 2009).

The difference between Interpretivism and Positivism philosophy is based on the fact that the latter considers quantitative data while the former undertakes analysis on qualitative data. Positivist philosophy is considered a scientific approach with methods and techniques used that are measurable and organised (Alexandiris, 2006). The researcher is not involved with the study and only observes behaviours. The aim of a positivist approach is linked with the aim of the study which is focused on discovering patterns and regularities in the social world with the help of scientific methods to find solutions (Neuman, 2003). On the other hand, an interpretive approach is inclined towards the examination of subjective data using methods such as personal interviews and participant observations. Interpretivism believes that the reaction of human beings varies with the type of situation and that there are different reasons associated with them (Bryman, 2004). The nature of human behaviours and conditions surrounding them influence their decisions and reactions in particular situations. So personal interviews and observations for some time is considered as the best method to assess any changes (Creswell, 2002).

4.2.1 Choice of philosophy

The present research focuses on the impact of human resource management practices on the re-organisation and performance of the Civil Service in Nepal. Therefore, to accomplish this aim an appropriate philosophy is required so that the entire study can be reliable and valid too (Bernard, 2011). Due to this basic reason, positivism as a philosophy has been chosen in the present research to analyse and evaluate information in an effective manner. The main reason behind the selection of this philosophy in the study is derived from sensory experience and is interpreted with the help of rational and mathematical treatments. (Stanley 2013) Furthermore, the researcher is independent in the entire research and it is regarded as one of the most suitable approaches with the help of which the nature of relationships can be identified easily and in an effective manner (Swearengen, 2012). Moreover, research findings can be evaluated easily by using this philosophy and it is possible to know how human resources can be better managed by those who are rendering the civil service in Nepal and turn it is beneficial for the entire nation in every possible manner. The selection of an appropriate philosophy leads to the accomplishment of expected results and in turn, it is fruitful for the entire study (Cooper, Schindler and Sun, 2006). On the other hand, the main reason behind not selecting ontology, interpretivism or epistemology as a philosophy is that they are not effective enough in determining the real impact of HRM practices on performance in the Civil Service in Nepal, which is one of the main aims of the present study (Walliman, 2009).

The main reason which positivism research philosophy has been selected by the researcher is that the selection of this philosophy helps in adhering only factual knowledge which is gained with the help of observation. The selection of this philosophy will directly help the researcher in understanding the Impact of Human Resource Management Practices on the Re-organisation and Performance of the Civil Service in Nepal with the help of factual knowledge collected with the help of surveys and interviews.

4.3 Research approach

It is necessary to determine an approach to conducting a research study. This is as scientific inquiry in practice requires consideration of an induction or deduction approach. Both these methods involve an interplay of observation and logic. In addition to this, the route for the approaches is linked with testing and searching of theories (Khan, 2011).

The main difference between inductive and deductive theory is related to the placement and process of hypothesis testing and theoretical application (Dane, 2010). Therefore, if the researcher begins with an observation and moves towards analysing patterns to finally develop a theory in the outcome, then it is said to be considered an inductive approach (Patton, 2005). On the other hand, if the researcher selects a range of hypothesis testing through a specific theory, then it is said to be following the deductive approach.

It can also be said that relation to theory and hypothesis serves as the main point of difference between the two approaches. Moreover, in research studies, the main function and purpose revolve around the hypothesis and testing of an existing theory (af Wåhlberg, 2012).

The deductive approach begins from the general to the specific and is also referred to as a top-down approach. It then narrows towards more specific aspects which can be further tested upon collection and observation. This finally requires testing the hypothesis with the specific data in hand. In general, a deductive approach is based on testing a theory through assumptions and testing it with the sample population (Clarke and Fujimura, 2014). It lays more emphasis on causality rather than exploring a new phenomenon. The purpose of selecting this approach by the researcher is to seek the application and impact of a theory in different settings. For example, the theory of leadership and styles impacts the work environment and the performance of employees from organisation to organisation. It is not necessary that the same style derives a similar performance level or if one particular style doesn't work anywhere it is considered unfit for others as well (Anfara Jr, and Mertz, 2014). Other than this, there are also theories related to team development that also work differently in organisations. Therefore, if the purpose of the researcher is to analyse the application of and impact of theories, then a deductive approach is used.

It has been often assumed that a deductive approach is linked with quantitative experiments or surveys while an inductive approach is concerned with qualitative interviews and observations. These links do not make sense as a deductive approach can be based on qualitative interviews and unstructured interviews and moves towards assumptions and testing

to derive outcomes (Finlay and Gough, 2008). So, a quantitative and qualitative approach can be used, in context, with both approaches. It is also possible that both approaches are used in combination with each other. Furthermore, if the research process begins with a theory and is driven by assumption development and testing, it is a deductive approach.

In an inductive approach, the researcher begins with observation and a new phenomenon that is relevant to the topic of interest. The researcher then starts collecting data and seeks to explore the topic further. It may be possible that the topic under observation is a developed area and there is substantial research done on it. This aspect does not impact the process undertaken by the research to explore and generate insight into the topic (Alvesson and Sköldbberg, 2009). At this point, the researcher may aim for a new process because the earlier method of study has failed. With the inductive approach, the researcher will look for trends in the data, working towards developing a theory as an outcome of the study. Therefore, when the researcher does observation, they try to learn and develop understanding to determine the potential and chances of theory development (Stahl, 2006). The researcher then moves from specific experiences to more general propositions.

Frequently, a researcher adopts a different approach in the beginning but ends with the outcome from a different approach. In a study on enhancing empowerment and leadership among homeless youth in community settings, the researcher examined the empirical data to determine ways to meet the needs of homeless young people (Miller, et.al., 2012). Sample data from 20 young people were obtained and analysed to provide recommendations. Later on, the researcher also developed a hypothesis for further research. However, in the analysis part, the assumptions were not tested, and the outcome was based on a deductive approach.

Although the inductive and deductive approaches in research vary from each other, they are in another sense complementary. In many cases, a researcher plans to adopt multiple components from the combination of two approaches to study variables. In other cases, a researcher begins the study with a plan to include only one approach- inductive or deductive, but at a later stage, it is discovered that another approach is also required to help in analysis and findings (Van den Akker, et.al., 2006).

For the present study, a deductive approach has been selected to evaluate the impact of HRM practices on the performance of the Civil Service in Nepal. In particular, the incentive theory of motivation needs to be tested and analysed in context with employee performance. Therefore, there is an underlying theory that sets the background for data collection and hypothesis testing (Heath and Street, 2008). The survey responses will be taken into

consideration through qualitative techniques to gain more insight. Followed by hypothesis testing, observations are recognised in the analytical part which then generate a confirmation of findings. Here the inductive approach is unsuitable as there is no observation involved in the study. Deductive reasoning will also support identifying the causation of the problem under consideration. This means the cause and effect relationship with incentive-based motivation can be analysed and described (Clandinin, 2006). As per the need's hierarchy pyramid Maslow, every individual has a different set of needs at different stages of employment. Not all employees are motivated and satisfied by monetary motivation. There may be other factors or motivational drivers for civil servants. The research questions in the present study are also pre-specified and outcome-oriented. This means that outcomes are pre-defined by the researcher (Ketchen, Ketchen and Bergh, 2006).

There is an inductive approach that is frequently used in research studies known as the grounded theory approach. The approach requires adopting an open-minded approach without any preconceived ideas of the findings (Carrington, Scott and Wasserman, 2005). The purpose should be to construct a new finding based on the data. After the completion of data analysis, existing theories must be used to position new concepts. The grounded theory requires extensive research into the data collection which may take a long time. In many studies, a researcher observes changes in the sample population over years (Cooper, Hedges and Valentine, 2009). It is also possible that the researcher analyses the data multiple times to develop a new theory.

Therefore, an important point to bear in mind is that selection of an approach should be based on the purpose of research. The second important consideration should be methods of testing a hypothesis and new observations into an emerging area to answer specific research questions (Gomm, 2008).

In the current case, the selection of a deductive approach is based on the purpose of testing the application and impact of theory, making new observations on the data collected and exploring findings and answering hidden questions (Silverman, 2010).

4.3.1 Choice of Research approach

The deductive approach involves the researcher's finding a theory using deductive reasoning to work from the general to more specific testing the validity of a theory. This approach is categorised by the research to describe a causal connection between variables (Saunders 2008).

The researcher is starting the research process with a theory (incentive theory of motivation) and the researcher is trying to find out whether incentive theory of motivation could be the solution for civil service reform in Nepal or not? This approach is based on testing a theory through assumptions and testing it with the sample population (Clarke and Fujimura, 2014).

The researcher has selected a deductive approach that has helped the researcher to collect background data for accurately testing the hypothesis. The incentive theory of motivation is needed to be tested and analysed to identify its impact upon employee performance. A deductive approach is best suitable to test a theory or hypothesis to get the best contribution to the knowledge.

The deductive approach has been selected by the researcher because the selection of this approach directly helps in explaining a relationship between identified concepts. This approach can further help in generalising research findings for appropriately answering main research questions.

4.4 Research strategy

A research strategy is considered a methodology that supports a researcher in identifying the issues associated with a study. It is a general plan through which it becomes easy to answer all the research questions developed in the study. An effective research strategy takes into consideration data collection sources, clear objectives and research questions etc (Swearengen, 2012). When an effective research strategy is being undertaken then an investigator collects background information and analyses the information to reach a valid conclusion. Different types of strategies are present in the research which are used by considering the nature of the study. Different types of research strategies are experiments, surveys, case studies, action research, ground theory and archival research. In a strategy such as an experiment, the main emphasis is on exploring new ideas and thoughts which are being used in the research (Cooper, Schindler and Sun, 2006). In a case study, the entire study is based on a case study provided; and tools and techniques are selected based on this. The strategy of using action research is undertaken to solve a problem.

This strategy is of two types namely participatory and practical action. Furthermore, inaction research, active participation takes place in the changing situations which are beneficial for the research (Khan, 2011). Therefore, all these types of strategies differ from each other in every context. The research strategy here has been undertaken with information collected in the study by surveying the market. This strategy is appropriate for the current

research as through this it is possible to focus on the key objectives of the research which have been developed (af Wählberg, 2012). Apart from this, other designs such as a case study are inappropriate for the present study as it is based on a case study of any organisation which is not suitable for the present study. Moreover, the main emphasis is on identifying the impact of human resource management practices on the civil service, which can only be attained if a survey is carried out. Staff members providing public services have been selected as respondents for the research and through this, their motivation levels can be assessed easily, which is crucial for the entire study (Clarke and Fujimura, 2014). Therefore, this is the main reason behind the adoption of using a survey as a strategy in the current research.

4.5 Research choice

This part highlights the nature of the research based on which decisions are taken regarding what type of tools are to be adopted for effectively conducting the study. Three types of studies are present: namely qualitative, quantitative and mixed methods (Bernard, 2011). In quantitative research, data is present in numeric form and to analyse the information collected, statistical tools are adopted so to gain the expected findings with their assistance. It takes into consideration the survey and customer questionnaire. It asks respondents for their opinions in a structured way so that it is possible to produce hard facts along with statistics that guide the researcher. On the other hand, qualitative research is more focused on how people feel, what they think and why they make certain choices. It is associated with certain concepts or ideas with open questioning. The most common form of qualitative research takes into consideration relevant groups in the target market. Furthermore, a mixed approach is also present where it is linked with combining two sets of information which can assist in producing favourable results- looking for a business to study about customer preferences, opinions etc (Brink, Van der Walt and Van Rensburg, 2006).

The current study is based on qualitative research where, through this research choice, it is possible to assess the impact of human resource management practices on the civil service in Nepal. Furthermore, information present within the study is present in non-numeric form and it is one of the basic reasons behind the selection of qualitative research over a quantitative one.

4.5.1 Choice of Research strategy

For this study, the researcher has selected a qualitative research method to identify the impact of human resource management practices on the civil services of Nepal. All the information in this thesis is theoretical or non-numeric hence in this qualitative method has been chosen (Khan,2011). The purpose of this study is to critically appraise the Civil Service reform process in Nepal. As such it involves surveying to discover levels of motivation and performance and this requires a qualitative approach (Bernard,2011).

Therefore, a survey is a type of research that suits the use of questionnaires in the study. Surveys involve setting objectives for collecting information, designing research, preparing a reliable and valid data collection instrument, analysing data and reporting the results (Saunders et al 2008). For this study, questionnaires shall be handed to 50 civil servants, middle-grade managers and executives to ascertain their views about civil service reform in Nepal.

4.6 Time horizon

Two types of studies, namely cross-sectional and longitudinal are taken into consideration. In a cross-sectional study, the investigator gathers data linked with the subject matter without manipulating the environment. One of the key features of this type of study is that it supports comparing the different population groups from a single point in time. The main advantage of applying this type of time horizon is that different variables can be compared in a single period. On the other hand, in a longitudinal study, the investigator does not interfere with the subject matter and several observations are carried out (Christensen and James, 2008). One of the main advantages of using this technique is that the investigator does not interfere with subjects and through this, it is possible to detect changes in the characteristics of the target market.

In conducting the present research, a longitudinal time horizon as a method has been undertaken where the entire research is based on observations. In short, with the help of this time horizon, it is possible to accomplish the aims and objectives of the research effectively and can lead to fruitful results.

4.7 Technique and procedures

4.7.1 Research design

This is regarded as a detailed outline and takes into consideration crucial areas of the research, such as how information is collected, what tools and techniques are employed, how different techniques will be used and the ways adopted for analysing the information collected (Weber and Roberts, 2000). In short, without effective research design, it is not possible to research effectively and turn it leads to the accomplishment of the desired aims and objectives of the study. The design of the research highlights its type and can be experimental, descriptive, correlational, experimental, a review etc (Volkovich, Kogan and Nicholas, 2007). The selection of research design directly depends on the type of study being carried out and due to this basic reason, it has become necessary for the researcher to select an appropriate design so that the expected results can be easily gained with the help of this (Cooper, Hedges and Valentine, 2009). The research design is regarded as a framework that can be developed to answer all the research questions which are prepared in the study (Sandelowski, 2000). Different types of research designs exist which are used in the study and it is directly associated with the nature of the research. Different types of research designs are as follows:

- ***Descriptive:*** This type of research design supports in describing the study and in turn, it is possible to conduct research thoroughly so that the overall aims and objectives of the research can be accomplished easily. It does not fit into the definition of either qualitative or quantitative research methodologies but can be adapted to utilise elements of both which are associated with the research (Qualitative Analysis on Matchmaking Techniques for Web Service Discovery, 2010). The term descriptive research states that the type of research questions, data analysis along design that can be applied to the given topic. It involves collecting information that describes the event combined with the process of data collection. In this type of design, different types of studies are involved such as case studies, surveys, observations etc (McGee, 2007). The ultimate objective of a descriptive study is to describe the characteristics of various aspects and overall attitudes of respondents from whom the information has been gathered.

To conduct the present research, descriptive design has been adopted as through this it is possible to assess the impact of human resource management practices on the re-organization and performance of the civil service in Nepal (Luo, 2009). Furthermore, the main emphasis is on identifying which motivational techniques to adopt so that employees rendering civil services can be motivated easily and they can take active participation in the affairs of the

business. Therefore, this is the main objective behind the selection of this research design so that the overall aims and objectives of the research can be attained easily and in turn, fruitful results are acquired (Jain and Singh, 2014).

- ***Exploratory:*** This type of design is adopted for a specific problem that can be clearly defined. It depends on secondary research such as a review of the existing literature and informal discussion with others from whom the information has been collected such as consumers etc (Graham, Rollet and Rice, 2010). Furthermore, the results derived after applying an exploratory method as a design are not beneficial for decision-making, but they can easily provide insight for the formulation of a more precise problem. On the other hand, the main objective of this design is to gain familiarity with the phenomenon or to formulate a more precise problem. The exploratory method as a research design supports gathering the preliminary information that defines issues based on which a hypothesis is suggested. In the present research, the main focus is on assessing the impact of human resource management practices on the re-organisation and performance of the civil service in Nepal (Data Collection Ends for SUCCESS Research Program, 2004). So, an exploratory design is inappropriate for the current research, where the main focus is on exploring new ideas.
- ***Correlation research study:*** This type of design supports knowing whether two variables have links with each other as a change in one variable has a direct impact on the other and vice versa. The main objective of using this design is to find out which type of variables are associated with one another (Coviello, 2005). This entails the researcher using variables that are not in their control. The main aim of a correlation study is to predict, and it involves observational, case-control, cross-sectional and longitudinal methods.
- ***Semi experimental:*** This type of design is used in empirical study and is used to measure the causal impact of an intervention on the overall population. Semi-experimental as a design supports in sharing similarities with traditional experimental design but it does not consider the element of random assignment to control (Burgess-Allen and Owen-Smith, 2010). Semi experiments are subject to concern regarding their internal validity as it is possible that a control group along with treatment may not be comparable at baseline. This design is also linked with carrying out various experiments which are not at all suitable for the current study and can be regarded as one of the major reasons behind the rejection of this design (McGee, 2007). Experimental design is commonly used for purposes where two variables are included for testing purposes. Among the two variables, one is dependent and the other is independent. The researcher seeks to determine the changes in the dependent variable from the variation in

the independent variable. The design thus requires the manipulation of data and identifying changes in both variables. So, this design is effective when a cause and effect relationship is important to determine for the study (Weber and Roberts, 2000).

- **Meta-analysis:** This design comprises statistical techniques to combine and contrast results from various studies to assess patterns among study results. It can be regarded as “researching previous research”. The main motivation of meta-analysis is to aggregate information to accomplish higher statistical power for calculating interest, as opposed to less precise measures which can be derived from a single study (Vaivio, 2008). While undertaking the design of the meta-analysis, a researcher can make different choices that can influence the overall results of the study which involves how to search for studies, selecting research based on a set of criteria etc.
- **Review:** Secondary sources are also considered as effective research design where mainly these are effectively considered for research. Analysis of the secondary information supports in conducting the research and, in turn, the aims and objectives of a study can be accomplished easily (Modell and Humphrey, 2008). In short, it provides a base for the entire research and more appropriate information can be acquired to conduct research. In review studies, data from primary research is not easily available or human intervention is not required (Kazdin, 2011). Data from previous research and studies of known authors form the base and supports the achievement of aims and objectives through personal input. In scientific studies, only previous research papers and conclusions drawn by authors are used for analytical purposes. The researcher in such cases then includes and relates their observations to support or criticise the earlier study (Swearengen, 2012).

These are some of the effective types of research designs with the help of which a study can be undertaken effectively. By selecting a descriptive design, it is possible to focus on the key objectives of the study such as the civil service of Nepal, factors affecting motivations level of the workforce within the workplace, the incentive theory of motivation and its overall effectiveness etc (Grafton, Lillis and Mahama, 2011). So, through this, it can be said that the research design chosen for the study is appropriate in every possible manner. Descriptive design is effective as through this in-depth analysis of the topic being chosen, the main emphasis is on answering all the research questions which is one of the main motives in every study. Furthermore, providing description is required in every research and with the help of this, the impact of human resource management practices on civil services can be assessed

easily and whether staff members are motivated through effective tools or not can be ascertained (Ihantola and Kihn, 2011).

4.7.1 Choice of Research design

Descriptive nature of research best suits this research. it describes the characteristics of a phenomenon and the relationships between the variables supporting a phenomenon (Cooper, Hedges and Valentine, 2009).

The descriptive data analysis technique helps in examining the response of employees in terms of their attitude, feelings and behaviours through in-depth insight (Grafton, Lillis and Mahama, 2011).

The researcher has chosen descriptive design for assessing the impact of human resource management practices on the re-organisation and performance of civil services in Nepal to get the best possible outcome of the study because descriptive research design supports in describing the study and in turn, it is possible to conduct research thoroughly so that the overall aims and objectives of the research can be accomplished easily.

4.8 Data Collection

An important factor in the data collection process is the identification of sources, to obtain valid and reliable data. The significance lies in the fact that it determines the validity of the analysis and conclusions drawn through it. As data forms the foundation of research, any discrepancy leads to false results (Brink, Van der Walt and Van Rensburg, 2006). Therefore, it is of the utmost importance that due consideration must be given to sources to obtain meaningful data.

Methods of data collection are categorised into primary and secondary types. The difference between these methods is based on the process and timing of data collection. The primary method is focused on collecting first-hand information in real-time while the second method targets previous reports (Christensen and James, 2008).

The choice of method for collecting information depends on the aims, objectives and variables to be measured and sources available. In many cases, there are natural ways to examine particular variables such as population, countries, states, etc. On the other hand, there are dynamic variables that focus on particular topics such as perception, measurable efforts, etc (Mackey and Gass, 2013). which require specific sources to be targeted and researched to select data.

For the current research, mixed methods are used for the collection of information. Keeping in mind the aims and objectives, real time information and past reports must be both analysed. Primary data is collected from employees working as civil servants and secondary data is collected from previous research reports that focused on related variables of HRM practices and the restructuring of the civil service in Nepal (Patton, 2005). It is important to note that the Civil Service in Nepal is directly related to the political ecosystem, so variables related to the respective scenario are also important to study. Under HRM practices, variables related to incentive-based motivation theory are studied through a questionnaire survey method. Individual perceptions of employees about incentive-based motivation are studied here to analyse their impact (Marczyk, DeMatteo and Festinger, 2005). There is a direct relationship between the motivation and performance of employees, as they drive the need to contribute more towards the progress of the organisation and also for the individual. Therefore, to determine the current performance and perception of employees, a structured questionnaire will be prepared and forwarded to be completed by employees (Neuman, 2005).

Previous research reports, papers, books and journals will be targeted to collect information about the past HRM practices. There have also been reforms in the Civil Service since its establishment in Nepal. Data related to these variables will be studied to analyse their impact on them. Previous reports are critical for the study to examine the changes taking place and the way it has impacted civil services (Kumar and Phrommathed, 2005).

4.8.1 Primary data

Primary data in respect of the performance and motivation levels of employees is collected by the researcher for the first time, specifically for the project work. This type of data has not been compiled and published before. This will probably consume more time and effort of the researcher in questionnaire preparation and selection of civil servants for its successful completion (Couper, 2000). The researcher also requires substantial resources to conduct a pilot test before the final survey, to determine the efficacy of the structure. There are both advantages and disadvantages associated with this method which are discussed as follows –

4.8.1.1 Merits of primary data

- Real and relevant information matching with the subject of the study will be obtained which maintains the accuracy of the data (Neuman, 2005).
- There are also other methods of primary data collection methods such as interviews and focus groups, but a survey method is chosen, which will save on time and energy compared

with other types (Churchill, 2005). The survey method allows the inclusion of a large population and covers wide geographical boundaries.

- Primary data will provide a current and realistic view of the subject for the researcher.

4.8.1.2 *Demerits of the primary data*

The demerits of the primary data are as follows -

- A significant amount of time and effort is required to obtain information. Moreover, by the time data is collected by the researcher, there may be changes in the system and that impacts the complexity of the research problem (Beauchamp and Bowie, 2004). The problem may be outdated by the new changes. So irrespective of the changes, the researcher's problem and context of study may be impacted.
- Completing the survey of a wide population is quite difficult. The work may require more researchers to send and complete the survey successfully (Christensen and James, 2008).
- After the data has been collected by the researcher, it may be possible that some additional questions are also required, which then requires repetition of the entire process, thus consuming more time and energy (Walliman, 2009).
- The researcher is new to the study and the entire process. The questionnaire structure requires following a set procedure to make it simple and easily understood by the respondents.
- Completion of a survey is possible when all questions are fully answered by the respondents. It may be possible that some respondents are unwilling and uncomfortable about answering certain questions. Incomplete surveys do not contribute anything meaningful to the study (Singh and Bajpai, 2008).
- Some respondents may not be able to understand the purpose of the study and complete it incorrectly. This hampers analysis and conclusions.
- Some respondents do not give timely responses. They may give fake and biased answers and cover the reality (Saunders, Lewis and Thornhill, 2007).
- With more time and effort required, the cost of data collection may rise while lowering the significance of the study.
- In a questionnaire survey, the researcher has no control over the data collection. Incomplete surveys affect the entire research and require additional efforts (Bernard, 2011).

4.8.2 *Secondary Data*

Data from other relevant sources will be obtained to cover other variables of the study. There is certain information that cannot be asked in the questionnaire survey to employees. So authentic sources such as libraries and internet mediums will be targeted by the researcher.

There are available content in written, typed and electronic means (SEALE, 2006). A variety of information sources are available to collect data related to political changes, reforms in civil structure and reorganisation, and HRM practices in the civil service. Although it requires a significant amount of time and energy, it is also true that data from these sources will provide an insight into the research problem (CRESWELL, 2002). The secondary information mediums are again classified into internal and external data. Internal data is available from within the organisation and external that is obtained from outside sources. In the current study on the Nepalese Civil Service, there is no internal or in-house data available to the researcher. Moreover, the researcher is not part of the civil service, so external data will only contribute to the study (BRYMAN, 2004). In a similar way to primary data, there are also merits and demerits associated with the secondary methods which are discussed as follows -

4.8.2.1 Merits of secondary data

- The main advantage of the second method is that it is cheaper and faster to access.
- With secondary information available from the internet, the researcher will be able to gain insight into the work of scholars around the world (Neuman, 2003).
- As the researcher is new to the process and work criteria, previous studies will help in developing more understanding and clarity.
- Secondary data also save time, cost and money and adds value to the research (Gomm, 2008).

4.8.2.2 Demerits of secondary data

- It is difficult to determine the reliability of data obtained by a third party, which may affect the accuracy of results.
- Research from one geographical location may not be valid for another. The system of HRM practices in the civil service may vary from country to country (Goddard and Melville, 2004).
- Older data from previous studies are not relevant at present.
- Secondary data may conflict with the primary results, thus making it difficult to conclude.
- Some scholars do not allow their work to be used somewhere else, which leads to issues of authenticity and copyright (Alexandiris, 2006).

Thus, considering the merits and demerits of the sources of information required for the study, time factor, aims and objectives, both sources i.e. primary and secondary have been selected. Variables for both sources will be categorised so only relevant topics will be searched

for (Silverman, 2010). Moreover, the inclusion of both methods in the current study will provide multiple benefits and outdo the demerits of each of those sources.

4.8.3 Choice of Data collection

Three focus areas have been identified for this study namely:

- Governance reform
- Administrative reform
- Civil service reform

The foregoing three focus areas shall be explored through two key methodologies namely: secondary and primary data.

Analysis of secondary data and document analysis includes reviewing of literature such as policy documents and regulatory provisions of government and some selected semi-government organizations

- Published documents,
- Historical documents,
- Annual government reports,
- Quarterly government reports
- Periodicals and newspaper clippings
- The internet especially the case study site.

The researcher shall also sue other documents prepared by independent consultants as well as reports from the World Bank and IMF.

Primary data is collected from 50 civil service employees of Nepal who have been working in civil service for a minimum of 2 years through open discussion and survey questionnaires because real-life experience is very important to solve the current research problem. The questionnaire survey will enable the researcher to review responses directly and will complement data from the written documents.

4.9 Data Analysis

Relevant data obtained from the different sources are analysed to generate results achieving the aims and objectives for the study. There are two types of data analysis techniques - quantitative and qualitative (Weber and Roberts, 2000).

Quantitative techniques are used to study numerical data which is collected as per the study objectives. On the other hand, qualitative techniques are used to analyse the subjective side of the data. To study numeric data, various software tools are used such as SPSS, which facilitates categorisation and analysis of huge numbers (Volkovich, Kogan and Nicholas, 2007).

Quantitative data analysis undertakes to analyse large amounts of numerical information such as population, literacy rates, gender differences, etc. Subjective analysis cannot be carried out in this area based on the suitability of the data. Moreover, this data requires being measured and represented in numbers which means using quantitative techniques (Sandelowski, 2000). To measure huge information sets, there is software and tools available which make it easy to compile and interpret findings. SPSS is the most commonly used software tool to categorise and compare data. There are also other statistical tools available that can be used for varied purposes. Some of the tools are as follows - Alpha level, Statistical Tests, Mann-Whitney *U*-Test, Spearman rank correlation test, t-test, Pearson Correlation, Anova and Chi-square test (Qualitative Analysis on Matchmaking Techniques for Web Service Discovery, 2010). These statistical tools are used to analyse based on various purposes. Many of these tools are meant to determine the significance level of the data in context with relevancy and validity. In numeric data, some major criteria are to determine the consistency in observations and results (McGee, 2007).

The current study, on HRM practices on the re-organisation and performance of the civil service in Nepal, is based on qualitative research. Although data is collected through structured questionnaires, it is descriptive. Such data is difficult to analyse as compared with quantitative data (Luo, 2009). The purpose of selecting qualitative techniques is based on the fact that it requires in-depth analysis into the motivation level of civil servants, the impact of HRM practices on work performance and past changes that took place in the civil service of Nepal. Analysis of qualitative data may be difficult and requires an accurate description of the responses provided by participants (Jain and Singh, 2014). Data collection also involves observation and unstructured interviews. This will require sorting of responses and interviews to develop themes. The responses of a structured questionnaire survey will be sorted and

categorised into themes. Data from both sources will be merged to explore correlations and interpret findings (Graham, Rollet and Rice, 2010). The questions are prepared linked with each other, so that relativity can be determined. It is important to consider the changes in HRM practices and the reorganisation of the Civil Service so that relative changes in employees can be determined. There is also a direct correlation between the reorganisation of the Civil Service and political changes, as the former is under the direct control of the central government (Data Collection Ends for SUCCESS Research Program, 2004). It, therefore, becomes of the utmost importance to understand the way changes occur in the political system and their impact on the Civil Service. Similarly, changes in the reorganisation and restructuring of the civil service and HRM practices directly influence employee motivation levels. This makes it significant to understand the changes in multiple factors and the performance of civil servants.

Data from multiple sources will be analysed to motivational theories and incentive-based motivation approaches. It has been analysed from other research that employees irrespective of any organisation and structure are motivated by different factors (Coviello, 2005). This also depends on their satisfaction level and needs. Consequently, the impact of one motivation approach will vary among employees. Therefore, data analysis techniques will also support in determining the impact of the different motivational approaches on employees in the civil service (Burgess-Allen and Owen-Smith, 2010).

The choice of data analysis techniques is based on the objectives, data collection and approach of the study. Any mismatch among the three distract from the results and deviate from the objectives. It is thus important to consider the purpose and approach, along with data collection sources. The present study on HRM practices will be analysed through a deductive approach (Vaivio, 2008). The selection of a deductive approach is based on the theoretical aspects of incentive-based motivation. From general reasoning, the theory will work from the general to the specific. The approach is also known as top-down as it begins from a theoretical aspect and narrows down towards specifics (Modell and Humphrey, 2008). Therefore, data collected through questionnaires will be based on the motivation level of civil servants which will be analysed through a descriptive method, taking into consideration a deductive approach. Furthermore, among the different levels of motivational approaches, the focus will be more on an incentive-based approach in determining impact (Grafton, Lillis and Mahama, 2011).

Descriptive data analysis techniques help in examining the responses of employees in terms of their attitudes, feelings and behaviours through in-depth insight. The researcher will be able to identify the different types of HRM practices adopted by the Civil Service

organisations, structures and responsibilities of employees towards these (Ihantola and Kihn, 2011). Furthermore, the technique of data analysis also describes social phenomena as occurring naturally without any manipulation. The incentive-based theory may also have a different impact at different levels of the structure. It is not possible for employees at different positions to be offered similar incentives. It is also possible that employees at similar designations may not be satisfied with the incentive offered because of the difference in needs and demands from their employment contracts. In such cases, descriptive techniques enable the researcher to gather more insight into the factors affecting the performance of civil servants (Alvesson and Sköldbberg, 2009). An important aspect of qualitative research is that it will help to develop concepts and theories to understand the social world. Similar research carried out on other organisations based on qualitative techniques allows the researcher to link with the present context and present findings. The aspects of motivation and satisfaction remain common to human beings around the world (Patton, 2005). It, therefore, provides meaningful insight into the current study and contributes to drawing fruitful findings.

Data analysed through qualitative techniques will be presented in themes as categorised. Questionnaire data will be transferred to a Microsoft Excel spreadsheet and categorised to derive correlations with each other. Responses from employees will be presented through formats such as charts, tables and graphs to be easily understood by the reader (Silverman, 2010).

There are also advantages and disadvantages associated with each of the techniques of data analysis. The most important advantage provided by the qualitative techniques is that in-depth analysis is possible, as each response is correlated with another. There are also disadvantages of the techniques in terms of time and effort as compared with quantitative techniques which only require an application of statistical formula (Lewis, Pun and Lalla, 2004).

The characteristics of qualitative research methods are that the investigation seeks specific answers to the questions posed. It moreover collects the evidence for the research questions and determines sources of improvement. Another feature of qualitative methods is that findings are produced that lie in the questions underneath the initial question (Ketchen, Ketchen Jr and Bergh, 2006). For example, in the current study, data is collected to find evidence on factors affecting the performance of civil servants in Nepal. Factors are not only limited to employee motivation and satisfaction. There could be some other reasons that influence civil servants to achieve their highest potential and contribute to the maximum level

of organisational success (Miller, et.al., 2012). In addition to this, qualitative research also seeks to understand the given research problem in context with HRM practices, particularly focusing on incentive-based motivation approaches. It not only aims to understand the perspective from an employer point of view but also considers the employee perspective (Van den Akker, et.al., 2006). The analysis techniques are effective in obtaining culturally specific information about the beliefs, values, opinions and behaviour of employees for HRM practices.

The purpose of selecting qualitative analysis is also based on the sample of data collection which is limited to civil servants. The techniques enable the researcher to develop the link between theory, application and impact (Kazdin, 2011). With this approach, the researcher can determine the impact of incentive-based motivation on employee performance. In contrast to this, quantitative techniques only focus on numeric data and the interaction between them; it lacks the subjective part of the data collected (Koul, 2009).

Moreover, the qualitative research in the current study on the Nepalese Civil Service contributes to providing a human side of the issue. The lower level of motivation and satisfaction level of employees is due to the difference in opinion of employer and employees. Incentive-based motivation is often considered an expensive option by the employer (Dul and Hak, 2007). Particularly in the civil service, with a huge number of employees, the cost of incentives will be beyond the capacity of an organisation. Moreover, Nepal is still an underdeveloped nation, so the financial motivation for all employees is near impossible. This aspect is in addition to the structure of the Civil Service, which is under the direct control of the government (Morrell, et.al., 2009). This type of structure has always been subject to criticism, as public servants do not even fulfil their basic job responsibilities. So, the concept of incentive motivation theory about all these factors will be analysed in-depth to determine a solution to improve the overall performance of the Civil Service (Stanley, 2013).

4.10 Research strategy

A research strategy is considered a methodology that supports researchers in identifying the issue associated with the study. It is a general plan through which it becomes easy to answer all the research questions being developed in the study. An effective research strategy takes into consideration data collection sources, clear objectives, research questions etc (Swearengen, 2012). In the case when an effective research strategy is undertaken then the investigator collects background information and analyses it to reach a valid conclusion. Different types of strategies are present in the research which are used by considering the nature of the study. Different types of research strategies are experiments, surveys, case studies, action

research, grounded theory and archival research. In a strategy such as experimenting, the main emphasis is on exploring new ideas and thoughts which are being used in the research (Cooper, Schindler and Sun, 2006). In a case study, the strategy of the entire study is based on a provided case study and tools and techniques are selected based on this. An Action research strategy is undertaken to solve a problem.

This strategy is of two types, namely both participatory and practical action. Furthermore, in action research, active participation takes place in changing situations which is beneficial for the research (Khan, 2011). Therefore, all these types of strategies differ from each other in every context. In conducting the present research survey as a research strategy, this has been undertaken when information has been collected in the study by carrying out a market survey. This strategy is appropriate for the current research as through this it is possible to focus on key objectives of the research which have been developed (af Wählberg, 2012). Apart from this, other designs such as a case study are not appropriate for the current study as it is based on a case study of an organisation that is not suitable for the present study. Moreover, the main emphasis is on identifying the impact of human resource management practices on the Civil Service, which can only be attained if a survey is carried out. Staff members in the civil service have been selected as respondents in the research and through this their motivation level can be assessed easily, which is crucial for the entire study (Clarke and Fujimura, 2014). So, this is the main reason behind the adoption of the survey as a strategy in the present research.

4.11 Sampling

The purpose of sampling in a research study is to select units that represent observations or the work population. Considerations of a sample population and techniques of selection are critical as they form the basis in data collection. The research objectives and characteristics of the population determine the type and number of people to be selected as samples (Anfara Jr, and Mertz, 2014).

In general, sampling methods are classified into probability and non-probability. The probability sampling techniques have a non-zero probability of sample selection. It includes random sampling, stratified sampling and systematic sampling techniques (Finlay and Gough, 2008). On the other hand, in non-probability sampling techniques, observations are selected through a non-random method. The various methods under this technique are - judgement

sampling, convenience sampling, quota sampling and snowball sampling (Alvesson and Sköldbberg, 2009). The explanation of each of the sampling techniques are as follows-

- **Random Sampling** - Members in the observation have an equal opportunity of being selected. The pool of subjects may be biased if there is a large population because it makes it difficult to identify each member.
- **Stratified Sampling** - This method eliminates the possibility of sampling errors. The stratum is a small segment of the total population in which members share similar characteristics. Under this method, the researcher identifies the stratum and representation in the total population (Stahl, 2006). In the first step of the process, random sampling is used to select enough number members as is considered reasonable. The stratum is then selected based on its relevance.
- **Systematic Sampling Techniques** - Also known as the Nth selection method, this is used in place of random sampling. Once the required sample is identified, every Nth record is selected from the total population (Miller, et.al., 2012).
- **Judgement Sampling** - Samples are selected based on the researcher's judgement. In this method, samples are selected from a particular population. The method is also known as purposive sampling techniques in which samples are constructed to fulfil a specific requirement of the study (Van den Akker, et.al., 2006).
- **Convenience Sampling** - The method is often used in exploratory research where the purpose is to obtain more valuable information. The samples are selected based on convenience factors.
- **Quota Sampling** - This method is similar to stratified sampling in which the researcher first identifies the stratum and its proportion and relevance to the total population. Then one of the techniques, either judgement or convenience, is selected is used to select samples from the stratum (Heath and Street, 2008).
- **Snowball Sampling** - This method is applied in cases where characteristics of the sample are rare to find. The sample may be cost or time consuming or difficult to locate geographically nearby. This technique, therefore, is used to consider referrals (Clandinin, 2006).

The difference between probability and non-probability sampling techniques are explained as follows;

- Probability-based sampling techniques eliminate the inclusion of bias as it allows each observation an equal chance of being selected. In the current case, only employees at a

managerial level are considered for the study, thus adopting a biased approach (Ketchen, Ketchen and Bergh, 2006).

- The quota sampling technique requires the formulation of an assumed model to fit into the study. Probability techniques do not depend on any model. Moreover, the validity of the model under this method is difficult to determine.
- In context with the study, non-probability sampling is the most suitable because the total civil service population is too huge to be considered. There are more than one lakh employees in the middle level. So, data requires to be carefully chosen from the civil servants who have a minimum of 2 years or more experience (Couper, 2000).

In the current case, purposive sampling techniques are used to select the sample population for the study. A sample of 50 employees will be decided on for the completion of the questionnaire survey. Employees from the managerial level will be identified and selected based on job responsibilities and duties (Carrington, Scott and Wasserman, 2005). At present, there are over 400,000 civil servants in Nepal at all ranks. So, it is not possible to consider all employees for the questionnaire survey. Also, the employees who have been in the Civil Service for less than two years may have been considered for the monetary motivation (Cooper, Hedges and Valentine, 2009). Therefore, it is decided to select employees from the managerial level who have been in the Civil Service for more than 2 years. Thus, the characteristics of participants are pre-defined, which correlates with the justification of using a purposive sampling technique (Gomm, 2008).

In the context of the study, probability sampling techniques cannot be applied because of the size of the population. There are more than 400,000 employees in the civil services in Nepal and as mentioned before, a questionnaire survey is not possible. Moreover, the monetary motivation methods are not similar at every level (Brink, Van der Walt and Van Rensburg, 2006). It differs at every structural level of the civil service. In addition to this, another reason is that managerial level employees have considerable experience in the Civil Service. They started at the clerical level and reach to managerial level after years of work experience. Therefore, it is assumed that a sample of managers can better contribute to the study objectives (Christensen and James, 2008).

Moreover, the present study is based on a qualitative approach, so non-probability sampling techniques, in particular purposive sampling, enable the researcher to generate theoretical reasons in the subject area (Mackey and Gass, 2013). These techniques also allow subjective judgements that draw on theory and practice.

The first step in the process of data collection is to identify the employees in the managerial cadre in terms of experience and roles and responsibilities. With the fact that civil servants are present in different areas of the country, only two locations will be selected based on the size of the area (Patton, 2005). The researcher can't receive complete questionnaires from a scattered population. So, the capital city of Nepal, Kathmandu and the old capital of Nepal Gorkha will be targeted for the completion of the questionnaire. Before the questionnaire is distributed among the sample population, the aims and objectives of the study will be clearly stated so that answers are relevant and clear (Marczyk, DeMatteo and Festinger, 2005). It is critical in the questionnaire survey that respondents are aware of its purpose and clearly understood the aim of the study. Any miscommunication and doubt will either lead to confusing answers or incomplete surveys.

A pilot study is also planned to test the efficacy of the questions and their relevance to the study. The pilot study will also help in identifying issues in understanding the questions from the perspective of the respondents (Neuman, 2005).

4.11.1 Choice of Sampling method

Purposive sampling is Judgemental or deliberate sampling. it's a form of non-random sampling. The researcher uses their judgement in choosing the sample for the study. The researcher should know the purpose of the study before choosing this sampling technique. The researcher chooses this method to find a target population based on specific experiences, specialised knowledge (Van den Akker, et.al., 2006).

In this study, the researcher knows the purpose of the study clearly and the researcher is trying to collect data from a targeted group of people who are working in the civil service in Nepal. It is one of the main reasons because of which Purposive sampling has been selected by the researcher for this research. In this thesis, the researcher has selected purposive sampling for the selection of a sample of 50 employees working in civil services for a minimum of 2 years from two big cities of Nepal.

4.12 Demographics of the respondents

Initially, a sample population of 150 sample size were decided but due to time, location and availability of civil service employees all the 150 participants were not able to participate in this study. As a result, a sample of 150 was reduced to 50 sample size. These 50 participants were from two cities Gorkha and Kathmandu. The main reason for choosing these two locations was to be able to understand inside the valley and outside the valley government official's response. Gorkha is an old capital city of Nepal and Kathmandu is the current capital city of Nepal. All the selected participants were working in a managerial position in Civil services for a minimum of 2 years.

Primary data collection participants from Gorkha	Frequency
District Administration Office Gorkha (Prasasan Karyala)	7
Malpot Office, Gorkha	4

Out of 50 participants, 11 participants were from Gorkha.

Primary data collection participants from Kathmandu	Frequency
District Administration Office, Kathmandu (Prasasan karyala)	17
Lok Sewa Aayog Regional Office Central Region Kathmandu	13
Kathmandu Metropolitan City Office (KMC)	9

Out of 50 Participants, 39 Participants were from Kathmandu.

Gender	Frequency
Female	17
Male	33

Out of 50 participants, 17 participants were female and 33 participants were male.

Age	Frequency
20-25 years	20
25-35 years	15
35-45 years	10
45 and above years	5

Out of 50 participants, twenty participants were under twenty-five years of age, fifteen participants were over twenty-five and less than thirty-five years of age, ten participants were over thirty-five and under forty-five years of age and the remaining five participants were over forty-five years of age.

For authenticity of data participants selected from civil services varied from participants who had joined the civil services for over 2 years to civil service employees who have been working in the civil services for more than 20 years.

4.13 Description of the conduct of the survey

When the literature review of the thesis was completed, the researcher made strict rules to select the sample population. The first step in the process of data collection was to identify the employees in the managerial cadre in terms of experience, roles and responsibilities. The participants needed to have at least 2 years managerial experience of working in the Civil Service of Nepal and the participants can offer at least three appointments to the researcher. The Researcher sent a cover letter to all the prospective participants to explain the research topic, aim, the purpose of the research. Permission was sought from prospective participants before the open discussion. All the respondents were contacted to carry out an open discussion about the thesis topic so that the researcher can gain a more in-depth understanding of the topic to formulate the survey questionnaire properly. To collect primary data initially a sample population of 150 participants were selected but due to some difficulties such as time

constraints, appointment booking with government officials it was getting a bit difficult to collect data from 150 participants. Therefore, the sample size is reduced to 50 from two cities of Nepal, Gorkha and Kathmandu and appointment booking with the respondents were confirmed.

The primary data collection was conducted in three steps. The Researcher sent a cover letter to all the prospective respondents to explain the research topic, aim, the purpose of the research. Permission was sought from prospective respondents before the open discussion. The first step was the open discussion. After the open discussion, with the help of a literature review and information from the open discussion survey questionnaire were formulated. An appointment was booked for a second visit. The second visit was conducted after 3 months. The researcher explained to all the participants individually about the survey questionnaire and the researcher handed over the questionnaire to all the selected participants. An appointment was booked for the third visit. On the third visit, the researcher collected the completed survey questionnaire and had an open discussion about the survey and the study. Data collected through questionnaires were based on the motivation level of civil servants which was analysed through a descriptive method, taking into consideration a deductive approach. The response of the structured survey questionnaire is sorted and categorised into themes and transferred to a Microsoft spreadsheet.

4.14 Data Validity and Reliability

Research reliability supports in identifying any inconsistency and dissimilarity with the data obtained. Validity is concerned with the measures and concepts undertaken for the study. The significance of validity and reliability is important to consider avoiding any deviation in results from the aims and objective of the study (Kumar and Phrommathed, 2005). In the current case, as data is obtained from multiple sources and mixed methods, the validity of both methods must be ensured and evaluated. A careful assessment of information sources will be checked in terms of the authenticity of the data (Couper, 2000). In the current study, managers will be carefully selected for the questionnaire. In addition to this, information from popular secondary sources, as known to the researcher will be included. Any unidentified and non-variable information will be avoided from the data under analysis (Churchill, 2005). The researcher will also check the consistency of the results obtained from primary and secondary methods. Any deviation identified will be checked and removed to avoid any discrepancies in the conclusions. As qualitative techniques are used in data analysis, the subjectivity of the data

may be influenced by personal concepts and understanding (Beauchamp and Bowie, 2004). In this case, reliability will be used to assess the degree of differences of opinion which exist and vary with each other.

Validity and reliability of secondary data sources were assessed by assessing the validity of authors was checked by evaluating qualification and experience of authors i.e., whether the author has experience in the relevant field of research and was qualified to give information given by them or not. Other than this to check the reliability of studies used for this thesis consists of results of secondary studies selected were done by checking whether results of the studies were accurate and not variable. But checking data or information collected were complete or not directly helped in checking the reliability and validity of secondary research data used.

For the primary data collection, the researcher made sure that the participants have suitable skills and work experience in the civil service to participate in the study. The Researcher sent a cover letter to all the prospective respondents to explain the research topic, aim, the purpose of the research. Permission was sought from prospective respondents before the open discussion; the researcher provided a comfortable environment to the participants so that they will be able to freely express their views. The researcher did not force any participants to participate in the research, it was clarified to all participants that there is no forced participation; no hidden purpose and all participants and the organisation's privacy, confidentiality, identity and dignity will be upheld. The Researcher ensured that all the information shared on the open discussion, and survey will be kept highly confidential and only will be used for this research. The researcher reassured them that all the data will be stored securely and the research will be for academic purposes only.

4.15 Limitations of the study

Limitations refer to the influences which are not in the researcher's control and directly prevent accomplishing the aims and objectives of the study. Furthermore, it is a well-known fact that various conditions and shortcomings are present in the study that are not under the researcher's control and act as a hurdle at the time of reaching a valid conclusion (Walliman, 2009). In carrying out the current research, the researcher has to face many limitations which directly reduce the efficiency of the entire work. Time is one of the major limitations in the current study as the researcher has to collect information from both primary and secondary

sources (Singh and Bajpai, 2008). In addition, the collection of information requires a significant amount of time and if there is insufficient time, then it directly acts as a barrier to conducting research. Therefore, this is one of the major limitations faced by the investigator in conducting the current research (Saunders, Lewis and Thornhill, 2007). Furthermore, it is a well-known fact that lack of appropriate time in research leads to ineffective results, which is not at all beneficial for this work.

Furthermore, the cost is also one of the major limitations which affect the entire research as the collection of information from various sources directly leads to a rise in the overall cost which is assigned to the entire study. Due to a rise in overall costs, the study is hampered and in turn, it becomes difficult to research in an appropriate manner (Bernard, 2011). Therefore, the cost is also one of the major limitations linked to the current research and taking corrective action well in advance is required by the researcher so that costs linked with the study do not rise. Civil servants are located in different areas and it is not possible for the researcher to personally meet every respondent and to complete the questionnaire (Khan, 2011). Also, the questionnaire cannot be sent by email because it is important to explain the purpose of the study before the civil servants answer the questions. It is for the simple reason that until and unless they understood the purpose, they will not be in a position to effectively contribute to the study (Vaivio, 2008). Thus, the researcher will conduct a group meeting with civil servants in a particular location and explain the purpose of the study. After ensuring that the civil servants have no questions, the questionnaire will be distributed.

Apart from this, the present study focuses on the impact of human resources practices on the re-organization and performance of the Civil Service in Nepal and research is only limited to the civil service sector in Nepal (Seale, 2006). Moreover, it is possible that the study can be easily carried out on other sectors present in Nepal and due to this basic reason, it has also been cited as one of the major limitations of the study. On the other hand, in every type of study, a researcher must take corrective actions so that limitations may not influence the overall effectiveness of the research (Creswell, 2002). So, the three limitations linked with time, cost and topic selected for the research have been appropriately managed by the investigator and turn has led to the attainment of the desired aims of the research (Bryman, 2004).

4.16 Ethical Consideration

The consideration of ethics in research is significant to maintain the validity and reliability of the study conducted and the results obtained. Bearing in mind the results and findings, it is critical to understand the basics of ethical research and its potential effects on a study (Neuman, 2003). This is also important as the researcher frequently interacts with the outside environment for various purposes. Regardless of the topic and subject of study, data is collected from the outside environment which also involves members of the community.

The researcher is well aware of the rules and conditions of the ethical considerations, but it cannot be denied that external participants also show the same level of response and contribute with the same degree of effort (Goddard and Melville, 2004). It is possible that if not all do, some sources may harm the study in some way. The harm could be in the following manner -

- Researching unethical behaviour within a firm may provide information about an employee that may result in termination of employment.
- Internal company information is not widely shared but may be unintentionally shared with a rival firm (Alexandiris, 2006).
- Researching into personal health and financial information may disclose the confidential data of participants.

Therefore, it is the responsibility of the researcher to identify if there is any potential harm in the study undertaken by him/her and take measures to prevent any impact on the results (Stahl, 2006).

In the current case, data is procured from both primary and secondary sources. Both these sources have their ethical considerations which need to be kept in mind by the researcher before undertaking the study (Heath and Street, 2008).

Data from secondary sources is obtained from books, journals and online mediums. Copyright will be ensured before copying data from specific sources. Online mediums are also checked before copying data. Primary data involves the manipulation of answers and survey findings (Ketchen, Ketchen and Bergh, 2006). Thus, the utmost care will be taken to avoid any manipulation in the completion of a survey. Preparation of the questionnaire will be such that it does not violate the policies and rules of the civil service. The selection of the sample and completion of questionnaires will not be biased by human intervention (Mackey and Gass, 2013).

The ethical approval that was used for this research followed the values upheld by LSC and Cardiff Metropolitan University.

- These include the confidentiality of respondents when conducting open discussions and surveys.
- An ethical approval form was submitted to the university for approval before conducting any primary research.
- Information and references from the data collection sources were recognised following the confidentiality and copyright of the data.
- The researcher took prior permission for access and use of previous research papers.
- To carry out primary data collection legally and ethically permission from the university was obtained in which no objection confirmation was obtained from the LSC and Cardiff Metropolitan University. Permission to survey with government officials was obtained so that primary data collection can be done ethically.
- The researcher provided a comfortable environment to the participants so that they will be able to freely express their views.
- The researcher did not force any participants to participate in the research, it was clarified to all participants that there is no forced participation; no hidden purpose and all participants and the organisation's privacy, confidentiality, identity and dignity will be upheld.
- The Researcher ensured that all the information shared on the open discussion, and survey will be kept highly confidential and only will be used for this research. The researcher reassured them that all the data will be stored securely and the research will be for academic purposes only.

Ethical guidelines are not limited to the study aspects in terms of data collection and analysis, but they have a broader relationship with the overall purpose. The research is carried out to solve a specific problem and address this; there are objectives and questions developed (Beauchamp and Bowie, 2004). Any unethical input, regardless of the source, impacts the study to a great extent. Along with the results, unethical practices also affect the understanding of the researcher. Regardless of any human intervention and manipulation, the researcher will not be able to gain any insight from the work (Walliman, 2009). The purpose of any study is to enable the researcher to learn and develop understanding from their efforts. The researcher seeks to improve and gain experience with every step and process of the research. In the current study, the researcher will prepare the entire study, considering the ethical practices that relate to the subject area (Singh and Bajpai, 2008).

CHAPTER 5: DISCUSSION

According to a detailed study, it can be said that the management of the Civil Service must be considered as per centralised function. To have effective development, a harmonious working relationship between members is significant so that goals and objectives can be accomplished. Secondary sources' evaluation also indicates that the Civil Service is focused on the use of different tools that are beneficial to advance employee morale because it impacts directly on the success or effectiveness of the workplace. In addition to this, it can be said that performance appraisal is also advantageous for performance improvement among members so that the strengths and weaknesses of individuals can be determined appropriately. Along with this, employee participation is also a key factor that must be considered in the Civil Service because, without appropriate contribution from every employee, operational activities cannot be accomplished in the desired way. Moreover, analysis of information also indicates that involvement of political aspects also impacts the work performed in the Civil Service so authorities need to set out a few standards that may overcome this kind of issue. The overall productivity of the civil service and public sector is significant for economic performance. It has been noticed that if the Civil Service is not operating accurately then overall development cannot take place.

To meet the expectations of members, authorities need to ensure that tax benefits are being offered effectively. It is a kind of monetary benefit that enhances the morale of employees to make efforts in the desired way. According to secondary information, human resource management practices supports enhancing the motivation level of staff members. By using motivational tools, the morale of the workforce can be enhanced. It also allows members to focus on aims and objectives so that operational activities can be accomplished. Offering incentives, rewards and adopting other methods are the most critical aspect and help in meeting objectives. It has been noticed that several issues also impact the implementation of human resource practices. Economic factors create a budgetary issue that has a direct negative impact on human resource planning. Development within an organisation also needs to be according to key standards so that overall outcomes can be improved. Employees needs must be considered as critical and further upgrading in services must support those needs.

Evaluation of information also indicates that management must focus on a recruitment system so that the overall productivity of civil servants can be improved. It allows the selection of appropriate candidates and ensures that quality aspects are often preferred by authorities. In addition to this, it can be said that a reward and punishment system is a method that allows to

improve morale and ensures that operational activities are accomplished in the desired way. It is a sector that may impact the overall development of the nation so it is significant for the management of the Civil Service to ensure that monetary and non-financial benefits are being offered to members. It means wages must be offered to members appropriately according to key needs so that morale can improve appropriately. Moreover, it is also significant for Civil Service authorities to make sure that proper management techniques are followed so that overall performance can be improved. Monetary benefits must be provided to the workforce to make them feel valued and ensure that crucial operations are effectively accomplished. Management also needs to make sure that satisfaction levels among members are also accurate so that overall work productivity can be well maintained.

According to the analysis of secondary information gathered, findings demonstrate there are different kinds of appraisal methods that are employed by the Civil Service. Performance appraisal methods need to be considered as a critical aspect so that the actual development of members can be analysed effectively. It is also beneficial to frame future strategies so that issues can be overcome in accurate manner. After analysing the secondary information gathered, it has been ascertained that several strategies are being adopted by management to promote morale in the civil service. It has been noticed that job promotion, flexible work scheduling, monetary benefits and employee facilities are key aspects being considered by management for a performance improvement. In addition to this, several factors impact human resource practice application within the Civil Service. The authorities need to understand relevant factors so that issues can be overcome. Classification of factors can be budget, skills and information gathered. It has been noticed that management needs to ensure that they have appropriate funding.

Based on secondary sources it can be said that several methods are used by the management of the Civil Service to effectively manage employee behaviour. In addition to this, it can be said that training is the most used method that helps in continuous development. Moreover, changes in situational aspects force managers to transform managerial activities for the better development of the Civil Service. It indicates that managers consider the context as a critical factor while taking decisions so that issues can be overcome appropriately. It has been interpreted that non-financial techniques are more effective, as compared to monetary ones because a Civil Service Agency worker's morale is directly linked with pride and self-recognition. It indicates that monetary techniques have less impact on employee morale. It has been noticed that the management of the Civil Service needs to make sure that they are offering

appropriate support to employees so that their morale can improve. Combined with this, the design of motivational techniques also needs to be transformed so that morale can be enhanced. The analysis also indicates that diverse motivational techniques are being adopted by management. These techniques include monetary and non-monetary techniques. An incentive scheme in the Civil Service impacts the morale of the workforce and allows them to make greater efforts in business operations.

It has been found that the Civil Service is well focused on training programs so that skills can be developed in the desired way. A detailed evaluation of secondary information demonstrates, there are two kinds of training programs which are being adopted by organisations, such as on the job and off the job training. The Civil Service is well focused on training programs for the continuation of skills development. In other words, it can be said that training and development programs are a means mostly adopted by civil authorities for the advancement of work efficiency. Other than this, analysis of the secondary sources demonstrates that most employees feel that there are several fringe benefits that they can attain while working with the Civil Service. These key benefits include retirement, care plans and health plans. It has been noticed that these kinds of benefits improve employee morale and lead the business to impressive success levels.

Information gathered from secondary sources also indicates that several committees are needed by the Civil Service so that changes can be implemented in appropriate manner. With this assistance, overall working is being analysed effectively so that decisions can also be considered appropriately. It has been noticed that there are several challenges faced by the Civil Service. Lack of measures to eliminate poor performance is one of the key factors that harm overall performance. Members must follow codes of conduct appropriately so that productivity can also be improved. Proper motivation, appreciation and recognition must be provided so that issues can be overcome in the desired way. It also helps in motivating the workforce and makes sure that full implementation of appraisal tools is effectively considered. In addition to this, concepts like hard work, honesty and productivity must be considered as critical aspects that add value and lead businesses to impressive levels of success. The government must emphasise a reward and punishment policy so that the morale of civil servants reaches its full potential. It is also necessary to make sure that HRM outlines must be referred to effectively so that goals can be achieved in the desired manner.

Secondary information also evaluates that in the Nepal Civil Service, employees are expected to perform efficiently but lack of motivation hinders their approach to their work. It

indicates that management needs to improve the application of motivational tools. The correct incentives are not being offered to employees which also influence the morale of civil service members. It means proper planning is essential so that there can be an improvement in morale. It indicates that new standards need to be set out for continuous improvement. HRM practices need to be used to create multiparty democratic governance. It also helps in change implementation so that issues can be overcome in the desired way. HRM practices are largely recognised and help in recruitment, training and compensation. The support of modern techniques is also beneficial because it facilitates in areas of motivation, career and the learning and development of employees. By having an improved focus on these aspects, specific problems can be overcome. Understanding HRM concepts is beneficial for authorities to enhance the motivation of civil servants. With this assistance, problems can be identified so that productivity can be improved. Moreover, information gathered also demonstrates that the development of the administrative structure in the civil service is beneficial to improving work processes. In addition to this, it can be stated that the Civil Service must have improvements in HRM practices so that better solutions can be identified to enhance morale among employees. It is also necessary for management to consider incentive motivation as a critical aspect for the development of the Civil Service.

In addition to this, it can be said that motivation is considered as one of the most critical aspects for every business firm so the Civil Service must consider it as a significant aspect. With the assistance of this, staff morale can be improved to promote active participation in affairs that may influence overall work performance. It is also referred to as a development tool that allows leading firms to an impressive level of success. In the discussion, it has also been noticed that the existing workforce is more attracted towards behavioural values that offer positive incentives. It means management must make sure that negative aspects that impact behavioural values must be overcome. Learning also indicates that by having an improved focus on incentive programs, the organisation can easily enhance the level of motivation among members. It is beneficial for the Civil Service to increase motivation levels in the workplace and achieve long term goals.

As per the analysis of the collected secondary information, it can be said that to retain the most skilled and qualified candidates, the Civil Service must ensure the needs and expectations of every individual are met. It is necessary to have policies and activities designed for individual needs because they may differ from each other. By having improved focus on such aspects, the management of the Civil Service may improve overall performance so that

goals and objectives can be accomplished in the desired way. It has also been noticed that one person's benefits may affect the behavioural values of others, so management needs to design strategies in such a manner that all values are maintained accurately. In addition to this, incentives provided by the company have a direct impact on employees' morale so it can be considered as a development tool. Moreover, analysis of the information collected indicates that there are a few factors that need to be considered by the authorities of the Civil Service to encourage advancement in services. Employee engagement is one of the key elements that impact positively staff members' morale which is beneficial for sustainable development. By offering incentives, employee welfare standards can be accomplished in the desired way. However, both the outlined factors are beneficial for productivity advancement and lead to an impressive level of success. With this assistance, the satisfaction levels of civil servants can also be advanced over a long-term period. It is also necessary for managers in the Civil Service to ensure that employees are treated as their most valuable resource.

The value of members must be promoted so that performance standards can be well maintained. Along with this, motivation is mostly adopted by every business enterprise to ensure that employees' needs are accomplished. With this, overall staff requirements can also be considered as a critical aspect for the improved success of an organisation. In several organisations, motivation is also promoted through an incentive theory. However, an incentive is also used to promote workforce engagement because it impacts directly on behavioural values. It also motivates employees to avoid any kind of unethical practices that may harm an organisation. It means if the Civil Service is well focused on these aspects then employees can be stopped from performing certain actions that can harm a nation. In addition to this, it can be interpreted that an incentive is only considered as a useful method that makes individuals feel significant in an organisation. It is considered as a reward that is offered to members for sustainable improvement. Incentives can also influence efforts in both a positive and negative manner because they may or may not meet expectations.

The discussion has also provided information regarding factors that help in developing positive incentives. It has been noticed that by having a positive incentive plan development, a favourable feeling among members can also be promoted positively. It is also beneficial to meet the needs and wants of employees and lead organisations to impressive levels of success. By focussing on the principle of optimism, an incentive plan can be improved appropriately. It is also advantageous for meeting satisfaction standards and the psychological requirements of staff members. It also impacts positively on workforce performance and leads businesses to

impressive levels of success. It means by having an improved focus on principles of optimism, the Civil Service may improve overall performance. In addition to this, it can be said that consideration of additional allowances, job promotion etc are also beneficial for sustainable development so authorities in the Civil Service must consider it properly. It has been noted that nowadays these techniques are famous among both public and private firms. A negative incentive is considered as the opposite of a positive one and management must focus on activities that may overcome errors and ensure that employee performance has improved. In-depth analysis has demonstrated that in situations where positive incentives do not offer benefits, then businesses are focused on negative incentives. In this respect, the Civil Service may consider punishment as a critical aspect. For example, a candidate is not feeling motivated and repeats the same mistake then a negative incentive such as a punishment can be meted. It is most beneficial for organisations to deal with different situations so that issues can be overcome appropriately. Along with this, it has been identified that long term goals can easily be met and better support can be provided for activities that allow errors to be overcome. Incentive theory is considered as a motivational aspect and ensures the diverse factors that may enhance business performance. In the same way, the Civil Service may also prefer the incentive theory for improvement in workforce performance. It is also necessary to make sure that appropriate decisions are considered so that employee expectations can be met effectively. In addition, by having an improved focus on motivational techniques, a competitive advantage can be gained because it allows the enhancement of workforce morale.

As per the analysis of secondary information, it has been interpreted that motivation levels are greatly dependent upon personal satisfaction so management must ensure it appropriately. It adds value to behavioural aspects and ensures that satisfaction is high. It also allows members to perform activities efficiently. Also, employee engagement is considered a critical aspect that creates favourable results and motivates members to improve performance. It leads businesses to accomplish possible goals and objectives. The Civil Service must have an improvement in services as per consideration of the key values discusses, so that overall performance can be improved. Incentive rewards are considered to be most effective as compared with non-incentive ones and they directly encourage employees to take initiative so that customers can be rendered effective services which are above the latter's expectation level. In this respect, a few authors such as Kharbanda and Stallworthy (2012) have argued that once monetary rewards are employed, then only job satisfaction levels can be advanced. It also allows firms to deal with challenges and improve the existing work environment.

In addition to this, it can be said that current government organisations are a facing number of issues concerning motivation. A key reason is that the sector is not very focused on motivation tools so that management may lead a business to sustainable development. It is significant for management to deal with various challenges and other types of issues to meet objectives. It is beneficial to lead a business to an impressive level of success. As per this discussion, employees who are associated with government firms are dissatisfied. A key reason behind this is managerial level employees are not capable enough of understanding employee needs and requirements. It means focussing on activities that determine the key needs of members so that satisfaction levels can be improved.

Extrinsic motivation is a process that provides a justified effect on a work environment. With this, issues that are faced by employees can be overcome appropriately. By effective consideration of employee motivation, the productivity of a company can be improved upon. It is also significant for an entity to make sure of the success and growth of an organisation in the competitive market. The Civil Service consider factors that allow success and gains a competitive advantage over other nations. Facilities provided for members can also be improved for better satisfaction and advancement in the morale of members. For example, the Nepalese Civil Service may have a strategic alliance with other nations that export military tools. It will make employees feel valued and provide support for motivational tools. It is also beneficial to have good workforce management and design with favourable outcomes to meet objectives. The discussion also indicates that human resource management practices within the Nepalese Civil Service must be improved for the smooth and effective delivery of services to employees.

In the investigation, it has been identified that HRM practices of the Civil Service in Nepal need a few improvements so that overall goals and objectives can be accomplished properly. It has been noted that civil servants' work is considered very secure. Work is very confidential, and it is protected under high security. The work of the Civil Service cannot be revealed because it impacts the security aspects of a nation. To have responses from the Civil Service, it is necessary to have prior permission from higher authorities. The discussion has also provided information about political reforms and general HRM practices that are associated with motivational factors. It is understood that work methods and systems in the civil service in Nepal need to be improved. In addition to this, it can be said that the Civil Service can also focus on Taylor's scientific theory to improve morale. This is the concept of breaking down each task into a specific process along with the time required to complete the

task. It means management must focus on time frame design for an improvement in work processes. With this assistance, an individual may appropriately accomplish the required task. Training provided for employees must be according to a time frame because it allows skills improvement in the desired way. Also, in the HR practice management of the Civil Service, training must be provided for members to complete a job in a particular time frame. It also enhances work productivity which is beneficial for the civil service. For example, civil service workers need to complete military operations in a selected time frame to meet the objectives. If members have accomplished tasks accurately according to the time allotted, then overall morale will be enhanced.

As per the detailed analysis of information gathered, it is also necessary for civil authorities' management to provide continuous motivation to improve performance. In this respect, better satisfaction can be enhanced by monetary benefits. Along with this, it is also necessary for management to have an improvement in productivity and efficiency to meet the targets. It means new ideas of HR practices and standards must be implemented for continuous improvement. It is also necessary for management to make sure that roles and responsibilities are allocated, according to key needs. It will also assist in improving employee participation in operational activities. It has also been identified in the discussion that employees also require close supervision so that standards of monitoring and control can be improved. To have sustainable development the Civil Service must focus on the breakdown of activities because it helps ineffective development of the entire operational activity. To enable this, training provided for workers can also be advanced. It is significant for management to design programs from an understanding of the needs and capabilities to perform work activities. After analysis of secondary sources, it can be said that the unique combination of training and financial benefits impacts behavioural values. It means the motivation of members can be advanced by having a focus on training and monetary rewards so that the productivity of employees can also be maximised in the desired way.

CHAPTER 6: DATA ANALYSIS

Theme 2. Age

Age	Frequency
20-25 years	20
25-35 years	15
35-45 years	10
45 and above years	5

On analysing the demographic characteristics of the respondents, it can be said that younger people are more attracted to the Civil Service in Nepal. It is because out of 50 respondents, 20 are from the 20-25 age group. The majority of respondents belongs to this age group, indicating that young age people are joining the Civil Service. In addition to this, it has also been noted that 15 of the respondents are 25-35 years older. Another 10 are between 35-45 years of age. It reflects the fact that Civil Service standards are well designed to ensure that young and fit people are employed. Youth enhances work efficiency so that goals and objectives can be accomplished in the desired period.

Theme 3. Do effective motivational tools encourage you to take initiative in favour of the organisation

Do effective motivational tools encourage you to take initiative in favour of the organisation?	Frequency
Yes	45
No	5

On asking the respondents about the effectiveness of motivational tools, it has been identified that the Civil Service of Nepal is well focused on effective motivational tools that encourage members to take initiative in favour of the organisation. In addition to this, it can be said that 90 per cent of members' perceptions are that motivational tools used by the firm enhance their morale and allow them to take diverse initiatives so that goals and objectives can be accomplished. It also enhances service quality and allows management to make sure that continuous development of members is considered. Only 10 per cent of respondents have said that the Civil Service needs to improve its motivational tools so that their morale can be advanced. To enhance motivation to take initiative, management can design innovative practices that make employees feel valued. It will allow them to take initiative properly so that positive outcomes can be attained.

Theme 4. Are you provided with a favourable and efficient environment to work in?

Are you provided with a favourable and efficient environment to work in?	Frequency
Strongly agree	15
Agree	15
Neutral	5
Disagree	10
Strongly disagree	5

On analysing the responses of the participants regarding the work environment of the organisation, it has been noted that management is well focused on creating a positive work environment. Out of 50 respondents, 15 have said that management is offering a highly favourable and efficient environment to work in so that overall performance can be improved. In addition to this, another 15 respondents have critically explained that optimistic work conditions allow them to meet objectives and lead the organisation to impressive levels of success. Also, a few members are unsure about the work environment, so they have provided neutral comments. Regarding improving work conditions and turning negative responses into positive ones, the management of the Nepalese Civil Service needs to improve its management style and leadership. This will enhance morale and promote flexible working conditions. It is beneficial to improve overall performance and meet the objectives for sustainable development.

Theme 5. What is the range of factors which decreases your motivation level within the workplace?

What is the range of factors which decreases your motivation level within the workplace?	Frequency
Slow growth	10
Lack of support from high-level authorities	15
Ineffective motivational techniques	15
All above	10

Analysis of responses demonstrates that the majority of employees feel that lack of support from a high level and ineffective motivational techniques negatively impacts their morale. 30 per cent of respondents think that there is a lack of support from the top level. Another 30 per cent of respondents are in favour of ineffective motivational techniques. The other 40 per cent is distributed equally to slow growth and all above. It is significant for management to improve overall performance by transforming motivation tools. It indicates that the Civil Service needs to focus on the development of all the above-mentioned factors so that levels of motivation can be improved.

Theme 6: What are the methods adopted by civil authorities to enhance your efficiency?

6. What are the ways adopted by civil authorities to enhance your efficiency?	Frequency
Training program	35
Expert advice	15

Analysis of the responses demonstrates that most employees feel that training programs are most the effective way to enhance work efficiency. Out of 50 respondents, 35 of them have stated that they think a training program enhances their skills and allows them to meet work standards appropriately. On the other hand, the 15 are in favour of expert advice. It has also been noted that the majority of respondents are not in favour of expert advice because it does not provide practical knowledge. The success of the civil service is dependent upon practical skills, so training programs are more effective to enhance work efficiency. The Civil Service of Nepal needs to introduce diverse innovations in respect to designing positive a training program.

Theme 7: What is the range of factors affecting your performance?

7. What is the range of factors affecting your performance?	Frequency
Motivation	15
Managerial standards	16
Commitment	9
All above	10

Analysis of the responses shows that the majority of the employees feel that there is a wide range of factors that have a direct impact on employee performance. Interpretation of collected information indicates that these factors are motivation, managerial standards and commitment. 32 per cent of respondents have stated that managerial standards are a factor that impacts their performance. According to them if there is a high level of managerial standards then their morale will be boosted to work effectively so that objectives can be accomplished. 30 per cent of employees have presented their view in favour of motivation. It means by developing motivational aspects, employee performance can be advanced. Various methods allow an improvement in motivation so management in the Civil Service must properly ensure this. Also, 20 per cent of people think that commitment is also a key factor that impacts the overall performance. According to this evaluation, it can be stated that all the options above must be considered as critical factors for sustainable improvement.

Theme 8: Is the performance appraisal process employed by the Civil Service effective?

8. Is the performance appraisal process employed by the civil service effective?	Frequency
Strongly agree	20
Agree	10
Neutral	10
Disagree	5
Strongly disagree	5

On asking the participants the about performance appraisal process, different views of members have been evaluated. It has been noted that 30 civil service employees are satisfied with the performance appraisal process and 10 of them are dissatisfied with it. It means management in the civil service needs to improve key standards so that overall an improvement can be considered. It is also beneficial for long term development and allows an improvement in key work standards. To have an improvement in the performance appraisal method, management needs to evaluate key employee needs and then develop standards. It will improve the effectiveness of the process and lead to better satisfaction among members.

Theme 9: In your view which motivation technique is more effective?

9. In your view which motivation technique is more effective?	Frequency
Monetary	10
Non-monetary	9
Both	31

When the respondents were asked which motivation technique is more effective, most employees think that the use of both kinds of techniques is beneficial to improve effectiveness at work. 31 respondents have said that their motivation can be enhanced by using both monetary and non-monetary techniques. It allows them to make effort appropriately so that goals and objectives can be accomplished. Moreover, 10 and 9 out of 50 respondents are convinced by monetary and non-monetary techniques, respectively. The Civil Service may improve in standards so that better support can be provided for motivation techniques.

Theme 10: Is a monetary scheme of motivation regarded as more appropriate compared to a non-monetary one?

10. Is a monetary scheme of motivation regarded as more appropriate compared to a non-monetary one?	Frequency
Strongly agree	10
Agree	5
Neutral	9
Disagree	11
Strongly disagree	15

When respondents were asked that is a monetary scheme of motivation is regarded to be more appropriate as compared with a non-monetary one. Out of 50 respondents, 26 have said that they are not in agreement with the statement that monetary techniques provide effective development in morale. On the other hand, 15 have said that they are in favour of a monetary policy. Analysis indicates that management needs to set out new aspects of monetary policy so that employee morale can be advanced. Moreover, continuous improvement in non-financial motivation techniques is also essential so that issues can be overcome.

Theme 11: Does an incentive scheme introduced by an enterprise encourage you to apply more effort in business operations?

11. Does an incentive scheme introduced by an enterprise encourage you to apply more efforts in business operations?	Frequency
Yes	40
No	10

According to the analysis of information collected from the employees of the Civil Service in Nepal, it has been interpreted that an incentive scheme in the organisation has to be designed appropriately. It has been witnessed that out of 50 respondents, 40 of them has stated that an incentive policy in the organisation improves their morale because it helps in meeting their key needs. It indicates that for sustainable development, the civil service in Nepal may have continuous improvement in a scheme according to employee needs. Only 10 of the respondents are dissatisfied with the incentive scheme but that potential can be changed by improving standards. It is necessary to make sure that incentives must be provided according to potential and performance so that a positive work environment can be created to meet objectives.

Theme 12: Is the financial incentive scheme updated continuously by civil service authorities?

12. Is the financial incentive scheme updated continuously by civil service authorities?	Frequency
Strongly agree	12
Agree	20
Neutral	8
Disagree	6
Strongly disagree	4

The above analysis indicates that continuous improvement in the incentive scheme is beneficial for civil service development because it links directly with employee morale. It has been identified that the financial incentive scheme in the Nepalese Civil Service is being updated continuously so that employee morale can be advanced. 32 of the respondents have presented their views in favour of the statement. It means accomplishing workforce needs are a key motive behind the continuous improvement. Only 10 of those questioned have said that the civil service authorities are not focused on continuous improvement, which negatively impacts their morale. To have better opportunities, management must make sure that improvement is considered, according to employee needs.

Theme 13: Do you perceive performance management as an effective technique for enhancing organisational productivity?

13. Do you perceive performance management as an effective technique for enhancing organisational productivity?	Frequency
Yes	35
No	15

On inquiring if the employees consider the Civil Service performance management system as effective or not, the majority of respondents think it is an effective technique for enhancing organisational productivity- 35 out of 50 agree this is the case. The other 15 do not support the statement so the management of the civil service needs to improve overall performance so that productivity can be enhanced. New standards need to be set out to a performance management system so that issues can be overcome appropriately. Also, an improved level of performance management enhances the level of commitment and facilitates meeting key goals and objectives.

Theme 14: Do employee empowerment techniques enhance your satisfaction levels?

14. Do employee empowerment techniques enhance your satisfaction levels?	Frequency
Strongly agree	24
Agree	6
Neutral	4
Disagree	6
Strongly disagree	10

On analysing the responses of the participants regarding the techniques of employee empowerment used, it has been noted that employee empowerment is well managed within the organisation. It impacts the morale of the workforce diversely and enhances satisfaction levels. Information gathered indicates that techniques adopted by the Civil Service in Nepal for employee empowerment have a direct influence on employee satisfaction levels. Out of 50, 30 thinks that the organisation is well focused on employee satisfaction so there is an effective application of frameworks to improve employee empowerment. In addition to this, it can be said that only 16 are not in favour of the statement. To accomplish satisfaction levels, the management of the Civil Service needs to improve overall performance by giving responsibilities to employees and making them feel valued. Employee participation is also a key factor that may facilitate employee empowerment so the management of the civil service must consider this as a significant aspect.

Theme 15: Do internal policies developed by Civil Service authorities allow you to carry out duties appropriately assigned to you?

15. Do internal policies developed by civil service authorities allow you to carry out duties appropriately assigned to you?	Frequency
Yes	42
No	8

As per the analysis of the information gathered from the Nepalese Civil Service, it has been interpreted that internal policies developed are according to employee needs. It has been noticed that these policies also allow members to carry out their duties in an appropriate manner. According to analysis, 84 per cent of respondents think that the authorities are well-focused on the effective design of policies. They have said that allocation of duties is also appropriate and facilitates them in meeting work standards. Internal policies provide management support for the work environment that enhances employee morale. On the other hand, only 16 per cent are not in support of the statement. For continuous development, management must bring changes in policies according to customer needs.

Theme 16: Does the compensation scheme introduced by the authorities enhance your job satisfaction level?

16. Does the compensation scheme introduced by the authorities enhance your job satisfaction level?	Frequency
Strongly agree	15
Agree	10
Neutral	8
Disagree	12
Strongly disagree	5

According to the analysis of the responses, it has been found that the compensation scheme introduced by authorities enhances employee satisfaction levels towards their job. In addition to this, it can be said that out of 50 respondents, 25 have said that the Civil Service knows employees' needs and designs schemes to meet satisfaction levels. The company offer appropriate compensation for employees, according to a proper analysis of the situation. 17 employees have stated that the compensation scheme introduced by authorities does not enhance their satisfaction level. To improve the compensation scheme, it is significant that management understands the key principles of compensation so that strategies can be designed in the desired way. In addition, by setting out key values, management needs to make sure that job satisfaction levels among members are appropriate. Moreover, 8 of them have stated that they do not have appropriate information about the compensation scheme so they cannot provide appropriate feedback on it. It also indicates that management needs to provide training for employees for an improvement in the benefits of the compensation scheme.

Theme 17: What kind of fringe benefits are provided by civil service authorities?

17. What kind of fringe benefits are provided by civil service authorities?	Frequency
Retirement	12
Care plan	12
Health	16
All of the above	10

Analysis of the above information indicates that 12 of the employees perceive that they can take retirement from their job according to their needs. Their livelihood has also improved due to monetary and non-financial elements present in the work environment. Most of the workforce has said that the promotion of health care is one of the most essential benefits. 16 employees have stated that they can remain fit by working with the Civil Service authorities. To enhance the morale of employees, the higher civil service authorities may focus on improvement in key values so that the level of fringe benefits can be improved.

Theme 18: What enhances your satisfaction level within the workplace most?

18. What enhances your satisfaction level within the workplace most?	Frequency
Growth opportunities	15
Recognition	12
Responsibility	13
Meaningful work	10

On asking employees about factors that enhance their satisfaction level, it has been noted that various factors play a key role in improving satisfaction levels. Classification of factors can include growth opportunities, recognition, responsibilities and meaningful work. In addition to this, it can be said that 15 of the respondents are in support of growth opportunities. It means by offering better opportunities in the workplace, better satisfaction can be provided for members. It has been noted that recognition in the workplace also improves satisfaction levels among members. It adds value for members and ensures that goals and objectives are being accomplished effectively. By offering responsibilities to members, workplace satisfaction can also be advanced. To meet the objectives, management must focus on diverse factors that lead a business to an impressive level of success. 10 members have said that offering meaningful information and work is also a key factor that impacts positively on their satisfaction levels within the workplace.

Theme 19: Are you treated as the most valuable resource within the workplace?

19. Are you treated as the most valuable resource within the workplace?	Frequency
Strongly agree	15
Agree	15
Neutral	10
Disagree	4
Strongly disagree	6

On analysing the information gathered, it has been identified that the civil service in Nepal mainly focuses on employee satisfaction. It is one of the key reasons that the company treats its employees as its most valuable resource. Out of 50 respondents, 30 have said that they believe that the civil service considers them as its most valuable resource, and this enhances their morale to make more effort within the organisation. In addition to this, it can be said that 10 of them have said that they are unaware of the statement, so they responded as being 'neutral'. Finally, 10 of them have stated that they do not agree with the statement that the company treats employees as a valuable resource. To improve development, business firms must develop programmes that make employees feel valued. With this, employee morale can be advanced to improve overall performance.

Theme 20: The level of the civil service in Nepal is improving when proper training is delivered to you?

20. The level of civil service in Nepal is improving when proper training is delivered to you?	Frequency
Yes	43
No	7

From the information gathered, it has been found that training programmes designed by the civil service are well designed and have a direct positive impact on overall performance. According to the analysis, it can be said that the majority of employees perceive that the level of the Civil Service in Nepal is improving when proper training is delivered. Responses from 50 employees indicate 86 per cent of people have said that due to effective training and development programmes, work effectively in the civil service has been improved. Only 14 per cent of people perceive that few improvements are required in training programmes so that better development opportunities can be delivered to members. It also indicates that the management of the Civil Service in Nepal needs to bring in a few transformations in the process by implementing diverse standards that enhance overall performance. Practical activities can be added on such as preparation for war etc. to enhance skills and appropriately meet objectives.

Theme 21: Are any changes in the system and overall structure required in the civil service?

21. Are any changes in the system and overall structure required in the civil service?	Frequency
Yes	39
No	11

From, the information gathered, it has been found that the Civil Service in Nepal needs to focus on transformation activities so that overall performance can be improved. When members were asked if any kind of changes are required in the system and structure, the majority of respondents have said yes. Out of 50 respondents, 39 employees perceive that the company needs to reconstruct its structure. During reconstruction, the management needs to consider employee needs and military standards effectively so that structural effectiveness can be improved. On the other hand, 11 are satisfied with the current structure and system. However, the majority is in favour of change so management must reconstruct its recruitment policy, training standards, etc so that continuous improvement can be considered. In addition to this, it can be said that the induction training programme time frame must be extended so that skills in the workforce can be developed appropriately.

Theme 22: According to you, is the civil Service in Nepal focused on the use of electronic HR management systems?

22. According to you, is the civil services in Nepal focused on the use of HR management electronic systems?	Frequency
Yes	35
No	15
Can't Say	0

According to the analysis of the responses collected, it has been found that the civil service in Nepal is also focused on technology to improve work performance and enhance employee morale. It has been noted that 70 per cent of employees are aware of HR management electronic systems. In addition to this, it can be said that 30 per cent of people said that the Civil Service is not focused on HR management. It indicates that the company is improving work performance and management of HR activities by using diverse electronic systems. To improve the use of electronic systems, management needs to create better awareness among members so that issues can be overcome. With the assistance of this, skills can be developed among employees so that they can appropriately use electronic devices to gain sustainable development. A candidate database system helps in the recruitment process and allows objectives to be met in the desired way.

Theme 23: Is an adaptation of HRM electronic systems significant in enhancing performance in the civil service?

23. Is an adaptation of HRM electronic systems significant in enhancing performance in the civil service?	Frequency
Strongly Agree	12
Agree	18
Neutral	5
Disagree	5
Strongly Disagree	10

As per the analysis of information gathered from the employees of the Nepalese civil service, it has been interpreted that the majority of employees think that the use of electronic HRM systems allows the organisation to improve overall performance. It is also one of the key reasons that the significance of HRM electronic systems is also important within the Civil Service. In addition to this, it can be said that 30 of the employees are totally in favour of electronic systems because it impacts positively on Civil Service performance. On the contrary, 15 are not in favour of the statement and they perceive that the application of an electronic system is all about cost increases. However, 5 of them are not in a position to present their views because they do not have appropriate knowledge the about system. To improve the use of an electronic HR system, the authorities need to create better awareness among members. It has been noticed that the advantages of the electronic system must be shared with members so that they can provide support for it to contribute to a continuous improvement in performance.

Theme 24: Is the application of HR technology in the civil Services beneficial for sharing and the distribution of information regarding Projects, Services, Databases, Tools and Techniques?

24 Is the application of HR technology in the Civil Service beneficial for sharing and the distribution of information regarding:	Frequency
Projects	16
Services	14
Database system	13
Tools and techniques	7

Analysis of the responses shows that most employees feel that the use of HR technology is beneficial for continuous improvement because it allows the effective sharing of information in context to diverse subjects. In the analysis, 16 employees have said that they used it to obtain information about diverse projects so that activities can be accomplished appropriately. Moreover, 14 employees have said that acquisition of information regarding services is also a key purpose behind the use of HR technology. 13 respondents are in favour of the database system because it enables information gathering for diverse activities. Also, it is beneficial to gather information regarding members, which is useful to improve work coordination. In

addition to this, 7 respondents are in support of tools and techniques because it allows them to learn ways to use different methods that are beneficial for the Civil Service.

Theme 25: The induction and orientation scheme of the Nepalese Civil Service Agency can be referred to as Superior, Good, Poor, cannot say.

25. The induction and orientation scheme of the Nepalese Civil Service Agency can be referred to as:	Frequency
Superior	17
Somewhat better	13
Poor	12
Can't say	8

According to in-depth analysis, it has been identified that business in the civil service is well-focused towards its induction and orientation scheme. With its assistance, the agency is developing members' skills which are also beneficial for improvement in overall performance. It has been noted that 17 employees have said the existing induction and orientation scheme of the Civil Service can be rated as superior. In addition to this, 13 stated that current policies are better but still need improvement to overcome issues. 12 of them have stated that the induction policy needs significant changes according to organisational needs, so they consider it as poor. 8 of them are not aware of policies so they said they are not sure about the effectiveness of the scheme. To have an improvement in services, the Civil Service needs to set new standards that promote the effectiveness of the induction and orientation scheme.

Theme 26: The induction process is crucial for: Transfer of information, Procedural application, Job-related information.

26. Induction process is crucial for:	Frequency
Transfer of information	22
Procedural application	9
Job-related information	19

On exploring the various primary sources of information, it has been found that the induction process of the civil service is significant for diverse purposes and is greatly involved in continuous development. It has been interpreted that 22 members have said that the induction process is an essential consideration for the effective transfer of information. With this, better awareness can be created among members about the work culture and structure of the organisation. 19 of them have said that it is significant to follow it because it shares information regarding job roles and responsibilities. By considering the induction process, members may understand the work and develop themselves to meet standards. Only 18 per cent of people have said that it is good for procedural applications. To attract potential employees to the induction process, the management needs to add practical applications that may attract more and more employees to continuously improve.

Theme 27: Human resources practices allow the management of work activities in the Nepalese civil service.

27. Human resources practices allow the management of work activities in the Nepalese civil service.	Frequency
Strongly Agree	18
Agree	12
Neutral	7
Disagree	4
Strongly Disagree	9

On observing the data related to this, the analysis can be made that human resources practices allow the management of work activities in the Nepalese Civil Service. It has been noted that 30 of the employees have said that they are in total agreement with the statement. It is because they have noticed an improvement in work styles due to the application of human resources practices. In addition to this, it can be said that 13 employees are not in favour of the statement because they perceive that human resources practices create complexity within the work style of the Civil Service. Only 7 take a neutral view because they are not very aware of the human resources activities which are being applied by the civil service. By making an improvement in services and creating better awareness, the use of human resources practices can be advanced. They will improve overall performance and enhance effectiveness in the work culture. In addition, practical applications also need to be considered as critical aspects because they allow objectives to be met.

Theme 28: The application of human resources practices in the civil service might be affected due to: Insufficient budgets, Inadequate levels of expertise, Deficiency of server capability, Outdated communication systems.

28. The application of human resources practices in the civil service might be affected due to:	Frequency
Insufficient budgets resources	13
Inadequate levels of expertise	17
Deficiency of server capability	12
Outdated communication systems	8

The analysis can be made that 13 employees have said if fund allocations within the organisation are insufficient then overall development might be negatively affected. Most employees have stated that an inadequate level of expertise also influences overall standards. 17 employees have asserted that if employees are not acknowledged and skilled then human resources practices cannot be applied appropriately. Server capabilities also need to be considered as a significant aspect because it means objectives can be met. In addition, 8 of them have contended that outdated communication systems impact information sharing, which is not advantageous for the application of human resources.

Theme 29: An internal communication strategy allows for the building of better relationships among members.

29. An internal communication strategy allows for the building of better relationships among members.	Frequency
Strongly Agree	15
Agree	16
Neutral	9
Disagree	7
Strongly Disagree	3

According to an in-depth analysis of information collected, it can be stated that an internal communication strategy plays a vital role in building a strong relationship with members. With its assistance, information sharing can also be improved. It has been noted that out of 50 employees, 31 of them have asserted that an internal communication strategy allows the building of a better relationship between members. On the other hand, 10 of them have contended that an internal communication strategy does not facilitate building better relationships that impact overall performance. However, 9 of them have said that they are not sure whether internal communication is beneficial for the organisation or not. To improve relationships, the authorities of the civil service must implement a few standards that may increase the positive aspects so that better relationships can be formed with members. Internal integration also needs to be improved so that strength can be provided to internal communications.

Theme 30: Does the Civil Service in Nepal consider recruitment and selection principles as a critical selection factor.

30. Do the civil service in Nepal considers recruitment and selection principles as a critical selection factor.	Frequency
Yes	46
No	4

Analysis of the responses demonstrates that the majority of employees feel that the civil service in Nepal considers recruitment and selection principles as critical selection factors. It has been noted that civil service management assists in hiring skilled employees so that overall performance can be improved. It has been identified that 92 per cent of employees have asserted that recruitment and selection principles are being effectively considered and facilitated in meeting key objectives. It ensures which skills are being acquired by individuals that are beneficial for work allocation. However, 8 per cent of employees are not in the support of the statement. To improve the recruitment process, management may reconstruct the process by focusing on key principles of selection. With this, overall performance can be improved because it enables the selection of the most suitable candidate for a job.

Theme 31: The Civil Service of Nepal clearly defines the objectives and specifications of the recruitment process

31. The civil service of Nepal clearly defines the objectives and specifications of the recruitment process.	Frequency
Strongly Agree	16
Agree	11
Neutral	4
Disagree	10
Strongly Disagree	9

Observation of the collected data demonstrates that the key aspects that improve the effectiveness of the recruitment process are being considered by civil service authorities. According to analysis, the civil service clearly defines the objectives and specifications of the recruitment process. It has been noticed that out of 50 respondents, 27 have stated that job descriptions and person specifications are described effectively, and this helps ineffective candidates. Due to improved focus on such aspects, the effectiveness of the recruitment process is also improved to lead the organisation to an impressive level of success. In addition to this, it can be asserted that 19 employees think that improvements are required so that information regarding job descriptions and person specifications can be shared effectively. Training programs can also be conducted to enhance knowledge about job and person specifications so that members that do not know principles might be transformed positively.

Theme 32: How well does the Civil Service consider positive actions are needed in the context of the selection process?

32. How well does the civil service consider positive actions are needed in the context of the selection process?	Frequency
Poor	8
Adequate	20
Excellent	22

From the evaluation of primary information sources, it was found that the Civil Service considers it critical that positive action is needed in the context of the selection process. It has been identified that the majority of members stated that activities applied by the authorities can be rated as 'Excellent' on its scale. Out of 50 respondents, 44 per cent of employees perceive that the civil service is well focused towards selection process activities according to key standards and it facilitates it in meeting key objectives. Moreover, 40 per cent of employees have stated that the designed actions are framed adequately and this ensures that the most suitable candidate is selected for the job. Only 8 of them have rated the selection process positive activities as 'Poor'. To improve the effectiveness of positive actions, it may improve standards of supportive activities so that issues can be overcome. By improving the time frame, the effectiveness of activities can be advanced to meet objectives.

Theme 33: The Civil Service recruitment and selection process consumes a significant amount of time.

33. The civil service recruitment and selection process consumes a significant amount of time.	Frequency
Strongly Agree	15
Agree	16
Neutral	7
Disagree	9
Strongly Disagree	3

According to an in-depth analysis of the information gathered, it can be stated that the effectiveness of the recruitment and selection process is affected due to an incorrect time frame. In other words, it can be said that the recruitment and selection process consumes a significant amount of time that impacts overall effectiveness. Out of 50 respondents, 31 have stated that they believe that taking a significant time reduces the effectiveness of the process. Due to this, the overall cost of the recruitment and selection process also increases which is a disadvantage for the organisation. Only 12 of them have asserted that they do not agree with the statement. However, 7 of them are not sure about the design of the time frame. To improve the effectiveness of the process, management must ensure that they are allocating time to activities according to standards and key needs. It allows objectives to be met and cuts down on the time frame for sustainable development.

Theme 34: Rate the effectiveness of motivational tools and other monetary benefits delivered.

34. Rate the effectiveness of motivational tools and other monetary benefits delivered.	Frequency
Not satisfied	9
Somewhat satisfied	17
Mostly satisfied	13
Completely satisfied	11

When employees are asked how they would rate the effectiveness of the motivational tools used by the civil service, it has been identified that the authorities need to improve standards for an improvement ineffectiveness. Most employees have stated that they are quite satisfied with the motivational tools accessed by the agency, so management needs to change motivational activities according to employees' key requirements. However, 13 employees have presented their views as 'Mostly satisfied'. Together with this, 11 respondents state that they are completely satisfied with the motivational tools and monetary benefits delivered by the Civil Service. For improved satisfaction, management must improve the application of tools based on business capabilities and employee needs. It will improve both work efficiency and morale overall among members.

Theme 35: Advancement in the civil service performance can be accomplished through:

35. Advancement in civil service performance can be accomplished through:	Frequency
Feedback	25
Communication	15
Delegation of activities	10

According to the analysis of information gathered from civil service employees, several ways have been interpreted that can be adopted by the authorities to improve overall performance. Using an effective focus on feedback, communication and delegation of activities, the company can improve performance. It has been interpreted that 25 of the members are in the favour of feedback. It means using feedback techniques allows key factors that impact overall performance to be understood. In addition, 15 members have stated that communication is a tool that ensures key issues are understood and allows for the design of better strategies to overcome issues. It also improves overall work conditions. In addition to this, it can be said that delegation of activities is also one of the key factors that help in continuous improvement. For continuous improvement in the Civil Service, focusing on all three factors offers important benefits.

Theme 36: Training and development plans are beneficial for skills development among members of the Civil Service.

36. Training and development plans are beneficial for skills development among members of the civil services	Frequency
Strongly Agree	12
Agree	18
Neutral	5
Disagree	5
Strongly Disagree	10

Analysis can be made that training and development plans are beneficial for skills development among members of the civil service. It has been noticed that members strongly agree with the statement that members' skills can be developed by a training and development plan. Knowledge in respect to the working of the Civil Service can also be shared with members so that issues can be overcome. In addition to this, it can also be interpreted that 15 employees do not support the statement. However, 5 of them are not clear about the views they presented. For continuous skills improvement, the authorities may focus on several factors that set out standards. Practical application in a training and development program is also beneficial because it helps in meeting objectives. In addition to this, training activities can also be transformed according to a change in employee needs so that the overall performance can be improved.

Theme 37: How satisfied are you with the recruitment and selection process adopted by the Civil Service of Nepal?

Very Satisfied	17
Satisfied	13
Neutral	10
Dissatisfied	7
Very Dissatisfied	3

According to the analysis of information gathered from the Civil Service employ, it has been interpreted that members are very satisfied with the recruitment and selection process. It has been noted that the civil service is well focused on the key standards that allow objectives to be met. The question has been asked based on a satisfaction scale and the majority of members have said that they are very satisfied with the process. It has been interpreted that 30 employees have said that they are satisfied with the standards followed by management. According to them, only skilled and qualified employees are being hired with the assistance of the existing process. However, 10 of them are dissatisfied with the current recruitment and selection process. This means the authorities need to focus on several activities that may provide support for the recruitment process which is beneficial for continuous improvement. With this assistance, the organisation can make sure that only the most suitable candidates are being invited for the job profile.

Theme 38: What was your expectation level regarding HR practices adopted by the Civil Service in Nepal?

38. What was your expectation level regarding HR practices adopted by the Civil Service in Nepal?	Frequency
Below expectations	10
Meet with desired expectations	15
Above expectations	25

According to a detailed analysis of the information gathered, it can be said that Civil Service employees expect diverse needs and that the company is well focused on its goals and objectives. It has been noted that most employees perceive that they feel above expectation levels. In addition to this, out of 50 respondents 25 have asserted that they feel they are exceptionally acquiring benefits, according to their expectations. In addition, 15 of them have said that the Civil Service meets their expectations because the company is offering services and facilities according to employee needs. Moreover, only 10 of them have said that the working of an organisation is inappropriate, and they feel their morale is below expectation levels. To have better satisfaction levels, the management needs to bring improvements in services, according to expectations.

Theme 39: How would you rate the human resources' policies that are adopted by the Civil Service?

Good	35
Fair	10
Poor	5

Based on the information gathered, analysis demonstrates that the human resource policies adopted by the Civil Service in Nepal are well-structured. With an improved focus on human resource policies, the work environment within the organisation is well-developed. It has been noted that 70 per cent of employees believe that the civil service has developed policies according to key standards, so this helps in meeting objectives. 20 per cent of employees perceive that the human resource policies are fair and need to be developed according to key organisational needs. It means management must focus on activities that offer information about key needs so that goals and objectives can be accomplished. To convert 10 per cent of the workforce into using the rating 'Good', the management must bring innovation into activities so that goals and objectives can be accomplished. It has also been noted that Civil Service management must consider the key principles of human resource management appropriately so that overall work conditions can be improved.

Theme 40: Is there any change in the level of your satisfaction when taking human resources into consideration in the Civil Service?

40. Is there any change in the level of your satisfaction when there is consideration of human resource practice in Civil Service?	Frequency
Yes	35
No	10
Can't say	5

As per the analysis of information gathered from the employees of the Nepalese Civil Service, it has been interpreted that human resource practice impacts overall working that also links directly with employee satisfaction levels. Out of 50 respondents, 35 of them said that after the application of human resources practices, they have noticed a change in their motivation levels. Also, it has been noted that 10 are not in favour of the statement so management must improve the key standards of HR practice so that goals and objectives can be accomplished. Only 5 members are not sure about the effectiveness of human resources practices. To improve overall performance and the application of HR practices, management must ensure that key principles such as recruitment, selection, work allocation, resource management are well maintained. Moreover, during the decision-making process, employees' needs must be considered as a critical aspect that may improve the effectiveness of outcomes.

Theme 41: How would you rate your motivation level while working in the Civil Service?

41. How would you rate your motivation level while working in Civil Services	Frequency
Extremely	16
Very	14
Moderate	10
Slightly	6
Not at all	4

Based on the information collected, it has been analysed that the majority of employees feel motivated while participating in the operational activities of the Civil Service. In addition to this, it can be said that motivation levels among members are extremely high and 32 per cent of employees supported the option of 'Extremely high'. It indicates that management is well focused on activities that enhance morale so that the work culture can be improved. 14 employees have stated that they are very highly motivated while working in the Civil Service. Financial assistance and non-financial activities designed following employee needs will assist in promoting motivation. 4 employees are not satisfied with the work culture and they believe that their morale level is also low so Civil Service management must improve the application of motivational tools by focusing on creating awareness about techniques.

Theme 42: Are the standards that are being set by the Civil Service highly appreciated?

42. Are standards that are set by the Civil Service highly appreciated?	Frequency
Strongly Agree	14
Agree	15
Neutral	7
Disagree	8
Strongly Disagree	6

According to an analysis of information collected, standards that are set out by the management of the Civil Service are highly appreciated. With the assistance of the effective application of standards, the work culture has improved. The organisation focuses on in-depth training that develops skills among employees. In addition to this, it can be said that 29 members of the organisation state that they are highly satisfied with the key standards that are being implemented within the Agency. However, 7 of them have asserted that they are not sure about the key values that are being offered by management, so a few developments are required here. 14 out of 50 respondents disagree which indicates that the ratio of satisfied employees is low. The Civil Service can also make changes in standards as per the study of various Civil Service globally.

Theme 43: Which methods of motivation are adopted by the Civil Service in Nepal?

43. Which methods of motivation are adopted by the Civil Service in Nepal?	Frequency
Rewards	10
Incentives	20
Appreciation	10
All of the above	10

As per the analysis of the information gathered from the employees of the Nepalese Civil Service, motivation techniques play a key role in its development. There are several motivational methods employed by the Civil Service. Rewards, incentives and appreciation are key techniques that allow managerial level employees to improve the morale of the workforce. In the survey, 20 managers stated that they are attracted to incentives to effectively develop motivation. By having an improved focus on incentives, members' morale is improving. It is considered a process that helps in creating the express purpose of encouraging employees to enhance morale. It also makes employees feel rewarded and frames activities to meet pre-established goals. Another 10 said that the reward system is also beneficial for the civil service because it promotes working collectively. According to respondents, employee retention is also one of the key benefits that are promoted by the application of a reward system. It prompts the workforce to enhance employee performance so that goals and objectives can be accomplished in the desired way. Both monetary and non-financial rewards are being considered by the management of the Civil Service Agency of Nepal.

Along with this, the reward system within the Civil Service of Nepal is also beneficial for the promotion of the centralised administration of all employees. It is advantageous for effective control over all aspects so that activities can be accomplished in the desired time frame. It also allows members to participate effectively in a training and development program. Another 10 managers of the Nepal Civil Service Agency have provided favourable responses

about appreciation. As per the view of managers, the level of morale can be improved by having recognition at work. It means if an employee is recognised for a significant performance improvement then morale will also be positively influenced. The remaining 10 have stated that above all the motivational methods are being adopted by them because they provide them with the integrated ability to enhance the morale of co-workers. It means by having the assistance of diverse activities like rewards, incentives etc., this might improve work conditions and enhance morale.

Theme 44: What are the most crucial factors which affect your performance?

44. What are the most crucial factors which affect your performance	Frequency
Motivation	35
Hygienic conditions	5
Leadership style	10

According to the analysis of the collected responses, many factors impacts the overall performance of the Civil Service. Key factors that impact work performance can be classified as motivation, hygienic conditions and style of leadership. It has been noted that if any kind of the aforementioned factors is not properly managed, then the overall outcome might be influenced negatively. The majority of employees stated that motivation is the most essential factor that impacts overall performance. 35 members said that if their motivation is low, they will not be able to do their best in the workplace. It has also been observed that 10 members said that leadership style also plays a critical role in work management. This means having an appropriate selection of leadership styles, according to organisational needs so that issues can be appropriately sorted out. Moreover, a few employees also consider hygienic conditions as a critical factor so that management need to improve facilities that will improve the working environment.

Theme 45: What are the effective ways that are adopted by you to serve members of the Civil Service of Nepal?

45. What are the effective ways that are adopted by you to serve members of the Civil Service of Nepal?	Frequency
Assisting them politely	18
Taking feedback	17
Attending their request on a quick basis	6
All above	9

According to an analysis of the responses collected, it has been found out that there are various methods adopted by management to serve members of the Civil Service of Nepal. It has been noted that the selection of methods is dependent upon work conditions. Methods that are adopted by authorities can be classified as assisting members politely, taking feedback from members, attending to employee requests quickly. It has been noted that 18 managers asserted that they ensure that responses provided to the workforce are done reasonably. In addition to this, it can be said that the feedback process is also beneficial for managers because it helps

them in understanding key issues that impact overall performance. Moreover, 6 employees perceive that attending to members' requests quickly is also a method that helps in serving members of the civil service. For improvement in services to happen, management must bring in employee participation as a key method so that members' needs can be fulfilled appropriately.

Theme 46: Does changes in situational aspects force you to transform your managerial activities for the better development of the Civil Service?

46. Does changes in situational aspects force you to transform your managerial activities for the better development of the Civil Service?	Frequency
TRUE	42
FALSE	8

Based on the information gathered, the majority of managers have stated that they transform their decisions according to development needs so that satisfaction levels can be accomplished. It has been noted that 42 managers in the Civil Service stated that by making changes in activities as per the situational analysis, they are continuously providing support to ensure sustainable development. On the other hand, 8 of them contended that changes in activities, through considering situations, impacts the effectiveness of implementation. To have an improvement in work culture, the management of the Civil Service must use diverse tools that assist in situational analysis. Decisions made as per these situations is beneficial for continuous improvement so that goals and objectives can be accomplished.

Theme 47: What are the key ways that develop skills among members?

47. What are the key ways that develop skills among members?	Frequency
Providing training to staff	15
Motivating employees	16
Understanding taste and preferences	9
Taking feedback	10

When managers are asked the key ways that help in the development of skills are among members, it has been noted that there are different methods adopted by management to ensure an improvement in skills, such as training and development, motivation tools, feedback and organisational analysis. Out of 50 managers, 15 said that they use a training and development program for continuous skills improvement. With this assistance, the overall work of members can be improved because the key motive is to improve overall performance. Many members have said that if motivation among employees is not high then skills cannot be developed appropriately. It is one of the key reasons that they consider the use of motivational tools as a critical aspect. Along with this, 10 managers in the Civil Service are improving the feedback process to improve skills. They accept responses from members regarding issues and then design strategies for sustainable improvement. Moreover, 9 of them have said they use different techniques to understand tastes and preferences so that proper responses can be provided to members.

Theme 48: Which kind of training method is effective for the development of the Civil Service?

48. Which kind of training method is effective for the development of the Civil Service?	Frequency
On the job training	35
Off the job training	15

From the evaluation of primary information sources, it has been noted that the majority of employees think ‘on the job training is beneficial for continuous improvement. With this information, practical knowledge can easily be shared with members so that performance can be advanced. On the other hand, 15 members have said that ‘off the job training is one of the key aspects that also facilitates skills development. It also indicates that 35 managers perceive that ‘on the job training allows members to understand actual work conditions in an appropriate manner as compared ‘to off the job’. It also allows members to develop skills effectively and lead performance to impressive levels of success.

Theme 49: What are the effective ways employed by you to manage employee behaviour?

49. What are the effective ways employed by you to manage employee behaviour	Frequency
Training	20
Coaching	10
Reward techniques	12
All of the above	8

As per the analysis of primary sources information collected, out of 50 members, 20 have clearly stated that training helps in improving skills which is beneficial for transforming negative behaviour to positive ones. It has been noted that 10 employees prefer coaching as a method that impacts greatly on employee behaviour. By having coaching, employees may improve work performance which demonstrates positive behavioural aspects. In many situations, employees feel demotivated so the authorities in the Civil Service use reward techniques to enhance their morale. Improvement in morale also greatly influences employee behaviour. To manage employee behaviour management may make changes to existing methods as per employee needs because they directly impact satisfaction levels.

Theme 50: What kind of strategy are you using to promote the morale of Civil Service members?

50. What kind of strategy are you using to promote the morale of Civil Service members?	Frequency
Job Promotion	16
Flexible work schedule	14
Monetary benefits	12
Employee's facilities improvement	8

It has been noted that 32 per cent of people believe that job promotion is one of the critical aspects that enhance employees' morale because it provides self-recognition within the organisation. It makes employees feel valued and motivated to make efforts in an appropriate manner. Also, 28 per cent of members have stated that a flexible work schedule also improves levels of satisfaction but in the Civil Service flexibility is considered as a less preferred aspect. Monetary benefits also enhance the morale of the workforce, so authorities provide financial benefits to members on their extraordinary performance and involvement in managerial activities. Moreover, employee facilities are also well managed as per the key needs of the workforce so that their morale can be improved appropriately. 16 per cent of employees have said basic facilities for members must be improved to enhance motivation.

Theme 51: How do you recognise the efforts of members?

51. How do you recognise the efforts of members?	Frequency
Formally recognised by the department/unit	10
Informally recognised by the manager	25
Both	10
Other	5

According to the information collected, it can be said that out of 50 members, 25 of them have said that managers informally recognise the efforts of members. It enhances motivation and allows management to improve overall work conditions. In addition to this, 10 of them have stated that formal recognition is provided by the department. It impacts environmental aspects and makes the employee feel valued so that issues can be overcome appropriately. In addition, it has been noted that only 5 members asserted that other methods are being used to recognise efforts.

Theme 52: Have you noticed any kind of changes in motivation levels among members of the Civil Services due to HR policies?

52. Have you noticed any kind of changes in motivation levels among members of the Civil Service due to HR policies?	Frequency
Yes	46
No	4

Based on the information collected, it can be said that members have noticed changes in motivation levels among members of the Civil Service due to HR policies. Out of 50, 46 have said that the HR policies of the Civil Service include several activities that enhance morale. The company makes sure that the key HR principles are also being considered appropriately so that issues can be overcome. With the assistance of factors that impact human resources morale, a company can easily improve levels of motivation. On the other hand, 4 members have asserted that they have not noticed any kind of changes in motivation levels among members of the Civil Service due to HR policies.

Theme 53: Does the decision-making process require employee participation?

53. Does the decision-making process require an employee participation?	Frequency
Strongly Agree	15
Agree	15
Neutral	10
Disagree	6
Strongly Disagree	4

Members are asked if the decision-making process requires employee participation because it allows better strategies to be designed. It has been noted that 30 members have said that they strongly agreed with the statement and perceive that employee participation increases work performance. In addition to this, 10 members of the Civil Service think that they are not sure whether participation is beneficial or not. Moreover, the rest of the 10 has said that they are not agreed with the statement. To have an improvement in services, communication and interactive activities must be designed.

Theme 54: Does high employee motivation result in performance improvements?

54. Does high employee motivation result in Performance improvements?	Frequency
Too much	30
About right	15
Too little	5

As per the analysis of responses, it can be said that a high level of employee motivation is beneficial for performance management. Out of 50 employees, 30 of them have said that according to high employee motivation provides a performance improvement. It also indicates that if an employee is motivated then he/she will make efforts more appropriately so that issues can be overcome. On the other hand, 15 said that the statement can be referred to as somehow right because only in a few cases does individual motivation impact other members' morale in a negative manner. It means management must ensure that employee motivation is one of the most essential factors that allow objectives to be met appropriately.

Theme 55: Are tools and military equipment being changed according to members' requests?

55. Are tools and military equipment being changed according to members' requests?	Frequency
Strongly Agree	20
Agree	15
Neutral	5
Disagree	6
Strongly Disagree	4

As per this analysis, it can be said that the management of military tools and equipment are being upgraded based on members' requests. 35 Civil Service employees have stated that the tools and military tools are being suitably provided to employees so that workplace practices can be improved. In addition to this, it can be said that 10 have stated that they do not agree with this statement. Moreover, 5 of them perceive that they do not have proper information regarding tools and military equipment upgrades. To improve development, feedback can be requested from members so that changes can be made properly.

Theme 56: State the training standards in comparison to competitive nations.

56. State the training standards in comparison to competitor nations	Frequency
Much better	13
Slightly better	17
Same as competitor	12
Slightly worse	8
Much worse	0

Based on the information collected, it has been noted that most employees think that standards set out by the Civil Service need a few improvements to meet the standards of its competitor nations. 13 of them stated that standards are much better and do not require any kind of changes. In addition to this, 17 of them have stated that standards are better but still require improvement so that objectives can be accomplished suitably. A few members also perceive that standards are low when compared to competitor nations so the authorities need to reconstruct the training standards so that improvements can be considered.

Theme 57: The recruitment and selection process adopted by the Civil Service requires some changes.

57. The recruitment and selection process adopted by the Civil Service requires some Changes.	Frequency
Extreme level	35
Moderate level	5
Not at all	10

According to analysis, the recruitment and selection process adopted by the Civil Service requires some changes so that issues can be overcome in the desired manner. 35 members out of 50 have stated that changes are required at an extreme level so that diverse improvements can be considered. In addition to this, it can be said that recruitment and selection must be improved so that work conditions can be improved appropriately. Also, 10 of them said that the process is accurate and does not need any kind of improvement. It also indicates that a few changes in process standards must be accurate so that issues can be overcome effectively.

Theme 58: The planning of Civil Service development programs is influenced due to budget allocation.

58. The planning of Civil Service development programs is influenced due to budget allocation	Frequency
Too much	30
About right	12
Too little	8

According to analysis, it has been interpreted that planning of Civil Service development programs is influenced due to budget allocation. It means if the budget allocation is not appropriate as per needs then overall planning may get influenced inappropriate manner. In addition to this, it can be said that 12, out of 50 members has said that if the budget allocation is not appropriate then it will influence working in a little manner. As same, 30 has said that the planning process is effectively influenced due to the impact of budget allocation. Along with this, management needs to set out new standards that improve budget allocation.

Theme 59. Type of performance appraisal methods adopted by the Civil Service.

59. What kind of performance appraisal methods are adopted by the Civil Service Agency?	Frequency
Competence-based	12
Self-Evaluation	5
Supervisor Evaluation	16
Feedbacks	5
Interview	12

According to the analysis, it can be said that five different methods work, classified as competence-based, self-evaluation, supervisor evaluation, feedback and interviews. Out of 50 respondents, 12 have stated that the competency-based appraisal method is beneficial because it allows for the comparison of skills and knowledge of members so that issues can be resolved. It also allows members to analyse skills appropriately. With this, standards are set out by management according to Civil Service need and then evaluating key aspects appropriately. Managers have said that standards are set out as per key values that improve overall performance.

In addition to this, 16 managers have said that supervisor evaluation is one of the most beneficial processes of performance evaluation. With this, they arrange some activities in which performance is analysed so that issues can be overcome. It has been noted that the working of the Civil Service can be improved through supervisor evaluation. It provides actual information about work. Also, 12 members have stated that they prefer the interview system as a performance appraisal method. 5 respondents have said Self-evaluation and feedback methods are adopted by the civil service authority.

6.1 Interesting findings

The study shows that the current problems in Nepalese civil service reform are Political instability, lack of political will, Bureaucratic resistance and corruption (Shakya,2009). The only way this can be improved is by proper planning, implementation, monitoring and evaluation of the civil service practices (Tiwari,2009). Civil service practice can only be improved if there is impartiality, accountability and the morale of employees are high. Modern HRM practices can be very helpful to support civil service reform. HRM practices like proper recruitment and selection, effective training and development and right motivation techniques can improve employee performance which will eventually help the civil service to reform on a results-oriented basis.

During the research, the researcher found out that HRM plays a vital role in civil services. This is because it helps in providing the right staff to the right place. Also, they provide relevant and effective training to candidates and enhance their skills and knowledge. Civil Service is focused on the use of different tools that are beneficial to advance employee morale because it impacts directly on the success or effectiveness of the workplace. In addition to this, it can be said that performance appraisal is also advantageous for performance improvement among members so that the strengths and weaknesses of individuals can be determined appropriately. Along with this, employee participation is also a key factor that must be considered in the Civil Service because, without appropriate contribution from each employee, operational activities cannot be accomplished in the desired way. Moreover, analysis of information also indicates that involvement of political aspects also impacts the work performed in the Civil Service so authorities need to set out a few standards that may overcome this kind of issue. The overall productivity of the civil service and public sector is significant for economic performance. It has been noticed that if the Civil Service is not operating accurately then overall development cannot take place (World Bank Group,2013).

There is a need to evaluate info that management focus on a recruitment system so that the overall productivity of civil servants can be improved. It allows the selection of appropriate candidates and ensures that quality aspects are often preferred by authorities. In addition to this, it can be said that a reward and punishment system is a method that allows to improve morale and ensures that operational activities are accomplished in the desired way. It is a sector that may impact the overall development of the nation so it is significant for the management of the Civil Service to ensure that monetary and non-financial benefits are being offered to

members. It means wages must be offered to members appropriately according to key needs so that morale can improve appropriately. Moreover, it is also significant for Civil Service authorities to make sure that proper management techniques are followed so that overall performance can be improved. Monetary benefits must be provided to the workforce to make them feel valued and ensure that crucial operations are effectively accomplished. Management also needs to make sure that satisfaction levels among members are also accurate so that overall work productivity can be well maintained.

Moreover, changes in situational aspects force managers to transform managerial activities for the better development of the Civil Service. It indicates that managers consider the context as a critical factor while taking decisions so that issues can be overcome properly. It has been interpreted that non-financial techniques are more effective, as compared to monetary ones because a Civil Service Agency worker's morale is directly linked with pride and self-recognition. It indicates that monetary techniques have less impact on employee morale. It has been noticed that the management of the Civil Service needs to make sure that they are offering appropriate support to employees so that their morale can improve. Combined with this, the design of motivational techniques also needs to be transformed so that morale can be enhanced. The analysis also indicates that diverse motivational techniques are being adopted by management. These techniques include monetary and non-monetary techniques. An incentive scheme in the Civil Service impacts the morale of the workforce and allows them to make greater efforts in business operations.

CHAPTER 7: CONCLUSION AND RECOMMENDATION

7.1 Conclusion

According to this study, it can be concluded that human resource management is considered as one of the most critical aspects that are adopted by business firms to meet objectives. In a competitive marketplace, organisations need to manage human resources effectively so that objectives can be attained. It has been noted that human resource practices consist of several functions such as recruitment, selection, training and development, work performance, etc. It is a management system that allows a company to select, manage, train and motivate employees in a workplace in an effective manner. In an organisation, it is considered as a type of function which is created to maximise employee performance. In this context, to manage human resources in the workplace, it also focuses on systems and policies. The human resource manager of a company has three types of responsibilities, staffing, compensation and designing work roles. Its main motive is to improve a firm's productivity by effectively optimising the effectiveness of available human resources.

7.2 How the aims of the research and each objective have been met

7.2.1 OUTCOMES OF AIMS AND OBJECTIVES

The main aims of this study were to explore the impact of HRM practices on the re-organisation and performance of the civil service in Nepal. It was mainly concerned with analysing the Nepalese bureaucracy so that it might improve its performance. It was discovered that the importance of civil service lay in several areas such as improving governance, service delivery, economic policy and public financial management. Governance for example, is considered a necessary condition for a skilled, highly motivated and efficient civil service. In terms of fiscal sustainability, the civil service is crucial for the maintenance of the sustainability of public finances. At the same time, responsible management of public expenditure and revenues lay with the civil service. It is also the responsibility of the civil service to promote institutional development.

Regarding the first objective of the research the literature on civil service reforms was entirely reviewed. Several authors were cited in the thesis and it was discovered that motivation played a major and crucial role in the performance of employees. It was also discovered that effective practices of managing human resources can enhance the goals of the civil service in Nepal.

The second objective of the research required assessing the factors influencing the performance of civil service in Nepal. Again, motivation was viewed as a major factor since it was required to improve the performance of the civil servants. Motivation factors such as recognition, growth opportunities, performance evaluation and exercising self-responsibility were discovered to be necessary for improving employee performance. Hygiene factors such as compensation, fringe benefits, job enrichment and job enlargement were viewed as highly crucial for improved job performance.

Regarding the third objective concerning identifying the contributory HRM practices that support the re-organisation of the civil service in Nepal, it was discovered that performance management is an important tool in this regard. Performance management is a procedure that employers must use to measure a job carried out to expectations based on standards that have been laid down. It is a method which is used by both employers and employees to enhance motivation and therefore re-organisation becomes easy to carry out, also monetary incentives go a long way for employees to accept re-organisation. The incentives are considered as being the easiest way to influence employees.

The fourth objectives concern the challenges that the civil service in Nepal are facing in the course of administering their duties and responsibilities. Lack of political will, lack of bureaucratic commitment and political instability were some of the impediments towards civil service reform.

The fifth objective is to do with ways through which employee performance and productivity in the civil service can be improved in Nepal. Improving governance can go a long way to address the challenges.

To accomplish the above-mentioned objectives, a highly motivated civil service is required. This also required a dramatic change and a cultural shift from the old to the new governance relating to civil service management. Therefore, reforming the Nepalese civil service would go a long way to improving performance. The research managed to explore the impact of HRM practices and discovered that there were several obstacles along the way. Lack of political will on the part of government officials, lack of bureaucratic commitment and political instability were some of the impediments towards civil service reform.

The conceptual framework helped to determine this linkage between civil service reform and organisational performance. The success of civil service reform in Nepal depends on the involvement of the full potential of the employees towards the goals and objectives, culture and its cognitive aspects. To achieve civil service reform, the government of Nepal should be aware of the challenges that are prevalent in both the internal and external environment and this requires HR planning and the latter requires acquiring, utilising, improving and retaining the human resources of the organisation.

The aim has been met by analysing the outcomes in which it is found that there is a great impact of HRM practices in reorganising and performance of civil service in Nepal. After the extensive research and collection of primary and secondary data. The study shows that the main current problems in Nepalese civil service reform are Political instability, lack of political will, Bureaucratic resistance and corruption (Shakya,2009). These problems need to be effectively improved to reform civil service on a results-oriented basis. The only way this can be improved is by proper planning of the Civil service practices, implementing the plan effectively, monitoring the Civil service and evaluating the civil service practices (Tiwari,2009). Civil service practice can only be improved if there is proper performance management, impartiality, accountability and the morale of employees are high (BBC South Asia, 2013). Modern HRM practices can be very helpful to support civil service reform in Nepal (Shakya,2009).

7.2.1.1 Factors influencing performance in the Civil Service in Nepal

Research Objective: To assess the factors influencing the performance of Civil Service in Nepal.

According to an in-depth analysis of the overall study, it can be said that several factors have a great impact on the overall performance of the Civil Service Agency in Nepal. To have sustainable aspects, a company must have a proper understanding of these values. Classification of factors can be motivation, incentives, work environment, facilities provided to employees, etc. In addition to this, it can be interpreted that motivational tools have a great influence on the overall performance of the Civil Service. It has been identified in both the primary and secondary studies that the Civil Service in Nepal is well focused on using effective motivational tools that encourage members to take the initiative as far as the organisation is concerned. However, there are several issues that organisations face while applying motivational tools. In the existing environment, the Civil Service is focused on motivation, but they are not effectively capable of implementing design activities. This creates an issue for management in the Civil Service in Nepal. It has also been observed that if motivational tools are effectively employed then they enhance morale. It means motivational tools may influence the performance of the Civil Service in both a positive and negative manner. By having an improved focus on motivation, innovative practices can be developed to make sure that employees feel valued.

Incentive plans are also key factors that impact the overall performance of the Civil Service Agency. It has been observed that if members do not have an appropriate incentive plan then it might negatively impact overall development. Secondary and primary sources indicate that incentive plans must promote satisfaction among members. If incentives and rewards provided by management are not according to employee needs, then this might affect the overall outcome. It means authorities must properly identify employee expectations. However, it is a critical task for an organisation to determine workforce needs. The Nepalese Civil Service is also facing the same issue that impacts the designing of policies and their influence on overall performance. In this respect, management must focus on many activities that may assist in effectively determining needs so that strategies can be designed accurately. In addition to this, it can be said that if the management is well focused on identifying needs, then Civil Service performance might be influenced positively. By having an effective allocation of resources according to the needs of the organisation, work effectiveness can be improved.

Also, it has been noted that the work environment is also one of the essential factors that impact overall performance. If the work environment is positive, then overall work might be improved which is beneficial for accomplishing key goals and objectives. To improve the work environment, the Civil Service of Nepal is well focused on the application of human resource practices. With the effective employment of human resource practices, diverse factors that have direct involvement with employees can be improved. It also improves the morale of the workforce and facilitates meeting objectives. Managers informally recognise the efforts of members. This enhances motivation at work and allows the management to improve overall work conditions. It also indicates that workplace recognition impacts work conditions and overall performance. Facilities provided for members also impact the overall performance of the organisation. It is one of the key reasons that the Civil Service of Nepal is focused on improvement in hygiene and other values so that the overall work conditions can be advanced. In the current situation, the facilities provided to employees are good, but they still require improvement in the wider great context. It means having an improved focus on changes in facilities to enable overall performance to be improved.

The main focus of this objective is to identify the main factors because of which the performance of civil services is affected. For the achievement of these objectives, both factors and performance variables of civil services were evaluated and measured. The result shows that the main factors influencing performance in the Civil Service in Nepal are political instability, lack of political will to reorganise civil service on a result-oriented basis, Bureaucratic resistance to change and corruption.

7.2.1.2 HRM practices that can contribute towards Civil Service reorganisation in Nepal

Research Objective: To identify the contributory HRM practices that support the - organisation of Civil Service in Nepal.

In the statements discussed, there is an indication that there are various HRM practices that help in contributing to the re-organisation of the Civil Service in Nepal. To have more success it is necessary for management to effectively apply HR practices. It has been noted that leadership and management styles are considered as factors that allow an improvement in work conditions. It is also referred to as the re-organisation of the workplace. It means improving work conditions, negative aspects within the Nepalese Civil Service can be turned into positive ones. Key principles of management style and leadership must be employed in the desired way. They will enhance morale and promote flexible working conditions. It is beneficial to improve overall performance and meet objectives for sustainable development. For example, the organisation was focused on autocratic leadership that decreased the level of morale among members. To re-organise key values, the management has decided to implement participative leadership. This is beneficial to enhance employee participation and create a positive work culture. With its assistance, overall working might be positively influenced.

In addition to this, it can be said that every organisation is focused on tools that are beneficial to advance employee morale. Some of the Civil Service management is also looking forward to using different tools so that employee morale can be advanced and lead to better success. It is also beneficial for structure and improving work conditions within the Nepalese Civil Service. Performance appraisal methods have also been adopted by the management of the Civil Service to re-organise key values. Performance appraisal as a process has been employed by every company where the main emphasis is on improving the performance of staff members by identifying their strengths and weaknesses. With this assistance, workforce satisfaction can also be promoted in the desired way that enhances productivity levels. It also indicates that HRM practices play a key role in the re-construction of the organisation. It means the authorities of the Civil Service of Nepal also needs to focus on HRM practices for continuous improvement. It has been observed that the company may also improve in overall expectations so that goals and objectives can be accomplished. Furthermore, the Civil Service requires a maximum contribution from each employee so that operations can be carried out in favour of people living in society. It promotes employee participation practices in the desired way which is beneficial to improving the overall work culture.

It has been noted that employees hold few expectations about management, so the Civil Service also needs to confirm that expectations are being accomplished in the desired way. By having the assistance of HRM practices, the workplace culture can be advanced. Moreover, human resource management practices support enhancing the motivation levels of the staff. It indicates that the Civil Service of Nepal may also re-construct key values by improving human resource practices. Also, better support is being provided through an improved focus on motivation. For continuous improvement in work conditions, motivation is required. With this, unfavourable results can be avoided and improve various aspects that are beneficial for sustainable development. It also allows focusing on the aims and objectives for which the company carries out its operations. It means military operations effectiveness and other essential activities of the Civil Service may also be improved by having use of HRM. By having an effective focus on human resource practices, the management may improve the allocation of the workforce so that goals and objectives can be accomplished. With the assistance of this, the right individual can be selected for the right job so that the organisational process can be improved appropriately. As per the detailed study, it has been identified that every employee of the Civil Service has some sort of expectations from management so that goals and objectives can be accomplished. Human resource management practices support enhancing the motivation level of the staff members. Motivation is necessarily required in every organisation as its absence leads to unfavourable results for the company and in turn, it becomes difficult to focus on the aims and objectives for which the company carries out its operations in the market. It means by considering motivation, the reconstruction of structure within the Civil Service Agency can be addressed. It allows to redesign the recruitment and selection process according to key needs of the organisation so that overall outcome can be improved.

The main focus of this objective is to identify contributory HRM practices that support the reorganisation of Civil Service in Nepal. For the achievement of these objectives the main factor which is contributory HRM practices and their impact upon the reorganisation of civil services has been evaluated and measured. The research shows that the main HRM practices that can contribute towards Civil Service reorganisation in Nepal are effective recruitment and selection process, Good training and development programme, Effective use of different motivational techniques, Use of effective performance management and information systems.

7.2.1.3 HRM challenges in civil service administration in Nepal and suggesting pre-conditions for its success

Research objective: To investigate the HRM-related challenges in the administration of the Civil Service in Nepal with recommended pre-conditions for its success.

As per an in-depth study of both primary and secondary sources, it can be concluded that several issues or challenges are being faced by the management of the Civil Service. In it, the majority of decision making is performed at the top level, while the lower level is meant to follow the orders. It impacts the level of motivation among low-level management that influences overall performance. It is a critical issue for an organisation to ensure that employees are satisfied with the decision making process of the Civil Service. Even at the top managerial level, there are only a few employees who go beyond the capacities and contribute maximum while the rest others only perform duties as mentioned under their role. It indicates that employee involvement in the decision-making process is also not accurate and also influences the overall development negatively. In addition, the administration of the Civil Service needs to make sure that all levels are having appropriate involvement in diverse activities of administration so that goals and objectives can be accomplished. However, the issue behind this is extreme confidential so the administration does not prefer the involvement of many parties in the decision-making process.

Also, political leaders play an important role in the sanctioning of plans and orders for nationwide implementation. Thus, employees who have laid the foundation and have devoted maximum effort to the plan often remained unrecognised. In addition to this, it has also been concluded that frequent involvement of political parties does not allow the Civil Service to make decisions according to need. It is because political factors influence the working of civil services. Civil Service Administration cannot avoid the preferences of political factors because civil service working comes under the section of government.

In addition to this, it has been identified that issues about change management are also a critical factor that may impact the overall working of the Civil Service. Significantly, the administration ensures that decisions are being considered as per the needs of employees. If any change in activities is implemented without any consideration for lower-level management and employees, then issues in respect to resisting change can occur. It indicates that if members are not properly involved in work practices then diverse challenges might occur that impact the overall business in a negative manner.

Furthermore, it has been observed that another issue is regarding setting up the location of offices in diverse nations. If the selection of location for an office is not accurate as per consideration of environmental values, then conflict situations might occur. For example, Nepal is facing war conditions in its northern region, but the offices are located in the southern region which means the flow of civil service workers will be slow in such conditions. Slow drilling of the workforce in war situations may create issues for a nation because it is an opportunity for an opponent nation to make an impact on the border in the absence of the Civil Service. Moreover, people living in the society must face many issues due to which the government has positioned local area offices which builds a close contract between the government and the public. It indicates that setting up a local area office must be done in such a way that it does not create negative circumstances amongst the public. Offices must be located far from public places so that key standards can be well maintained. Employees rendering civil services have to be managed properly so that they can easily resolve the queries of the people. The support of citizens is also required so that work activities can be accomplished effectively. If citizens are not in support of military bases near public locations, then decision implementation can be influenced negatively.

Other than this, it has been concluded that the Civil Service of Nepal may also face challenges while setting up standards in the workplace. It is one of the critical tasks for the administration of the Civil Service to select standards to improve performance. In this respect, management needs to evaluate different aspects such as political, economic, social, global, etc. It has been observed that the administration of the Civil Service of Nepal is trying to set out a 30 per cent higher budget for continuous improvement in the Civil Service. However, the economic conditions in Nepal are not so stable that this has an impact and does not allow enhancing the budget. Nepal is also facing issues of natural disasters that also impact economic conditions and create an issue in this respect. In the same way as development at a global level, there is also the need to be understanding in an appropriate manner because it might be possible that many countries that support Nepal in different contexts may not agree with the decisions taken by the administration. If the support of friendly countries is not there, then diverse issues might be faced. In addition to this, it can be said that effective practices of managing human resources are beneficial to enhance the capability of the workforce that allows the carrying out of overall operations within the organisation. It can be concluded based on the report that in the current climate, the Civil Service of Nepal is facing many severe issues that impacts its overall work. Civil Service worker morale is low which creates an issue and negatively

influences sustainable development. Low morale and productivity are two of the issues where important provisions have been built. It also indicates that Civil Service morale is also influenced due to political involvement. The administration must make sure that the personal interests of employees are well maintained so that performance can be improved.

As per the detailed study, it can be concluded that the Civil Service in Nepal is facing several issues that have a direct negative impact on the functioning of the planned activities. The report has effectively addressed the issues and tried to understand the negative influence on its performance. It has been noted that most issues are due to the improper application of measures. Along with this, there is no appropriate system that helps in identifying issues and overcoming barriers. Issues have influenced the working of civil services diversely because of intensive factors. However, there are few codes of conduct that are employed to ensure performance improvement. The Nepal Civil Service Act, 1992 is one of the critical aspects that has been established but the administration is facing issues regarding implementation. It does not mean employees are not aware of the code of conduct but only a few of them are following it. The key reason behind this is that the majority of employees are unaware of the significance of the code of conduct in their overall performance. There is a subsequent lack of appreciation by the government for those who ethically follow it. The government must focus on a few activities that enhance the morale of employees to follow the code of conduct. New programs need to be developed to make sure that employees are well aware of its necessity. It has been analysed in the study that there are no cases reported and no disciplinary action is taken against those who fail to uphold the code of conduct. This means a lack of strict application of the key aspects of the code negatively impacts the overall development. The administration and government need to work together so that issues can be addressed appropriately. It is apparent from many of the incidents that political leaders invite civil servants to join their political party and suppress the cases raised against them.

The main focus of this objective is to investigate the HRM-related challenges in the administration of the Civil Service in Nepal. For the achievement of these objectives the main factor which is challenges in the administration of civil services has been evaluated and measured. The research shows the main HRM challenges in civil service administration in Nepal are Civil service employees have Low morale, lack of motivation, Political instability and its impact on civil services, Lack of political will to reorganise civil service on a result-oriented basis, Corruption, Bureaucratic resistance to change. The Suggesting pre-conditions for civil service administration success in Nepal are Effective HRM Planning strategies include

having a capable workforce equipped with relevant qualifications, Right Implementation of the plan, having the right people at the right place, retaining qualified workforce, handling downsizing issues, Monitoring of the civil service practices and evaluation of the civil service practices etc.

7.2.1.4 Civil service reform and HRM practices that focus on employee motivation.

Research objective: To recommend ways through which employee performance and productivity in the Civil Service can be improved in Nepal.

In addition to this, it has been noticed that Civil Service reform and HRM practices have improved focus on employee motivation. As per the detailed study, HRM services in the Civil Service in Nepal mainly focus on key aspects that can modernise the personnel management system. In addition to this, it can be said that there are diverse factors that consider elements like planning, control, organising, recruitment, etc. By having improved development of such aspects, the Civil Service focuses on employee motivation. In addition to this, it can also be said that Civil Services reforms are getting updated as per new standards so that management can enhance efficiency in public service. Along with this, by having the assistance of HRM practices the inclusion of motivating factors can be considered so that they can easily improve productivity and satisfaction. It is beneficial to have sustainable development and improve the workforce morale to meet key goals and objectives. HRM practice improvement also provides appropriate learning and development of managerial skills of civil servants.

Performance appraisal is considered as the most important aspect of business management but political change and the government environment along with the distinct needs of citizens has influenced government officials to adopt the different tools of performance appraisal. It has been noticed that by having an improved focus on HR practices, motivation can be improved. The use of performance appraisal tools helps top-level authorities in the evaluation of different employees in the Civil Service- due to which quality and performance of public services can be improved in Nepal. In addition to this, it can also be said that some most important tools and tactics that allow effective evaluation of staff performances related to public services. It also allows long term sustainability and improved performance for employee motivation.

It has been noted that job expansion is one of the key essential practices of HRM and by having an improved focus on such aspects, a business can easily accomplish goals and objectives. It indicates that civil servants should be provided with an increased variety of tasks that are interesting and present challenges so that they can apply their creativity and knowledge. By offering them new challenges the morale of employees can also be improved. For example, if management or supervisor has involved a few employees in a secret mission, then it will make employees feel valued by the organisation. It will have a direct positive impact on employee morale and lead overall performance to impressive levels of success. It has also been observed that civil servants are hired through competitive exams and candidates are assessed thoroughly but when it comes to job roles and responsibilities, this differs completely. These kinds of differences also create a challenging condition for candidates and motivate them to perform accurately so that goals and objectives can be accomplished effectively. To have Civil Service reforms lower-level employees are recruited for data collection and survey. It allows for a better understanding of key values and allows an improvement in services so that motivation levels can be improved appropriately. It also allows middle-level management to be effective in using tactics so that work responsibilities can be accomplished. It also positively impacts employee morale and ensures that meaningful efforts are being considered.

The main focus of this objective is to investigate the civil service reform and HRM practices that focus on employee motivation. The research shows the main Civil service reform and HRM practices that focus on employee motivation are Impartiality in the civil service system, accountability on civil service practices, Improved morale of employees and Performance management to enhance employee motivation and Use of effective motivation techniques etc.

7.3 Recommendation

As per the detailed study, it can be said that several ways can be adopted by the administration of civil service agencies to improve the effectiveness of HR practice. In addition to this, it can be said that the management of the civil service agency of Nepal can focus on reward innovation so that work engagement can be improved. It has been noticed that it is significant for an organisation to make sure that rewards are being offered to employees so that their morale can be advanced. New standards need to be set out in respect to reward policy so that better support can be provided to HR practice. It is also necessary for the administration to make sure that flexibility within the work culture is also being improved so that better support can be offered to management.

1. Along with this, it is also necessary to have an improved focus on the use of technological tools because it also allows having sustainable development. With the assistance of this, collective working can be promoted appropriately so that goals and objectives can be accomplished in the desired way. Tools must be implemented to gather information from employees about the effectiveness of work activities because it facilitates meeting key goals and objectives. Communication aspects can also be improved by having sustainable development so that goals and objectives can be accomplished in the desired way. Internet, IT systems and other technological tools will allow the administration to have better communication with workers so that work effectiveness can be improved. It is also significant for an organisation to have an effective promotion of work engagement so that overall performance can be improved. It is also beneficial to offer better benefits to HR practice.
2. To provide better support to the HRM practice, it is also significant for the administration of civil service agencies to have a better promotion of organisational values. With the assistance of this, issues can be discussed appropriately and lead the business firm to an impressive level of success. It can be recommended that organisational values allow members to understand key aspects associated with working and motivate them to have effective consideration of key aspects. Along with this, key principles of HR also need to be considered in appropriate manner so that goals and objectives can be accomplished appropriately. An organisation can also change in bonuses and salary pay scale so that issues can be overcome. With the assistance of this, working can be advanced critically so that goals and objectives can

be accomplished in the desired manner. Improvement in salary allows enhancing the morale of the workforce so that issues can be overcome in the desired manner. Reward policy allows ensuring that satisfaction is being promoted suitably so that goals and objectives can be accomplished effectively.

3. It can also be recommended that several ways can be adopted by authorities to improve overall performance. By having an effective focus on feedback, communication and delegation of Activities Company can have a performance improvement. It also improves work conditions and improves overall work conditions. In addition to this, it can be said that delegation of activities is also one of the key factors that help in continuous improvement. For continuous improvement in service Civil Service Agency of Nepal can focus on all three factors because it offers great benefits to a firm. In addition to this, development plans are beneficial for skills development among members of Civil Services. It has been noticed that members are strongly agreed with the statement that the skills of members can be developed by training and development plan. Knowledge in respect to the working of civil services can also be shared with members so that issues can be overcome. Practical application in training and development program is also beneficial because it helps in meeting objectives. Along with this, training activities can also be transformed as per change in needs of employees so that overall performance can be improved.
4. Along with this, it can be said that the application of diverse motivational tools is significant so that goals and objectives can be accomplished in the desired manner. With a help of Maslow motivation theory in its HR practice, the issues can be discussed effectively. Moreover, the application of physiological and safety aspects is significant. It helps in making sure that employees are satisfied with the basic needs offered to the management. Having an effective application of diverse initiatives that enhances the job security aspect is essential so that goals and objectives can be accomplished in the desired manner. Moreover, self-actualisation and esteem will allow members to accept challenges and provide efficient effort for sustainable development. Having an appropriate consideration of self-confidence and satisfaction at the job is essential because it allows meeting goals and objectives.
5. In the ranking system, a supervisor in a particular department of public services has to provide rank to his subordinates as per the overall performance. In this approach, the ranking of an employee within a particular workgroup is carried out against another

employee. Furthermore, top officials can test the relative position of each employee related to public services according to his numerical rank. This approach can be applied in the government department of Nepal by ranking a person on his job performance against the performance of another staff working on a similar job position. The critical incident technique is considered the most important tactic which can be applied in the process of performance evaluation of government officials or employees of civil services. In this method, the HR department of public authority and departmental heads of many departments associated with public services develops lists of statements that contain very effective and ineffective behaviour of an employee. In this section, different critical incidents or events are considered identified in public services that would assist top officials to represent the outstanding or poor behaviour of employees. In public services, employees have to face several issues and incidence to manage different activities as per the job requirement. This method facilitates an objective basis to carry a systematic discussion of an employees' performance. It also helps top officers of public authority to avoid recency bias. In addition to this, it can be stated that with improved focus on the performance appraisal method the business firm can have continuous improvement in the services. HR practice standards can be advanced effectively through performance appraisal methods as it enhances the morale of members of civil service agencies.

6. Incentive theory is also beneficial which can be employed effectively so that work standards can be advanced critically. It is a theory in which management of civil service agencies can have improved focus on the external rewards. In this, better strategies need to be designed through which monetary benefits can be offered to employees in respect to their extra work efforts. It also helps in advancing the morale of employees effectively so that goals and objectives can be accomplished in the desired manner. The incentive is considered a key theory that focuses on motivation and suggests that behaviour is motivated by desire reinforcement. It has been noticed that the application of incentives also provides a justified amendment to the HR practice. It is because every employee is well aware of incentive plans and work standards. It can be recommended that having consideration of transparency aspects the HR practices and application of incentive plans can be advanced effectively.
7. In addition to this, it can be said that feedback system application is also beneficial for continuous improvement in the process. By having improved focus on the feedback

system, the issues can be discussed effectively. With the assistance of this, key standards need to be improved according to suggestions offered by the employees. It allows understanding the actual conditions of an organisation working so that corrective measures can be considered. For example, employees of civil service agencies are not satisfied with the facilities offered to them. In such conditions, the company can take feedback from the employees to understand the actual reason behind dissatisfaction. As it is identified in the feedback evaluation that hygiene and good facility standards are not appropriate. It means the administration can have an improvement in standards to meet the expectations so that issue can be resolved. Based on the same the human resource division can have changes in the policies so that goals and objectives can be accomplished effectively. By having an improved focus on the diverse application of tools and techniques the issues of HR working can be targeted appropriately. HR practices can be framed as per global work practice to ensure that standards are well maintained.

8. It has been noticed that Taylor introduced the concept of breaking down each task into or job into a specific process along with the time required to complete the task. The scientist also specified the method and techniques required to complete each task. Furthermore, he suggests that workers must be trained to complete their job in the particular to save on unnecessary time and effort the theory also includes a standardised role of management where managers are designated with more responsibility and authority while the workers are actively involved in operations. Taylor argued in his theory of scientific management that employees by very nature do not enjoy work and thus require close supervision to monitor and control their work the approach of Taylor was widely accepted across industries and sectors as organisations saw a positive impact in terms of higher production levels with low cost per unit. For this, it can be recommended that the working of HR policies can be improved through the application of Taylor. It has been noticed that Taylor approach will allow HR management of civil service agencies to make sure that role of managers is being considered. It means the roles and responsibilities of managers are being measured effectively according to standards. By having an improved focus on the policies of HR managers the issues are being discussed effectively so that sustainable opportunities can be attained.
9. Monetary incentives are considered the easiest way to influence employees. This can be understood in context with human psychology that they are driven by the fact that

will gain something from a particular action. If the gain is in the form of monetary terms, they will be able to satisfy their psychological needs which are on priority among other things. Managers at the middle and upper levels must take interest in the professional life of employees. Interest should be focused on their performance, attitude, relationship and contribution. This makes employees feel like part of the organisation and that managers are concerned with them. Employees will be demotivated if their managers do not communicate with them even for work-related matters. By having an improved way of giving motivation through incentives, a firm can obtain considerable results in the performance of workers.

10. The other method that can be fruitful for making the presentation of staff better is improving the training standards. The HR department can have different methods through which the current training methods can be improved. For this, a comparison can be done with different developed nations. The training methods adopted by developed or developing nations like India, Japan, America etc. can be helpful. The methods and standards maintained in training by these countries are high and can be very helpful for Nepal as well. The HR department can use to manage mock drills in a time to provide better training in a real situation. It is evident that with globalisation various modern techniques have been developed in different areas. There is a continuous innovation in resources, technologies, and services which necessitates providing high-quality training for civil service providers. This will help in improved service delivery along with social and economic development. Besides this, the HR department can also take the help of highly professional experts in this field so that they can advise on different matters related to technical improvements. Besides this, the training session should include meeting with various professionals who can encourage the civil servants to have a feeling of providing unbiased services to the country and its people. They can also be given motivation for increasing the feeling of honesty and discipline so that everyone can devote their services towards the development and protection of the country.
11. Various areas in the civil services department of Nepal need to be improved. For this identification of all those areas have been done and various weak points were found in structural, managerial, organisational, and working patterns. All the weak points in these sections are posing challenges for civil services that are necessary to be improved as it ultimately impacts the efficiency of employees. In the context of the structural

aspect, HR should look for making improvements in resources, processes and the building of the institution. There are lacks in the system of administration because of which the department does not have proper access to required resources. This has built a situation where employees have to face difficulties in the absence of such facilities. These resources may be in terms of food or other basic facilities where the practices of HR are not fulfilling the purpose. It is also apparent that the responsibilities of the civil services are increasing with time but the size of the organisation is not increasing accordingly. The positions are vacant which is not getting fulfilled by HR timely. Besides this, there are various loopholes in the structure of an organisation where officers who hold the top management have a very volatile tenure. For this, the HR practices must be improved so that strict supervision on the structure of the Civil service organisation can be made. HR should make a monthly revision to identify vacant positions so that recruitments can be done accordingly. Further, monitoring continuously will also help in keeping a check on available and lacking resources so that employees do not have to pose challenges and difficulties.

12. The managerial structure of civil services is not proving to be worthy as there are delays in service delivery. There is a lack of proper motivational measures due to which the productivity of human capital is degrading. The policies formulated by the governance structure are mainly process-oriented rather than result-oriented due to which the planned targets are not accomplished. Besides this, there are issues related to the transparency of rules because of which the performance is getting affected. For solving these problems, the government can adopt some strict measures and apply some rules related to transfer and promotion after a fixed tenure so that employees can have transparency in this regard. Besides this, HR should make a decentralisation policy so that employees can be managed more closely and properly. With the help of decentralisation, the bodies responsible can help in conducting various welfare programmes and activities which will ultimately help in reforming the situations of civil service workers. With the help of decentralisation, HR should also give enough responsibility and authority to make some decisions. This will help in solving various other problems of recruitment and motivation as well. Moreover, with the help of decentralisation, the responsibilities can be given to local authorities which will help access various required resources as well. Besides this, the incentive system which is very limited and also not linked with the performance system is also a major barrier

that makes the employees demotivated. Therefore, the governance structure of civil services should make a uniform system to give incentives for proper motivation. Further, there is a lack of a proper civil service human resource information system in Nepal. Therefore, the database of all employees is not maintained properly which makes it difficult to measure the actual number of workforces. Therefore, there is an urgent need of installing the proper information system that can help in keeping proper records. Besides this, it is also necessary that higher authorities do an appropriate audit of the department timely.

7.4 Contribution to theory, practice or knowledge

The main contribution to theory, practice and knowledge of this thesis and the researcher's claims to novelty are as follows;

After the extensive research, the study shows that Nepalese Civil service can be reformed on a result-oriented basis if the higher government officials and politicians who makes the policies, Civil service employees who work on the field and Nepalese citizens who are the service users understand the importance of below information.

- Impact of different techniques of motivation on employee performance to reform civil service in Nepal
- Performance management is a key to success in enhancing employee performance to reform civil service in Nepal
- Importance of using modern HRM and information systems to enhance employee performance to reform civil service in Nepal

This study will be extremely useful, and it would be one of the few research materials that would be available to the Civil service system in Nepal. There is not much research done in this field. There is very little literature available especially on the impact of motivation on Nepalese civil service reform. This study is going to be new, unique, and immensely helpful for government officials, politicians who make policies, Civil service employees who work in the field, students, journalists, researchers, universities, and other underdeveloped countries. The importance of civil service is increased (Tiwari 2009). The basic relationship between employees and their performance forms the basis of any civil service reform. Civil service reform requires a better understanding of HRM practices and information systems (Bajracharya and Grace 2014). But Nepalese civil service reform is in an early stage and slow manner. There

are still gaps in knowledge on civil service reform in Nepal. This thesis is going to contribute new knowledge specifically the way civil service functions in Nepal, the political situation of Nepal from monarchy to democracy, its impact on civil service reform. And the importance of different motivational techniques, improved advanced HRM practices, information systems and performance management techniques to reform civil service on a results-oriented basis. The same motivation technique would necessary not be successful all the time so appropriate motivational techniques need to be used to increase employee motivation. This thesis will contribute to understanding various kinds of motivational techniques and HRM strategies that can be adopted for enhancing the overall performance of employees of civil services in Nepal.

7.5 Future Study

For future studies in the Civil Service, special reference to HR practices can be related to analysing the impact of motivational techniques on the performance of employees. The research on this topic will be improved, as from the current study it has been found that motivational techniques applied in the Civil Service area are inadequate. Due to this, employee morale is also decreasing. Thus, this topic will help in studying the current scenario as well as learning about opportunities for the future. The study on this topic will give a chance to have a deeper and closer look at various sides of employee motivation along with the knowledge of the preferred techniques that can help in providing motivation. With this study, various loopholes in the current methods can be found out so that improvements in present strategies can be suggested. Moreover, various new practices can also be suggested that can give workers in the Civil Service renewed energy.

Another topic for future study may include 'analysing the effectiveness of HR practices in the Civil Service'. The study will assist in knowing which current practices are useful as well as various loopholes in these practices due to which employees suffer. Furthermore, by researching this topic, various important suggestions can also be made that can help in improving weak practices. Moreover, this topic will include current issues in HR policies in wider terms so that all of them can be improved. These may include discussion about practices of recruitment, motivation, performance appraisal, managerial structures etc. Therefore, with the help of this topic, a broad perspective can be covered for research. Furthermore, the effectiveness of the current policies will be studied to know how better practices can be employed for better results.

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Questionnaire

1. Name: _____
2. Age
 - 20-25 years
 - 25-35 years
 - 35-45 years
 - 45 and above years
3. Do effective motivational tools encourage you to take initiative in favour of the organisation?
 - Yes
 - No
4. Are you are provided with a favourable and efficient environment to work in?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
5. What is the range of factors that decreases your motivation level within the workplace?
 - Slow growth
 - Lack of support from top authorities
 - Ineffective motivational techniques
 - All of the above
6. What are the ways adopted by the civil authorities to enhance your efficiency?
 - Training program
 - Expert advice
7. What is the range of factors affecting your performance?
 - Motivation
 - Managerial standards
 - Commitment
 - All of the above
8. The performance appraisal process employed by the civil service organisation is effective?
 - Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

9. In your view which motivational technique is the most effective?

- Monetary
- Non-monetary
- Both

10. A monetary scheme of motivation is regarded as more appropriate compared to a non-monetary one?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

11. Does an incentive scheme introduced by the enterprise encourage you to apply more effort in business operations?

- Yes
- No

12. Is a financial incentive scheme updated continuously by civil service authorities?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. Do you perceive performance management as an effective technique for enhancing organisational productivity?

- Yes
- No

14. Does the technique of employee empowerment enhance your satisfaction level?

- Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

15. Do internal policies developed by civil service authorities allow you to carry out duties assigned appropriately?

- Yes
- No

16. Does the compensation scheme introduced by the authorities enhance your job satisfaction level?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. What kind of fringe benefits are provided by civil service authorities?

- Retirement
- Care plan
- Health
- All of the above

18. What enhances your satisfaction level within the workplace most?

- Growth opportunities
- Recognition
- Responsibility
- Meaningful work

19. Are you treated as a highly valued resource within the workplace?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. Is the level of civil services in Nepal improving, when proper training is delivered to you?

- Yes
- No

21. Are any changes in the system and overall structure required in the civil service?

- Yes
- No

22. According to you are the Civil Services Agency of Nepal focused on the use of electronic systems of HR management

- Yes
- No
- Can't Say

23. The adaptation of HRM electronic systems is significant for the enhancement of Civil Service performance

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24 The application of HR technology in the Civil Service is beneficial for sharing and the distribution of information regarding:

- Projects
- Services
- Database system
- Tools and techniques

25. The induction and orientation scheme of the Nepal Civil Service Agency can be referred to as:

- Very good
- Improved
- Poor
- Can't say

26. The induction process is crucial for:

- Transfer of information
- Procedural application

- Job-related information

27. Human resources practice allows managing work activities in the Civil Service Agency of Nepal.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

28. Human resource practice applications in Civil Service might be affected due to:

- Insufficiency of budget resources
- Inadequate levels of expertise
- Deficiency of server capability
- Outdated communication systems

29. The internal communication strategy allows building a better relationship between members.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

30. Does the Civil Service Agency of Nepal consider recruitment and selection principles as critical selection factors?

- Yes
- No
- Can't Say

31. The Civil Service Agency of Nepal clearly defines the position, objectives and specifications of the recruitment process.

- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

32. How well does the Civil Service Agency consider favourable action is needed in the context of the selection process?

- Poor
- Adequate
- Excellent

33. The recruitment and selection process of the Civil Service Agency consumes a significant amount of time

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

34. Rate the effectiveness of motivational tools and other monetary benefits delivered:

- 1 Not satisfied
- 2 Somewhat satisfied
- 3 Mostly satisfied
- 4 Completely satisfied

35. Advancement in Civil Service performance can be accomplished through:

- Feedback
- Communication
- Delegation of activities

36. Training and development plans are beneficial for skills development among members of Civil Services.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

37. How satisfied are you with the recruitment and selection processes adopted by the Civil Service Agency of Nepal?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

38. What was your expectation level about HR practices adopted by the Civil Service Agency of Nepal?

- Below expectations
- Meet with my desired expectations
- Above expectations

39. How would you rate the human resource policies that are adopted by the Civil Service Agency

- Good
- Fair
- Poor

40. Is there any change in the level of your satisfaction when considering human resources practices in the Civil Service Agency?

- Yes
- No
- Cannot say

41. How would you rate your motivation level while working in the Civil Service?

- Extremely high
- Very high
- Moderately high
- Below average
- Not at all

42. The standards that are being set by civil services are highly appreciated.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

43. Which method of motivation is being adopted by the Civil Service Agency of Nepal?

- Rewards
- Incentives
- Appreciation
- All above

44. What are the most crucial factors which affect your performance?

- Motivation
- Hygiene conditions
- Style of leadership

45. What are the effective ways that are adopted by you to serve members of the Civil Service of Nepal?

- Assisting them politely
- Taking feedback
- Attending their request on a quick basis
- All above

46. Changes in situational aspects forces you to transform your managerial activities for better development of Civil Services

- True
- False

47. What are the key ways that develop skills among members?

- Providing training to staff
- Motivating employees
- Understanding tastes and preferences
- Taking feedback

48. Which kind of training method is effective for the development of the Civil Services?

- On the job training
- Offsite training

49. What are the effective ways employed by you to manage employee behaviour?

- Training
- Coaching
- Reward techniques
- All of the above

50. What kind of strategy is being used by you to promote the morale of Civil Service members

- Job Promotion
- Flexible work schedule
- Monetary benefits
- Employee's facilities improvement

51. How do you recognise the efforts of members?

- Formally recognised by the department/unit
- Informally recognised by the manager
- Both
- Other

52. Have you noticed any kind of changes in motivation levels among members of the civil services due to HR policies?

- Yes
- No

53. The decision-making process requires employee participation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

54. High employee motivation results in performance improvement.

- Too much
- About right
- Too little

55. Tools and military equipment are being changed due to member demand.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

56. State the training standards in comparison to competitive nations:

- Much better
- Slightly better
- Same as competitor
- Slightly worse
- Much worse

57. The recruitment and selection process adopted by the Civil Service Agency of Nepal requires transformation at an

- Extreme level
- Moderate level
- Not at all

58. Planning of Civil Service development programs is influenced due to budget allocation

- Too much
- About right
- Too little

59. What kind of performance appraisal methods are adopted by the Civil Service Agency?

- Competence-based
- Self-evaluation
- Supervisor Evaluation
- Feedback
- Interview