A STUDY OF THE MOTIVATIONAL PATTERNS AND PERFORMANCE OF CIVIL SERVANTS OF WEST BENGAL

Thesis submitted for the award of the Degree of

DOCTOR OF PHILOSOPHY

IN

PUBLIC ADMINISTRATION

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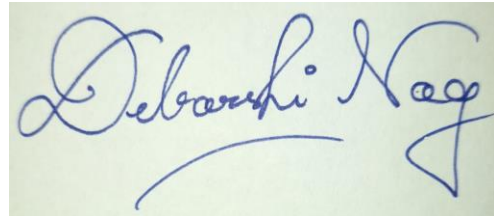
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2023

DECLARATION

I, Debarshi Nag, Department of Government and Public Administration, do hereby solemnly declare and attest that the presented work in the thesis entitled "A Study of the Motivational Patterns and Performance of Civil Servants of West Bengal" is outcome of the research work carried out by me under the supervision of Dr. Rajvinder Kaur (UID: 27240) working as Assistant Professor in the Department of Government & Public Administration of Lovely Professional University, Punjab, India. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

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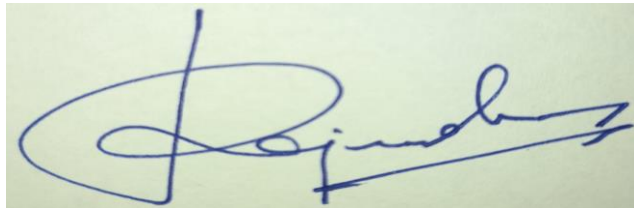
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CERTIFICATE OF SUPERVISOR

This is to certify that the work reported in the PhD Thesis entitled "A Study of the Motivational Patterns and Performance of Civil Servants of West Bengal" submitted in fulfillment of the requirement for the reward of degree of Doctor of Philosophy (PhD) in Public Administration is a research work carried out by Debarshi Nag, 4190046, is bonafide record of his original work carried out under my supervision and that no part of the thesis has been submitted for any other degree, diploma or equivalent course.

Date: 21/08/2023

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Abstract

A bureaucracy is an administrative set up with a hierarchical structure and a set of standard rules and regulations in which most of the decisions that are taken by the elected Executive are implemented by the group of officers (bureaucrats) at the ground level. This system (also known as the Civil Service) originated during the British Colonial era in India through the Government of India Act 1858. In the beginning, almost all the bureaucrats were English but with the passage of time, it was felt that not enough British citizens were interested to join the Service. The Indian Civil Service Examination which was previously held only in England was then simultaneously organized in India to encourage educated and loyal Indian subjects to join the coveted Services. This system continued as the Services became more Indian in character till 1947 when the nation attained her Independence. It was felt by the national leaders that it was impossible to rule the country without the "steel frame of the Civil Services" and they took several steps to develop and amend its colonial character. A system of State Civil Services also emerged which carried out almost the same functions as that of its Central counterpart. A need was felt long ago to measure the motivational level of the Civil Servants in India in the lines of the Public Service Motivation theory advocated by James L Perry. The researcher made a sincere attempt to measure the same after developing several indigenous parameters and then conducted a survey of approximately 250 Civil Servants belonging to the Central and State cadre.

The results obtained were examined in the light of the scale developed and several motivational patterns evolved. This research survey is exclusive in its theory and structure and aids to restructure several welfare and bureaucratic measures for the Civil Servants of West Bengal which is equally applicable to the whole of the country.

Objectives of research

The present research study on the Civil Servants aims to analyze the following issues:

a.   To examine the historical evolution of the Indian Civil Service from the British period till today

b.   To discern the various theories and patterns of motivation

c.   To determine the level of motivation among the Civil Servants

d.   To analyze the impact of the motivational patterns on the performance of Civil Servants

Research Questions

On the basis of the above research objectives, the researcher has formulated the following questions:

1.   What is the nature of motivation among the Civil Servants in India?

2.   What are the different theories affecting the motivation?

3.   How do we determine the level of motivation among the Civil Servants?

4.   What is the impact of the various motivational patterns on the Civil Servants?

5.   How do we analyze the impact of motivational patterns on the performance of the Civil Servants?

Motivational patterns:

The motivational patterns that are analyzed in this research study are as follows:

➢ Role in framing Public Policy

➢ Commitment to public interest

➢ Empathy towards general public

➢ Selfless character

➢ Adopting the goals of Civil Service

➢ Professional Contentment

Research Methodology

The present research is based upon a mixed approach. Qualitative research is employed in this research study to analyze the impact of motivation among Civil Servants by collecting data from individual participants through face-to-face interview. Quantitative research is employed with an intention to collect relevant information, through a structured questionnaire, about the performance of Civil Servants and their performance pattern and measuring such impact by standard methods.

Universe of study, sample size and sampling technique

There are 1956 Civil Servants working in 57 Departments and 23 Districts under the Government of West Bengal at present (310 from Central cadre and 1646 from State cadre) from which a sample of 250 Civil Servants has been chosen to conduct the present research study. Purposive Sampling method is employed for selecting the sample.

200 respondents (50 IAS officers and 150 WBCS officers) are selected for the quantitative method. For the purpose of quantitative study, by the questionnaire method, 4 officers are selected from each of the 35 Departments and 15 officers are selected from each of the 4 Districts. The four Districts chosen for the purpose of the study are Darjeeling (having a majority Nepali population), Murshidabad (having the largest minority population share), Jhargram (the most LWE affected) and North 24 Parganas (largest, semi-urban and closest to the State capital).

50 respondents (15 IAS officers and 35 WBCS officers) are selected for the qualitative study. For the purpose of qualitative study, by face-to-face interview, 2 officers are chosen from each of the 7 Departments belonging to the rank of Joint/Deputy Secretary and 9 officers chosen from each of the 4 Districts, belonging to the rank of BDO, SDO and ADM, for the present research study.

Tools of Data Collection

A sample of 250 officers, consisting of both the Central Services (IAS) and State Services (WBCS), is chosen for collecting information. The survey was conducted on 200 officers by the Questionnaire and 50 officers by Face-to-face Interview.

Research findings

The present research study aims to study the chronology of events that took place to evolve the Civil Services in India from the colonial era till date, develop a full-fledged scale which includes all the parameters which motivate a Civil Servant, conduct a survey

among Civil Servants to determine to what extent each factor motivates them and thereafter utilize the findings in real life scenario to determine how these motivational patterns influence the work performance of Civil Servants in administration.
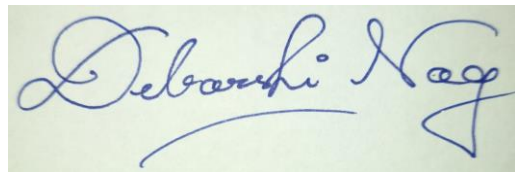
Limitations of the study

The size of the sample chosen for conducting the Research Study is small compared to the universe of study. All the participants have expressed their personal opinion keeping in mind their official obligations. The responses depend on the present professional status of the respondent to an extent. It is difficult to assess the psychological condition of the officers who are giving their feedback through the questionnaire and so the results thus obtained may be biased to a certain extent.

Importance of the study

The government recruiting agencies may utilize the findings of this research study to evaluate the job applicants' level of Public Service Motivation and consider their perceptions when making selection decisions. It may be included as a training module in the Administrative Training Institutes while conducting effective training workshops. It may be useful to develop efficient and healthy HR practices both in a government as well as private organization.

Acknowledgment

At the onset, I would like to express my deepest gratitude towards the Almighty and my mother whose blessings have guided me through this arduous and yet magical journey. During this stride, I gained a plethora of knowledge regarding the field of academics which was otherwise unfamiliar to a Civil Servant who started his professional career just after passing the 12th standard. I would like to thank my research guide Dr. Rajvinder Kaur who reposed faith in me and was extremely kind and considerate. I would also like to thank the Civil Servants who diligently responded to the research survey against all odds and gave precious words of advice. I sincerely express a special word of thanks to all the esteemed Professors of Lovely Professional University who introduced me to the world of research during the Course Work and gave their valuable advice during the End Term Presentations which has helped me a lot. Finally, I would like to express my gratitude to my wife and son who were patient and understanding enough to be my side during the entire journey.

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List of abbreviations

ARTI - Analytical Research & Training Institute

ATI - Administrative Training Institute

BDO - Block Development Officer

BEUP - Bidhayak Elaka Unnayan Prakalpa (Member of Legislative Assembly Constituency Development Scheme)

DM & DC - Deputy Magistrate & Deputy Collector

DPLO - District Planning Officer

DPRDO - District Panchayat & Rural Development Officer

ICS - Indian Civil Service

PIA - Programme Implementing Agency

PPP - Public Private Partnership

PSM - Public Service Motivation

MPLAD - Member of Parliament Local Area Development

MSDP - Multi-Sectoral Development Programme

NREGA - National Rural Employment Guarantee Act

SDO - Sub Divisional Officer

SIPRD - State Institute of Panchayat & Rural Development

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Chapter 1

Introduction

1.1 Introduction

Public Service or bureaucracy, which refers to the "employment of people by the government to carry out the administrative functions of the State", emerged in its present form in the 16th century Europe with the creation of the modern "State" even though their existence, in some form or the other, may be traced back to the ancient Egyptian, Persian, Roman, Chinese and Aryan Civilization. As the role and functions of the State and the governments therein grew, so did the size and power of ==Public== Service or bureaucracy. This raised several concerns about the nature and quality of those persons who were recruited to exercise public administration which eventually led to ethical codes of practice designed to recruit public officials and guide their professional behavior. One of the essential requirements for a Public Servant is his inherent altruistic motivation to serve the interests of his community or society. This prosocial character laid the foundation stone for the topic of our present research on exploring the Motivational Patterns among Civil Servants in West Bengal. Public Service Motivation (PSM) may be defined as "an individual's orientation to delivering ==service== to people with the purpose of doing good for others and society" (Perry & Hondeghem 2008). It may also be defined as "an altruistic motivation to serve the interests of a community of people, a state, a nation or humankind" (Rainey & Steinbauer, 1999) and by Perry (1996) as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations". Each of the above definition tries to explain the primary idea behind the concept of Public Service Motivation and also suggest an interrelationship between Motivational Patterns and performance of Civil Servants. The evidence of this theory may be found in Plato's Republic (375 BC), Aristotle's Politics (350 BC) and in Kautilya's Arthashastra (3rd century BC) all of whom expects a public official to "set aside his personal interest to serve his community". So it is implied that the idea of public

Service leads to a higher calling, a virtually unselfish activity, a selfless duty and a huge moral and ethical responsibility that certain individuals are expected and motivated to perform. This Service oriented motivation may be related to certain traits such as altruism and prosocial behavior. The motivational patterns also explain the various altruistic traits existing in those Civil Servants which drives them to go that "extra mile" beyond their professional obligations when it comes to rendering Services in the face of social or political emergency or natural calamity by putting aside their personal interests and even their own life at stake.

1.2 Background & significance of the problem

In India's parliamentary democracy, the ultimate responsibility for public governance i.e. running the administration rests with the people's elected representative i.e. the ministers. But a handful of ministers cannot be expected to deal personally with the manifold problems of modern administration. So, in practice, the ministers lay down the policy and it is for the Civil Servants, who serve at the pleasure of the President of India, to implement them. Policy implementation is of keen importance to the success of a government. Public Governance in any Democracy is a mixture of 3Ds- Delegation, Decentralization & Devolution. No matter to what extent the political system is fair, the goals are noble and the organizational structure is strong, no public policy can succeed if the implementation part is not up to the mark. The implementation of government policies and programmes is now playing a vital role in the developmental strategy. However, there are studies to show that the implementation aspect is the most neglected, which makes a study of the institutions that make policy much as those who implement them all the more important. Measured by economic growth or attainment of human development objectives, India remains not only an underdeveloped country but one which is usually regarded as an under-performer that could do much better. Thus, we find that the Civil Service system is the backbone of the administrative machinery of the

country and the entire responsibility of policy implementation lies on their shoulders and it is the efficiency and effectiveness of the bureaucracy that determines the level and extent of governance of our nation.

There are certain systemic issues which seriously affect the performance of Civil Servants. While speaking about performance of Civil Servants, there is a need to consider the limitations of the environment they operate in. The performance of an individual in a given position is determined by his/her individual attributes as well as factors like an encouraging and result oriented institutional environment. In the Indian set up, Civil Servants at all levels are hamstrung by lack of flexibility in program design, frequent transfers, lack of choice in formation of teams and budgetary limitations etc. They are unduly pressurized by the political class who are only interested to extract their petty benefits in every possible form. Civil Servants are answerable to a number of agencies and institutions of the country. Some of these agencies like the CAG, Monitoring Agencies, statutory commissions etc. are entrusted with the task of finding gaps in the system and they tend to focus on form and procedure, and perceived lapses or excesses of the executive. This, in turn, has compounded the problem of risk aversion and demoralization among Civil Servants. The functions of the government and the nature of its developmental tasks are multidimensional involving a large number of agencies in the process of decision-making. This leads to blurring of the organizational and individual accountability as the Departments can pass the blame for inaction on others by claiming that they had no sole control over the decision-making process.

A high level of motivation in individuals working in the Civil Services has a positive impact on their job behavior and respective level of performance. A pattern of motivation is defined as the relative strength of the various motivators of behavior. There are two primary assumptions regarding motivational patterns. First, for any individual's pattern of motivation, a limited number of motivators are highly evoked while the remainder is not. Second, the motivators likely to be highly evoked depend on the behavioral setting.

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Given the later assumption, motivators in a productive work behavior setting are measured. The motivational items from the several need domains of guidance, social, esteem, achievement and power provide the various motivators to define an individual's motivational pattern. The motivational patterns that are analyzed in this research study are as follows:

- ➢ Role in framing Public Policy
- ➢ Commitment to public interest
- ➢ Empathy towards general public
- ➢ Selfless character
- ➢ Adopting the goals of Civil Service
- ➢ Professional Contentment

1.3 Problem statement & purpose

Every nation in the world requires its affairs to be administered in perfect terms. The public administration of a country is primarily concerned with the planning and implementation of Government policies through a plethora of schemes which depends to a large extent on the performance of officials who hold office in a Government organization and participate in the exercise of authority. Such an official is expected to be personally free from any social or political bias, should be an individual with strong personal integrity and character, should be sincere and loyal to the duties entrusted upon him, should be professionally equipped to carry out the responsibility and is selected by virtue of merit which is ascertained by a competitive examination. In brief, these officials comprise the very quintessence of Civil Service who are entrusted with the administration of a democratic State according to the legislation framed by its policy makers. They advise the Executive on framing policies, helps the latter to prepare and draft new legislation and helps the government to run the Public Administration according to the

legislation framed by them. It is obvious that the interrelationship between the Executive and the bureaucracy is of vital importance in order to administer the affairs of a nation.

 A Civil Servant enters into the arena of Public Administration after going through an open and rigorous competitive examination spanning over several stages namely Preliminary examination (consisting of Multiple Choice Questions), Mains Examination (consisting of subjective questions on compulsory and optional subjects) and Final Interview. One of the essential requirements for a Civil Servant is his inherent altruistic motivation to serve the interests of his community or society. This prosocial character laid the foundation stone for the topic of our present research on exploring the Public Service Motivation (PSM) which may be defined as "an individual's orientation to delivering Service to people with the purpose of doing good for others and society"(Perry & Hondeghem,2008). It may also be defined as "an altruistic motivation to serve the interests of a community of people, a state, a nation or humankind" (Rainey & Steinbauer, 1999) and by Perry (1996) as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations".

Perry and Wise (1990) identified three bases of Public Service Motivation- rational, norm-based and affective. First, rational motives are grounded in individual utility maximization and are operative when individuals want to participate in the policy process, are committed to a public program because of personal identification with it and serve as advocated for a special or private interest. Second, norm-based motives are grounded in a desire to pursue the common good and further the public interest, However, it depends on the individual who perceives it. These motives include patriotism, duty and loyalty to the Government. Third, affective motives are grounded in human emotion and are characterized by a desire and willingness to help others. Each of the above bases tries to explain the primary idea behind the urge of an individual to join the Civil Services and also suggest an interrelationship between Motivational patterns and performance of Civil Servants. After establishing the above theoretical framework, Perry & Wise (1990) formulated three propositions: (a) The greater an individual's PSM,

the more likely it is that the individual will seek membership in a public organization, (b) In Government organization, PSM is positively linked to performance and (c) Public organizations that attract members with high levels of PSM are likely to be less dependent on utilitarian incentives to manage individual performance effectively. Several studies have indicated that Civil Servants are more likely than private sector employees to possess attitudes that are more altruistic (Rainey 1997), supportive of democratic values (Blair and Garand 1995) and committed to civic duty (Conway 2000). The Civil Servants are thus, motivated by a strong desire to perform public, community and social Services. This lays the foundation for the problem statement for this present research which is -

To discern the pattern and level of motivation among the Civil Servants of a State in India and assess its impact on their work performance in the administrative system.

1.4 Definition of key terms:

Motivation – Abraham Maslow (1943) defined motivation as "the process that initiates, guides, and maintains goal-oriented behaviors. It is the reason for people's actions, willingness and goals". Ernest Dichter (1953) stated that "it is what causes you to act and involves the biological, emotional, social, and cognitive forces that activate behavior and is the driving force behind human actions". It also involves the factors that direct and maintain these goal-directed actions. In our research study, we will study the extent to which a Civil Servant is motivated by the various intrinsic and extrinsic parameters such as favourable working conditions, social acceptance, support from the higher bureaucracy and salary related benefits.

Motivational pattern – David McClelland (1961) stated that "a motivational pattern is defined as the strongest motivator for an individual or group. It leads employees to perform at their best, which leads to particular rewards (intrinsic or extrinsic) that further motivate the employee". In other words, the pattern of motivation has a

cyclical effect, increasing its motivating power as the employee associates it with the desired reward. The present research study aims to draw an analytical study between the various motivating factors and the performance level of Civil Servants and then derive a specific pattern of motivation based on the findings.

Public Service – Collins Dictionary defined Public Service as "a Service intended to serve all members of a community and is usually provided by government to people living within its jurisdiction, either directly or by financing provision of Services. These Services are made available to every person in the society regardless of income, physical ability or mental acuity". Examples of such Service include Government Administration, Police, Health, Fire & Emergency Services and Municipal or Panchayat authorities. Our present research study is mainly concerned with the role of Civil Servants in delivering public Service.

Bureaucracy - The term "bureaucracy" was coined by Vincent de Gourmey, a French economist, in 1745. He mixed the conventional term "bureau" which means writing table and office and added the Greek suffix "cracy" meaning "rule" to suggest that it stands for rule of officials. Bureaucracy refers to both a body of non-elected government officials and an administrative policy-making group. Historically, bureaucracy was a government administration managed by departments staffed with non-elected officials. Civil Servants are the most important part of a bureaucratic system and play a key role in formulating schemes and programmes and implementing them.

Civil Servant – The term Civil Servants was first coined by Charles Trevelyan (1855) in the Northcote-Trevelyan Recommendation on the Civil Service Commission (1853) set up by Chancellor of Exchequer William Gladstone of the British Empire. In India, the Civil Servants are those public Service officials who are recruited by the Union Public Service Commission and the State Public Service Commission by the form of written examination and interview. They generally begin their career as Block Development Officers and gradually get promoted to the higher posts such as Special Secretary or

Secretary of a Department based on their seniority. However, for the sake of research, we have deliberately chosen those participants who have completed at least 10 years in the field level i.e. at the Block, Sub-Division or District level.

Public Service Motivation – Public Service Motivation seeks to understand the philosophy which motivates an individual to choose a career in the public sector and associate their personal actions with the overall public interest. The most commonly used definition of Perry and Wise (1990) states Public Service Motivation as "motives grounded primarily or uniquely in public institutions and organizations". Brewer and Selden (1998) defined PSM as "the motivational force that induces individuals to perform meaningful public Service". Finally, Vandenabeele (2007) defined it as "the belief, values and attitudes that go beyond the self-interest and organizational interest that concern the interest of a larger political entity". Understanding the PSM construct is important to determine the motivation of an individual who chose a career in public sector despite his potential for more financially lucrative careers in the private sector.

Altruism – It is defined as the act to promote welfare of someone else even at the cost of our own interest. Coined by the French philosopher Auguste Comte, "it is the principal and moral practice of concern for happiness of other human beings, resulting in a quality of life both material and spiritual". Behavior is normally described as altruistic when it is motivated by a desire to benefit someone other than oneself for that person's sake (Stanford Encyclopedia of Psychology 2016). It is an accepted fact that a Civil Servant possesses some level of altruism as has deliberately chosen to serve the society.

Prosocial behavior – Prosocial behavior is characterized by a concern for the rights, feelings and welfare of other people and includes feeling empathy and behaving in ways to benefit or help other people. Whistle blowing against corrupt practices in administration and the society, donating blood, time and money for social benefit, supporting fellow citizens by various means excluding one's professional duties towards the society as a whole are some examples of prosocial behavior. This term was

introduced by the social scientists in the late 1970s. In The Handbook of Social Psychology, C Daniel Batson explains that prosocial behavior refer to "a broad range of actions intended to benefit one or more people other than oneself—behaviors such as helping, comforting, sharing and cooperation." This attribute in found in most Civil Servants who try to develop the society with their personal contribution in several ways.

1.5   Research gap

The review of literature undertaken by the researcher in this present research study, which is dealt categorically in the following chapter, reveals some research gap in the research effort to date. The future research in this field must overcome at least three major limitations to improve the quality and impact of research output. First, researchers have portrayed Public Service Motivation as a desirable attribute and they have tested its relationship to other desirable concepts, but not to undesirable ones. The focus was primarily on the strengths and potential of Civil Servants including the motivational factors. But the factors which demotivate or thwart a Civil Servant from carrying out his duties as well as the inherent limitations of the Service were not given appropriate attention. This perception may be considered as a grey area. Second, more sophisticated methodological approaches are needed to build stronger evidence on key research questions. Third, researchers have hewed closely to a dominant measurement approach and they have favored survey research designs. However, the reasons presented by the respondents while marking the scale were not taken into consideration. This mono-measure, mono-method approach has aided knowledge accumulation, but it may be limiting our understanding of the concept.

1.6   Research Objectives

Based on the above Research gap, the research objectives that are derived are as follows:

1.   To examine the historical evolution of the Indian Civil Service System from the

British Period till today.

2.   To discern the level of motivation and its impact on the Civil Services.

3.   To highlight the nature of motivational patterns and performance level of Civil Service.

4.   To analyze the direct and indirect impact of Civil Servants' motivation on work performance in the administrative system.

1.7   Research questions:

Based on the above research objectives and a detailed study of the literature available on the above subject of research, we may derive the following questions:

1.   What is the nature of motivation among the Civil Servants in India?
2.   What are the different factors affecting the motivation?
3.   What is the impact of motivation on the performance of Civil Servants?
4.   How does motivation affect the work performance of the Civil Servants?
5.   How could we analyze the direct and indirect impacts of motivational patterns of the Civil Servants based on their response?

1.8   Research Methodology:

a. Genesis of Research - In times of globalization and market economy, Civil Servants in a developing country like India face the challenge of satisfying population' requirements having reduced resources at their disposal and constant change of the existing parameters of governance. The present research study strives to analyze the direct and indirect impacts of motivation among public Servants and their work performance in the present era of public governance.

b. Research approach - The present research is based upon a mixed approach. Qualitative research is employed in this research study to analyze the impact of motivation among Civil Servants by collecting data from individual participants through

face-to-face interview. Quantitative research is employed with an intention to collect relevant information, through a structured questionnaire, about the performance of Civil Servants and their performance pattern and measuring such impact by standard methods.

1.8.1 Universe of study, sample size and sampling technique

Universe of the study - There are 1956 Civil Servants working in 57 Departments and 23 Districts under the Government of West Bengal at present (310 from Central cadre and 1646 from State cadre).

Sample of the study - A sample of 250 Civil Servants has been chosen to conduct the present research study. Purposive Sampling method is employed for selecting the sample. 200 respondents (50 IAS officers and 150 WBCS officers) are selected for the quantitative method. For the purpose of quantitative study, by the questionnaire method, 4 officers are selected from each of the 35 Departments and 15 officers are selected from each of the 4 Districts. The four Districts chosen for the purpose of the study are Darjeeling (having a majority Nepali population), Murshidabad (having the largest minority population share), Jhargram (the most LWE affected) and North 24 Parganas (largest, semi-urban and closest to the State capital).

50 respondents (15 IAS officers and 35 WBCS officers) are selected for the qualitative study. For the purpose of qualitative study, by face-to-face interview, 2 officers are chosen from each of the 7 Departments belonging to the rank of Joint/Deputy Secretary and 9 officers chosen from each of the 4 Districts, belonging to the rank of BDO, SDO and ADM, for the present research study.

1.8.2 Tools of Data Collection –

Primary data - The Questionnaire provides a high-access means of examining unobservable characteristics, such as attitudes and opinions. Face-to-face interview is a

data collection method where the interviewer directly communicates with the respondent in accordance with the prepared questionnaire. It ensures the quality of the obtained data and increases the response rate. Purposive sampling is done in this research study in order to select a sample of 200 officers for collecting information through quantitative method and 50 officers are selected for qualitative method.

Secondary data – In order to conduct this research study, several available literatures on Civil Servants in India were studied. Books and research papers on Public Service Motivation and working of Civil Servants in several countries were also consulted.

1.8.2.1   Parameters to map the motivation level of Civil Servants

Based on the scales devised by James L Perry and several other eminent scholars of Public administration, a scale was designed and a pilot study was conducted on 50 participants to measure the extent of motivational patterns among the Civil Servants of West Bengal. The parameters are to be graded in a scale between 1 to 5 with "5" being "Strongly agree" and "1" being "Strongly disagree". The six patterns of motivation and the parameters contained within them were as follows -

1. **Selfless character**
   a. Making a difference in society means more to me than my own personal achievements.
   b. I believe in putting duty before self.
   c. Doing good deeds is definitely more important to me than benefitting financially.
   d. Much of what I do is for a cause bigger than serving my own self.
   e. Serving citizens would give me a good feeling even if no one paid me for it.
   f. I feel people should give back to society more than they get from it.
   g. I am one of those rear people who would risk personal loss to help someone else.
   h. I am prepared to make enormous sacrifices for the good of society.
2. **Empathy towards general public**
   a. I am always moved by the plight of the underprivileged.

b. Most social programs are too vital to do without.

c. It is difficult for me to contain my feelings when I see people in distress.

d. To me, patriotism includes seeing to the welfare of others.

e. I always think about the welfare of people whom I don't know personally.

f. I am often reminded by daily events about how dependent we are on one another.

g. I have little compassion for people in need who are unwilling to take the first steps to help themselves.

h. There are many public programs that I wholeheartedly support.

3. **Commitment to public interest**

a. It is normal for me to get intensely interested in what is going on in my community.

b. I unselfishly contribute to my community.

c. Meaningful public Service is very important to me.

d. I consider public Service my civic duty.

e. I would prefer seeing public officials do what is best for the whole community even it if harmed my interest.

4. **Role in framing Public Policy**

a. Politics is an interesting subject.

b. The compromises that are involved in public policy making are okay with me.

c. I maintain a good rapport with politicians.

5. **Adopting the goals of Civil Service**

a. My values and goals are very similar to the values and goals of my organization.

b. I am comfortable within the culture of my organization.

c. I feel a strong sense of "belonging" to my organization.

d. What this organization stands for is important to me.

6. **Professional contentment**

a. How satisfied are you with your opportunities for achievement?

b. How satisfied are you with your recognition opportunities?

c. How satisfied are you with your level of responsibility on your job?

d. How satisfied are you with the meaningfulness of your job?

e. How satisfied are you with your advancement opportunities?

1.8.3 Tools of Data Analysis

The data which is obtained by conducting the survey through the Questionnaire Method and through face-to-face interview are presented separately in the form of tables. The important parameters of motivation are then analyzed by the percentile method and the findings are then interpretated.

1.9 Limitations of Research

There are several limitations of this particular research which are mentioned below:

1. The universe of study is vast and the sample size is comparatively small. This is deliberately done in order to complete the research project within the stipulated time period.

2. The opinions of the Civil Servants are the most important facet of this research study. In this particular case, the opinions are obviously expressed keeping in mind the official obligations of the officials since they are all presently in Service.

3. The motivation among Civil Servants depends a lot upon the particular Service condition in which they are presently functioning and may vary quite a bit depending upon several factors such as Service posting, designation and responsibility entrusted upon them. These factors keep on varying during the Service tenure of a Civil Servant and since our research study is purposely carried out on Civil Servants posted at both favorable and hostile locations and spread across several designations, the same set might have expressed their views differently under a different set of situations.

4. A sample of 200 officers is chosen for the present research study to which a questionnaire will be sent and 50 officers will be chosen for face-to-face interview. Since it is difficult to assess the psychological condition of the officers who are giving their feedback through the questionnaire, the results thus, obtained may be biased to a certain extent.

1.10   Expected Research outcome

The government recruiting agencies may utilize the findings of this research study to evaluate the job applicants' level of public Service motivation and consider their perceptions when making selection decisions. It may be included as a training module in the Administrative Training Institutes while conducting effective training workshops. It may be useful to develop efficient and healthy HR practices within a government organization.

1.10.1   Importance of the study

The present research study has been undertaken with the objective of understanding the motivational patterns among Civil Servants in a particular State in India. The Civil Servants play a crucial role in the development of the society and in reaching the various schematic benefits to the common masses. In short, they render the most strategic and effective form of administration with the maximum possible outreach and has proved itself as the most versatile cadre of Public Service in our country since inception till this day. In the following sections, the relevance of conducting this research and how it is going to prove beneficial for the Civil Services, the Human Resource professionals and for the society in general has been appropriately explained.

1.10.1.1 Relevance of the study for the Civil Servants

The performance of a Civil Servant depends upon several intrinsic and extrinsic factors which are present during his execution of duty in a particular role. These factors may either be purely individualistic i.e. depends upon the character of the Civil Servant in particular or may be general in nature such as the political environment, the dynamics of administration in that particular situation and the social and economic factors. Since a Civil Servant plays a crucial role both in framing policies and executing schemes at the ground level, the "success" of any Government scheme or policy depends almost entirely

on his performance. In the present study, the researcher has proposed to study the various factors which motivate a Civil Servant and influence his performance. The researcher has also delved into the various parameters which control such factors and try to develop an effective scale of motivational pattern to measure them. Finally, the research paper intends to chalk out a certain strategy, based on the findings of the research, in order to enhance the overall motivational level of a Civil Servant in particular and their overall performance in general.

The various utilities of undergoing this research study may be stated as follows:

a. Any Government scheme which is introduced on a Central/State scale is bound to yield mixed results in different Blocks and Districts. This is generally attached to the socio/geographical/political scenario of that particular area. But if it is investigated on a case to case basis, it will be observed that the administrative dynamics of that Block is either resistant to that scheme or they are not interested to explain the scheme properly to the common people. In both the cases, it requires an effective leadership role by the Civil Servant who is in charge of the Block to explain the scheme to the various stakeholders by highlighting the various benefits in the short and long term and then implementing the same in a manner which is most acceptable by the targeted beneficiaries of that area.

b. At the onset of the Civil Services, the LBSNAA and the different State Administrative Training Institutes conduct trainings for the newly recruited officers of the Indian Civil Service and the State Civil Service respectively. These trainings are either imparted by specialists in a particular field or by senior Civil Servants who are well versed in this field and some of them have even contributed immensely to the administration through their innovative ideas. It is through these trainings that the freshly inducted officers get a clear idea of running the administration. At the end of the trainings, various theoretical and psychometric tests are conducted to assess the capability of the officers. The results of the present research study may be utilized to measure the motivational patterns

among the Civil Servants and also find out the factors which will inspire them to deliver their Services in a more effective and efficient manner.

c. Several in-Service and mid-career short term courses are conducted by LBSNAA, State ATIs and several renowned institutes for the Civil Service officers at various stages of their professional career. The results of the present research study may be utilized to device strategies to enhance the motivational level of the officers most of whom had to face certain adversities while delivering their Services. The research will also help to analyze the various critical social, economic and political factors which are either in favour or adverse to the administration and the highest level of the political and administrative hierarchy may intervene accordingly to aid or root out those factors respectively.

d. The present research aims to find answers to several behavioral patterns of Civil Service officers during their entire tenure. Even though the tendency is still rare, one or two talented officers of each batch prefer to leave the Service and join some reputed organization such as the United Nations, World Bank, Asian Development Bank and International Monetary Fund. However,, this phenomenon is on an increase and so the senior bureaucrats are seriously contemplating the idea of designing policies which will increase the retention of these qualified and experienced officers.

From the points discussed above, it is clear that the present research study will play a crucial role in developing a strategy so that the Civil Servants may develop a clear idea regarding what they expect from the profession and to what extent they should go to deliver their Service. They will also learn how to cope with the challenges and pressures which they face in the name of opposition from the political and social fraternity while implementing the Government schemes. The level of motivation of a Civil Servant could be measured by the senior bureaucrats who could then develop a policy to enhance the positive mentality of the officers. Finally, the Executive will be

able to take effective steps in order to retain the best of talents in the Civil Service which will benefit the administration in particular and the society as a whole.

1.10.1.2 Relevance of the study for the HR professionals

More often than not we come across some news concerning Civil Servants who consistently strive to serve the society in every possible way. There are Civil Servants who help the villagers by constructing an important road, a natural water reservoir, a rural Health Centre, developing a Primary school to a Secondary one and repairing an embankment during the floods. These actions may apparently seem to be very ordinary but on careful introspection, we find a energetic and dedicated Civil Servant who tries his best within his limited capacity to serve the fellow people. The funds for various Government schemes are "tied" i.e. they could only be utilized by following certain stringent parameters which are drafted by the concerned Department. However,, an effective Civil Servant merges the funds allotted for different scheme and develops a sustainable "convergence scheme" which is equally environmentally viable, economical and will create income opportunities for the locals in the neighborhood. Sometimes, a Civil Servant who may be academically qualified as a medical practitioner, an engineer, a lawyer or a Chartered Accountant may help the common people under his jurisdiction with his specific domain of knowledge. There are several examples of Civil Servants who dedicate their spare time in imparting free tuition to the poor and needy students and even coaching them for the various competitive examinations for Government jobs. There are examples of officers who help the poor and needy by organizing charity camps and the society by organizing blood donation camps. The yeomen role played by Civil Servants by remaining side by side with the Disaster Management Teams during natural calamities such as floods, super cyclones and landslides serve as exemplary role models of selfless Service towards the society. There are numerous other instances where the Civil Servants have drafted policies for the benefit of the millions or have put their career and even life at stake by exposing corruption and malpractices. To an ordinary citizen, these may be merely stories which adorn the pages of newspapers and merely catch their attention once

in a while but for the Human Resource professionals, these serve as perfect cases of dedication towards Service. This research study will closely examine the various factors which will be helpful to the HR professionals to engineer policies and procedures which can motivate the professionals in the Private sector in the same lines as their Civil Service counterparts.

There are several traits in Civil Servants that may serve as learning points for HR professionals in the Private sector –

a. Civil Servants are characterized by certain factors such as selfless service, contribution towards the community, standing by the side of the downtrodden, rising above the ordinary in times of crisis, putting meaningful Service over lucrative salary and career prospects, facing political and social adversities with a brave face against all odds and leaving a mark of administrative ingenuity in various phases of their career. These traits serve as meaningful subject matter in Human Resource Development.

b. One of the most important activities which a Civil Servant has to perform from the beginning of his Service is to form a team of officers and staff at his disposal. Administrative activities such as Election related works, Census, Disaster Management, Scheme Monitoring, Report Collection & Compilation and facing crisis situations can only be performed with the help of a dedicated team. The Civil Servant has absolutely no hand in choosing his men and has to select them from the available manpower. Yet there are numerous examples where such teams do unthinkable jobs which even a professional team might fail pitiably. Team building, dynamics, motivation and cohesion are some learning factors for Human Resource Development.

c. A career in Civil Service apparently has nothing much to offer in terms of salaries, perks, incentives and fringe benefits compared to a similar administrative/managerial job in the Private sector/MNCs. In the beginning years, a Civil Servant may be allotted a spacious official bungalow, personal security

and an adorable office but when he is promoted to the Secretariat within a decade of field posting, all he has is entitled to is an official car with a blue beacon with strict limits on fuel usage. Barring a very few, almost all Civil Servants continue to deliver their best with exemplary commitment and dedication. This should serve as a learning point for HR professionals who struggle to retain the best of talents in their organization.

d. Like all social beings, a Civil Servant also leads a family life. He takes care of his ageing parents, his wife and children and sometimes even has an extended or joint family to look after. With all the responsibilities of administration and frequent transfers, he still manages to bring up his children by providing them all the basic amenities of life. On the other hand, professionals engaged in the Private sector complain about a myriad of family problems which may lead to break up of families into smaller units, alarming rise in divorce cases, losing touch with children leading to loneliness, hypertension and cardiac attacks. These should serve as life lessons for HR professionals who should advice the corporate bosses to adopt the life practices of their compatriots in the Public sector.

e. Civil Servants are expected to perform their duties on the direction of the democratically elected political leaders who form a Government. More often than not, these leaders are not well-educated, are ill-tempered, act on sudden impulse, do not have a clear idea about the scheme and have a nagging tendency for unrealistic demands. On one hand, a Civil Servant has to keep his head cool, a thorough knowledge about the scheme, bridge the communication gap between the political and administrative hierarchy, face the pressure of absurd demands and finally succeed in completing the scheme or project with the allotted fund within the stipulated time period. On the other hand, a Civil Servant has to face the common masses upfront knowing full well that he could only fulfill a meager percentage of their expectations with his limited capacity. Yet, he has to lend a patient hearing to each and every aggrieved person and assure him. This is perhaps the most important life lesson that he assimilates in his character and

continues with it till the end of his professional career. The HR professionals can extract important lessons from these practical examples on how to keep one's head cool in face of extreme adversities and how to tackle all problems diplomatically.

The entire Service span of a Civil Servant is a continuous process of learning through which he enriches himself as an individual and uses his vast experience to draft policies to benefit the people at large. The HR professionals whose primary job is to devise HR policies to attract and retain employees and also to increase their motivation and performance levels may be immensely benefitted from the various outcomes of this research study.

1.10.1.3 Relevance of the study for the society

It is needless to mention that the principal objective of Civil Service is to serve the fellow citizens of a country by administering them in a fair and just manner, providing them all the benefits that the government intends in order to raise their living standards, develop more and better amenities for them to ensure their well-being, accept their participation in governance by providing them equal opportunities of being heard and securing their democratic and Fundamental Rights. It is obvious that a Civil Servant cannot perform all the above activities in an isolated manner but requires whole-hearted and active participation from the common people belonging to all walks of life of the society. It is also evident that with the passage of time, the electoral politics and social arrangement has grown increasingly complex and there are the presences of several interest groups who constantly conspire to jeopardize the administrative activities and instigate the common people against the Government officials. This will in turn develop a sense of disbelief and insubordination among the common masses towards administration which will help these anti-social elements to extend their hideous and obnoxious plans. A Civil Servant needs to be extremely careful about the presence of these elements as they may appear with a seemingly friendly clout. He must also take the common people into

confidence by gradually developing a workable rapport with them. He must identify some key stakeholders like a few members of the Civil Society, a few officials from other Government Departments, a few veteran politicians and some members of Self-Help Groups who are constantly in touch with the ground elements, have an urge to serve the community to which they belong and are willing to cooperate with the administration by providing them with crucial information regarding strategic developments that are taking place in that area. Since the present research study highlights the working standards of the Civil Servants, discusses about their intentions and clearly specifies the motivational parameters which influences their work performance positively, this research study should serve as an important piece of literature for all conscious citizens in order to develop a proper mindset about the administration in general and the Civil Servants in particular. The research study will be of great learning for the students aspiring to become Civil Servants as it categorically narrates the professional and personal traits of Civil Servants. Last but not the least, the present research study draws an unbiased and in-depth portrayal of the Civil Servants which helps to clear many misconceptions about them and develops a sense of respect towards them. This feeling will in turn help to develop a true sense of bonding between the society and administration and further the goals of social development and social justice in the true sense of the spirit and meaning

1.11 Chapterization

Public Administration is not just another profession in India but it a means of serving the society. In a country which encompasses almost all religions of the world and a myriad of cultures, beliefs and customs with every District having its unique legacy, a Civil Servant is perhaps the only professional who stands as the only uniting factor among the diverse components. He does full justice to the people belonging to various castes, faiths, sects and regional disparities. On one hand, he ensures them social and economic justice through the implementation of several Government schemes in order to empower them and raise their standard of living, on the other hand, he ensures their political right by

giving them the opportunity to exercise their electoral rights. He stands for those practices that are socially practical and beneficial and takes a strong stand against evil practices and superstitions. He supports the justified demands of the political fraternity and stands against their corrupt practices. He mixes with the people belonging to all sections of the society and supports them in every possible manner. In short, he takes the onus of delivering all the Government aided and backed Services to the deserving ones in the face of all odds. The present research study aims to give a brief idea about the evolution of the Indian Civil Services and its gradual transformation till today, to discern the various motivational patterns among the Civil Servants, to conduct a survey among the Civil Servants to determine the major motivational parameters and finally relate those specific parameters with the work performance of the Civil Servants.

The first chapter entitled "Introduction" begins with a brief introduction about the Indian Civil Services and their role in Public Administration. The background and the significance of the problem are stated along with the definition of the key terms.. Based on the research gap, the research objectives are stated followed by the derivation of the research questions. It is followed by the appropriate Research Methodology which states the genesis of research, the research approach, universe of study and the tools of research. Purposive sampling of respondents has been taken recourse to in this research study for which the reasons are stated. The proposed parameters to measure the motivational level of Civil Servants are discussed followed by certain limitations of the Research Methodology. The expected research outcomes are clearly mentioned in the next stage. Finally, the researcher has discussed how this particular study will be beneficial for the entire Civil Services fraternity and the Human Resource professionals who are responsible for inducting manpower in any professional sector.

The second chapter "Review of literature" is basically an analysis of the various literatures related to the research study and identifying the research gap. It must be mentioned that probably no research work on Public Service Motivation or measuring the motivational level and pattern of Civil Servants in the Indian context has

ever been undertaken before and so almost all the literature available on this subject or closely related to it are based on foreign context.

The third chapter "Civil Services in India: An overview" narrates of the history of evolution of the Civil Services in India during the British regime when the Crown took over the charge of the Empire from the East India Company. This is followed by a detailed description of the various characteristics of the Civil Servants of the day. The next part discusses the nature and position of the Civil Servants just after our nation attained Independence from the British yoke. The next section states the significant changes that have taken place in the Indian Civil Services in the last seven decades since Independence and where the Civil Services stand today. The next section undertakes an analytical study of the position of the Civil Servants in West Bengal from Independence till date. The last section narrates the present status of Civil Servants as it has a definite bearing on the motivational pattern and work performance of Civil Servants who are currently serving the administration.

The fourth chapter entitled "Concept of Motivation: Theoretical aspects" tries to establish a linkage between the existing organizational theories and the working of Civil Servants. It begins with by stating the traditional Motivational Theories that were developed by Maslow, Herzberg, Alderfer, McGregor, McClelland, Argyris, Ouchi and Vroom. Though these theories were primarily designed to explain the behavioral patterns of the personnel engaged in various organizations especially in the Private Sector, yet their relevance is felt by the researcher in his study. This interrelationship between the motivational patterns and the traditional theories are discussed at length in the fifth chapter. This is followed by a discussion on the difference in job pattern and mentality between the personnel engaged in the Private Sector and the Public Sector. Since all the studies on Public Service Motivation has unanimously agreed on the existence of some form of altruistic nature in Civil Servants and altruism is directly related to intrinsic factors, the motivation derived from the various intrinsic rewards are discussed at length in the next section. This is followed by a study on the different levels of organizational commitment and their relevance for the Civil Servants.

The fifth chapter entitled "Research Methodology" begins with the description of the research design which includes the various methods of data collection such as Primary Data collection, Questionnaire method, Face-to-face interview and mail survey by sending the questionnaire to the respondents. This is followed by the description of the logic to arrive at the different questions posed in the questionnaire. Since purposive sampling is used in this research survey, the method of choosing the respondents is described in detail in the next section. This is followed by a detailed discussion on the assumptions incorporated in the methodology used and its limitations. The final section deals with the ethical assurances which are extremely important in any research study.

The sixth chapter "Impact of Motivational Patterns on the performance of Civil Servants" analyses the impact of the motivational patterns on the performance of the Civil Servants. In the beginning, the concept of Research Analysis is discussed. This is followed by the detailed analysis of the results obtained in the survey through both the questionnaire method (sent through mail) and the face-to-face interview. In the third section, we derive the principal factors affecting the motivational level of the Civil Servants. The next section deals with the drawing of a certain analogy between the principal motivating factors derived and the traditional motivational theories that were discussed in detail in the third chapter. The final chapter provides a deep insight into the professional and personal aspects of the Service tenure of a Civil Servant and explains why such research studies are required to improve their Service conditions.

The seventh chapter entitled "Findings, Suggestions and Conclusion" discusses the findings of the present research study in detail. Several suggestions are derived from the findings of the research study which are incorporated in the next section. The final section deals with the concluding remarks about the present research study.

Chapter-2

Review of literature

The review of literature provides an opportunity to locate the relevant knowledge in the selected area. It also helps to identify gaps in the knowledge. The main purpose of the review of literature is to explain three phenomena i.e. dimension of the research problem, methodology adopted and major findings. The researcher made an extensive study of the available books, journals and research papers related to the subject during this period and the findings of such study are discussed below:

In **EGPA symposium on public Service motivation and performance: Introduction** by Annie Hondeghem, James L Perry, Sage Publications, 2009, the authors deal with every little detail that aggregates with the major events, corresponding to the governance system meticulously. They also narrate the link between motivation and job performance.

In **Public Service motivation and performance:** In **A critical perspective** by Nicolai Petrovsky, Adrian Ritz, Emerald Publishing, 2014, the authors describe Public Administration as a discipline with a distinct identity. Under the impact of powerful domestic and international forces and new conceptualizations of administrative reality, the discipline today is more concerned about explaining diversity, complexity and interactivity. Globalization and opening up of the economy is a reality now. The earlier role of exclusivity is no longer being accorded to the state and government.

In **Organizational Commitment, Public Service Motivation and Performance within the Public Sector,** Emanuel Camilleri & Beatrice IJM Van Der Heijden, Taylor & Francis, 2007, the authors depict a complex state-society relational situation, the focus of which has been shifting more and more toward society. Networking with other

organizations, rather than exclusivity of government, is what is happening in the practicing world of governance. In this book, motivation among Civil Servants has been shown to be positively related to job satisfaction in the public sector.

In **Individual conceptions of Public Service Motivation,** Gene A Brewer, Cambridge University Press, 2010, the author presents a unified picture of what Public Administration is and how it is applied to various forms of human endeavor in this second decade of the century. It gives a basic knowledge of public organizations and managerial functions in the most useful and organized way.

In **Public Service motivation and performance: The role of organizational identification,** Qing Miao, Nathan Eva, Alexander Newman & Gary Schwarz, Taylor & Francis, 2018, the study suggests that Public Administration works with and under the direction of politicians, who have an indispensable role in democratic government. How to achieve democratic control over bureaucracy – government officials – so that it faithfully and effectively carries out the policies of the elected representatives and political masters is one of the leading problems of democratic governments everywhere.

In **Public-Service Motivation: Building Empirical Evidence of Incidence and Effect,** Philip E Crewson, Oxford University Press, 1997, the authors by using a political economy approach made an analysis of the different meanings and perspectives of globalization, of the causes and consequences of globalization, and of the underpinnings or constitutive elements of globalization, a phenomenon that is all-embracing with trans-world and far-reaching implications for society, governance, and public administration.

The present article on **Public Service Motivation and Job Performance: Evidence from the Federal Sector** by Pablo Alonso, Gregory B Lewis, Sage Publications, 2001, presents a number of significant implications-positive and negative-for public administration   as   a   theory   and   practice,   from   both   American   and

comparative/international perspectives and the findings suggest that motivation may play a more important role in person-job fit than person-organization fit.

In **Experimental Evidence on the Relationship between Public Service Motivation and Job Performance,** Nicola Bellé, JSTOR, 2013, the author explains the performance effects and the interaction effects of transformational leadership and each of the two job design features were greater among participants who self-reported higher levels of public Service motivation. The implication of these experimental findings for public administration research and theory in this article explains the performance effects in public sector organizations which increase through beneficiary contact and self-persuasion interventions.

In **Public Service motivation- individual performance relationship: Does user orientation matter?,** Raffaela Palma, Anna Crisci, Gianluigi Mangia, Elsevier, the authors identified five main streams within the literature itself. Relevant branches are: definition, measurement, generalizability, relationship between PSM and other individual and organizational variables, and translation of the theory on PSM into human resources management (HRM) practices. This paper also identifies unanswered questions for future researches such as What is the relationship between PSM and individual and organizational performance? What is the link between PSM and leadership in the public sector? How should HRM practices be organized to consider the different level of PSM reported by public Servants?

In **Building Theory and Empirical Evidence about Public Service Motivation,** James L. Perry & Annie Hondeghem, Taylor & Francis, 2008, the authors introduce us to a set of public management concepts that can contribute to the successful formulation and implementation of social policy. They include public values, public Service motivation and rule functionality. These concepts have received heightened attention in recent years,

largely because they are seen as levers for improving public Service performance and furthering the public interest. Considered together, they raise some interesting research questions and practical implications.

The article **The mediating effect of job satisfaction and organizational commitment on self-reported performance: more robust evidence of the PSM—performance relationship,** Wouter Vandenabeele, Sage Journals, 2009**,** explores the origins of these concepts, discuss how they are conceptualized by researchers, speculate on their interrelationships and explain their potential impacts on social Services administration. It is argued that these concepts provide some key insights about the dynamics of governance and the implementation of social policy and so their practical implications are also discussed.

The PSM–Leadership fit: a model of performance information use by Alexander Kroll, Dominik Vogel, Wiley Publications, 2013 builds on and extends the stream of research on the belief that some individuals are predisposed to perform public Service by examining how individuals view the motives associated with public Service. They use an intensive research technique called Q‑methodology to examine the motives of individuals and identify various conceptions of PSM. They also discuss the practical and theoretical implications of these findings.

According to public Service motivation theory, individuals with a strong public Service orientation are attracted to government jobs. This proposition was investigated in studies conducted in **Exploring the Context Dependency of the PSM–Performance Relationship** by Mikkel Lynggaard, Mogens Jin Pedersen, Lotte Bøgh Andersen, Sage Journals, 2016 by measuring public sector motivation at a pre-entry level as an individual difference variable affecting perceptions of fit and organizational attraction. Despite

substantial overlap between the constructs of public sector motivation and agreeableness, the present research indicated that public sector motivation has utility in predicting employment interests beyond the general personality factor of agreeableness.

In **Public Service motivation and job performance of public sector employees in the Netherlands** by Peter Leisink, Bram Steijn, Sage Journals, 2009, the authors investigate the independent effects of both person-organization fit and person-job fit using a policy capturing research design. Their findings suggest that motivation may play a more important role in person-job fit than person-organization fit. After controlling for characteristics that influence person-job fit, motivation neither increased the likelihood that individuals would accept a public sector job nor decreased the likelihood that they would accept a private sector job.

In **Commitment Intensity in Public Organizations: Performance, Innovation, Leadership, and PSM** by Tobin Im, Jesse W. Campbell, Jisu Jeong, Sage Journals, 2013, the authors portray the interrelationship between political class and bureaucracy. It comprises studies that collectively present an overall view of politics. The essay analyzes the effect of PSM in the major public institutions.

In **Leading to Make a Difference: A Field Experiment on the Performance Effects of Transformational Leadership, Perceived Social Impact, and Public Service Motivation** by Nicola Bellé, Oxford University Press, 2013, three secondary data sources are used to answer four questions that relate to the theory of public-Service motivation. The questions focus on the incidence of public-Service reward motivations, consistency of these motivations over time, their impact on organizational performance, and the ramifications of a public-Service ethic for the theory of representative bureaucracy.

Using descriptive and multivariate statistics, the study on **High Performance HR Practices & Employee Outcomes: Examining the Mediating Effect of PSM**, Julian Seymour Gould-Williams, Ahmed Mostafa and Paul Bottomley, Academy of Management, 2017, analyses that there are generalizable and stable differences in the reward motivations of public- and private-sector employees. There is also evidence that public-Service motivation in the federal sector is positively related to organizational commitment. In contrast, there is no evidence that public-policy attitudes vary between those who are and those who are not public Service oriented.

In **Does Public Service Motivation Affect the Behavior of Professionals?** by Lotte Bøgh Andersen & Søren Serritzlew, Taylor & Francis, 2012, the authors examine whether the norms and values of labor unions contradict public Service motivation in their research work. The quantitative findings suggest that union socialization is associated with lower compassion, higher self-sacrifice, and greater commitment to the public interest. Union socialization is unrelated to attraction to policy making. This study supports the hypotheses that unions shape members' motives through the socialization process. The findings suggest that union socialization can undermine one's feelings of compassion.

In **Only When the Societal Impact Potential Is High? A Panel Study of the Relationship Between Public Service Motivation and Perceived Performance** by Nina van Loon, Anne Mette Kjeldsen & Lotte Bøgh Andersen, the article studies the subject in the wider context of globalization which has shaped development in the world economy, affected the living conditions of people, and constrained the role of nation states. The international context and the national setting are explored. The authors analyses some issues of emerging significance in the contemporary world, such as global macroeconomic management, transnational corporations, international capital flows, and cross-border movements of people, to suggest that there are some missing institutions

which are needed. It examines the relationship between red tape, motivation and work satisfaction using data from a national survey at the municipal level.

In **Citizens and Administration** (1984) by TN Chaturvedi & SN Sadasivan, the authors state that public Service employees often lack opportunities to see the prosocial impact of their jobs—how their efforts make a difference in other people's lives. Drawing on recent job design theory and research, they concluded that the motivation of public Service employees can be enhanced by connecting them to their prosocial impact.

In **Bureaucracy & Decentralization** (2004) by AK Sharma, the author compared public- and private-sector workers with regard to the incentives that they value most highly in a job. Central to the success of any decentralization effort is the orientation of bureaucracy; particularly bureaucracy at the 'cutting edge'. It is on the grooming, training, and motivation of the front-line functionaries or the customer-contact employees that the sustainability of a decentralization plan will to a considerable degree depend. The vitality of the cutting-edge bureaucracy cannot, However,, be considered in isolation; the matter ramifies into multiple directions. Illustratively, the degree of decentralization an organisation may internally achieve, the commitment of its top-brass to empowerment of the rank-and file, and so on. These themes in return invoke yet broader dimensions connected with organisational culture, organisation development, and strategies for continual organisational renewal. Within this overarching framework, the present book examines the processes through which public bureaucracies adjust their style and substance as they brace up to meet the challenge of decentralization. It is argued that a participation-centric bureaucracies with requirements (ex. client consultation, employees empowerment), which the latter, by virtue of being ordered along an archaic hierarchy, are unequipped to meet. And that this incompatibility will need to be removed through judicious HRD interventions to harmonize the postulates on which decentralization rests and the assumptions on which public bureaucracies operate.

In **Social Theory & Development Administration** (2006) by Mohit Bhattacharya, the author indicated that public employees are more likely than others to engage in public Service activities. The behavioral implications are addressed by studying the involvement in charitable activities of public, nonprofit, and private workers. It is found that government employees are more likely to volunteer for charity and to donate blood than for-profit employees are. However,, no difference is found among public Service and private employees in terms of individual philanthropy. These findings generally lend support for the hypothesis that PSM is more prominent in public Service than in private organizations, especially as it pertains to government personnel.

Impact of e-governance on Public Administration (2003) by Sachin Chowdhury provides a new definition of merit. Employees with a high level of public-Service motivation (PSM) are predisposed to having greater job satisfaction and organizational commitment and, therefore, to performing at a higher level. The challenge is to recruit and retain employees with a high PSM level and to maintain this level while fostering high performance by other employees. This challenge is being pursued in part by fostering employee engagement in the sense of job/organization satisfaction and organizational commitment. Among the major drivers of employee engagement is a fair staffing practice, including merit-based hiring. The successful pursuit of a high level of employee engagement can improve public-sector management in general and human resource management in particular.

The growth in international research on public Service motivation (PSM) raises a number of important questions about the degree to which the theory and research developed in one country can contribute to our understanding of PSM in other counties. To help address this issue, this study i.e. **Investigating the structure and meaning of PSM across populations** (2013) by W Vandenabeele, Kim Sangmook, Robert Christensen, M Koumenta & Paolo Cerase revisits the conceptual and operational definitions of PSM to address weaknesses previously noted in the literature. Although

some important steps have been taken to both improve and internationalize the PSM scale, this work has been done incrementally. In contrast, this study takes a more systematic and comprehensive approach by combining the efforts of international PSM scholars to develop and then test a revised measurement instrument for PSM in 12 countries. Although the resulting four dimensional 16-item measure of PSM reported here provides a better theoretical and empirical foundation for the measurement of PSM, the findings suggest that the exact meaning and scaling of PSM dimensions are likely to differ across cultures and languages. These results raise serious concerns regarding the ability to develop a single universal scale of PSM, or making direct comparisons of PSM across countries

In **Public Administration in a Globalizing World** (1999), B Chakraborty & P Chand found significant relationships between motivation and employees' job satisfaction, performance, intention to remain and support for the government's reinvention efforts. The strength of the book lies in its ability to dwell on issues critical to understanding governance, while taking into account the significant transformations that have taken place in Civil society and administrative set-ups across the world.

Relation between personal values and corruption permissiveness of government Servants in India and the moderating role of dissatisfaction with the financial condition of the family (2014) by Sanjay Pandey & Neetu Jain expresses the view that in India, a need for a more value-based bureaucracy is being felt and expressed in view of the growing trend of corruption cases and the continuing failure of the existing system in arresting this trend. The need seems to have emerged from an assumption that there is a definite relationship between the personal values and corruption permissiveness of an individual. The existing literature, However,, hardly contains any direct evidence in the support of this assumption. This gap has profound practical and theoretical implications; therefore, this paper examines the assumption with a view to fill the gap. It also explores the possibility that the financial condition of the family of government Servants

moderates this relationship. The paper found significant evidence in support of both assumptions.

In **The Antecedents of Public Service Motivation** (1997) by JL Perry, the author emphasizes that the public administration literature has almost always stressed the distinctive character of motives associated with public institutions. The recent development of a public Service motivation (PSM) construct and an instrument to measure it opens the way for systematic empirical research. This study investigates the relationship of PSM to five sets of correlates: parental socialization, religious socialization, professional identification, political ideology, and individual demographic characteristics. The results generally confirm the hypotheses, but several anomalies were identified. The findings suggest that research using the PSM construct can be fruitful for understanding motivation. Among the directions for further research are studies of the influences of educational and bureaucratic socialization on PSM and the affects of PSM on individual and organizational behavior.

In **Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future** (2010), the authors James L. Perry, Annie Hondeghem & Lois Recascino Wise has attempted to answer the question - How has research regarding public Service motivation evolved since James L. Perry and Lois Recascino Wise published their essay "The Motivational Bases of Public Service" 20 years ago? The authors assess subsequent studies in public administration and in social and behavioral sciences as well as evolving definitions of public Service motivation. They also sought answers for the following - What have we learned about public Service motivation during the last two decades & what gaps in our understanding and knowledge have appeared with respect to the three propositions offered by Perry and Wise? This essay charts new directions for public Service motivation scholarship to help clarify current research questions, advance comparative research, and enhance our overall understanding of individuals' public Service motives.

Measuring Public Service Motivation: Exploring the Equivalence of Existing Global Measures (2013) by Bradley E Wright, Robert K Christensen & Sanjay K Pandey investigates the psychometric properties of the global measures that have been used to provide much of the empirical evidence on PSM. Building on the lessons of other research using global and multidimensional measures, the authors discussed the strengths and weaknesses of existing global measures of PSM relative to those of the multidimensional measures. After highlighting the potential merit of global scales, they provided empirical justification for global scales. Using five different data sets to compare commonly used global measures of PSM, their findings suggest that these different measures are not only highly correlated with each other but also display a similar pattern and strength of relationships with important correlates of PSM. These findings suggest that these measures do tap into the same conceptual space and help validate the continued reliance on empirical studies that have used different measures to build the general understanding of the PSM theory.

In **Public-Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model** (2001), the author Bradley E. Wright reviews the literature on work motivation in the public sector, with careful attention to the underlying theoretical assumptions of this body of work and the empirical evidence it has generated. The topic of work motivation has received relatively little attention in the public sector; the research that does exist has been largely data driven, guided at best by theories that have not incorporated more contemporary research. In this article, the author focuses on the current psychological research on work motivation, as well as the theory and empirical evidence regarding the unique characteristics of public organizations and employees, and develops a revised public-sector model of work motivation that emphasizes variables such as procedural constraints, goal content, and goal commitment.

Mandarins versus Machiavellians? On Differences between Work Motivations of Administrative and Political Elites (2013) by Zeger van der Wal explores how work

motivations differ between administrative and political elites, based on 94 qualitative interviews conducted in the Netherlands, European Union, and United States. Both elite groups are primarily motivated in their initial choice of public Service by wanting to contribute to, serve, or improve society; job content, career opportunities, political ideals, and personal background are also important motivators. Once in public Service, serving society remains important, but politicians differ from public managers in that they want to have a big impact and bring about actual societal change, and they consider themselves best equipped to do so, whereas the latter value intellectually stimulating work more than anything else. Motivational categories for both groups are relatively stable across institutional settings. Theorizing on the results, the author offers seven propositions for future research. This article contributes to the research on motivation in the public domain by using qualitative methodology and including politicians.

After reviewing the literature closely associated with this research study, the researcher has arrived at the conclusion that there should be a systematic approach towards understanding the motivational patterns among the Civil Servants in India. A detailed questionnaire should be carefully framed containing queries closely related to the professional traits and experiences of a Civil Servant strictly based on the Indian context. This could be done ideally by engaging into a meaningful conversation with a sizeable number of Civil Servants which will provide the researcher a deep insight into the subject before ultimately engaging in the final research survey. Finally, the findings of the survey should be analyzed in the light of the Indian context and the results derived from them.

Chapter-3

Civil Services in India: An overview

3.1 Evolution of the Civil Service in India

The Indian Administrative structure is largely a legacy of the British rule. The various structural and functional aspects of Indian administration like the All India Services have their roots in the British rule. The term "Civil Service' and the system called "Civil Service system" were introduced in India for the first time by the British during the East India Company rule in the 17th century. In the beginning, the Servants of the Company who were engaged in its commercial affairs were called as "Civil Servants" to distinguish them from the military and naval personnel of the Company. In 1675, the Company created a regular gradation of posts such as Apprentice, Writer, Factor, Junior and Senior Merchant. Later on, when the Company acquired control over territories, the Civil Servants also assumed administrative tasks. By 1765, the term "Civil Servant" came to be used in the Company's official records. The efforts of Lord Warren Hastings and Lord Cornwallis led to the rise of Civil Servants. Hastings laid the foundations of Civil Service while Cornwallis reformed, modernized and rationalized it. Hence, Cornwallis is regarded as the "Father of Civil Service" in India. He introduced the Covenanted Civil Services (higher Civil Services) meant exclusively for the Europeans and the Uncovenanted Civil Services (lower Civil Services) in which the educated Indians were included. In 1800, the then Governor General Lord Wellesley established a college at Fort William in Calcutta to provide training to the Civil Servants of the Company. But the Board of directors of the Company opposed this move and established the East India College at Haileybury in England in 1806 for the same purpose. The Charter Act of 1833 attempted to introduce a system of open competition as the basis of selection of Civil Servants of the Company and held that Indians should not be debarred from holding any place, office and employment under the Company. However, this provision of the Act

was negated by the Board of Directors who wanted to continue with the patronage system.

The Charter Act of 1853 abolished the patronage system and an open competition as the basis of selection and recruitment of Civil Servants of the Company. Thus, the Covenanted Civil Service was thrown open to competition for the Indians under the rules framed by the Board of Control which replaced the Board of Directors. Accordingly, the Macaulay Committee was appointed in 1854 to suggest measures to give effect to the above provision of the Act. The first competitive examination as held in London in 1855 under the Board of Control but later in 1858, this responsibility was transferred to the British Civil Service Commission (set up in 1855). The East India College was abolished in 1858 and training was imparted to the Civil Servants in the British Universities. However, the first Indian to enter the Covenanted Civil Service was Satyendra Nath Tagore which occurred in 1864. In 1886, Public Service Commission was set up under the chairmanship of Charles Aitchison was appointed to devise a scheme to do full justice to the claims of Indians to higher and more extensive employment in public Service. All the recommendations made by this Committee in 1887 were accepted and the statutory Civil Services were abolished in 1892.

The next milestone in the evolution of Civil Service was the Montague-Chelmsford (or Indian Constitutional Reforms) Report of 1918 which made certain landmark recommendations such as recruitment of 33 percent of the superior posts should be made in India (and this percentage should be increased by 1.5 percent annually), the competitive examinations should be held simultaneously in India and England and the members of the ICS should be given fair salary, pension benefits and allowances. The above recommendations were accepted and implemented by enacting the government of India Act 1919. In 1923, the Royal commission on superior Civil Services in India under the chairmanship of Lord Viscount Lee was appointed whose recommendations were accepted in 1924 and as a result, a Central Public Service Commission was appointed in 1926 which was entrusted with the task of recruiting Civil Servants. Sir Ross Barker, a

senior member of the British Home Civil Service, was the first Chairman. In 1937 (when the Government of India Act 1935 became operative), the Commission was replaced by the Federal Public Service Commission which was finally replaced by the Union Public Service Commission on January 26 1950 when the Indian Constitution came into force.

The Government of India act 1935 provided for the protection of the rights and privileges of the members of the Civil Services and also provided for the establishment of not only a Federal Public Service commission but also a Provincial Public Service Commission and Joint Public Service Commission for two or more provinces. In 1947, there were only two all-India Services-the Indian Civil Service and the Indian Police Service. In addition, there were various Central and State Services. At the time of India's independence, Dr. BR Ambedkar had the following to say about the Indian Civil Services: "In all federations, there is a Federal Civil Service and a State Civil Service. The Indian federation, though a dual polity, will have a dual Service, but with one exception. It is recognized that in every country there are certain posts in its administrative setup which might be called strategic from the point of view of maintaining the standard of administration. The standard of administration depends upon the calibre of the Civil Servants who are appointed to the strategic posts. The constitution provides that without depriving the States of their rights to form their own Civil Services, there shall be an all-India Service, recruited on an all-India basis with common qualifications, with uniform scale of pay and members of which alone could be appointed to those strategic posts throughout the Union."

3.2 Characteristics of the Civil Servants during British Rule

The Indian Civil Service consisted of an exclusively elite, selected on merit who were exceptionally devoted to duty, but were by interest and training, the main supporters of British imperialism and colonial administration in India. They were authoritarian, unresponsive, exclusive and paternalistic in character. These Civil Servants were trained to imbibe a colonial character and maintain it in their dealings with the general public.

Their primary responsibility was performing regulatory functions like maintenance of law and order and collection of revenue. The general administration of the British period had virtually or practically no developmental task to perform or welfare goals to achieve for the obvious reason that the only objective of the imperialists was to exploit the resources of the colony in every possible manner.

The Civil Service was a very powerful body with powers of policy making and execution which was vested in their hands to a great extent. Though the colonial government was involved in minimal welfare functions, the ICS men served to some extent as an integrating force in a country with multiple diversities such as India. They were efficient though bureaucratic in approach. This was the legacy that India inherited at the time of independence, a generalist Civil Service trained in routine regulatory functions and in the rigid application of rules, unused to the task of nation building or social reconstruction and without any institutionalized system of accountability to the people. However, it must be stated that the inherited bureaucracy had many merits. During the colonial era, the foundation of modern educational system occurred which was capable of providing a pool of future administrative personnel who were experts in administration. Besides this, there developed a network of communication such as schools, banks, colleges, railways, postal system and the press which provided the basic requirements in developing an infrastructure of modern nation.

3.3 Characteristics of the Civil Service after Independence

At the time of Independence, the Civil Services in India were divided into three broad categories – All India Services, Central Services and the State Services. The recruitment to the all India Services was through competitive examinations conducted by the Union Public Service Commission, the officers of which are later assigned to the state cadres. Though they were serving in the States, they remained under the payroll and disciplinary control of the Central Government and may come to Delhi for short term assignments under Central Government.

A structural characteristic of the Indian system of Public Administration which occurred just after Independence was the rapid increase in the number of Civil Servants to meet the increasing public demands for more Government involvement in day to day activities of the huge nation. The advent of Independence and the resulting political and social changes constituted the second set of influences on the administrative system of the country. The adoption of a democratic social welfare state brought with it, the concept of welfare administration and concept of public accountability which necessitated considerable changes in the structure and functioning of the previously colonial mode of administration. In the changed environment, the bureaucracy is expected to be subservient to their political masters, act as the major instrument of social change and be accountable to people and responsive to their needs and aspirations. Just after Independence, the nation launched massive schemes to eradicate poverty and backwardness through the rational and comprehensive state efforts. The State became the major promoter of planned change and adopted its goal of a social welfare state which required an efficient and capable Government machinery to handle social, economic, political and technological problems in the context of development administration. The entire emphasis of bureaucratic functions shifted from regulatory to that of individual and community welfare.

Despite the changed socio-economic and political milieu after Independence, the influence of the earlier colonial system continued to dominate the Indian bureaucracy. The structural characteristic of the Indian Civil Service during the British period, an open entry system based on recruitment by merit through an all India level competitive examination where only the meritorious students competed to get an entry into the coveted Civil Services, permanency of tenure, dominance of generalist administrators at all levels of the administrative hierarchy, a regular graded scale of pay with promotions based predominantly on seniority have all been retained with only minor modifications. Some of the prominent national leaders had initially expressed their misgivings over adoption of a post independent bureaucratic structure with no major changes and felt that

development administration needed a structural and behavioral orientation. But this demand was ultimately resisted by a stronger lobby within the political leadership who on the contrary being great admirers of the steel frame (the Civil Service structure) felt that the British pattern had inherent virtues which were vitally needed for maintaining the country's unity and continuity in the administrative system. In the words of Sardar Vallabhbhai Patel, "I wish to assure you that I have worked with them during this difficult period. I am speaking with a sense of heavy responsibility and I must confess that in point of patriotism, in point of loyalty, in point of sincerity and in point of ability, you cannot have a substitute. I wish to place it on record in this House that if during the last two or three years, most of the members of Services had not behaved patriotically and with loyalty, the Union would have collapsed." He further observed, "The Union will go; you will not have a united India, if you do not have a good All India Service that has the independence to speak out its mind…This Constitution is meant to be worked by a ring of Service that will keep the country intact." Thus,, the arduous task of nation building and progress were entrusted to the newly created Indian Administrative Service, successors to the ICS, but with no radical changes in the British administrative tradition.

3.4 Post Independence changes in Administration & the Civil Services

The IAS constituted after Independence on the model of ICS continued to have an elitist character by background and training of its members. This is evident from the many empirical studies on the socio-economic background of the Indian bureaucracy undertaken by various scholars such as CP Bhambri, V Subramanium and RK Trivedi. These studies have revealed that the Civil Services in India are still manned by persons belonging to the urban educated professional middle class in India. Civil Service as a career seems to attract the youth from educated class more than from any other social sector. A higher proportion of recruits come from English Medium convent schools and the more well known colleges. Consequently, the higher echelons of bureaucracy generally belong to the educated upper middle class of the urban areas or higher caste of

rural areas. Their parents come from the upper strata of the society and are engaged in professions such as law, engineering, medicine and teaching.

However, things started changing in the early 1970s with the introduction of several social schemes which had a pan India character and the growth in the strength of the backward classes in administration. This led to a change in the character of Civil Servants who became more responsive to the needs of the common people and were more approachable. The elected political class increased its hold on the administration and started asserting their influence and decisions in the governance process. This led to an inevitable tussle between the political class and the bureaucracy but the bureaucracy had to give way to more prominence of the political hierarchy due to the Constitutional mandate in a democracy. With the passage of time, the Civil Service transformed from its elitist, powerful and effective character to one which is more down to earth, approachable and adjusting in nature. In a vast country like India, there is no one general rule which could possibly be applicable to all and so this gradual and yet strategic transformation among the Civil Services had its share of merits and demerits as well. On one hand, the Civil Servants of the present day have to work in close association with the elected leaders of the Urban and Rural local bodies and are more close to understanding the demands and aspirations of the people. They are more transparent and efficient in their Service delivery and try to implement most of the Government schemes with sincerity within the stipulated time period. Most of them are meritorious students who have joined the Service with an altruistic bend of mind and an aim to serve the society and carries out their responsibility in a commendable manner. In fact, it would not be exaggerating to comment that the progress of this great nation has been possible to a great extent due to the relentless and valuable Service provided by the Civil Servants to the society. It is obvious that with the changing times, the values and aims of the Civil Servants have undergone a drastic change but the motivating factors have remained the same and are the real driving forces behind inspiring the officers belonging to the Civil Services to strive

to the greatest extent in order to bring glory to their motherland through her upliftment in all the spheres of development.

3.5 Civil Servants in West Bengal: An analytical study

West Bengal is a unique state of our country due to several reasons. Because of its peculiar topography, it is perhaps the only state which has the mighty Himalayan Mountains in the North, the sea coast in the South, the arid valleys and plains in the West and the dense forests in the North and South East. This is perhaps the only state in India where a major portion faces severe inundation during the monsoon resulting in loss of property and lives while a significant portion faces severe drought situation during the dry and arid summer months. On one hand, we have the Nepali speaking majority population in two Districts (Darjeeling & Jalpaiguri) and the Rajbanshi population in one District (Coochbehar), on the other hand, we have a huge number of people living in the deltaic islands in the Sunderbans (in North 24 Parganas & South 24 Parganas) whose nationality is still uncertain. It is the only State where the Left Front Government remained in power for over three decades uninterruptedly and which suffered from the refugee problem from across its eastern border since Independence till today. It shares its international boundary with three countries, namely Bangladesh, Nepal and Bhutan and is of strategic importance because of its large minority population and a long porous international boundary which is infamous for cross border smuggling of cattle, women, children, drugs and arms. The state had witnessed the largest cooperative movement as well as the land reform movement Operation Barga) which has empowered the rural landless and marginal farmers but no significant achievement could be observed in the agricultural production due to excessive division of land holdings and huge density of rural population. Poor storage and marketing provisions of the agricultural produce has also resulted in failure of improving the economical status of the rural population. Quite interestingly, the people of this state have historically cast their vote based on several ideological policies rather than caste or religious issues which is widely prevalent in its neighboring states of Bihar and Uttar Pradesh. The capital city, Kolkata, which was once

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the capital of the British Empire and was famous for its ports, industries and education have unfortunately lost most of its fame due to the labour agitations which forced the industrialists to shift their base to some other place, rise of other cities like Hyderabad and Bengaluru which attracted a lot of the meritorious professionals due to better job prospects and failure to develop favourable infrastructure for setting up of new industries elsewhere in the state. Apart from Howrah, Durgapur, Asansol, Haldia, Kharagpur and Siliguri industrial estates, there has not been any significant development in the industrial sector. The only growth worth stating has been in the IT sector during the first decade of the 21st century but due to the stiff political resistance to the SEZ, its rapid expansion has been severely thwarted. The evolution of the Civil Services in West Bengal may be categorized in several broad phases post Independence till today. The phases are –

    a. Just after Independence, the state faced the massive refugee crisis due to partition and infiltration of a huge number of Hindu population from erstwhile East Pakistan (Bangladesh). The Congress Government under Prafulla Chandra Sen and later Dr. Bidhan Chandra Roy was able to tackle the crisis to a get extent by setting up several major industries in various locations which addressed the unemployment problem to a great extent. Since the bureaucrats were considered to be the prime policy makers and had more experience than the elected Executive, they enjoyed a superior position in the governance process during the first one and a half decades. The Government put more stress on general administration than on implementing schemes (which were just a few) at the ground level. The Civil Servants belonged to the upper class Bengali families and were mostly convent educated. They were upright, ethical, experienced, well-versed in administrative issues but refrained from mixing with the masses due to the obvious colonial hangover. The police were considered to be subordinate to bureaucracy and they performed their role of faithfully executing the orders. The pro-industrial attitude of the Congress Government gave impetus to local industrialists to set up medium and small scale units in Howrah (iron and steel

foundry and manufacturing), Hooghly and North 24 Parganas (jute mills), Asansol (coal and mineral), Darjeeling and Jalpaiguri (tea gardens, many of which already existed during the British period) and Haldia (port related activities and chemical) besides setting up various small units in and around Kolkata. The common masses looked upon the Civil Servants with respect and awe and meritorious students belonging to the upper and middle class Bengalis considered the Civil Services as the best career option.

b. Things started changing in the mid-60s with the Communist parties gaining strength as they were represented by a large section of the middle class Bengali population who were highly influenced by the lofty ideals of Marx, Lenin and Stalin. The rising unemployment and the poor condition of the labour led the working class to start agitating against the industry owners (as a form of class struggle). The general conception was that these businessmen (popularly termed as Bourgeoisie) were patronized by the ruling Congress Government (which was supported by the upper class Bengalis and non-bengali population) and so the Communists, supported by the middle and lower middle classs Bengalis including the refugees, started their political propaganda against them for obvious political reasons. The relatively weak Government of Prafulla Chandra Sen followed by the unstable successive governments under Ajoy Kumar Mukherjee (who was supported by the Left Front) made matters worse for the State. The bloody religious riots which suddenly commenced in East Pakistan (as they started their freedom struggle to gain a Bengali speaking Bangladesh against the Urdu speaking domination of West Pakistan) was a severe blow to the already fomenting crisis. The bureaucracy could do little in this regard as the exodus of refugees migrated into this State and there were serious problems of food, health and housing. The coalition Government of Ajoy Kumar Mukherjee introduced the historic Land reforms in the State (Operation Barga under the leadership of Hare Krishna Konar and Benoy Choudhury under the aegis of Krishak Sabha) which

gave the permanent right to till the land to the Bargadars (landless farmers). This resulted in a class conflict between the Raiyats (owners of the land) and the Bargadars and is one of the primary causes for the Naxalite uprising in North Bengal (the movement started in Naxalbari & Phansidewa blocks of Darjeeling district but soon spread throughout the entire state) under the leadership of Charu Majumdar (Historic Eight Documents) in 1967. The bureaucracy was a mute spectator to this political upheaval while the Government depended heavily on the Police to quash this social revolt. This resulted in the rise of the Police force as a "weapon of power" which gradually increased over the years. For a few years (1968-72), administration was reduced to only official work in the Writers' Buildings (State Secretariat) and almost no major schematic decisions could be taken by the State Cabinet in the midst of this political turmoil.

c. Against this political turmoil and refugee crisis, the Indian National Congress stormed back to power under the leadership of Siddharta Shankar Ray in the General Assembly Elections of 1972. He unleashed a "reign of terror" with the help of the police and was successful in quashing the entire Naxalite Movement in the face of serious allegations of mass murder and Human Rights violations. The Civil Servants were able to get back the reigns of administration in their hands during this period especially when the National Emergency was promulgated by Hon'ble Prime Minister of India Smt. Indira Gandhi on 25th June 1975, which continued upto 21st March 1977, citing "internal disturbance" in the country. Just after the Emergency period, General Elections took place simultaneously in the Centre and the States and the Congress faced a landslide defeat. The Congress Cabinet was dependent on the bureaucrats as they were at the mercy of the Congress Party at the Centre who took majority of the decisions and the States had to simply carry them out at the ground level. The Coordination Committee (State Government employees' Union affiliated to the Communist Party) gradually took the mantle of "unofficial watchdog" during this period and each

and every official activity went through their "prying eyes" and so several corrupt practices were brought to light. This was strongly resisted by the senior bureaucrats but helped to improve the function of governance in the long run.

d. The 8th Assembly Election was held in the state in 1977 where Jyoti Basu of the Communist Party of India (Marxist) came into power leading a coalition of 21 Left parties which remained in power for a historical seven consecutive terms (1977-2011). In the initial years, the Communist government had to deal with the successful implementation of Operation Barga and establish law and order in the politically volatile State. Slowly but steadily, the Communists started to govern the State with a "steel grip" because of their unquestionable support from the middle and lower middle class Bengalis (including peasants and workers) who supported the ideals of an "equitable and just" Communist State on the aegis of the erstwhile Soviet Union (United Soviet Socialist Republic). The elected members of the Left Front respected the bureaucracy and were courteous with them but never allowed them to "dictate". Instead, they started implementing their pro-people schemes with the help of the Civil Servants. This was the stage when a new class of bureaucrats emerged who hailed from middle class families and studied in ordinary government schools. They were honest, well versed in Governance and hard working but lacked the "superior mettle" of their predecessors. The Communist Government introduced the system of promoting the officers of the West Bengal Land Reforms Services and West Bengal Canal Revenue Services into the West Bengal Civil Services after serving a certain tenure which severely curtailed the promotional prospects of the direct recruits. The salaries and other work benefits of the State Civil Servants slowly started getting "poorer" compared to those in the Central Services but the meritorious Bengali youth still joined the Service because of the responsibility and prestige associated with it. The Communist leaders were perhaps the first of their kind to thoroughly study all the Government rules and regulations which on one hand

helped the bureaucrats to run the administration smoothly while on the other hand, the local leaders became the "de-facto administrators" and almost all decisions had to be taken by the bureaucrats with their consent. Added to this was the strong Employees' Union which did their duties honestly but demanded equal respect from their superior administrators as a part of their political ideology. The police force was kept under strict vigil and any corrupt practice was immediately noticed by the local leaders who informed the State leadership and strict disciplinary action was meted out. In short, the bureaucrats enjoyed prestige and respect minus the power in dealing with administrative affairs and so while most of the Civil Servants remained contented with their position, a few enterprising officers left the Service to search for "greener pastures".

e. In 2010, Jyoti Basu resigned from his post stating health reasons and Buddhadeb Bhattacharya became the Chief Minister. From the very beginning of his tenure, he made it very clear that he is in favour of private investment which was clearly a taboo for the Communists. This was vehemently protested by his own party cadres and coalition partners but surprisingly, his State Politbureau (Decision Making Authority) stood by his side. The Information Technology (IT) Hub (which is essentially a Special Economic Zone) which grew up at the fringes of Salt Lake (Nabadiganta Industrial Township) and several industries elsewhere in the State came as a ray of hope for the employment impoverished young generation. A lot of private engineering colleges, which was set up during this time, attracted a great number of students who got immediate appointment in their own State after passing out from their respective colleges. The administration became transparent and adaptive and the bureaucrats were protected from undue political pressure by the Government. The Central Government introduced a lot of schemes which were to be implemented at the ground level within a stipulated period but since there were sufficient funds and a positive political will, the administrators had the spirit to strive hard and meet the targets. The Employees'

Unions gradually changed their clout from being resistant to administration-friendly which increased the pace of Government activities. It was a comparatively peaceful period which witnessed only two major incidents in the form of Singur agitation (by the Opposition under the leadership of Mamata Banerjee against the Tata Nano project) and the Nandigram firings (to disperse a mob of violent protestors who were against setting up a Chemical Hub at Nayachar near Haldia). Even though these two unfortunate incidents turned out to be the "Waterloo" for the Left Front Government in the Assembly elections of 2011, this decade could be termed as the most investor and bureaucratic "friendly" decade in the State. The pay and allowances of the Civil Servants continued to be comparatively less than their Central Government counterparts but the overall scenario was not too unpleasant. It must be mentioned that this decade witnessed a sizeable number of "average" students entering into the State Civil Services as most of the meritorious students opted for either the engineering stream for getting jobs in the IT sector or chose to continue with higher studies so as to gain employment as Professors or teachers.

3.6 Current scenario of Administration & Governance in West Bengal

The Left Front Government was ousted from power by the coalition of Trinamool Congress and Indian National Congress in 2011 under the leadership of Mamata Banerjee. Since the Trinamool Congress resigned in 2012 from the United Progressive Alliance led by the Indian National Congress at the Centre (over the issue of Foreign Direct Investment), the Indian National Congress in the State subsequently had to leave the coalition Government in the State. Trinamool Congress was predominantly a State party with no major ideological principles other than "saving Bengal from the clutches of Left misrule" and "development of Bengal".

As days passed and with the coming of the National Democratic Front in power at the Centre (whose political ideology is in stark opposition to that of Trinamool Congress), the ruling regime faced a stiff opposition from the Bharatiya Janata Party, they turned towards appeasement of the masses by declaring a string of schemes (basically various forms of doles), over the years, in the clout of social development such as Sishu Sathi, Kanyashree, Aikyashree, Jaladhara, Yubashree, Swasthya Sathi, Shikshashree, Manabik, Lokshmir Bhandar, Student Credit Card, Free Tablet, Medhashree, Rupashree, Krishi Bandhu, Khadya Sathi, Nijo Griha Nijo Bari, Gatidhara, Gitanjali, Sabooj Sathi, Sabujshree, Banglar Awas, Anandadhara, Prachesta, Pathasathi, Utkarsha Bangla, Sufal Bangla, Lok Prasar Shilpi, Duare Sarkar, Paray Samadhan, etc. These schemes, which gave some kind of financial assistance to the common men in some form from birth to death, reaped them rich dividends in the vote box which is reflected in their successive victories in the State Assembly elections.

However, the situation of the bureaucrats turned from bad to worse due to several reasons. The authority of the ruling party was too weak compared to their predecessors which resulted in rampant corruption and blatant serving of political interests at the ground level. This made the process of governance more complex as most of the elected political leaders lacked the basic knowledge about the rules and regulations and did not show any interest to learn them either. They were just busy to fill in their personal "coffers" by any means and started putting undue pressure on the administration to fulfill their unjust demands. The Employees' Unions belonging to the Left were either disbanded or their members sent to difficult postings in the name of "detailment" which disrupted the official "check and balance" in the administrative process. The police force was covertly given more power than the bureaucrats to influence the voters and silence the voices of the opposition leaders and Civic society who tried to raise their voice against the Government.

Most of the industries that flourished during the previous regime had had their labour employability as optimum and with no more employment opportunities, the youth of the

State were once again cast in a despair of joblessness. These led to a large section of the youth to join in shady activities like setting up of "Syndicates" (agencies to supply building materials forcibly to promoters at higher prices and inferior quality), occupying footpaths in cities and towns to set up roadside stalls, engaging in cattle smuggling and forming innumerable factions within the ruling party. These activities have severely disrupted the governance process and put the administration under a lot of unwanted pressure. Several private Engineering colleges are on the verge of closure due to low admission as there are virtually little or no campus recruitments in the past several years. The existing IT industries lowered their intake and no new IT firms were interested to invest in this State due to the stiff resistance to Special Economic Zone (SEZ) policy by the Government in power.

The pay and allowances of the State Civil Servants have gradually worsened to such an extent that an average State Civil Service officer gets about half the pay compared to his compatriot enjoying the same scale in the Central Services after the last Pay Commission taking into account the Arrears of pay, Dearness Allowance, House Rent Allowance and several other pay related benefits. This situation has lowered the spirit of the bureaucrats and several efficient officers have left the Services. The introduction of e-Governance in administration about a decade ago has both its positive and negative factors. On the positive side, it has helped the Civil Servant to manage his Service matters such as submitting Annual Confidential Report (ACR), Asset Declaration Statement, reimbursing claims online from West Bengal Health Scheme, Salary Management (Integrated Financial Management System) and Personnel & Leave Management (Human Resource Management System). It has also lead to transparency in administrative matters as a citizen could easily submit his application or complaint online, track the status and even download an online certificate. But the documents submitted online needs to be verified more carefully and this has added to the work of the government staff. Sometimes, citizens physically reach the Government office and create chaos complaining about delay in processing of their application or complaint but fail to understand that several

applications have to be scrutinized carefully at a time and so the process is normally delayed. Even e-tenders are not "fair" as the powerful contractors often coerce a newcomer, who has won the bid, to work only by name while the real activity and profit are managed on the ground. In such cases, the Opposition parties, who could also track the tender process online, raise a huge hue and cry and blame the Civil Servant but he is left with no other option other than to stop the project which will in turn invite the ire of the higher bureaucracy. More often than not, there is a huge pressure from the State Secretariat to complete several schematic activities within a very short time, knowing full well that this will lead to widespread corruption. This intentional but covert pressure from the higher bureaucracy often forces the Civil Servant at the field level to compile some data on the schematic website, without checking or enquiring properly, at his own risk. It also serves as a weapon for the wily political class to antagonize the administrator as he is the signing authority. Thus, we find that e-Governance has a mixed effect on the motivation of Civil Servants, especially those who are serving at the ground level (PIA) under the present regime for the past one decade or so. The only effort worth mentioning by the present Government is to increase the promotional prospects of the State Civil Service Officers by forming a few posts at the higher level but it failed to make any plausible impact due to the lower salaries and lack of other pecuniary benefits.

In this sub-chapter, a brief description of the administrative environment of the Civil Servants in the State of West Bengal has been vividly portrayed citing the socio-economic and political conditions alongside. It has been observed that barring the just two decades, the State was under the rule of some political party or coalition which was staunch political adversaries to those who ruled at the Centre. This was perhaps the reason that the State missed out on several development paradigms and the State Civil Servants were always at the "wrong side", compared to their compatriots in the Central Services, when it came to their own benefits associated with their profession. The Civil Servants of Bengal are mostly from educated backgrounds and take pride in their honesty and ethical practices. Since the practice of untouchability and distinction of upper caste-

lower caste virtually did not exist in the typical Bengali society, a Bengali Civil Servant is very much closely rooted to the common masses and enjoys a rather simple existence without any pomp or undue show of power. They are politically well versed and since they are driven by their ideological instincts, they often feel a oneness with several policies of a political party though they reflect a perfectly impartial attitude in their outwardly activities especially when they are entrusted with the task of administration. They possess an inborn love for art and culture and while several Civil Servants from Bengal had been distinguished authors or poets, others have been passionate singers, musicians, lyricists or actively associated with theatre groups. An average Civil Servant hailing from Bengal does not dream to send his ward to some foreign University of repute for higher education nor get into a business but is more than satisfied when he or she joins a reputed company with a modest salary. Their docile and understanding nature makes them excellent listeners and good negotiators during arguments with their political counterparts or sometimes with the common people. Given all the above attributes, it is obvious that an average Bengali Civil Servant is far removed from the stark materialistic existence nor is he superbly enterprising or entrepreneurial. It is at rare occasions when he fails to compromise with his inner calling or feels that he is not doing enough justice to his capabilities that he chooses to resign from the Service or join in some different assignment. Last but not the least, most Civil Servants hailing from Bengal are very good readers and most of them are very well versed with their rules and regulations of Service and those of administration and so it is very rare that any activity done by them in good faith, unless they had been unduly coerced, has ever been questioned on its merit by any Court of Law.

From what is discussed in this chapter, the evolution of the Civil Services in India took place during the British regime when the Crown took over the charge of the Empire from the East India Company. This is followed by a detailed description of the position and various characteristics of the Civil Servants just after our nation attained Independence from the British yoke. The next section states the significant changes that have taken

place in the Indian Civil Services in the last seven decades since Independence and where the Civil Services stand today. In the next section, an analytical study has been made describing the position of the Civil Servants of West Bengal during the various regimes that came to power in this State from Independence till date. In the last section, the researcher has presented an honest and categorical picture of the current scenario of administration and system of governance in the State of West Bengal in the last one decade when the current regime is at the helm of power.

Chapter-4

Concepts of motivation: Theoretical linkage

4.1 Motivation – Definition and aspects

Motive is defined as the need, want, drive or impulse within an individual that is directed towards the achievement of certain goals which in turn determine the behavior of individuals. Motives give direction to human behavior because they are directed to achieve certain conscious or sub-conscious goals. The term "motivation" is derived from the word "motive" and is defined as "the act of stimulating someone or oneself to get a desired course of action". It may also be defined as "a willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles burning passion for action among human beings of an organization".

Basic postulates of motivation –

a. It is a psychological phenomenon which generates within an individual.
b. It is a behavioral concept that directs human behavior towards certain goals.
c. It is a continuous process.
d. It can be either positive or negative.
e. It is an integral part of the management process and every management must motivate his subordinates to create in them the will to work.

Significance of motivation –

a. Motivated individuals give better performance than demotivated ones.
b. Motivation inspires one to make best possible use of different resources at his disposal.
c. Higher motivation leads to higher levels of mental satisfaction and more output.
d. Motivation creates integration of individual interests with the desired objective or goal.

It is obvious from the above studies that motivation is an inherent and internal occurrence and transpires in the context of an individual both in his personal life (caring of children by parents) and in his professional life (organizational motivation). The researcher will focus primarily on organizational motivation and the effect of employee behavior when such factors are administered in the organizational ecosystem.

Organizational motivation is a set of internal and external factors that cause an employee to choose a course of action and engage in certain behaviors which will be directed towards the achievement of an organizational goal. It also requires discovering and understanding employee drives and needs since it originates from an individual.

There are several techniques to motivate employees in an organization such as –

a. Financial motivators – Wages, salary, bonus, profit sharing, leave with pay, medical reimbursement, travel allowance, dearness allowance, etc.

b. Non-financial motivators – appraisal, promotion, job security, job enrichment, in-house training, quality of work life, recognition, etc.

4.2 Theories of motivation –

After the Industrial Revolution in Europe, several thinkers and scientists started to measure the performance of employees in the organization and develop a rational theory which relates their work performance with the motivational factors existing in their workplace. Some factors were intrinsic while most factors were extrinsic and could be measured. These theories later summed up to form a very crucial part of the Human Resource Management paradigm and even though they were devised to explain the motivational patterns among employees engaged in the Private Sector, they have almost equal relevance among the personnel engaged in the Public Sector. In our present research study, we will explain the theories in brief and then analyze their significance in the case of Civil Servants while discussing the results of the research survey.

a. Maslow's Hierarchy of Needs

b. Herzberg's Two Factor Theory

c. Alderfer's ERG Theory

d. McGregor's X and Y Theory

e. McClelland's Three Needs Theory

f. Chris Argyris' Immaturity-Maturity Theory

g. Ouchi's Theory Z

h. Vroom's Expectancy Theory

Maslow's Hierarchy of Needs

Abraham Harold Maslow studied human psychology in the various organizations and came to the conclusion that human needs are of varying strengths but they follow a definite pattern. It is when the primitive or basic needs of a human being are fulfilled to an optimum level that he craves to satiate the higher or secondary needs. Maslow devised a Pyramid of Needs comprising of five levels, in the order of growing importance, such as – Self Actualization, Esteem Needs, Belongingness and Love Needs, Safety Needs and Physiological Needs.

Basic or Primitive (Lower order) Needs – These are the fundamental needs of a human being, such as food, shelter, rest, safety and security, which enables him to exist and perform the essential functions of life. Absence of any of these needs will make him extremely vulnerable to the extent that he may cease to exist.

Secondary or Advanced (Higher order) Needs – These needs are more demanding and are achieved by human beings whose basic needs have already been taken care of. Developing camaraderie at workplace, close relations in personal life, attaining fame and achieving maximum mental satisfaction are regarded as Advanced Needs.
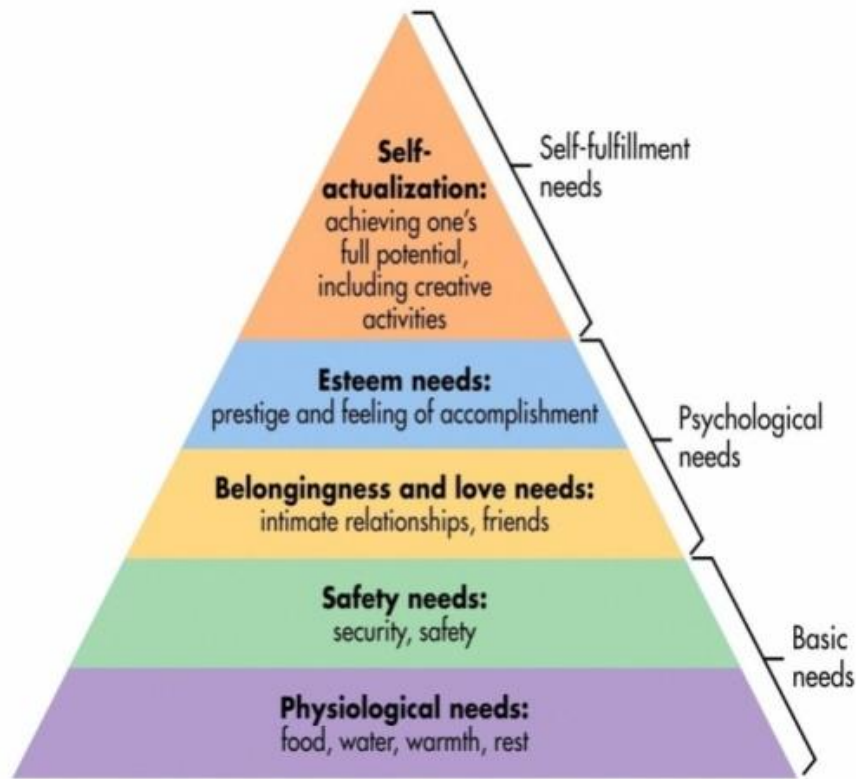
Fig.4.1 Maslow's Pyramid of Needs

Maslow's Theory has enabled the managers in an organization to understand, analyze and influence the workforce in a manner so as to maximize the profits as well as ensure employee satisfaction. Even though the order of needs cannot be quantified properly or are mutually isolated, this theory has gained popularity due to its familiarity with human psychology to a great extent.

Herzberg's Two Factor Theory

Frederick Irving Herzberg made an in-depth study on several working professionals and proposed a motivational model, placed in a job-centric environment, based on two factors namely Maintenance and Motivational Factors.
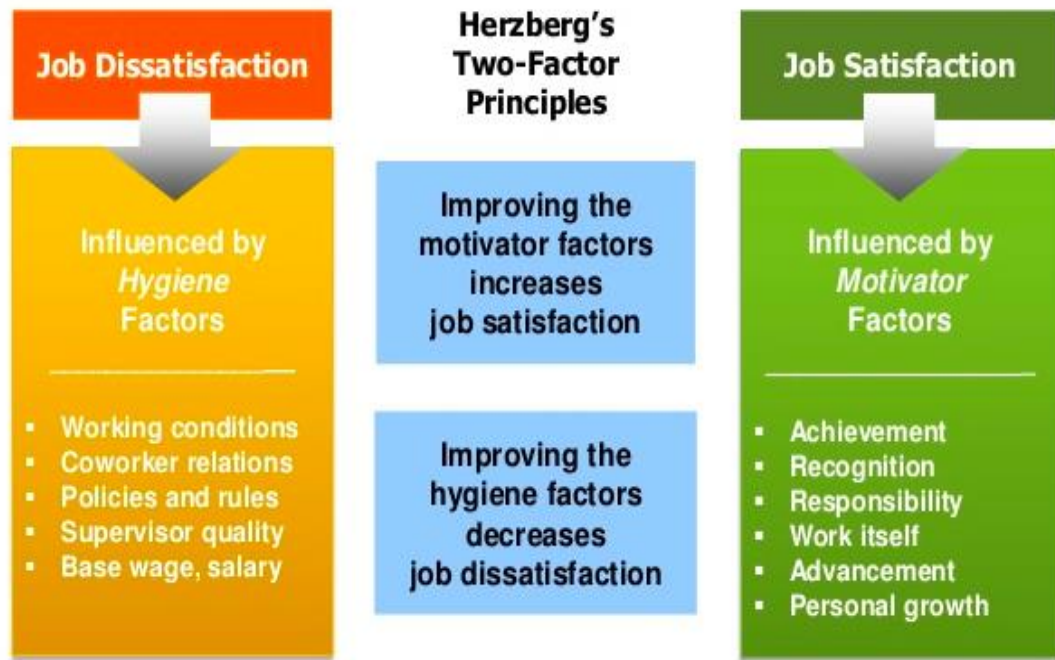
Fig 4.2 Herzberg's model

Herzberg stated that there are certain factors such as job security and working conditions which, if present in a satisfactory quantity, leads an employee to a neutral state while their absence demoralizes the employee. These are also called Hygiene factors. There are certain other factors such as fringe benefits, personnel policies and self-achievement whose presence inspires a professional to work harder for the organization. These factors are termed as Motivators. While the Maintenance factors are primarily concerned with the various contents of the job under question, the Motivational factors concentrate on the basic context of the job.

Alderfer's ERG Theory

Clayton Paul Alderfer developed a theory in the organizational paradigm based on just three levels namely Existence (E) needs, Relatedness (R) needs and Growth (G) needs.

Existence needs deal with basic items such as the salary, working conditions, security of job and perks and benefits associated with the job. Relatedness needs belong to the immediate higher level and are concerned with acceptability among the employees, developing an atmosphere of mutual cooperation and understanding and empathy among the superiors and the subordinates. The Growth need is the topmost in the order and represents self-esteem and self-actualization.
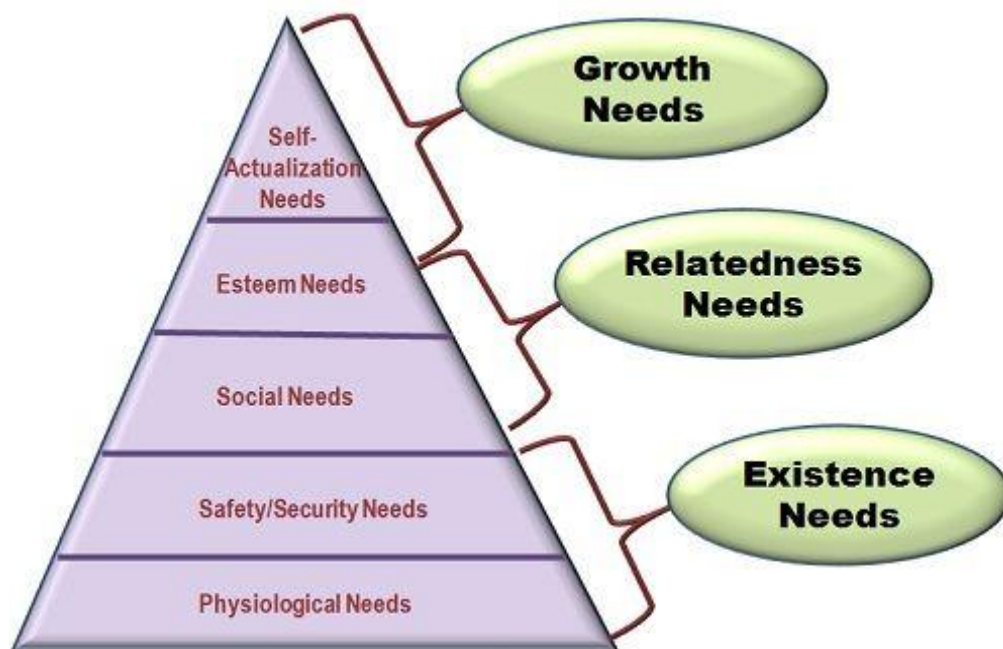
Fig. 4.3 Alderfer's ERG model

This model is considered to be a more factual and original representation of the mentality among the working professionals, engaged both in the Public sector as well as Private Sector, in the modern times.

McGregor's X and Y Theory

Douglas Murray McGregor was a pioneer of developing neo-managerial models which presume the concept that each and every management theory and action is a direct

reflection of the basic behavior of the individual managers. These include the HR policies, the patterns of taking decisions, the operational practices and the designs of organizational practice and procedures.

Comparison between Theory X and Theory Y	
Theory X	**Theory Y**
❖ Inherent dislike for work ❖ Unambitious and preferred to be directed by others ❖ Avoid responsibility ❖ Lack creativity and resist change ❖ Focus on lower level (physiological and safety) needsto motivate workers ❖ External control and close supervision required to achieve organizational objectives ❖ Centralization of authority and autocratic leadership ❖ People lack self-motivation	❖ Work is natural like rest ❖ Ambitious and capable of directing their own behavior ❖ Accept and seek responsibility under proper conditions ❖ Creativity widely spread ❖ Both lower-level and higher-order needs like social esteem and self-actualization are sources of motivation ❖ Self-direction and self-control ❖ Decentralization and participation in decision-making (Democratic Leadership) ❖ People are self-motivated

Fig. 4.4 McGregor's Theory

According to him, Theory X is a pessimistic approach in which the employees dislike work, offer resistance to new processes, have limited or no will to get promoted and do not care for the goals and profits of the organization. It may be assumed that most managers view their subordinate workforce from this negative dimension.

On the contrary, he proposes that Theory Y is generous, empathic and encouraging as it presupposes that the employees are hard working, ready to learn new work methods, keen to get promoted and take pride in the fact that they play an important part in developing the organization. It is the prerogative of the management to motivate and guide such workforce to strive and contribute their best efforts for the ultimate benefit of the organization.

McGregor urged that all modern managerial actions should be predominantly encouraging and open-minded in order to bring out the best from the lot of the workforce.

McClelland's Three Needs Theory

David Clarence McClelland, an American Psychologist, differentiated the needs among people in three predominant categories such as –

Achievement Need- This need arises in those people who aspire to achieve certain goals in their professional career by putting in their best in the face of extreme challenges and adversities and are more to gain self-recognition rather that monetary benefit.

Affiliation Need- This class of people are primarily interested to develop a strong mutual bonding with their co-workers in the organization. This may be in the form of informal associations or formal workers' unions. They try to prevail a healthy work culture with mutual cooperation and a strong team spirit among themselves and most importantly, develop a psychological oneness with the organization in which they are engaged.

Power Need- There exist a small group of professionals who try to prevail upon the others and dictate the terms during every professional activity. They yearn for leadership positions in the organization due to their sense of superiority.

McClelland aimed to draw an interrelationship between the individual and the job in which he is engaged and concluded that it is best in the interest of the organization to categorically identify the specific needs of an individual and engage him in an activity which does proper justice to his mentality.

Chris Argyris' Immaturity-Maturity Theory

Chris Argyris was an American Business Theorist and behavioral scientist who may be considered to be one of the co-developers of the Theory of Organizational Development. He believed that every human being passed through several phases in life from being fully immature and dependent to a mature and independent individual. He proposed seven changes in the life cycle of an individual. In the beginning, a person transforms from an inert state as an infant to an active state as an adult. Next, he moves on from being a dependable infant to an independent adult. This is followed by his unidirectional behavior as an infant to a multidimensional behavior as an adult. In the fourth phase, the transient and petty interests of an infant are done away with strong, matured and calculated interests of an adult. In the fifth phase, the relatively shorter time perspective of an infant is converted into a wider paradigm of time involving both the past and the future along with the present. The sixth phase witnesses a change in position of an individual from being inferior to everyone to being superior or at least equal to the majority. In the seventh and ultimate phase, an infant individual who lacks self awareness is transformed to an "enlightened" individual who is not only fully aware of his capability and worth but also develops the power to control himself. Thus,, Argyris reached the conclusion that all the above changes through the various phases reside on a continuum which shifts from the trajectory of immaturity to maturity for a time period and through gradual gaining of experience.

Argyris argued that it is because of the immature policies of the management and passive handling and controlling of the workforce that result in a certain section of employees to remain less committed towards the organization. He goes on to suggest that most organizations intentionally try to keep their employees immature which is inherently a self-defeating approach as every organization can gain maximum profit and growth only through a collective effort. This is because the traditional management believes in the theory of concentrating the power in the hands of a few individuals who are at the helm of power rather than decentralization which would have yielded better results.

Specialization of job has made it extremely repetitive and monotonous involving more tedious and less innovative approach of the workforce while the management has become more task oriented and authoritative. Argyris concluded that this approach is suicidal for the growth of an organization and suggested that the management should radically change their management practices so as to bring in more involvement of the workforce and less concentration of power in the hands of a few.

IMMATURITY ⟶ **MATURITY**

Passive -- **Active**

Dependent -- **Independent**

Behave in a few ways --- **Capable of behaving in many ways**

Erratic shallow interests --- **Deeper and stronger interests**

Short-term perspective -------------------------------- **Long-term perspective (past and future)**

Subordinate position -- **Equal or super ordinate position**

Lack of awareness of self --------------------------------------- **Awareness and control over self**
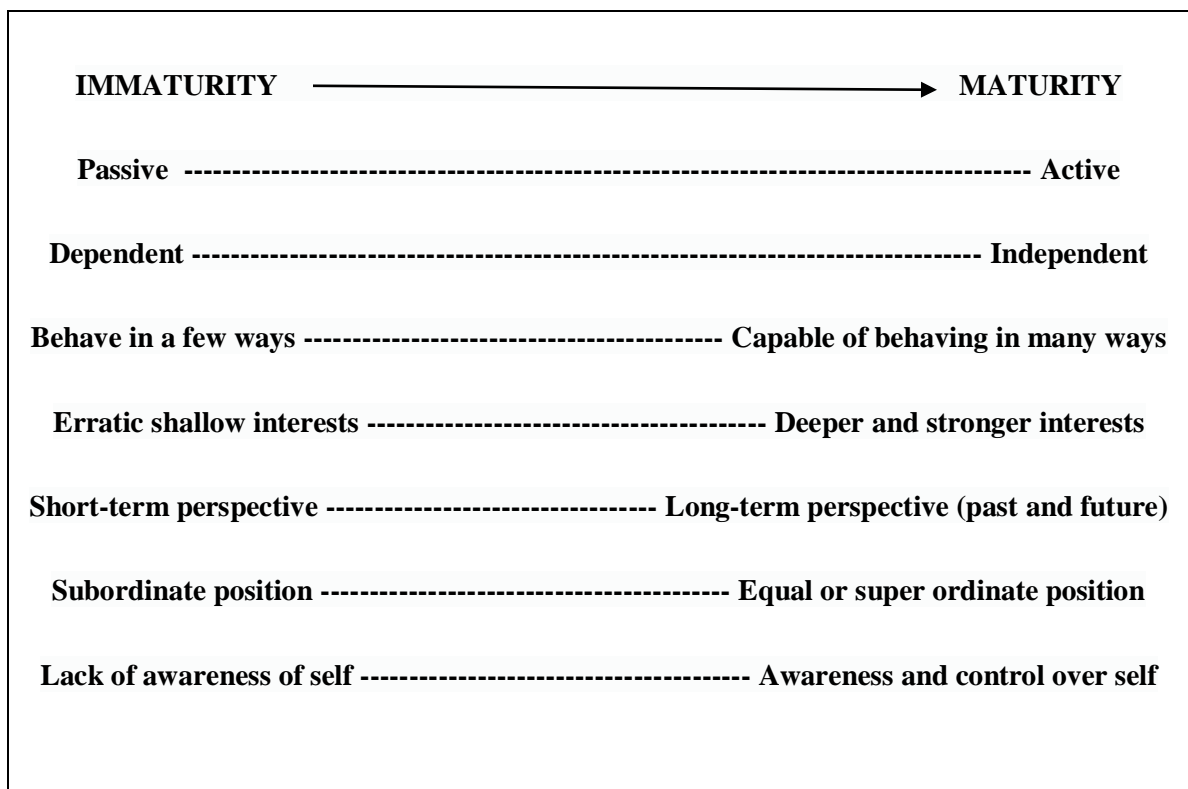
Fig. 4.5 Immaturity-Maturity Theory

Theory Z by Ouchi

Theory Z proposed by William Ouchi provides a useful example of the way in which behavioral prescriptions for management must be adapted to fit the organization's cultural environment. This model is believed to foster close, cooperative, trusting

relationships among workers, managers and other groups. The central notion is the creation of an industrial team within a stable work environment where employee needs for affiliation, independence and control are met while the organization's needs for high quality work are satisfied. The first step in this direction is to create and publicize a humanistic statement of corporate philosophy which will guide the firm's policies.
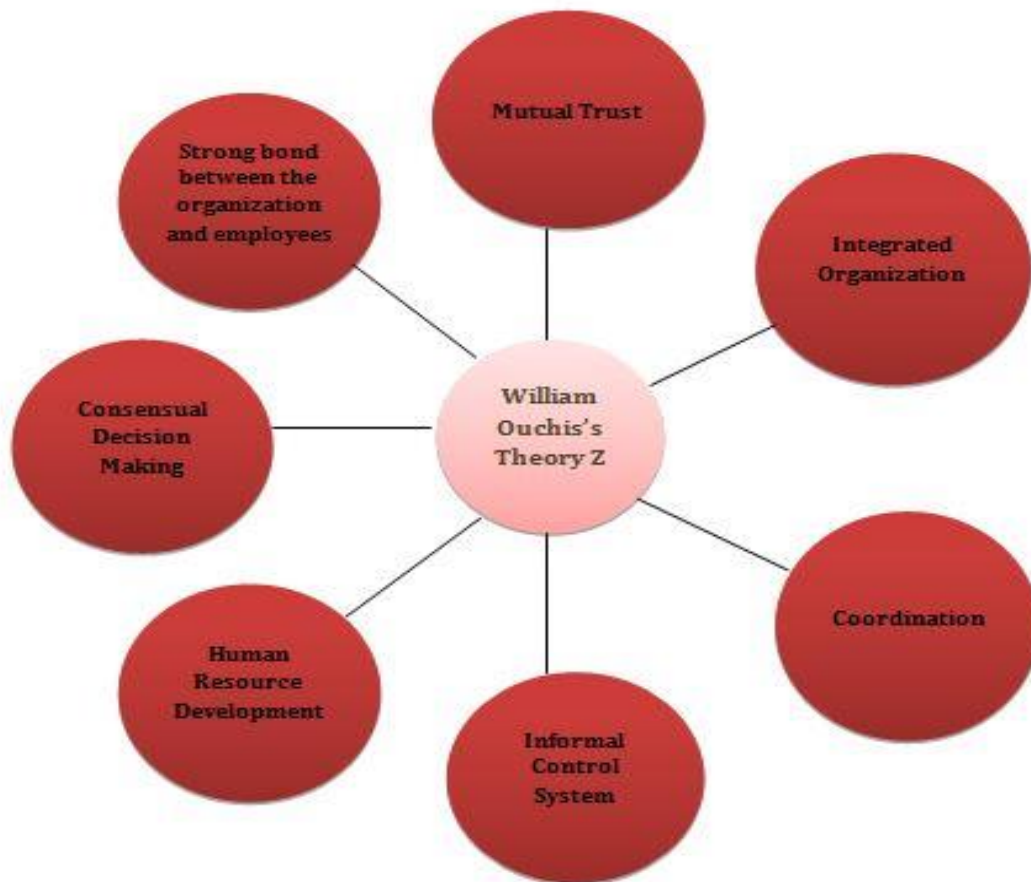
Fig 4.6: Ouchi's Theory

Theory Z is based on a shared concern for multiple employee needs and it clearly typifies the trend towards supportive systems and collegial approaches by its use of consensus oriented decisions. This model has served a very important function by stimulating many managers to examine the nature and probable effectiveness of their current model of organizational behavior.

Vroom's Expectancy Theory

Victor Vroom formulated an Expectancy theory as an alternative to content models for work motivation. This theory identified the relationship among variables which affect individual behavior in a dynamic environment. It was an attempt to capture how people determine their extent of effort for a job and how such effort gets influenced by their perceived expectation. Strength of a tendency to act in a certain way depends on the strength of an expectation of outcome which is likely to accrue upon accomplishment of the job. So motivation is the product of strength of one's desire (valence) and perceived probability of getting something good (expectancy).

Valence (strength of one's desire for something) X Expectancy (probability of getting it with a certain action) = Motivation (Strength of drive towards an action)

Valence is the degree of desirability of certain outcomes. It is, therefore, the strength of an individual's preference for a particular outcome (promotion, pay hike) after he successfully accomplishes the job. Since people may have positive or negative preference for an outcome, valence may be positive or negative (-1 to 1).

Expectancy is the perceived possibility of a particular outcome that would follow after an action. It is, therefore, the strength of belief that an act will be followed by particular outcomes. The strength of expectations is based on past experience. People expect what will happen in the future on what occurred in the past. As expectancy is an action-outcome association, it may range from zero to one. If employees perceive no possibility of an outcome from certain acts, their expectancy would be zero while on the contrary, value of expectancy would be one when they feel that they are likely to achieve something with certainty.

Vroom has used one more term in between expectancy and valence, which is usefulness or instrumentality. Instrumentality is the belief that the first level outcome would lead to the second level outcome. So the strength of motivation to perform a certain act will depend on the sum of the products of the valences, instrumentality and the expectancies which can be represented as:

Motivational strength = Summation of V x I x E

Vroom's model highlights the importance of organizational behavior clarifying relationships between the employees and the organizations. His model has generated research interests among the corporate and academic circles. The theory also has a cognitive dimension, as individuals are viewed as thinking and reasoning beings and they just do not simplify act for the satisfaction of their unfulfilled needs.

Vroom's theory is criticized on the grounds that it is complex and needs to be tested in different work environments. Linkages between efforts performance and performance rewards may also not be linear and employees may always not take a conscious decision.

4.3 Difference between motivational patterns of Public & Private Sector employees

A Public sector employee is one who is engaged in a profession which is directly or indirectly controlled and funded by the Government. They may be graded into several categories but most of them are appointed through some form of competitive examination. These examinations are conducted by government agencies through an open recruitment process which is widely notified for maximum participation. Every examination has a particular syllabus and may consist of one or more steps of evaluation. After the recruitment process, a candidate is appointed in a particular post and his salary and other benefits are guided by some rules which are determined by the Government. There is a well-defined promotional policy which is clearly drafted and may either occur by passing some departmental examination or by reaching some level of seniority in Service. The tenure of Service of a Public sector employee is fixed till his date of retirement which in most cases is at the twilight of his professional career. It is seldom noticed that an employee seeks re-employment as most of them lead a contended life after the end of Service. Some public sector jobs provide pensionary benefits for the retired employees and continue to give family pension to the eligible dependent members of the family of the deceased employee. There is also a provision of providing employment to a family member of an employee, on compassionate ground, who dies

while in Service. Most government employees along with their family members are covered under some form of health scheme during their Service tenure which may continue post retirement.

A Private sector employee is one who is engaged in a profession under a private business group or individual entrepreneur. They may be categorized under several groups but for the sake of our comparison, we will only consider those employees who are qualified with certain skills and are engaged in jobs whose qualification, salary and other benefits are comparable to those in the Public sector. Most of these employees possess certain essential educational criterion and are engaged after passing through a categorical selection procedure and are offered several benefits apart from their salary. In earlier days, most of these employees remained attached to a single company throughout their career as there was little scope for mobility but with passage of time, job mobility has increased with widening of scope and opportunities. The career graph of an employee in this sector rarely follows a predictable path. It depends upon the capability and knowledge of the individual with which he could climb the ladder of success faster than his compatriots. The higher level officials in the Private sector start investing in some form of pension corpus from the very beginning of their career and get themselves and their family members enrolled in some private health scheme. Several private companies sponsor the yearly premium of these health schemes and sometimes even provide free of cost treatment to the employees and their dependents in case of diseases and accidents which require a huge amount. Apart from this, several companies provide certain benefits such as car allowance, low EMI rates for home loans and travel/vacation allowance to retain talents in their organization.

In short, both the sectors have their equal share of pros and cons. It is pertinent at this juncture to discuss about the employment scenario of India in order to get a clear picture After India attained her Independence, there was a thrust for setting up large industries which employed a large section of the population. Many Government sectors such as banking, telecom, insurance, shipping and railways also absorbed huge sections of

workforce. A job in the Public sector was considered as the only aim in the life of a middle class Indian student and the salaries were sufficient to maintain a respectable standard of living. There were very few Private companies which employed only a small section of the workforce. With time, the number of Private companies increased in size and number. While large business houses like the Tata, Reliance, Birla, Bajaj, Mahindra, Hero, Maruti, and Khaitan increased their business empires, the Public sectors started suffering from losses mainly due to labour problems and poor quality production. Their technologies became obsolete with the passage of time and they could not compete with their quality and quantity of production with the Private sector manufacturers.

 The 1990s brought the concepts of Liberalization, Privatization and Globalization with the signing of the GATT Treaty by India which became a member of the World Trade Organization ad was forced to open its market for the foreign goods and investors. This proved to be the last nail on the coffin of the already gasping PSUs and slowly led to their ultimate demise one by one. From the mid 1990s, the Information Technology Sector suddenly started its meteoric rise and within a decade, almost half of the pass out students from the leading engineering colleges was absorbed by them. On the other hand, the Public sector companies could not attract the fresh talents as they lacked the glamour and lucrative salary prospects. However, the first decade of the 21st century saw the Sub Prime crisis in USA which shook the very roots of the IT boom. Thousands of IT employees who were directly or indirectly recruited by the US firms were either sacked or their pays were severely slashed in order to make up for the huge losses incurred by these companies. The situation has changed a lot since then but both the amount of recruitment in the IT companies and the salaries have reduced drastically.

A common scenario which occurs in a middle class family in India may be taken as a scenario for making a comparative case study. A good student who passes out from a reputed Engineering/Medical/General Degree college usually has three options. Firstly, he may sit for the campus interview or attend walk-in interviews and get recruited in a Private company. Secondly, he might start preparing for competitive examinations

conducted by various Government agencies and try his best to get selected in it within a few years. Thirdly, he might opt for higher studies. In most of the cases, the candidate chooses the first option and joins a Private company with a handsome starting salary. But after working in the Private sector for some years, a section of the employees gets frustrated or feels that they are following the wrong career path. These candidates then start preparing for the competitive exams for recruitment to Government jobs and in most cases, he is successful in getting one within a few years. In other words, the rate of success in this case is several times more than those students who go for the second option mentioned above. Thus, it may be concluded that candidates who join the reputed Government jobs mostly have some experience of working in the Private sector.

A similar comparison may be drawn between a Civil Servant and an IT engineer. This comparison has been deliberately chosen as the initial salary is almost the same in both the cases and both the jobs require a candidate with a good academic background. An IT engineer joins a company as a programmer and after working in a team for several years, gets promoted as a team leader and then as a manager. Apart from his salary, the company normally provides him with certain benefits like car allowance, vacation trip allowance and health insurance policy premium. By this time, he might have changed a few companies in order to earn a better salary and may even get an opportunity to work in a foreign country. He may even stay back in that country after getting a Permanent Residency (PR) or manage to complete some short term Executive courses to take a lateral career shift towards HR or Consultancy. His entire work span would be around 25-30 years after which he would be left with a substantial amount of money. From a certain angle, he might have led a contended life with a fairly lucrative lifestyle. But from another angle, he has actually done nothing to serve his community and his country. His years of Service were only meant to acquire maximum profits for his company with absolutely no meaningful contribution towards the society. His work is limited to only a Team/Project/Section/Department which belongs to a small portion of an organization. His social life is mostly limited to parties, social gatherings and rarely some Corporate

Social Responsibility (CSR) activities on behalf of his organization. In short, he has led a rather "limited life" with some career achievement but almost no mental contentment and he is virtually "inexistent" in the society.

The life of a Civil Servant is completely different. He starts his career as a Block Development Officer who is expected to serve the common people under his jurisdiction by providing them the benefits from the various Government schemes. He has to interact with hundreds of people on a daily basis who approach him with an expectation that he will solve their problems and his Block jurisdiction comprises of a population of approximately 0.2 - 0.8 million people. Each and every part and problem which affects the lives of these people has to be taken care of by the BDO. With the passage of time, his responsibilities increase manifold as he is promoted as Sub-Divisional Officer and then as District Magistrate. During the course of his career, the actions of a Civil Servant touch the life of millions of people in different ways. On one hand, he gains a huge social respect by virtue of his position and on the other hand, he is entitled to enjoy various Government facilities like spacious bungalows, official car and armed security. He may be transferred to various parts of a State or even different parts of the country several times during his entire career and so it may be difficult for him to keep a regular touch with his original home and he might miss many family occasions and gatherings but his "social life" is full of achievements and recognition. An innovative and zealous Civil Servant may contribute to the society around him in innumerable ways which no other Service could possibly provide him an opportunity. After serving in the District for 10-20 years, he is generally placed in a Department at the State or Central Secretariat in the rank of a Joint Secretary and onwards till he retires. Even though he might lose his direct touch with the common masses at this juncture of his Service career, his years of experience helps him to advice the Minister in charge of the Department/Ministry to frame policies in order to benefit the people and develop their overall standard of life. Many such innovative policies and schemes which have indeed marked a phenomenal success in benefitting the masses throughout the country were proclaimed by the various

Governments in power with their name but the real credit goes to the senior bureaucrats who had devised those innovative ideas with their years of experience and compassion for the people. The credit also goes to the junior level bureaucrats who actually implement these schemes on the ground in the face of several adversities. In short, the life of a Civil Servant is full of challenges and lots of ups and downs both in his official as well as personal life. But at the end of the day, he feels contended that he has led a life of meaningful "existence" in the society and reminiscences his past achievements in his Service span throughout his later life.

The life of a professional is guided by various goals. A decent salary, healthy work-life balance, reasonable living standards, periodic promotion and recognition and lucrative perks and incentives are some factors which lures an individual to join an organization. But there are certain subtle aspirations which provide him with a sense of gratification and ultimate attainment. A successful professional engaged in a Private sector may achieve the former goals quite early in his career but his actions will never be able to touch the lives of the millions whose survival is itself a matter of question. On the contrary, a Civil Servant may be paid comparatively less and his social life may be quite mundane but he certainly enjoys the unearthly pleasure of serving the teeming millions. This altruistic trait in an individual drives him to accept the profession of Civil Service and he continues to derive the delight of serving the society. The inner drive within an individual to serve the society through one's Service is termed Public Service Motivation (PSM) and it is a very important parameter to ascertain the character of a Civil Servant. In this particular chapter, we have deliberately drawn a comparative study to portray the main differences between two equally qualified and ingenious individuals and then spell out the reason for joining either of the sectors. This spirit of altruism will be explained in greater detail as we move ahead with our research in the following chapters.

4.4 Motivation for intrinsic rewards

It is a basic fact that every employee who is engaged in Government Service gets a salary or remuneration for the Service which s/he renders for his organization. It is also an accepted fact that the salary or remuneration of a Government employee is generally fixed as per some stated rules and regulations and such pay remains constant throughout a certain period. The pay of such employee is enhanced in case of increment or promotion while it is reduced under exceptional circumstances such as suspension or departmental proceedings against an employee. The Service tenure of a Government employee is fixed till the age of retirement which is decided by the Government and it is generally taken for granted that an employee cannot be removed from Service except under exceptional circumstances. This is perhaps the most important factor that goes in favour when an intelligent and qualified student opts for Government Service. However, when a deeper introspection is made in this choice for opting Government Service, it is found that a sizeable majority of the young minds have a deeper interest associated with this Service. Working in a Government organization provides the best opportunity to serve the masses and provide them the essential Services that are required for their basic existence. There are so many examples of qualified Civil Servants, doctors, engineers, nurses, teachers and subject specialists who have had lucrative career prospects in the Private sector but chose to serve the people and improve their lot. These inspiring stories open our eyes to the fact that there is a lot beyond material benefits for a sizeable section of Government employees and they may be cited as examples of Public Service Motivation (PSM).

Public Service Motivation seeks to understand the philosophy which motivates an individual to choose a career in the public sector and associate their personal actions with the overall public interest. The most commonly used definition of Perry and Wise (1990) states Public Service Motivation as "motives grounded primarily or uniquely in public institutions and organizations". Brewer and Selden (1998) defined PSM as "the motivational force that induces individuals to perform meaningful public Service". Finally, Vandenabeele (2007) defined it as "the belief, values and attitudes that go

beyond the self-interest and organizational interest that concern the interest of a larger political entity". Understanding the PSM construct is important to determine the motivation of an individual who chose a career in public sector despite his potential for more financially lucrative careers in the private sector.

Another important facet that is worth mentioning in this respect is "intrinsic reward". An intrinsic reward refers to those incentives that have been achieved by an employee by completing the task assigned to him. This reward is mostly psychological and is based on the effort and abilities of an individual. As the term "intrinsic" suggests something "belonging to the essential nature or constitution of a thing", this reward is essentially intangible and cannot be quantified by any given benchmark. This concept may be explained by a real life example. A Civil Servant who is serving in one of the remotest region of a State receives an allotment to build a metalled road connecting his Block to the nearest highway under PMGSY scheme. He at once starts the process by convergence of several Government schemes like MGNREGA, Social Forestry, SHG&SE, SBA and RIDF and builds a two lane road during his tenure. Though the allotment was strictly for the road construction, his innovation and efforts resulted in building a road with tree cover on both sides, drainage for collecting spill over water during the rainy season and small inns (Patha Sathi) with toilets for the long distance travelers. The Civil Servant may happen to be posted far away from this Block during the entire later part of his Service tenure but the intrinsic reward and satisfaction that he might have acquired by acting as a PIA (Programme Implementing Agency) in this project is something he will cherish forever. A Government Medical Officer attached to a Primary Health Centre (PHC) who has delivered his best to serve the people of an underdeveloped area during the COVID pandemic might derive more personal satisfaction than delivering his Service to patients in a Multi Specialty Hospital. The Officer in Charge of a Police Station in a border area may attach more priority to the tears in the eyes of the victims of human trafficking whom he had saved from getting transported to a neighboring country than getting a State

level Police Medal for exemplary Service from the Chief Minister of the State where he is serving.

From the above examples, one may definitely argue that while several Services in the Government sector strive tirelessly in their respective fields to help the common masses and improve their lives, it is definitely an inner passion for serving the masses and a constant urge for bringing out the individual excellence in service delivery that has resulted in uplifting the general living standards and development of the people of our country in the long run. Much of this passionate service remains unnoticed by the top levels of the bureaucratic hierarchy as these unsung heroes endlessly strive to serve their fellow citizens.

For the present research study, a segment of this section of the bureaucracy is chosen who would be questioned on several aspects of intrinsic satisfaction from the Service they deliver unto the common masses of our country. Several reasons may be cited in this context why such selection has been deliberately made –

a. The officials serving in the Civil Services have the longest tenure in the field level developmental activities compared to the others.

b. They act as the Programme Implementation Agency (PIA) for all the Government schemes and have to supervise each scheme personally in its entirety.

c. They have the maximum exposure to the common masses during their Service tenure as they function as Block Development Officer, Deputy Magistrate & Deputy Collector, Sub Divisional Officer and District Magistrates before finally joining in a Department in the State Secretariat.

d. They work in several Departments in different capacities such as Deputy Secretary, Joint Secretary, Additional Secretary, Special Secretary and finally move on to become Secretary/Principal Secretary/Additional Chief Secretary of a Department depending on their seniority.

e. They act as Principal Drawing & Disbursal Officer for all funds allotted by the government for different schemes and hence responsible for conducting business maintaining financial propriety.

f. They are the principal agents for implementing convergence of schemes to develop community assets which will lead to sustainability of the environment as well as develop avenues of livelihood for the locals.

To sum up the discussion on Public Service Motivation and intrinsic rewards, it may be mentioned that even though the above mentioned traits are entirely psychological in nature and vary from one individual to another, they are most likely to be prevalent among the Civil Servants who devote a lion share of their Service tenure to serve the common people. A large share of these Civil Servants being qualified in various professional arenas such as engineering, medicine, management, academics and law, they pursue the dream of being a Civil Servant to derive the inherent satisfaction of serving the people of their nation. So our present research is mainly concentrated on studying the various motivational patterns of these Civil Servants and how they affect their performance while they execute their official duties.

4.5   Types of organizational commitment

An organization may be defined as "an association formed by a group of people in order to achieve a particular aim". In the case of Public sector, the Government employs a section of its citizens in order to carry out its different functions. The process of recruitment is mainly in the form of competitive examination in which a candidate has to successfully clear all the stages in order to secure appointment in Public Service. Civil Service is a distinct type of public Service in which the successful candidates are expected to head a certain administrative unit and implement all the Government sponsored schemes and policies in the beginning of their career. After executing their duties for a considerable period of time in several roles, they are promoted to the

Ministry/Department in which they are expected to draft schemes in the light of the policies enshrined by the party/coalition in power. The concept of organization is distinct in the Private sector but gets blurred while defining them in the context of the Civil Services. This is because the entire Government administration represents the organization as a Civil Service may be delivering his Service anywhere within its dominion.

The literal meaning of the word "commitment" is "being prepared to invest majority of your time and attention to something which you believe is right or important". A Civil Servant is expected to put in countless hours of dedicated Service regardless of the fact whether he is entitled to certain statutory leave. It is an accepted fact that a Civil Servant will never be able to complete all his assignments if he works only during the stipulated official hours. Even when the entire office or Department has left after the official working hours, he continues to contribute to his Service with a handful of staff. For his untiring effort, a Civil Servant gets paid in the same scale as his fellow counterparts in the other Group-A Services. In short, a Civil Servant is expected to demonstrate the highest level of commitment towards his Service.

Organizational commitment refers to the intrinsic bond which an employee feels with the organization where he is employed. It is primarily a psychological attachment of an individual towards his workplace. It does not depend upon external factors such as salary, designation or job periphery. There are three stages of organizational commitment such as:

a. Affection for your organization (affective commitment)
b. Fear of loss (continuance commitment)
c. Sense of obligation to stay (normative commitment)

Affective commitment – From the discussions till now, it is quite evident that any candidate who aspires to be a Civil Servant has an altruistic bent of mind and is keen to serve his society. Once he joins the Service, he gradually gets mentally attached to his

profession and develops a sense of endearment towards it. Over the years, the bond strengthens and he exerts his maximum possible effort to benefit the Service in particular and the society in general.

Continuance commitment – Job stability in the Public sector is almost taken for granted. So apparently a Civil Servant does not suffer from any fear of job loss. But at times, he feels a certain urge to remain in a particular job profile which might suit his own mentality. The work that he is doing, the people around him, the political and social environment and also the geography and demography makes him very much attracted towards that particular portfolio. He starts planning innovative schemes and works hard to meet the targets set by the administration. But all of a sudden, he might be handed over a transfer order and he is bound to leave his place of work and march on to some unknown destination. This creates an ephemeral feeling of apathy and grudge in his mind but such is the nature of the Service that he could not continue to nurse the same feeling in his mind for long.

Normative commitment – A Civil Servant joins the Service with a definite intention to serve the society. So his objective is very clear from the onset of his career and is unlike that of his compatriot in the Private sector who constantly changes his organization in pursuit of better salary, job profile and other benefits. It is only very seldom that when a talented Civil Servant feels totally disenchanted and cornered due to reasons beyond his control that he seriously considers a change of career. This is a very unfortunate occurrence and the society loses an honest and sincere officer who could have otherwise left behind even more invaluable contribution.

These stages have profound and diverse effects on the psychology of a Civil Servant and will be studied in detail during this research study. It may be mentioned that several HR specialists have made significant contribution in this topic but their study is limited to the Private sector. This is exactly why this field has unfortunately remained unidentified and unexplored by the academicians and HR professionals. The present research study aims

to detect the specific effect of each of these stages on a Civil Servant who will be questioned closely on this subject during our data collection. From the research survey undertaken, it has been found that all the three commitments namely Affective, Continuance & Normative have been found to a significant extent among the Civil Servants especially when the parameter regarding "Adapting the goals of Civil Service" is analyzed.

This chapter tries to provide an idea about what is motivation and a brief description of the existing organizational theories and the working of Civil Servants. It begins with by stating the traditional Motivational Theories that were developed by Maslow, Herzberg, Alderfer, McGregor, McClelland, Argyris, Ouchi and Vroom. Though these theories were primarily designed to explain the behavioral patterns of the personnel engaged in various organizations especially in the Private Sector, yet their relevance is felt by the researcher in his study. The interrelationship between these traditional theories and the motivational patterns that are found in Civil Servants through this research study are discussed at length in the fifth chapter. This is followed by a discussion on the difference in job pattern and mentality between the personnel engaged in the Private Sector and the Public Sector. Since all the studies on Public Service Motivation has unanimously agreed on the existence of some form of altruistic nature in Civil Servants and altruism is directly related to intrinsic factors, the motivation derived from the various intrinsic rewards are discussed at length in the next section. This is followed by a study on the different levels of organizational commitment and their relevance for the Civil Servants.

Chapter - 5

Research Methodology

5.1 Description of the research design

The most fundamental question that the researcher faced after stating a research problem is the manner in which he will design the entire research study. It included several essential phases such as what, why, where, when, how much and by what means the researcher will carry out the entire research study. Claire Selltiz defined research study as "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure." In other words, research design comprises of the entire strategy for the collection, measurement and analysis of data. It reveals the configuration of the various functions executed by the researcher from stating the primary hypothesis and its operational inference to the final analysis of the data. The entire research design was divided into the following parts:

a. the sampling design, which delineated the method of selection of samples in order to carry out the research study under question,

b. the observational design, which postulated the conditions under which the observations are made,

c. the statistical design, which scrutinized the policy of selection of a definite number of items to be observed and how the information and data gathered are analyzed, and

d. the operational design, which stated the techniques by which the sampling, statistical and observational designs are carried out.

In other words, the present research design essentially contained the following information:

1. a clear statement of the research problem

2. procedures and techniques to be used for gathering information
3. the population to be studied, and
4. the methods to be used in processing and analyzing data.

Research design is required to enable the effective completion of the various research objectives within the stipulated time thereby making the research study as efficient as possible by yielding maximal information with minimal expenditure of effort, time and money. It stands for advance planning of the methods that are adopted in the present research study for collecting the relevant data and the techniques to be used for their analysis, keeping in view the objective of the research and the availability of the sample, time and expenditure involved. Preparation of the research design has been done with utmost care as any error that may have crept in, even inadvertently, may upset the entire study. The research design adopted in this study has a significant bearing on the authenticity and reliability of the results arrived at and constitutes the fundamental basis of the entire research work.

5.2   Research Methodology

Each and every research study has some unique characteristics which depend upon several factors such as the sample size, nature of the sample, time involved, nature of sample collection, measurement techniques and analysis of results. For the present research, the researcher has chosen 250 officers of the Central and State Civil Services. Since these officers are posted in different parts of the State and are serving at very vital positions, it is evident that it will be extremely difficult to interact with them for a long time. Secondly, most of the questions used in the survey were open-ended and required considerable time to delve into the matter before responding to them. Thirdly, the answers to such questions were quite sensitive and it required a lot of explanation to cajole them to respond in an unprejudiced manner. Lastly, the present research study aimed to measure certain traits of Civil Servants in an Indian context and so the

parameters of assessment differed a lot with those of their counterparts in Europe, USA or even East Asian countries.

5.2.1   Selection of sample for conducting the research study

It is quite evident from the title that the present research study will deal with the various professional aspects of the Civil Servants. This sounds to be an unlikely predicament to those who are familiar with the work schedule of the Civil Servants. This is because of the following reasons –

a. There is no fixed working hours for a Civil Servant. It may so happen that on several occasions, he has to remain in duty for more than 48 hours at a stretch. So it is extremely difficult to extract time in order to study the entire questionnaire properly, understand the essence and purpose of the research study, think of the probable answers in an unbiased and rational manner and finally return back the filled questionnaire to the researcher within the stipulated period.

b. During the year, a Civil Servant in a field posting is busy with several extremely important assignments apart from his scheduled official duties. Almost every year, one entire month is dedicated to some form of election (Parliamentary, State Assembly, Rural Local Bodies, Urban Local Bodies) and a few months (June-September) to combat various forms of natural calamities such as floods, landslides and land erosion. Apart from this, there are several pre-scheduled activities such as Summary Revision of Electoral Rolls, Law and Order issues including Magistrate Duty, inspection of schemes and distribution of benefits to the targeted beneficiaries that continues throughout the year in addition to his administrative functions.

From the reasons cited above, it seemed exceedingly difficult to carry out the survey within the stipulated time. The researcher has chosen a sample of 200 officers to whom the questionnaire is sent. These respondents are deliberately chosen by purposive sampling method for the present research.

Certain factors have been kept in mind while making this choice such as:

1. The officers chosen have given their consent to participate in the survey
2. Each of them have read the brief note sent along with the questionnaire, to get a clear idea of the topic, before answering the questions

200 respondents (50 IAS officers and 150 WBCS officers) are selected for the quantitative method. For the purpose of quantitative study, by the questionnaire method, 4 officers are selected from each of the 35 Departments and 15 officers are selected from each of the 4 Districts. 50 respondents (15 IAS officers and 35 WBCS officers) are selected for the qualitative study. For the purpose of qualitative study, by face-to-face interview, 2 officers are chosen from each of the 7 Departments belonging to the rank of Joint/Deputy Secretary and 9 officers chosen from each of the 4 Districts, belonging to the rank of BDO, SDO and ADM, for the present research study.

The criteria for choosing these officers were:

a. All these officers should have served the State Administration for a minimum period of 10 years
b. All of them have contributed something "worthwhile" to the society apart from their official duty
c. All of them should have some profiency during their academic career in a subject related to Public Administration

Even though the primary intention of the researcher was to question the respondents on the basis of a standard questionnaire, the respondents gave some valuable suggestions to the former based on their years of experience in this domain. Some of these issues, which were found to be related to the topic, were later incorporated in the research study after studying about each of them in detail.

5.2.2 Tools of Data Collection

➤ In this present research study, the researcher has taken recourse to two types of primary research. One is through quantitative data collection and the other through qualitative data collection.

➤ Customarily, quantitative data collection means using numbers to assess information. The questions are posed in the form of a structured questionnaire and all the questions were close-ended in approach. It is used for testing of a hypothesis and drawing inferences.

➤ On the other hand, qualitative data collection is used to gather the actual narrative or experience from the respondent and gives a more coherent picture of the research parameters and their effect on the performance of the respondents. The questions posed are open-ended so as to gauge the personal attitude of the respondent.

5.2.3 Types of data used in the research study

Primary data - Data which are originally collected by the researcher is called Primary data, while the Secondary data iscollected through some other sources. The difference between the two is largely of degree. The data collected through primary sources by the researcher in the present study may be secondary in the hands of others. There are various types of quantitative primary data gathering tools such as Questionnaire method, Survey Method, etc. In the present research study, both Qualitative Method (face-to-face interview) and Qualitative Method (Questionnaire) have been employed for studying the motivational patterns of the respondents.

Secondary data – In order to conduct this research study, several available literatures on Civil Servants in India were studied. Books and research papers on Public Service Motivation and working of Civil Servants of several countries were also taken into consideration.

5.2.3.1 Face-to-face interview

In this process, the researcher has personally approached the interviewee and administered questions. This method is largely followed in research and the accuracy of the data is very high. But it was extremely time consuming and required the researcher to undergo extensive travelling to meet the respondents posted in different places in the State.

5.2.3.2 Questionnaire method of data collection:

Questionnaires are a popular method of data collection. It is indeed a challenge to devise a good questionnaire. A careful and methodological design is essential to collect the required facts and figures. Any frivolous attempt in framing a questionnaire will lead to either shortage, or, collection of unnecessary information neither of which will be useful to your research. Questionnaire design depends on whom, and from where information is to be collected; what facts and figures need to be collected and the caliber of the respondents.

In our present research study, we have taken recourse to a structured questionnaire. This type of questionnaire is prepared in advance and contains definite and concrete questions. The structured questionnaire contains close-ended questions. The data collection is conducted through questionnaire. In this method, the researcher has mailed the questionnaire to respondents and they are requested to fill it up and return to the investigator within a stipulated time. This method is adopted as the respondents are widespread and the researcher could not approach by meeting each of them personally. The success of this method depends upon the understanding level of the respondent, the seriousness with which he studies the questions and responds back to them and the honesty with which they react to the sensitive questions. The most serious setback of this method is that a respondent may not answer the questionnaire seriously or resort to a biased response despite repeated persuasions from the researcher and as a result the responses may not be accurate.

5.2.4   Questionnaire framing

It is one of the most arduous tasks in social science research. Careful framing of questionnaires is essential to obtain reliable data. Some of the principles that are taken into consideration while framing a questionnaire are as follow:

1. The questions are simple, short and straightforward so that they could be answered easily.

2. The front page of the questionnaire contains an introduction to the researcher and the purpose of the survey.

3. The number of questions are not be repetitive in nature and the questionnaire is not be unnecessarily long. It is strictly limited to the topic of the study.

4. There is minimum use of technical or difficult terms as far as possible.

5. The questions are logically arranged in a sequence so that they flow naturally from the answer to the previous question.

6. Before final administration, questionnaire was pre tested among a small number of respondents. This gives an opportunity to the investigator to rectify the problems and add, modify or delete the questions as and where required.

There are certain specific advantages of this questionnaire such as –

a. A standard and well-designed questionnaire, like the one used in this study, gives a more accurate and uniform response compared to other forms of data collection.

b. A definite questionnaire gives the interviewer more confidence while asking the questions

c. The respondent has the independence to respond to the questions in his spare time

d. The responses tabulated in a spreadsheet are analyzed effectively in a concise form.

5.3 Designing the questionnaire

The most important tool with which the researcher has proceeded forward with the research study is a questionnaire. A questionnaire is a set of carefully designed questions in a particular sequence which is put forward to a respondent, on a particular subject, in order to collect some information from him. Before developing the final questionnaire, the researcher took into cognizance the following steps:

a. He studied the subject in details and also try to read maximum of available literature related to it

b. He also studied the questionnaires posed by various researchers to similar respondents based in different countries and investigate the responses conscientiously

c. He noted down the relevant and important points so that he may refer to them at the proper place

d. He developed a clear but unbiased idea about the subject and approach the research study without any unnecessary presumption

e. He undertook a pilot study by sending a draft questionnaire to a selected group of respondents, whom he has already explained the subject, and then study the results carefully

f. The findings of the pilot study has provided a clear idea about how an average respondent perceives the question and whether the researcher should keep the same question or rephrase it so that it becomes easier for the respondent to comprehend

g. When the researcher found that the responses are vastly deviated from the "expected" results, he immediately consulted his guide so that the questionnaire is revised.

After undertaking the pilot study, the researcher started developing the final questionnaire keeping his research guide into confidence at every step so that the least of unintentional error creeps into the entire process. Since the sample for research study had already been selected, the researcher now approached each of them with a detailed explanatory note in which he explained the respondent the following issues:

a. The background and objective of the research study
b. The reason for selecting the respondent
c. A brief note on the nature of questions being asked
d. A request to respond to the questionnaire within the specified time period

On one hand, it was ensured that the respondent answers each and every question in an unbiased manner and on the other hand, he must be fair and honest to give his view on a sensitive issue. In most cases, it so happens that the respondent carefully chooses to tread the "middle path" i.e. he gives an answer which is fairly likely but is not exact or accurate. A few of such answers may give a certain idea about an issue to the researcher but the summation of such response may lead to an assumption which is far removed from the fact. In order to ensure that each and every response is close to accuracy, the researcher has taken the following steps –

a. At the very onset, the researcher has developed a very good rapport with the respondent.
b. He has explained him the essence of the research study and the reason for asking each and every question.
c. However, he has taken utmost care not to influence the respondent with his own bias nor let the respondent give a casual answer.
d. He has given enough time to the respondent to answer the question.
e. After noting down or recording the response of every answer, he has given the respondent an opportunity to modify or rectify the answer.

f. Lastly, he has committed to the respondent that he will not disclose the name of the later during any part of the research study which might put the respondent in an awkward situation.

In the case of the present research study, the questions that are being posed to the respondents relate closely to their profession. So the feedbacks received from the respondents are considered as extremely valuable data in order to evaluate the performance of Civil Servants.

5.4   Logic behind developing the questionnaire:

The present research study is intended to study the motivational patterns among a distinct professional cadre who serve the highest level of administration in the world's largest democracy. So a deliberate effort has been made to accumulate and compile the questions from the individuals of the same cadre who are highly experienced in the same and highlight those in the light of the existing parameters. Each of the questions, thus developed, encompasses a distinct set of logical points which will help the readers to understand and appreciate its inherent logic and the reason for its inclusion in the survey questionnaire.

Adopting the goals of Civil Service – It is essentially the compatibility between an employee and an organization, which occurs when at least one entity provides what the other needs. It is about the congruence of a candidate's own beliefs and values with the mission, values and ethics of your organization, which in turn should be reflected in your organization's culture.

a.   I take an active part in the activities of the officers' welfare association in the larger interest of the officers of my Service
Participation in the various activities of an organization is very much essential for at least two reasons – to develop oneness with the organization and to develop a good rapport with the fellow Servicemen. It provides a remarkable opportunity to interact with the

Service colleagues and discuss several issues pertaining to the Service. It is not practically possible for any Civil Servant to know all the Service Rules and their applicability. It is even more difficult to personally find out precedent cases where such rules have been applied by other Civil Servants while discharging their official responsibilities. However,, since Civil Servants are posted as Head of Office from the very beginning of their Service life, they must be well acquainted with a myriad of Acts and Rules in order to run the day to day administration. Apart from this, there are several occasions when a Civil Servant needs to know about certain facts while conducting essential operations like Elections, Census and other statutory functions. Such facts are never written in any Rule book but could be heard from the experiences of his seniors. In short, active participation and mingling helps a Civil Servant enormously to develop as an effective officer.

b.   I always voice issues which are both beneficial or detrimental to our Service in the proper platform

There are several issues in the Civil Services which rise from time to time. It may be directly related to the various facets of the Service or occur as a result of some changes in the social, political or economic sphere. A Civil Servant may either choose to remain a mute spectator and accept it or raise his voice for or against the issue in the proper forum. This will not only let the other members to realize the view of each member but also appreciate the diverse perspectives of the issue. As Civil Servants play a key role in social development, comprehending their personal views are extremely important for both the political fraternity and the policy makers. However,, the amount and extent of expression depends upon the limit of fairness and acceptability of the existing political class.

c.   I try to emulate myself with the expectations of the Service

Every major Service has some queer characteristics that are unmatched elsewhere. Civil Service is no exception. It is expected that a Civil Servant will deliver service without

break throughout his Service span. He is expected to face any level of adversity and yet solve unprecedented problems with pitiably limited resources. He is expected to face abuse and even assault at the hands of the common public with no fault of his and yet remain firm in delivering his Services diligently. He is supposed to remain patient during violent deputations by both the ruling and opposition parties and yet discuss all matters of administration with them and form a consensus. He takes considerable risk on his personal front while rescuing people and distributing aids during a natural disaster. In short, a Civil Servant is considered as the "cutting edge of administration" who is expected to "deliver every Service, under the sun, with supernatural energy under inhuman circumstances".

d.   I have studied courses which will help me to understand the Service and perform better

At the entry level of Civil Services, a Civil Servant has to mandatorily undergo several training programmes from institutes such as Lal Bahadur Shastri National Academy of Administration and the Administrative Training Institutes of various States. After they join their Service, they sometimes opt for mid-career training opportunities in various reputed institutes in India and abroad (though this facility is available only to the IAS officers). However,, a handful of officers continue with their academic pursuit on their own in spite of their stressed schedule with an urge to gain knowledge of various domains of administration. The Government encourages this by allowing Study Leave to the officers where they are allowed full paid leave of two years to pursue courses full-time without losing their Service seniority and other benefits. This results in increasing the competence level of officers in the Service.

e.   I always try to learn new facets of administration from my Service superiors

Administration is an extremely dynamic domain which adds new features with every passing day. It is not possible for an individual to know about all the features as they do not figure in any particular book. At the same time, it is highly improbable to keep a note

and update oneself with all the new features and changes on a daily basis. Very few officers actually get the time to check the concerned Departmental websites regularly to find the new and modified orders. In such a situation, it is always advisable to take recourse to the advice of senior officers who have vast experience in several domains of administration. Apart from imparting knowledge about the subject, the seniors will share their experiences to deal with crisis situations while implementing them on the ground.

f.   I am always eager to share my Service experience with my Service juniors

Experience sharing is one of the most aspects of Civil Service where junior Civil Servant gets to know the actual scenario and experiences faced from their Service seniors. They gain firsthand knowledge which increases their confidence before they start working at the helm of administration. As a Civil Servant starts his career, he learns new things and has to rapidly unlearn many fixed notions in order to adapt to the present scenario. Every Civil Servant has certain experiences to share which will enrich the Service and help the juniors. So experience sharing should be made a regular practice among the Civil Servants. The sessions could be preferably online but it should definitely be an interactive one.

g.   I always participate in social campaigns organized by our Service

Civil Servants try to serve the society throughout their Service span in various ways. In addition to this, they also organize social campaigns such as voluntary blood donations, collecting aid for victims of natural calamities and hold sensitization camps in remote rural belts in order to curb the menace of child marriage, witchcraft and consuming "hooch" (country liquor). Such campaigns are organized in the Districts and Sub-Divisions under the leadership of a senior officer. These campaigns are mostly held on weekends and Government holidays so that the normal duties are not hampered. These social campaigns serve many purposes – they increase the feeling of camaraderie among the Civil Servants, make them sensitive towards social occurrences and develop them as Samaritans of the society to which they belong.

h.   I am interested to impart training in various training institutes

Senior Civil Servants are often invited by the State Administrative Training Institutes and other Government Institutes to impart training on various subjects of administration. The audience may exclusively include Civil Servants or officials from Allied Services. Some Civil Servants may get the opportunity to deliver training sessions to students of Law, Rural Development, Political Science and even Psychology on issues which relate to their field of expertise. These trainings help an individual Civil Servant to think coherently and in an unbiased manner. Interacting with the greenhorns in Service and the students unleashes a fresh spirit in his frame of mind and enhances his performance level. It also motivates him to think "out of the box" regarding some pending issues which may lead to viable solutions. Such training sessions also have the potential to serve as confidence building steps for some officers and may raise their self-esteem.

i.   **I regularly read books and magazines related to Public Administration**

The Indian Journal of Public Administration, Indian Public Policy Review, Journal of Governance and Public Policy and several reputed foreign journals publish articles on Public Policy, Governance and various aspects of Civil Service in the Indian context in their issues. The articles are either in the form of case studies, first hand information about various schemes and a vivid account of their implementation, comparative and analytical studies regarding Government schemes and narration of various experiences of Civil Servants. There are several periodicals published by the various Departments of the State Government from time to time which throw light on specific departmental issues as well as general administrative matters. These articles give an idea of Public Administration as it stands presently and helps a Civil Servant to develop a broader picture of governance in his mind while he executes his functions in the public sphere.

j.   I believe that I deserve the respect given by my subordinates in administration

A Civil Servant has to serve several Districts and Departments during his entire career. Each posting has tenure of one to three years. Both the officers and the officials and staff serving under him are aware of this reality. The fact is that a Civil Servant is the only person who is liable to be transferred while the others will remain in the same work place throughout their Service tenure. Yet a Civil Servant commands respect from his subordinates due to his sincerity, hard work, dedication unto the community which he serves, his personal integrity and his diplomatic manner in which he tackles the challenges of administration. This is a difficult proposition but most Civil Servants gain the confidence of achieving all the above within a short time. He forms a team of "trusted" officials who work tirelessly to achieve all the program targets, implement all the schemes and stand by his side during all adversities. This bonding remains years after a Civil Servant has left that place of posting.

Professional contentment – It is a measure of workers' contentedness with their job, whether they like the job or individual aspects of the job, such as nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (emotional) and behavioral components. It may vary in the extent to which the feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction) are measured by different researchers.

a.   How satisfied are you with your opportunities for promotion/career growth?
A Civil Servant has a fixed and pre-determined career path which is known to him as soon (or even before) he joins Service. Very little changes occur in this promotional hierarchy in terms of time span and revision of pay scale during the entire career of a Civil Servant. The Government sets up a Pay Commission every ten years to revise the pay scales of all Government employees and there is a certain hike in salary and other associated benefits like Dearness Allowance and House Rent Allowance. But it remains a fact that a Civil Servant is promoted only on the basis of Service seniority and not on his performance unlike his compatriot in the Private Sector. This is a very important factor in

the determination of motivational level of Civil Servants as there are no other fringe monetary benefits that could be paid to him by the Government. This is again a diametrically opposite fact compared to the Private Sector where the employees are paid in several other ways apart from their Cost to Company (CTC).

b.   How satisfied are you with your salary?

The salary of a Civil Servant is based on the Revision of Pay & Allowance Rules which is determined by the Pay Commission Report which is set up every ten years. At the beginning of his career, the salary might be lucrative enough given the prestige and other associated benefits. But as a Civil Servant matures in Service, he finds that he is being paid comparatively less in terms of his skill and experience. This leads to a section of the officers to search for "greener pastures" in the Private Sector while some never return from the short-term deputations in International Organizations. This is definitely a cause of worry as the Government cannot just hike the salary of Civil Servants unilaterally as innumerable factors should mandatorily be taken into consideration before even actually proposing such an action. This is also a very important motivational factor in determining the performance level of Civil Servants in India.

c.   How satisfied are you with the other benefits associated with the Service?

This factor invites just the opposite feeling in the minds of almost all the Civil Servants compared to their salary concept. A majority of the Civil Service aspirants dream to ride a car with a "blue beacon" as it is only rode by those which belong to the most prestigious rank in Government Service. A luxurious bungalow, personal security guards, attendants in office, Government sponsored Health Scheme for the officer and his dependent family members and exposure to highest corridors of power are some other promising factors that appeals to the Civil Servant. The most striking feeling that comes across the mind of a Civil servant is that he "shapes of destiny" of millions of common people who reside within his service jurisdiction for a greater part of his service tenure. These benefits are definitely missing in the corporate sector. To a large extent, this might

be a motivational factor for a young Civil Servant but such appeal fades as one gets used to getting these facilities over the years of Service.

d.   How satisfied are you with your social recognition?

A Civil Servant seldom gets an opportunity to stay in his own home during his Service tenure. In most cases, he has to move along with his family to a different State as he belongs to that particular State cadre. Even if he gets his own State cadre, he is rarely posted at a place from which he could commute to his home regularly. So we have to take into consideration both aspects of social recognition – one at his place of posting and the other at his ancestral/family residence. A Civil Servant will definitely be held at a high esteem in the later place as his family will earn the respect of the society. Financially, it won't matter much if he belonged to a well to do family but his living standard will definitely improve if he was financially backward prior to his Service. At his place of posting, his social recognition will depend to a great extent on his acceptability and behavior towards the common people. This is obviously an important motivational factor and needs to be measured carefully.

e.   How satisfied are you with your frequent transfers?

One of the most vital characteristics of Civil Service is the transferable nature of the job. A Civil Servant undergoes at least five to eight District transfers during his field tenure and almost an equal number of Departmental transfers during his Service at the Secretariat. While some transfers may be sought for by the officer due to personal or other reasons, most of the transfers are unpredictable and may occur at any time as there is no predetermined tenure of a posting. At times, an officer may be facing some problems with the local politicians or a section of the community and may request for a transfer. But in most cases, an officer detests a transfer order when he has already put in extraordinary efforts in a place and he may have to leave the place before the actual results come up. In both the above cases, transfer plays a significant role as a positive or

negative motivator. It must also be noted in this regard whether the Civil Servant considers the transfer policy as fair or biased.

f.   How satisfied are you with the attitude of your superiors?

A Civil Servant always moves "alone" to a new place of posting and faces a different set of stakeholders. It is virtually impossible for his "reliever" (the officer in whose position he is posted) to give him a vivid idea of the various affairs prevalent in that place. So a newcomer will always expect his Service seniors posted in the same District to help him in multiple ways. The seniors should advice him on various matters, explain him the peculiarities of that District, caution him beforehand about his shortcomings regarding completion of schemes and try to safeguard him from a section of the political fraternity who are hostile to the administration in general. This will definitely increase the morale of an officer who will gradually gain confidence with the passage of time and get a "firm grip" on the entire administration.

g.   How satisfied are you with the attitude of the political fraternity?

In a Democratic form of governance, the actual power of administration is vested with the elected representatives who are chosen by the citizens through the General elections. These elected officials constitute the Executive at the Centre and the States and the Board in the Panchayati Raj Institutions and Urban Local Bodies. The job of the bureaucracy is to advise them on Policy matters, follow their directions in Governance and implement the schemes on the ground. This may apparently seem to be a simple equation but in a multi-party system mired with numerous factions, the actual scenario resembles a jig-saw puzzle. The relationship between the political fraternity and the bureaucracy is extremely complex and sensitive and plays a significant role in determining the level of motivation level of the Civil Servants. There are extreme instances where Civil Servants committed suicide as they were unable to handle the political pressure. On the other hand, some Civil Servants enjoy extremely cordial relations with leaders of multiple political parties.

h.   How satisfied are you with the administrative setup?

The administrative set up of any unit of administration (Block, Sub-Division, District or Department) comprises not just the office of the BDO, SDO or Collector but consists of a large number of Line Departments who cater to different functions. Health, Public Works (and its various wings), Judicial, Police, Motor Vehicles (Transport), Food & Supplies, Fire & Emergency Services, Disaster Management, Public Health Engineering, Electricity, Irrigation, Education, Micro & Small Scale Industries and Agriculture are some major sectors who play a major part in implementation of various schemes. A Civil Servant plays the role of a Nodal officer who coordinates the functions of all these Departments and is answerable for all the activities under his jurisdiction. This puts him in an extremely vulnerable position as he has to maintain cordial relations with the authorities and yet keep a vigil on them. In short, the motivation of a Civil Servant is escalated when he gets support from the Line Departments and the reverse happens if they refuse to follow his authority.

i.   How satisfied are you with the rules and regulations attached to the Service?

The Service of any Government employee is regulated by certain Service Rules which are modified from time to time. The Civil Service is no exception but the applicability of such rules in case of Civil Servants is far different from others. A Civil Servant has to stay in station (place of posting) throughout the entire year even during vacations. They could not form any political association and cannot pursue any other activity apart from their profession. At any moment of crisis in their personal front, a Civil Servant faces a lot of problems. This lowers their morale and affects their performance. Some officers with a creative, cultural or adventurous bent of mind detest the resistance they face when they express their interest to pursue their passion. This is also a negative factor which demotivated several Civil Servants.

j.   How satisfied are you with the attitude of the common people towards the Service?

A Civil Servant joins the Service with the deliberate intention to serve the society. From the very beginning of his career, he has to mix closely with the common people. He is supposed to listen to their demands and grievances patiently, try to help them to the maximum possible extent within his limitation, face any calamity by being personally present by their side and always try to innovate new schemes and policies in order to develop their standard of living. It is obvious that such Civil Servants command the respect of the majority of the people. At times, some political leaders or community heads may mislead the people against them in order to serve their own interest but an honest Civil Servant continues to deliver his sincere Service at the face of any adversity. The motivation of any Civil Servant increases if the common people reciprocate his dedication and selfless Service with their love and respect.

k.   How satisfied are you regarding "transparency" in various aspects of the Service?

This is absolutely an internal issue regarding the organization in which the Civil Servant is working. It happens, more often than not, that a sincere Civil Servant is transferred to remote and distant places, and that too abruptly, if his actions fail to please his political bosses. On the other hand, a section of the Civil Servants continue to bag meaty postings throughout their career in spite of changes in the political power as they are always willing to please the political fraternity. The elected representatives are much more interested to fill their coffers due to the declining level of self-integrity in politics as is evident on this day. As most Civil Servants belong to the former category, they expect that their sincerity would be taken into consideration and that the whole transfer posting policy should be fair and transparent. This may be treated as a critical motivational factor which affects the performance of a Civil Servant both positively (when the transfer policy is fair and according to merit) and negatively (when the transfer policy is biased).

Role in framing Public Policy– Public Policy framing can be described as a dynamic, intricate and interactive system that takes place in an institution in which public problems

are discovered and solved by developing new policies or reforming the older ones. It involves many participants with different roles, interests and resources. In a Democratic form of Government, political parties participate in the General Elections either as a single party or as a coalition with their own principles and agenda. When one party or a coalition wins the Election, the Executive decides a new Public Policy by taking assistance from the senior bureaucrats, allocate funds for the schemes and then direct the Civil Servants to implement the same schemes and programs within a stipulated time period. So the Civil Servants play a key role in making the Public Policy successful.

a. I am involved in the policy making process

When a Government is formed with the support of the majority of elected representatives both at the Centre and the States, the newly formed executive develops a Public Policy based on their political principles and their declared agenda. They formally engage the senior bureaucrats to design the policy and the framework for implementing the same. The success of any scheme depends upon the realistic ground level assessment of the various factors and the socio-political scenario. A Civil Servant who is a part of a scheme which is applauded for bringing a positive change in the lives of the beneficiaries thus, resulting in social development feels motivated. The recognition earned by him encourages the Civil Servant to contribute more meaningful activities to the Service.

b. I feel contended when all the Government schemes under my jurisdiction are implemented

One of the principal functions of a Civil Servant is to act as a Programme Implementing Agency (PIA) for all Central & state sponsored schemes under his jurisdiction. He acts as the Drawing & Disbursing Officer (DDO) who initiates the tender process, gives the work order, inspects the work progress, gives the Utilization Certificate (UC), draws the fund from Schematic Head and allocates it to the agency whose has done the job. In case of Individual Beneficiary Schemes (IBS) like MGNREGS, PMAY, IGNOAPS & Kanyashree, he acts as the Master Checker whose digital signature is mandatory before

sending the schematic amount to the account of the individual beneficiary. In spite of the fact that there are a plethora of schemes and activities to be done within a financial year, a Civil Servant feels immensely satisfied if he could meet his target within the stipulated time. This places his Block, Sub-Division or District in a significant position in the Rank table which increases his confidence and motivation as well. At the same time, he feels that he has actually succeeded in doing something "worthy" for the development of the society. This also increases his motivation level and urges him to perform even better.

c.   I believe that all the Government schemes are designed for the benefit of the people

This is a very tricky proposition as the Civil Service fraternity is divided on ethical grounds on this issue. On one hand, a section feels that since all the Government schemes are meant to benefit the people in particular and the society in general, it is not important to judge whether the recipients are deserving or not. On the other hand, the second group believes that any schematic amount that is disbursed from the Government exchequer should be for some meaningful purpose and not for "earning" popular support in the form of distributing doles. They argue that free ration for all, free education for all and free medical facility are justified as our country follows the model of a "welfare state" but giving Television sets, laptops, pressure cookers or monetary donation to clubs are definitely wastage of funds. In such a situation, the Civil Servants who fall under the second category feel mentally depressed when they are forced to implement the "dole schemes" and affect their motivation level negatively.

d.   I feel equally interested in implementing all the Government schemes

This proposition is almost similar to the previous one but includes the fact that the Civil Servants feel annoyed when they find that the beneficiary lists are drafted by the leaders of the ruling party who pressurize the administration to distribute the benefits to the chosen ones. A part of the list may contain beneficiaries who really deserve the benefits but the majority of the names are close relatives of the leaders or active party workers.

The Civil Servants who are in charge of distributing the benefits, supervising the work progress and allocating the funds feel disinterested and often ignore such scheme progress. As a result, the schematic implementation is hampered and it harms the deserving and needy beneficiaries. This results in social unrest and often the officer invites ire from his seniors. This frustrates him further and his motivation level declines which in turn affect his performance.

e.   I am interested in designing innovative ideas while implementing various schemes

All the Government schemes are generalized in nature and the implementing agency needs to follow the same rules and regulations. However,, since every region is different both in its topography and social constituents, it is quite difficult to get the same schematic benefit in every case. In this situation, innovative Civil Servants designs some variation in the basic schematic module/plan and develop an optimum model which is more suited to that particular place without compromising with the general guidelines. For this purpose, he takes the help of the specialists both under his jurisdiction as also from the Line Departments. It also requires the approval of his immediate superiors who carefully study the entire model so that it may be certified as "legitimate". Finally, when such an innovative scheme/model is once approved, it is often emulated by other officers in future to derive the maximum utility of the scheme/model. This innovative character of a Civil Servant often invites accolades from seniors and help to improve his motivational level.

f.   I am ready to accept all the suggestions given by the elected representatives regarding the implementation of schemes

This is another relative perspective which depends upon two factors – the general attitude of the politicians of that region and the rapport shared by the officer with the political fraternity. Generally, the political leaders are driven by an urge to fill their own coffers with public money and concentrate only on those activities which are "popular" in the

eyes of their supporters. They try to put undue pressure on the Civil Servants to meet their demands which leads to a bitter friction between them. This takes a toll on the motivational level of an officer as his seniors mostly choose to ignore such issues to avoid displeasing the politicians. However,, not all politicians are equally corrupt as some of them really side with the officer in the interest of development. The support from these politicians helps a Civil Servant to take more interest in his work and his performance increases.

g.   I put more stress on completion of schemes rather than the quality of work

There is a prevalent practice called "data fudging" which is widely used by the Sales and the Marketing personnel in the Private sector. These people increase the sales figures by introducing several fake customer profiles from which queries are made and similarly the territories are overlapped to show more sales figures. They even cite the peak sales figures as the average figures for the entire year. Till a few years ago, both the central and the state schemes added up to about 35-40 with a limited number of beneficiaries. However,, in the recent past, the numbers of schemes have escalated to above 80 and almost all the scheme coverage has been deemed as universal. With the constant decrease in manpower and pressure from the seniors to meet the targets, the Civil Servants who act as PIAs have resorted to "data fudging". It is no more physically possible for the entire team of officials present in a unit of administration, leave alone the Civil Servant, to inspect all the scheme sites even at least once. This leads to a general deterioration in the scheme quality and an obvious compromise with quality. This factor is a interesting piece of study as it is doubtful whether the above stated approach actually affects the motivational level of a Civil Servant.

h.   I am satisfied that all the beneficiaries who have availed the scheme benefits satisfied the suitability criterion strictly

There are two aspects to this perspective – whether a beneficiary whose name is enlisted in the list of scheme recipient "really" meets the criterion i.e. he is deserving enough to

get enlisted and secondly, the beneficiary has completed all the requirements of the scheme to get the final allotment in his account. In both cases, a lot of anomaly occurs at the ground level primarily due to the undue political interference and sometimes due to unintentional error. Several studies conducted over the years on the schematic success have raised questions on whether the schemes have actually met their goals or have fallen critically short. This is an extremely sensitive subject as some bureaucrats claim that left alone to them, they would have made all the schemes a grand success in the absence of any political interference. However,, this is not possible in a democracy and so the Civil Servants have to try their best to "bargain" with the elected representatives in order to enlist the maximum number of "deserving" beneficiaries on one hand and strictly allocate funds only to those schematic "benefits" which have made no compromise with either quality or quantity. The better a Civil Servant fulfills the above two criterion, the more motivation he will derive from his activity.

i. **I am satisfied that the all the tenders for various scheme implementation were distributed without any prejudice**

The contractors/suppliers are presumably the most powerful section in any administrative unit due to several reasons. They act as the main source of funds for the leaders especially during the elections, share a good rapport with the top bureaucrats of administration and manage to develop a clout over any Civil Servant who is posted at a particular place. In most cases, they form some form of an unofficial association/syndicate and are determined to grab any work order within their territory. There are several requirements to get a work order. At first, a tender is floated by the PIA. Earlier, it used to be put up in the office notice board so that all the deals were managed locally. But now the entire tender process above a certain amount needs to uploaded on the e-tender website (global tender) as well as published in quite a few reputed dailies. This will certainly invite bidders from outside as well who may even be lucky to be the lowest bidder. The moment this happens, the syndicate puts enormous pressure upon the PIA to either remove the outsider by citing some flimsy excuse or

cancel the entire tender process. The credential required for participating in the tender is also not sufficient in several cases when the syndicate selects a contractor. A Civil Servant has to handle the entire matter with the highest level of diplomacy to ensure that the most worthy person gets the contract. He is also aware of the fact that the Opposition parties will be closely watching the tender process and if any wrong step is taken by him, they will waste no opportunity to malign his personal character to put him under further pressure. This will also affect his motivational level in some form or the other.

j.   I believe that I am an inherent part of the Public Governance process

Every Civil Servant is an inherent part of the administration as much as any Government employee. However,, the effort put by a Civil Servant cannot be compared with those officers belonging to the various Line Departments who enjoy the same pay scale. It is evident, therefore, that any Civil Servant should feel that his position in the Public Administration is something "special" and there should be enough reasons to back that feeling. It has been observed through several research studies that when the executive takes the bureaucracy into confidence while deciding vital policy matters and supports the field level officers through non interference in the implementation process, the performance of bureaucracy has improved as they have gained confidence and an enlivened spirit to strive more towards perfection.

k.   I support introduction of e-governance activities in every part of administration

With the advent of computers and progress of Information Technology in virtually every affairs of the human society, the intervention of IT in administration occurred in a definitive manner in the last decade or so. Each and every Government office has introduced desktops in place of the age-old typewriter machines, every Department has its separate website to disseminate information, Departments are connected through internet and intranet, introduction of software for conducting vital functions such as accounting, database creation and storage, Human Resource Management System and e-

tendering. Every Department has introduced a Single Window functioning to conduct various activities. The ULBs and PRIs have also been included in this paradigm for effective functioning. Introduction of e-Governance has done away with red-tapism, delay in operation and tout culture, made the administrative activities more transparent and simple to operate, more systematic approach to various schemes, voluntary disclosure of vital information and speedy grievance Redressal mechanism. All these features have made it easier for the Civil Servants to carry out the various governance functions and improved their motivational level.

Commitment to public interest – The concept of Commitment to public interest may be defined as "the welfare or well-being of the general public and the society that warrants recognition and protection". It is considered as one of the core theories of a Democratic form of governance. It may also be defined as "the efforts given by the Government to ensure the needy and the downtrodden a comparatively better standard of living and providing them with the essential necessities of life". Several schemes have been undertaken by the Government, both at the Centre and the State, to provide for social and economic elevation. These are basically community schemes which aim to either create some tangible community asset or provide an assured economic support to a particularly vulnerable section of the society. As is evident from the above discussion, the entire implementation of such schemes depends upon the bureaucracy working at the field level. They should act in a dedicated and unbiased manner to ensure that the "fruits of benefit" actually reaches the deserving beneficiary and is spread to the remotest corner of the State. Serving for the interest of the general public is an altruistic psychology that is prevalent in Civil Servants and so it generates a positive feeling of motivation in them.

a.   I am interested in mixing with people belonging to all sections of the society
A Civil Servant begins his career as the head of an administrative unit (Block) and represents the "face of administration". All sections of the society look up to him for support and cooperation as he is in charge or a part of all major decision making

activities. This role enables him to meet and interact with people from different sections of the society under his jurisdiction. This helps him to make a SWOT (strength, weakness, opportunities, threats) analysis of the place, the problems faced by the people, their demands and grievances and the various social, religious and cultural variations. The people also get to know about the Civil Servant as an individual, what he wants, how he works, what his official limitations are and how he acts in an honest and dedicated manner. This mutual understanding goes a long way to foster a trust factor which helps to evade a lot of problems and rumors at the ground level. This improves the performance of the Civil Servant and develops him as a matured administrator.

b.   I believe that I am a keen and patient listener to the problems of others

A Civil Servant should develop two unique qualities from the very beginning of his career – patience and attentive listening. Even though they may seem to be simple, these two qualities are very important as they help him to solve many complex problems. When any person is agitated due to some reason and seek justice or solution from the authority, the officer must listen to the entire problem. This will pacify the man a bit and at the same time, give the officer a clear idea about the problem and think about a possible solution by the time the complainant finishes pouring his grievance. There are times when silence is the only prudent choice as an officer cannot give in to some unjustified demand. A patient Civil Servant is a better performer than one who has a short temper.

c. I believe that I can offer effective and applicable solutions to the problems posed by the common people within my limitation

A Civil Servant should be a good judge of both human behavior and situation. He must always be in a position to offer a solution, no matter how little effect it might have on the entire problem, within the shortest possible time. This will develop a sense of respect in the minds of both his subordinates as well as the common people and instill a sense of confidence in him. This will further help him to run the administration more effectively

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as the resources available are always limited and there is always demand for more. In such a situation, it is the duty of the officer to decide the optimum resource allocation for various schemes so that none of them are stopped abruptly. This enhances the performance of the administrative unit under his jurisdiction and gets duly praised. This improves his confidence level and improves his performance.

d.   I am interested in travelling a lot and staying in different places

The job of a Civil Servant demands a lot of travelling from one place to another due to several reasons. Since the officer is in a transferable job, he is liable to be transferred anywhere within the length and breadth of the State and so he must develop a liking for every place. Secondly, inspection of various schemes and interacting with the staff and the common people within his administrative unit requires him to travel a lot. Last but not the least, he has to attend various meetings and trainings at the District and Sub-Divisional Headquarter which are normally far from his place of posting. He needs to be a bit of adventurous or else the feeling of staying away from his home and family will make him remorse. He must develop an interest to serve the people of distant places or else his motivational level will be lowered.

e.   I am more interested in site visit for inspection rather than office work

Some Civil Servants prefer to spend more time in their chamber and remain busy with administrative work. They are more meticulous with their reports and establishment related issues. Another group of Civil Servants are more interested in travelling throughout the length and breadth of the Block. They regularly visit the scheme sites, Panchayat offices and other institutions like schools, colleges and various social and cultural programmes. They are more popular among the common people who find them more friendly and accessible. So they enjoy a better rapport with the other stakeholders. However,, they may be less aware about the various rules and acts. An effective administrator tries to maintain a fine balance between the two functions and this improves his work performance.

f. I believe in serving people even at the cost of my social life

The job of a Civil Servant is to serve the people within his jurisdiction by remaining personally present in his place of posting throughout the period. Most of the administrative units are located far from the cities and towns and so they lack the basic amenities. Some Civil Servants who are introvert may adjust with the situation especially if they stay alone but for the majority, it is a nightmarish experience. Absence of any cinema hall, park, shopping mall or even a decent eatery makes their life and that of the family members who stay with them miserable. This dampens their spirit and affects their performance.

g. I am more interested in serving the people living in remote areas

A Civil Servant is liable to be posted anywhere within the jurisdiction of the State in whose cadre he is serving. In most of the cases, the places of posting are sub-divided into various zones such as A, B & C depending upon certain factors such as distance from the state Secretariat, proximity to the nearest railway station and National Highway, availability of amenities like hospital, college and market and whether they are located near international/state border. A certain transfer policy is existent in which the posting of the officer concerned is ideally rotated between the various categories to ensure fairness of Service. But a handful of officers prefer to stay back and serve in remote areas as they believe that they will serve the society more effectively in this manner. This increases their motivation level and helps them to perform better.

h. I give more importance to a common man than a politician

A Civil Servant is expected to carry out his duties in an unbiased manner. All the people under his jurisdiction should get equal respect from him. He should give equal importance to the political leaders cutting across political ideologies. However,, in practice, most Civil Servants chose to remain politically correct in order to keep both their bureaucratic bosses and the ruling party in good humour. So they sometimes

overlook the concerns and grievances of the common people. This results in aggravating a minor problem which could have easily been solved if the officer concerned had lent a patient hearing earlier. This is in spite of the fact that both the stakeholders often put the sincere Civil Servant into trouble and refuse to support him if he falls in danger. Behaving modestly with the common people increases the trust and support of the community towards the officer and helps him to serve them better. The common person never betrays an honest officer and always sides him. Such a behavior serves as a positive motivator for the Civil Servant and gives him a certain sense of satisfaction.

i. I believe that Civil Servants contribute more to the society than politicians

Civil Servants are bound to serve the society throughout their entire Service span which may extend from twenty five to almost forty years. Some exceptionally gifted officers are retained by the government for another five years till they reach sixty five years of age. An elected representative of a ruling party may remain in power for a maximum period of five years for one term and sometimes may continue for another two or three terms (which adds to about fifteen years). So it is obvious that a Civil Servant gets much more opportunity to serve the society compared to the politicians. On the other hand, the politicians are well aware of their temporary nature of tryst with power and so try to fill their coffers and serve their own interest to the maximum. The job of a Civil Servant is permanent and he gets a decent salary. So a Civil Servant definitely contributes more to the society than a politician.

j. I choose to oppose the political fraternity in the larger interest of the public

In a democracy, it is an accepted norm that the Executive will frame the policies and the bureaucracy will implement them at the ground level. The Civil Servants are expected to implement all the schemes announced by the government unquestioningly. However,, there are times when the method of implementing the scheme does not match the rules and norms of administration. This results in widespread wastage of funds from the public exchequer and misuse of the already limited resources. The end sufferers will obviously

be the common people as such funds and resources could have been put to some better use for their benefit in the long run. A section of the Civil Servants oppose the meaningless schemes and questions their utility. This takes them into direct confrontation with both the political leaders and their seniors in bureaucracy. This affects their motivation level negatively and affects their performance.

Empathy towards general public – Empathy literally means "to suffer together". It may be defined as the feeling that arises when you are confronted with another's suffering and feel motivated to relieve that suffering. It includes empathy (feeling and sensing the emotional experience of others) but it goes beyond that. Empathy brings together many attributes ranging from awareness, compassion and distress tolerance, to courage, a caring intention, strength and persistence. A Civil Servant is by nature a caring and compassionate character who always thinks about the pains and sufferings of the poor and downtrodden in the society in which he lives and tries his level best to improve their condition and pull them out of distress.

a.   I always move one step ahead than others to help the people in distress
It is a normal behavior among the people, especially in the present day, to lend a blind eye to the problems and sufferings of the people and sometimes choose to remain ignorant. This has led to a weakening in the social cohesiveness and has rendered us intolerant towards each other's values and beliefs. A Civil Servant should always think in the opposite lines of this general social trend and always try to go ahead and help others. This act will help them to come in close contact with the common people and he will feel confident and mentally rejuvenated when succeeds in helping them in distress. These acts of compassion indeed confer a meaning to the Service and improve the motivational level.

b.   I am interested in stopping all types of social evils even at the cost of taking risk

It is disturbing to note that even in the middle of the 21st century, certain social evils still exist in the society which inflicts a sharp blow to all our rational ideas and the law of the land. These immoral and superstitious customs are mainly targeted towards the socially and economically backward sections who are incapable to save the victims from the clutches of the leaders and "godmen" who intentionally patronize such acts to serve their own interest. Female foeticide, early marriage of girls, dowry, witchcraft, covert prostitution in the name of devdasi, untouchability, consumption of "hooch" (country liquor) and even human sacrifice still continue in different parts of our country. When a Civil Servant gets information regarding any such misdeed, he should immediately act as per law and take the help of the police and administration. However,, his job does not end there as even after rescuing the victim, he should regularly organize sensitivity camps in that area and reveal the evil side of the "godman" or leader. Such acts will definitely motivate him to perform better.

c.   I try to help the downtrodden immediately with all possible Government aids even at the cost of compromising with the official formalities

Every Government scheme has a set of specified rules and regulations in order to implement them officially. However,, we often find that the corrupt politicians and the self-interested officials trying to twist the rules and discovering flaws in order to "earn" maximum personal benefits from the scheme. In most cases, a Civil Servant at the field level can do very little about it except remaining sincere to his job and inspecting the scheme properly. Under such circumstances, it sometimes so happens that a major scheme designed to solve a particular issue may become beneficial to a large section of the population if it is "slightly" deviated from the normal design or by relaxing a few rules. This may apparently seem unethical but if it is done with an honest frame of mind, a Civil Servant should get the desired support from his senior authorities in administration.

d.   I try my best to resist any step which is harmful for the society

There are some people who could not tolerate any wrongdoing or corrupt practice even though it might be done by someone who is very powerful and knowing full well that by doing so, he might land in great trouble and even endanger his own life. They are often termed as "whistleblowers" and they, without any formal authorization, reveal private or classified information about an individual or an organization, usually related to wrongdoing or misconduct. While doing so, these individuals generally believe that such actions are motivated by a commitment to the public interest. These acts of honesty and courage will certainly improve the motivation of a Civil Servant if they get support and recognition for their deed.

e.   I whole heartedly support NGOs and voluntary organizations with a noble mission

There are several Non Governmental organizations (NGOs) and voluntary organizations that are constantly and tirelessly fighting for providing justice to the people who are socially, financially or demographically backward and improve their living conditions. These organizations receive almost no funds from the government and they generally do not have any political leaning. So they work in an honest and unbiased manner for the "deserving" needy. There are quite a few such organizations operating in every administrative unit and the Civil Servant who is charge of that unit should extend his whole-hearted cooperation to them so that they may extend their reach and serve the people better. Some NGOs work against social evils and superstitions and face a lot of resistance from political and interest groups. The officer concerned should protect them from such untoward and unnecessary pressure so that they may work in a more effective and concerted manner. This will improve the general lot of the common people and improve the motivational level of the Civil Servant.

f.   I strongly believe in social righteousness

While administering a certain area, one must be conversant with the social customs, beliefs and traditions of that place. This will help an administrator to understand the

problems of the people and intermingle with them easily. At times, the Civil Servant may be prejudiced towards a set of basic ideas which he had inherited from his social upbringing. Some of these ideas may clash with the practices and beliefs of the area where he is posted. A Civil Servant should educate himself about the history and reasons behind the customs of the area and judge the same with a completely unbiased view. The only judging criterion should be whether the practice or custom under question harms an individual or community or not. The habit of learning to adapt to new practices and ideas should instinctively come to a Civil Servant and he should appreciate everything which is fair and healthy.

g.   I have some fixed notion about norms in the society and expect the citizens to follow them

A Civil Servant may either hail from a strictly conservative society or from a extremely liberal family. In every case, he will nurture some fixed notions about the society in his mind which are difficult to unlearn in some new surroundings, especially when he remains in such surroundings for a limited period. However,, it must be clearly understood that the people of a certain region always except their administrator to at least respect and appreciate their tradition and culture if not follow them. So it is always advisable for a Civil Servant to leave behind the baggage of fixed notions at the back of his mind and accept the fact that there is no such "fixed" set of principles and only the obnoxious and illegal practices should be stopped as per the provisions of law. Imposing any set of social rules will create an immediate and massive resistance among the people which will make it extremely difficult to administer them.

h.   I actively encourage social organizations to hold blood donation camps, free tutorial camps and other beneficial activities

Several Civil Servants are personally interested in participating in various social events such as blood donation camps. These camps are very essential as there is always a crisis of blood supply in District and Rural hospitals which are located far away from the

Central Blood Bank in the Superspeciality & Private Hospitals. Organizations such as Indian Red Cross Society play a significant role in this respect. Some Civil Servants organize free coaching classes for students preparing for competitive examinations as they were familiar with such examinations in the recent past. All these activities help to rejuvenate the spirit of a Civil Servant as well as serve the society through some meaningful contribution. Participation in these activities also brings the Civil Servant in closer contact with the common people and enhances his altruistic image and motivates him positively.

i.   I am biased towards implementation of Government schemes and attach more importance to those that I believe will truly benefit the society

The principal responsibility of a Civil Servant is to implement several Central and State Government sponsored schemes at the ground level. This activity takes majority portion of his activity time and he has to employ majority of his resources to achieve the same. But a Civil Servant does the feel the same attachment towards all the schemes. While he attaches more importance to some of them, he completes the others in a reluctant manner. This is because he personally feels that the former schemes are definitely directed to bring about social upliftment and bring about a positive change in the lives of the people. He feels biased when some schemes "touch the lives" of the beneficiary and help them directly. Studies and social audit surveys have revealed exactly the same trend and so while some schemes have been more effectively implemented, some others were completed merely to meet the target. A Civil Servant feels positively motivated while implementing the former schemes while working on the later schemes dampens his spirit.

j.   I covertly support politicians who voice the concerns and demands of the people even if they belong to the opposition party

One of the most important dimensions of administration is the interrelationship between the bureaucracy and the political fraternity. The framers of the Indian Constitution had deliberately given more importance to the politicians as they were directly elected by the

people and represent their aspirations and demands. The bureaucrats were expected to advice the Executive on policy matters and implement the same at the ground level. So it is obvious that the Civil Servants should maintain a close liaison with the political leaders. However,, over the years a certain tendency has been observed that the Civil Servants prefer to consult the elected leaders while ignoring the leaders of the opposition parties. This helps them in getting patronage from the ruling party which helps in getting "meaty" postings and sometimes shield them from the senior bureaucrats. But in a multi-party democracy like India, one could not completely ignore the opposition parties who play a vital role in raising the justified demands of the poor and the oppressed and revealing the corrupt practices of the ruling party. This gives rise to an unhealthy situation as the opposition parties leave no opportunity to criticize the Civil Servant by organizing deputations, blockades and abruptly stopping some schemes the ground with some unjustified demands. A Civil Servant is expected to be extremely diplomatic while reasoning with the political fraternity and should maintain a "working" relation with the leaders of the opposition parties as well as their inputs and support is essential for running the administration uninterruptedly.

Selfless character – Selfless character may be defined as "the giving up of one's own interests or wishes in order to help others or advance a cause or an ideal". Compassionate character can also be described as a particular quality in an individual who "voluntarily gives up what he wants so that the others can have what they want". When a leader demonstrates such a behavior, it instills a sense of trust towards him among his subordinates as well as the common men under his jurisdiction as the leader is willing to make any sacrifice by incurring great personal risk and cost.

a.   I have deliberately chosen this career even though I had much better job prospects

Most Civil Servants are academically bright and have scored high grades during their educational career. They have either graduated from some reputed Medical or

Engineering institutions or have undergone professional course from reputed universities. In all cases, they have got lucrative jobs offers from Private sector companies or other Departments in the Public Sector. However,, they have ignored all such proposals and intentionally opted to join the Civil Services. This is because all of them want to serve the people of their country through their profession. So the actions performed by them during their Service span act as positive motivators and inspire them to serve the people better.

b.   My family is always supportive to my career demands

A Civil Servant is a social being and has a family life. Initially when he joins the Service at a young age, he is mostly unmarried and his parents are young and healthy. However,, with the passage of time, he gets married and has children. At the same time, his parents grow old and their health deteriorates. A situation comes when the Civil Servant has to worry about his parents' well being, his children's schooling and his wife's career (if she is a professional). The frequent transfers start taking a toll on his mental state and it completely depends on the role of his family whether they can manage the situation properly. The family of a Civil Servant has to make many compromises so that he could pursue his career. So it is obvious that the family of a Civil Servant has to be extremely supportive towards his career pursuit and adjust or sacrifice their own needs and priorities to suit the demands of the Civil Service.

c.   I believe that I am able to fulfill all responsibilities towards my family

A Civil Servant leads a family life and has to take responsibility of all the other family members like any other ordinary Government Servant. However,, the requirements of his Service (undefined working hours with almost no leave) and frequent and unplanned transfers often hamper his family life. In such situations, it is extremely difficult for him to arrange admission for his children in a new school, set up a new household in a government accommodation, arrange medical facilities for his aged parents and arrange a spouse posting for his wife (if she is in a transferable job). It is therefore evident that a

Civil Servant who is confident that he is able to handle all his family responsibilities in a satisfactory manner will be able to perform his duties in a more effective manner.

d.   I am more interested to live a contended life with few demands than a prosperous one

A Civil Servant has to spend a major portion of his Service life in the District and Sub-Division where the living standard is simple and devoid of the modern amenities like shopping malls, entertainment parks, clubs, multiplex or theatres. Even after he gets posted at the Secretariat, he gets very little time to enjoy life with his family. The salary and other perks of a Civil Servant does not permit him to host lavish parties, fly to exotic locations during vacations, buy big properties or even pay for costly attires. Sometimes, we find that some Civil Servants misuse their position and power and start amassing assets disproportionate to their income. Such corrupt officers are few but earn a bad name for the Service. It depends upon the personality of the individual officer whether he wants to remain contended with a simple but prestigious life or go after attaining wealth through illegal and unethical means. This is a significant factor affecting the motivation of Civil Servants as they have every opportunity in their hands to deviate from the path of honesty and yet they are contended to remain firm to their integrity.

e.   I am always able to support my family during any crisis

A Civil Servant remains engrossed in his official assignment during most of the time and has very little time left for his family. Even after his normal office hours, he remains busy with site visits, attending to the grievances of the common people in his chamber and attending meetings at the District and Sub-Divisional level. Under such circumstances, the family of the Civil Servant feels isolated and ignored and this often raise quite a bit of argument and misunderstanding in his personal life. A Civil Servant should be an intelligent time manager who should manage to find some precious time for his family in between his busy schedule. Some Civil Servants take their family along when they go for site visits or meetings so that the family members could enjoy some sight-seeing or

leisure while he is doing his job. Taking a short leave after elections or any important assignment is another way to entertain the family. Lastly, some Civil Servants take their families to various festivals and cultural programmes organized within his jurisdiction. These simple yet effective steps provide the much needed enjoyment to his family members and they could sense his caring nature.

f.   My Service provides me the opportunity to take care of all the basic needs of my family

The salary and other Service benefits of a Civil Servant are enough to lead a simple life and take care of all the basic needs. He is eligible to get cashless treatment (or reimbursable by the office post self payment) for himself as well as his dependent family members. He can also get his children admitted in any Kendriya Vidyalaya anywhere and anytime during the session by furnishing his transfer order. He gets Leave Travel Allowance to travel along with his family to anywhere inside the country once a year. All these benefits may seem adequate and most Civil Servants remain pleased with them. But a section of Civil Servants try to imitate the life style of the highly placed executives in the Private sector and indulge in amassing wealth through improper means. This leads them to a life of constant fear and pressure of getting caught at the hands of enforcement agencies and affects their performance negatively. Sometimes a Civil Servant is unduly pressurized by his family and friends to earn through corrupt means. It is therefore pertinent for a Civil Servant to explain to his near and dear ones what they may expect from him and why he could not "stretch more" to please them beyond his capacity.

g.   I might leave this Service if I find that I am not getting enough opportunities to serve the society

Most Civil Servants are by nature emotional and sensitive as they volunteer to serve the society through their Service. They tend to implement all the schemes for the maximum possible benefit of the people. However,, at times the political renditions of the ruling party may be opposite to this altruistic principle of the Civil Servant and he may feel that

his actions will rather harm the interests of the common people than do them any good. The administrative practices may likewise oppose his ethics and he might feel "strangulated" by the system. In such a situation, some Civil Servants choose to leave the Service as cannot function as "positive change agents" anymore and the Service becomes a burden to them.

h.   I sometimes feel that some of the demands of this Service are unjustified

There are no fixed duty hours of a Civil Servant and it is taken for granted that he seldom avails a leave and that too for a few days in a year. The various administrative conditions demand an arduous schedule from the officer and it is not possible for him to maintain a proper dietary or rest schedule. When he suddenly falls sick, he gets very little time to rest as his responsibilities pile up enormously during his absence from office. At times, it becomes physically unbearable for the officer to continue his office and he feels overburdened. However,, his relentless spirit presses him to carry on with his Service as it "means a lot" to the people belonging to the "weakest" strata of the society.

i.   I believe that this Service proves detrimental for a professional who aims to achieve something magnificent with his sincerity and capability

There is no performance linked benefit such as extra pay or promotion attached to the Services of a Civil Servant compared to that in the Private sector. Any promotion or revision of pay scale depends only upon the seniority in Service. On the contrary, an honest and dedicated Civil Servant often "earns the ire" of a political leader or a senior bureaucrat and is either abruptly transferred from his present posting or deliberately given a "garage posting" where he has little to work upon or contribute. So it is obvious that the Service has nothing to offer a sincere and talented officer who has already proved his mettle by devising many innovative schemes and introduced reforms in administration. This parameter will definitely dampen the motivational level of a "gifted bureaucrat" and will diminish his performance level.

5.5 Methodological assumptions and limitations –

"Methodological assumptions consist of the assumptions made by the researcher regarding the methods used in the process of the research" (Creswell). The procedures used by the researcher are inductive and are based on the researcher's own experience in collecting and analyzing data. In other words, such assumptions are concerned with the reasons the researcher has to believe an interpretation to be correct, or how he can justify an interpretation.

The present research study is undertaken to discern the motivational patterns among the Civil Servants in India and assess their performance level based on such parameters. This is indeed an onerous and delicate assignment as the respondents belong to one of the premier Services of the country and are considered to form the "ultimate administrative structure". The researcher has approached the respondents, all of whom are Civil Servants of the Central & State cadre, with a structured questionnaire either by mailing the same to them or by putting the same before them in a face-to-face interview. The responses were tabulated and analyzed by various data analysis software and final the results were evaluated in the light of the responses given by them.

There are certain assumptions that the researcher has incorporated in the present research study which we need to study in details. This will give a better understanding of the results of the research study that needs to be understood in the light of the above assumptions.

1. Each and every respondent is a unique individual who has a separate entity, hails from a different social, cultural, economic, regional and religious background, has different educational qualifications and belongs to a completely different family. The only unifying factor of all the respondents is the Service they belong too. So we must take into account the fact that the responses will vary to a certain extent based on the above parameters.

2. After joining the Civil Service, an officer is posted in various places all over the State. All these administrative units are different from each other and so the

experiences gained and the challenges faced by the officers vary to a large extent. Added to it is the fact that the political and social atmosphere of that region which definitely plays a key role to develop a certain perception in the mind of the Civil Servant.

3. A Civil Servant enjoys a service tenure of at least three decades and more in which both the political and social scenario of a State undergoes an entire change. New policies and programs are continuously introduced in the administrative system while many old rules and schemes are completely done away with. These changes affect the mentality of a Civil Servant and change his perception to an extent. While questioning the Civil Servant of different batches which vary over a few decades, we have to keep the above consideration in our mind.

4. The perception of a Civil Servant also changes a lot on account of the position allotted to him in the Secretariat or District. A Joint Secretary in a certain unimportant Department may feel less motivated than a Deputy Secretary in charge of an important Department even though the former may be in a senior position than the later. However, such a view will undergo a radical change in a few weeks if their departments are swapped.

5. Some Civil Servants enjoy a very good rapport with the political fraternity and the senior bureaucracy as well. On the other hand, some Civil Servants question the rules and schemes handed over to them to implement on justified grounds and do not share friendly relations with the elected representatives. This leads them to view the tenets of administration with an entirely different insight and their responses will vary accordingly.

6. It is obvious that while some Civil Servants will attach a lot of importance to the questionnaire and provide a logical and authentic answer, there will be others who will just respond to them without applying their minds. Such an extent of aberration has to be kept in mind while analyzing the responses.

7. There are several unforeseen situations both in the professional and personal fronts which affect the mind of a Civil Servant but it is not evident to an outsider.

Any respondent who is undergoing such a mental trauma may respond to the questionnaire in a completely different manner.

8. Some Civil Servants may feel uncomfortable to respond to the sensitive questions and so they may give a "balanced" response to such a query. This will also impact the quality of the response.

9. There will certainly be a difference of approach between the Civil Servants of the Central and State cadre. This is because the Civil Servants of the Central cadre enjoy much better pay scales, additional pay benefits, speedy promotional policy and higher designations compared to their State counterparts.

10. Most Civil Servants do not feel comfortable to discuss about their professional attributes and also feel wary to express their views on different facets of administration.

The assumptions mentioned above are kept in mind while undertaking the present research study. The researcher has taken each one of the respondents into confidence and explained them the ethics of research so that they can freely express their views without any reservation.

5.6   Ethical assurances

Research ethics provides guidelines for the responsible conduct of research. It also guides the researcher to conduct a research study by following a high ethical standard. There are certain ethical principles that are mandatorily followed by the researcher while conducting this research study so as to achieve the above mentioned objectives. They are as follows:

a. **Honesty –** This research activity is carried out with the noble intention to discover facts which will serve some useful purpose. So the researcher has followed all the ethical principles properly and has remained honest to the purpose of his research throughout. At times, he felt tempted to insert a few points or figures which might make the project more interesting and captivating but were not deduced during the actual research work. However, such an act is bound to be

exposed at some point of time and the research project will lose both its validity and significance and so the researcher has refrained himself from resorting to such an act. He also understood that such an unethical act will subject the researcher to harsh criticism from his fraternity and might even end his career.

b. **Objectivity** – There is a certain prescribed length of any research project. At times, a researcher felt the urge to incorporate certain facts which may be distantly related to the subject under study but has very little significance in the actual research. But this is certain to distract the attention of the readers and the research will lose its focus. So the researcher decided that it is advisable to make a research project concise and objective so that the readers could concentrate on the actual subject and "reach" the final outcome without traversing 'on the sidelines" for a long time.

c. **Integrity** – It took years of sincere and concerted effort of the researcher to complete a research project of "substance". Once such a paper is accepted, it is expected to earn respect and recognition for the researcher. So it is obvious that the probity of the researcher is an essential requirement throughout the entire research work. Hence, the researcher has ensured that each and every activity and the final result is original and any "inspiration" or reference has been properly attributed and acknowledged by following the rules strictly. There is no instance of prevarication or flaunting any undesirable issue in the entire project.

d. **Carefulness** – Each and every research project serves as an authentic piece of literature for the researchers and students who belong to that subject of study. The inferences drawn from the research activity are taken up as reference by some in their own research study while others study the same like a supplementary text book. So the researcher maintained due carefulness while incorporating any data, fact or figure in his research project as the same will be subject to analysis many times over and any inadvertent error which may creep in can seriously harm the sacrosanct nature of the project.

e. **Transparency** – Research transparency ensures that the study can be reproduced by any other researcher working in the same field of research and it helps to facilitate proper interpretation and dissemination of results by other stakeholders. The researcher has ensured that the data and figures being reported are accurate and has clearly mentioned the source from which they were collected. He further ensured that the inferences of the research should be easily accessible and evident and anyone can work with the data irrespective of where and by which research tools the research has been conducted.

f. **Respect for intellectual property** – Protection of intellectual property is critical to fostering innovation. Without the protection of ideas, businesses and individuals would not reap the full benefits of their inventions and would focus less on research and development. This includes respect for the author's achievement, respect for property interests and a recognition of the social claim to fruits of intellectual activity and the social right of free access to information. It must be borne in mind that any researcher who expects that his research activity should be widely accepted and acclaimed should respect the intellectual rights of others in order to develop an environment of mutual respect in the paradigm of research activity. In the present case, the researcher has taken due cognizance of the above facts in his research study.

g. **Confidentiality** – Confidentiality refers to a condition in which the researcher knows the identity of a research subject (respondent) but should take adequate steps to protect that identity from being disclosed or discovered by others. "The convention of confidentiality is upheld as a means to protect the privacy of all persons, to build trust and rapport with the study participants (respondents) and to maintain ethical standards and the integrity of the research process" (Baez, 2002). This parameter is of extreme importance in our present research study as Civil Servants are bound by certain regulations to express their personal views about Government policies and decisions and so their identities should not be disclosed to the readers either directly or discreetly. This has also developed a sense of trust

in the minds of the respondents towards any research activity and it is expected that they will be voluntarily willing to participate in such a study in future.

h. **Responsible publication** – It is mandatory on the part of the researcher to ensure that the research study being conducted has been undertaken in an ethical and responsible manner and should comply with all the relevant legislation on this topic. The researcher has presented his research study and the results clearly, honestly and without fabrication, falsification or inappropriate data manipulation. This is because one of the principal aims of any research study is to help those who are less conversant with the subject under study to understand the importance of the findings. Another aim of the research study is to provide opportunities for future researchers and students to identify the unresolved problems and the potential future research needs.

i. **Responsible mentoring** – The duty of a research guide is to develop the researcher conducting the research under his guidance as an independent researcher. The responsibilities of a research guide include sharing of knowledge and skills related with the research activity, monitoring the progress of the researcher periodically, helping the guide to consult his peers and fellow researchers and finally reviewing the research project before submission. In the case of this research activity, the research guide has constantly monitored the progress of the activity, made requisite corrections where inadvertent errors had crept in and suggested several measures to make the research more interesting and thought provoking.

j. **Social responsibility –** The researcher is accountable to the society by virtue of being a part of it and his research work should be aimed at contributing something beneficial for the society. In the present case, the researcher has undertaken his assignment in such a manner that it did not harm the interest of any individual in particular or the society as a whole i.e. it has not harmed the social or religious harmony nor result in economic loss or physical harm.

k. **Non discrimination** – The researcher has taken due care of the fact that he has not made any discrimination of individuals on the basis of caste, creed, sex, religion, ethnicity, sect, colour and social or economic background. He has neither distinguished between respondents nor his research colleagues based on the above grounds. This principle has been strictly followed by him while writing the present research project.

l. **Conflict of interest** – This is a situation when a researcher has interests that are not fully apparent and may influence the judgment on what is published. These conflicts include personal, commercial, political, academic or financial interest. Financial interests may include employment, research funding, stock or share ownership, payment for lecture or travel and consultancies. Such interests, where relevant, should be discussed in the early stage of research. In the present case, the researcher has taken extra care to ensure that the research methodology and outcome of the research has not caused any such conflict of interest. When publishing the research report, these conflicts of interest have been specifically declared so that the readers may judge for themselves whether the research findings are trustworthy.

m. **Data analysis** – The responsibility of analyzing the data properly rests solely on the researcher. Even though inappropriate data analysis does not necessarily amount to misconduct, intentional omission of result may cause misinterpretation and mislead the readers. There is a tendency among the researchers to under report negative research findings. To ensure appropriate data analysis, the researcher has ensured that all sources and methods used to obtain and analyze data were disclosed fully, failing which, it could have lead the readers to misinterpret the results. Any issue of bias, which if at all has occurred, has been explained in detail about how they have been dealt with in the design and interpretation of the study.

n. **Plagiarism and redundant publication** – Redundant publication occurs when two or more papers, without full cross reference, share the same hypothesis, data,

discussion points or conclusions. However, previous publication of an abstract during a conference does not preclude subsequent submission for publication but full disclosure should be made at the time of submission. This activity is termed "self-plagiarism". Plagiarism ranges from unreferenced use of others' published and unpublished ideas, including research grant applications to submission under "new" authorship of a complete paper, sometimes in a different language. In the present case, the researcher has mandatorily disclosed all sources of information, and permission has been sought if large amount of other people's written or illustrative materials are used.

This chapter begins with the description of the research design. This is followed by a description of the Research Methodology which includes the various methods of data collection such as Primary Data collection, Questionnaire method of sending the questionnaire to the respondents and face-to-face interview. The advantages and disadvantages of both the quantitative method (questionnaire) and qualitative method (face-to-face interview) of data collection are discussed in detail. This is followed by the description of the logic to arrive at the different questions posed in the structured questionnaire. This is perhaps the most important part of this research study as it explains the intricate details of the rationale behind developing the final questionnaire which is being sent to the respondents. Since purposive sampling is used in this research survey, the method of choosing the respondents is described in detail in the next section. This is followed by a detailed discussion on the assumptions incorporated in the methodology used and its limitations. The final section deals with the ethical assurances followed by the researcher while conducting the present study which are extremely important in any research method.

Chapter – 6

Impact of motivational patterns on the performance of Civil Servants

6.1 Research analysis

"Research data analysis is a process used by researchers for reducing data to a story and interpreting it to derive insights" (LeCompte & Schensul). This process helps in reducing a large chunk of data into smaller fragments which accords them a meaning. It is a careful and detailed examination of any set of data and deriving some useful conclusions which may further help to form some conclusions beneficial to the subject under study in particular and to the society in general.

In the present research study, data analysis plays the most crucial part in the entire episode as it helps in identifying the most important parameters which affect the motivation level of the Civil Servants and its relationship with their performance level. The following factors have been taken into consideration while performing the present research exercise -

a. The research questionnaire is detailed in form and includes all the parameters that play a significant role in the professional as well as personal life of a Civil Servant.

b. As the respondents have submitted their option by choosing a wide range in Likert's Scale which extended from "1" (Strongly disagree) to "5" (Strongly agree), it may safely be presumed that they have selected the correct option.

c. The respondents were given a time span of about two months to respond to the questionnaire and so it is expected that they have got adequate opportunity to exercise their mandate.

d. All the respondents are responsible and experienced bureaucrats with several years of experience in the field of Public Administration and so their opinion is presumably well judged.

e. The researcher has deliberately adopted purposive sampling to select a wide variety of Civil Servants differing in years of experience, posting in different Districts and Departments in various capacities and hailing from different backgrounds. So it is expected that the feedback from this research survey will present a holistic viewpoint which will in turn lead to an accurate and unbiased analysis.

f. The researcher has conducted face-to-face interview of about 20% of the respondents and the results obtained were analyzed separately in order to find out whether they differ from those obtained from the questionnaire. This is because there is always an underlying fear that the respondents who have responded through the questionnaire have ignored the basic essence of the research and answered just for the "sake of answering". However,, the same does not hold true for those respondents whom the researcher interviewed as it was difficult for them to give a biased or injudicious answer. But a careful analysis of the result obtained from both the sources suggests that the responses are strikingly similar. This has two connotations namely –

i. the respondents have similar perspectives regarding the Civil Service and the motivating factors, and

ii. all the respondents who received the questionnaire have answered honestly and by applying their minds and so the results may be considered as authentic and unbiased.

g. The total number of respondents who participated in the survey was 241 out of the proposed 250 which suggests that an overwhelming percentage (96.4%) of the Civil Servants have volunteered to register their opinion. This is in itself a great achievement as it suggests that the research study accomplished its primary goal.

Before progressing towards the actual process of analysis, it is pertinent to mention at this point that it is important to inspect the following statistics which will give a categorical idea about the respondents, basically Civil Servants of West Bengal

belonging to both the Central and State cadre, who were chosen by the researcher through "purposive sampling" method to reply to the questions posed by him.

Table – 6.1: Sample size

Respondents	Total sample		Actual response	
	IAS	WBCS	IAS	WBCS
Respondents for the questionnaire	50	150	45	149
Respondents for the face-to-face interview	15	35	12	35
Total respondents	65	185	57	184

From the above table, it is evident that 50 IAS and 150 WBCS officers were chosen to whom the questionnaire was mailed. Out of them, 45 IAS officers and 149 WBCS officers responded which comes to 97% of the total participants. On the other hand, 15 IAS and 35 WBCS officers were chosen for the face-to-face interview out of which 12 IAS and 35 WBCS officers responded which come to 94% of the total participants.

Table –6.2: Classification of Civil Servants on the basis of Gender

Respondents	Total sample		Actual response	
	Male	Female	Male	Female
Respondents for the questionnaire	170	30	165	29
Respondents for the face-to-face interview	40	10	37	10
Total respondents	210	40	202	39

From table 6.1 and 6.2, the following facts may be summarized –

a. Out of 200 respondents who received the questionnaire, 194 have responded (97%) while out of 50 respondents who were supposed to participate in face-to-face interview, 47 have volunteered (94%). To sum up, 241 respondents out of 250 (96.4%) have participated in this research study.

b. Out of 65 IAS officers including both forms of survey, 57 have actually responded (87.69%) while out of 185 WBCS officers, 184 have actually responded (99.45%).

c. Out of 210 male officers, 202 have responded (96.19%) while out of 40 female officers, 39 have responded (97.5%).

Table – 6.3: Classification of Civil Servants on the basis of their seniority

Years of experience	Total sample		Actual response	
	IAS	WBCS	IAS	WBCS
< 10 years	15	35	13	35
< 15 years	10	30	10	30
< 20 years	10	30	09	30
< 25 years	10	30	08	29
< 30 years	10	30	09	30
< 35 years	10	30	08	30
Total respondents	65	185	57	184

From Table 6.3, it is clear that the researcher has made a conscious effort to include Civil Servants of various experience categories in the present research study. This includes both IAS and WBCS officers. Apart from the fact that it enriches the content and character of the research study, this has been deliberately done to find whether the motivational patterns remain same or differ through the various political regimes and change in societal patterns over the ages. It also reflects whether the motivational patterns remains the same or differ when Civil Servants undergo multiple postings in various responsibilities.

Table – 6.4: Classification of Civil Servants on the basis of Educational qualification

Educational qualification	Total sample		Actual response	
	IAS	WBCS	IAS	WBCS
Graduate (General stream)	2	14	2	13
Graduate (BE/BTech)	24	9	21	9
MBBS	5	0	5	0
Post Graduate	29	157	25	157
PhD	4	5	4	5
Post Doctorate	1	0	0	0
Total respondents	65	185	57	184

Table 6.4 reflects the fact that even though the minimum qualification required for appearing in the Civil Services examination is just Graduation, only 2 out of 65 IAS (3.07%) and 14 out of 185 (7.56%) WBCS officers belong to the General Stream Graduate category. This percentage is a true reflection of the entire Civil Services cadre

and goes on to prove that most Civil Servants are much more highly educated than the mandatory qualification.

Table – 6.5: Classification of Civil Servants on basis of seniority

Subject/Data	Total sample		Actual response	
	IAS	WBCS	IAS	WBCS
Civil Servants with previous experience in Private sector	27	89	26	89
Civil Servants with previous experience in Public sector	35	87	28	87
Civil Servants with no previous experience	3	9	3	8
Total	65	185	57	184

Table 6.5 gives a very clear idea about the employability status and professional callibre of the Civil Servants. It depicts the fact that only 4.6% of the IAS and 4.86% of the WBCS officers are "fresher" i.e. they lack any prior professional experience before joining the coveted Services. It also shows that about 41.5% of IAS and 48.1% of WBCS officers were engaged in the Private sector. A deeper enquiry revealed that about 85% of this lot were engaged in the Information Technology sector and were getting lucrative salaries and offsite postings. However, their altruistic trait inspired them to crack the Civil Services examination and join the Civil Services and they are continuing in the Service for a sizeable period (the minimum experience level being 10 years). About 54% of IAS and 47% of WBCS were engaged in different Government Sectors but they too felt the strong urge to continue with their preparation for the Civil Services and ultimately cracked it knowing full well that they may have to sacrifice several years of seniority

which is of a vital importance for promotions and scale based pay. This table is an important pointer to the fact that lucrative salary, foreign posting, better perks and incentives and even sacrificing seniority could not undermine the passion to serve the masses.

Table – 6.6: Designation of respondents who participated in the research study

Designation of the respondent	Total sample		Actual response	
	IAS	WBCS	IAS	WBCS
Block Development Officer	03	30	03	30
Deputy Magistrate & Deputy Collector (General duty)	00	25	00	25
Special posting officer (District)	00	25	00	25
Sub-Divisional Officer	18	15	17	15
Additional District Magistrate	14	20	12	19
District Magistrate	02	02	02	02
Deputy Secretary	00	28	00	28
Joint Secretary	20	25	19	25
Special Secretary	00	15	00	15
Secretary	08	00	04	00
Total respondents	65	185	57	184
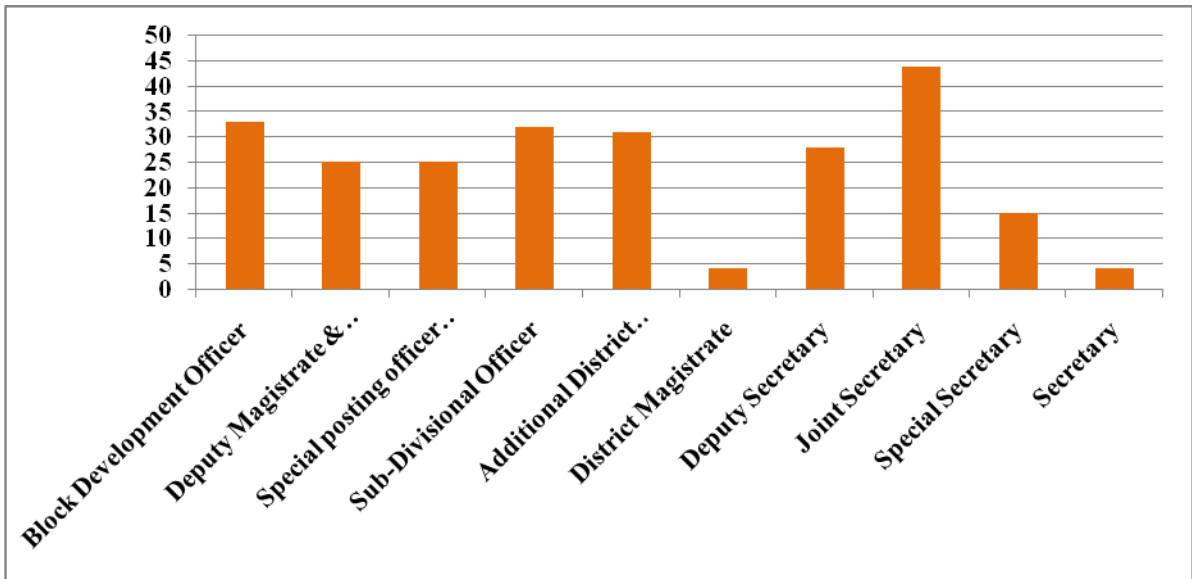
Fig 6.1 Bar Diagram of respondents

From the tables, it is quite clear that we have purposely selected officers which experience range is quite varied. This is because of several reasons –

a. The working conditions and well as Service expectations have undergone a drastic change in the last 4 decades and is bound to have an impact on the motivational level of the Civil Servants and so this wide range of experience will enable the researcher to understand a detailed and yet unbiased perspective.

b. Any State is bound to undergo several political transformations in a span of four decades and even when a single political party/coalition remains in power for a considerable period. This change as also the collateral circumstances is expected to play a major role in affecting the motivational level of Civil Servants.

c. There are several events of considerable social and economic impact that takes place throughout the country as well as globally during the passage of several years. This influences the pattern of work of the Civil Servants and leaves an impact on their motivational level.

d. With the advent of Information Technology and emerging patterns of Public Governance such as e-Governance, App based functioning and virtual monitoring (through Geo-tagging, e-office and database uploading), there has been a significant change in the pattern of Service delivery. This has in turn affected the motivational level of Civil Servants.

e. The number of welfare schemes targeted towards development of either some special social sections (SC/ST welfare schemes, Kanyashree) or the society as a whole (MGNREGA, PMAY) have increased considerably over the years. This has overburdened the Civil administration and is negatively affecting their motivational level.

The present research work has been conducted keeping several things in mind which are going to play a crucial role in determining the motivational pattern among the Civil Servants in West Bengal and how it affects their performance. The above mentioned parameters should be discussed at the onset of the result analysis as they play a significant role in the research study.

a. Any Civil Servant will be quite averse to share his personal ideas regarding politics and the state of administration as it may invite undue attention of the media, political hierarchy or even the common public who can easily misinterpret the same and cause irreparable loss to his personal image and career. So the researcher has taken extra care in purposely camouflaging the identity of the Civil Servants, who have been gracious enough to volunteer as respondents in this noble cause, throughout the entire research study.

b. There were cases when some Civil Servants could not respond properly to the questionnaire sent to them by mail and so they have been provided hard copies of the same to respond properly. In such a situation, the response collected by the researcher has been compiled in several ways – through Google forms, as hard copies, as responses collected through telephonic interview, through Google meet

and through face-to-face interview. In such a case, the researcher had to analyze the results by manual process of tabulation.

c. Every attempt has been undertaken to maintain the authenticity and unbiased nature of the present research study. The sampling has been deliberately done in such a manner to involve Civil Servants from all posts and with experience spanning over several decades. It is expected that any unintentional error that might creep in the study will not hamper its basic nature and the final results will be free from any personal bias or methodological inaccuracy.

6.2 Analysis and interpretation

➢ In the beginning, the researcher has tabulated the results of the research survey conducted through the questionnaire method.

➢ After that, the researcher has compared the said results with those obtained from the interview method to determine their validity. The interview method has also provided the much needed justification why the respondents supported a few parameters and remained neutral to the rest.

➢ Finally the researcher has compared these effective motivational parameters with the conventional motivational theories devised by administrative thinkers and derived the essential relationship between them. This has helped to judge how the goals and values of the respondents of the present research study are similar to or differ from those of the personnel who are engaged in various Private Sectors.

After obtaining the results of the survey from the questionnaire and interview methods (table 7-18), the researcher has resorted to certain colour codes in order to determine the motivational patterns among Civil Servants. They are as follows:

Table – 6.7: Colour code for the responses received in survey

Sl. no.	Colour code	Explanation
1		The response to the parameter is extremely likely
2		The response to the parameter is mostly likely
3		The response to the parameter is neutral
4		The response to the parameter is less likely
5		The response to the parameter is extremely unlikely

Table 5.7 indicates the colour code which the researcher has used in Table 5.10 to 5.21. This will be extremely beneficial to understand the general perception of the respondents towards a particular parameter at a glance. The results obtained from both the methods can be treated to be practical as most of the responses in the Questionnaire Survey and the Face-to-face interview seem to have a close proximity to each other in terms of numerical percentage (as highlighted in Table 5.9).

In the following table, the researcher has tabulated the responses given in respect of the various parameters designated as P1 to P6 (P1-Public Policy Making, P2-Commitment to Public Interest, P3-Compassion towards Public, P4-Self-sacrifice, P5-Person-organization fit, P6-Job Satisfaction).

Table – 6.8: Numerical analysis of responses for the different parameters

Parameter/Response												
Response	P1		P2		P3		P4		P5		P6	
	Q	I	Q	I	Q	I	Q	I	Q	I	Q	I

Response												
Strongly disagree	236	72	133	35	237	67	186	08	11	00	36	16
Disagree to an extent	391	86	244	32	289	37	558	101	212	20	218	32
Neutral/No specific comment	489	108	480	122	640	203	774	246	378	229	642	195
Agree to an extent	594	169	905	343	1065	292	974	331	807	213	1101	276
Strongly agree	812	770	1148	173	1069	202	1194	207	920	102	711	139

Table – 6.9: Percentage analysis of responses for the different parameters

Parameter/Response												
Response	P1		P2		P3		P4		P5		P6	
	Q	I	Q	I	Q	I	Q	I	Q	I	Q	I
Strongly disagree	9.35	11.8	4.57	4.96	7.2	8.36	5.04	0.9	0.5	0.0	1.32	2.4
Disagree to an extent	15.5	14.1	8.38	4.54	8.76	4.6	15.14	11.3	9.11	3.55	8.05	4.8
Neutral/No specific comment	19.4	17.7	16.5	17.3	19.4	25.4	21	27.55	16.23	40.6	23.7	29.6
Agree to an extent	23.5	27.65	31.1	48.65	32.3	36.54	26.42	37.1	34.7	37.76	40.65	41.9
Strongly agree	32.2	28.8	39.45	24.54	32.4	25.3	32.4	23.2	39.5	18.1	26.25	21.1

The following facts could be derived from the analysis of responses tabulated in Table 6.8 & 6.9:

a.   The "green" and "red" parameters affect the motivational level of a Civil Servant to a large extent and play a dominant role while he performs his duty as the majority of Civil Servants have expressed their views clearly in this regard.

b.   The "yellow" parameter is neutral in character and does not impact the performance of Civil Servants as they choose to either remain silent on such issue or ignore it completely.

c.   The "light green" and "orange' parameters play a moderate role in shaping the motivational levels as the opinion of the Civil Servants are sharply divided on these issues.

d.   There is a certain bit of disparity in the results obtained from the Questionnaire and the Interview methods. While the overall indicators suggest a high degree of resemblance between the outputs obtained by the two methods, it indicates that while the respondents who answered the interview intentionally "moderated" their responses due to obvious reasons (their identity is evident), the respondents who responded through the questionnaire had a certain degree of "independence" (as their identity remained anonymous) to be more "definitive".

e.   In the following discussion, the researcher has taken up the parameters which received maximum responses from both the Questionnaire and Interview survey and study their effect on the motivational level of the Civil Servants and how it affects their performance while they execute their professional duties and in their personal lives as well.

f.   The respondents who gave their answers through the interview method elaborated upon the various parameters while marking their opinion on the Likert's scale. All the above observations were compiled together and a suggestive summary is added to each of the parameters which either received maximum positive (Green) or negative (Red) votes. This will help the researcher to analyze the parameters in detail while deriving the results from the findings of the survey.

The tables showing the responses recorded in the research survey are as follows -

Parameter – 1

Role in framing Public Policy

Public Policy making can be described as a fundamental, strategic, complex and intricate process through which the various problems involving Public Governance are identified and solved by devising new and innovative policies or by modifying the existing ones. It is an ongoing process that stretches over an indefinite time period and involves several stakeholders and perspectives which may undergo several changes along the course of time.

Table – 6.10: Response to the parameter "Role in framing Public Policy" by questionnaire method

		Likert's scale				
(a) Role in framing Public Policy (Questionnaire)						
Sl.no	Questions	Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent (4)	Strongly agree (5)
P1.1	I have no interest in politics	26	51	38	53	26
P1.2	I am involved in the Policy making process	26	66	38	64	0
P1.3	I believe that all Government schemes are meant for the benefit of the people	0	27	0	63	104
P1.4	I feel contended when all the Government schemes under my jurisdiction are implemented	0	0	52	14	128
P1.5	I feel equally interested in implementing all the Government schemes	0	12	41	66	75
P1.6	I am interested in designing innovative ideas while implementing various schemes	0	14	25	53	102

P1.7	I am ready to accept all the suggestions given by the elected representatives regarding the implementation of schemes	15	43	50	59	27
P1.8	I put more stress on the completion of schemes rather than the quality of work	63	51	52	28	0
P1.9	I always ensure that all the beneficiaries who have been selected for availing the schemes meet the suitability criterion strictly	0	0	14	79	101
P1.10	I am satisfied that all the tenders for various scheme implementation during my tenure were distributed without any prejudice	0	13	15	23	143
P1.11	I believe that I am an inherent part of the Public Governance process	0	0	37	51	106
P1.112	The principles of Public Policy making does not appeal to me	73	65	46	10	0
P1.13	I do not care about politicians and like to stay away from them	33	49	81	31	0

Table – 6.11: Response to the parameter "Role in framing Public Policy" by interview method

(a) Role in framing Public Policy (Interview)						
Sl.no	Questions	Likert's scale				
		Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent (4)	Strongly agree (5)
P1.1	I have no interest in politics	6	13	10	14	4
P1.2	I am involved in the Policy making process	5	17	8	16	1

P1.3	I believe that all Government schemes are meant for the benefit of the people	0	5	3	13	26
P1.4	I feel contended when all the Government schemes under my jurisdiction are implemented	0	0	0	13	34
P1.5	I feel equally interested in implementing all the Government schemes	0	5	11	15	16
P1.6	I am interested in designing innovative ideas while implementing various schemes	0	0	6	28	13
P1.7	I am ready to accept all the suggestions given by the elected representatives regarding the implementation of schemes	0	9	20	12	6
P1.8	I put more stress on the completion of schemes rather than the quality of work	24	11	12	0	0
P1.9	I always ensure that all the beneficiaries who have been selected for availing the schemes meet the suitability criterion strictly	0	0	11	17	19
P1.10	I am satisfied that all the tenders for various scheme implementation during my tenure were distributed without any prejudice	0	3	2	5	37
P1.11	I believe that I am an inherent part of the Public Governance process	0	0	4	23	20
P1.12	The principles of Public Policy making does not appeal to me	28	19	0	0	0
P1.13	I do not care about politicians and like to stay away from them	9	4	21	13	0

a.   **I am satisfied that all the tenders for various scheme implementation during my tenure were distributed without any prejudice**

This parameter received the maximum support from the respondents in both forms of the survey. This suggests that a Civil Servant always expects that all the financial exercises

conducted under his jurisdiction (tender being the most vital and prominent activity) is carried out with maximum level of financial integrity. It also suggests that a Civil Servant is not willing to extend any favour to any contractor and is concerned only with the quality of the work done within the stipulated period. A Civil Servant who delivers all the financial responsibilities with due uprightness and is not subjected to any undue internal (bureaucratic) or external (political) constraint will definitely feel motivated and this will enhance his performance level.

b.   I feel contended when all the Government schemes under my jurisdiction are implemented

A Civil Servant who performs his responsibilities in various capacities has to mandatorily implement several schemes as the Programme Implementing Agency (PIA) during his Service tenure. The competency of a Civil Servant is usually judged by his ability to implement the schemes within the stipulated time by maintaining the standard quality of work. The result of the present research survey revealed that a large section of Civil Servants believe that this is one of the most important parameters to motivate a Civil Servant and inspires him to perform better in his future assignments.

c.   I believe that I am an inherent part of the Public Governance process

Every Civil Servant has this belief deeply impregnated within his heart that he is an inherent part of the Public Governance process. In fact, this is the very desire which drives him most while he prepares hard for induction in this coveted Service. Majority of the Civil Servants have expressed their support to this idea and so it is considered as one of the important motivating factors which pushes a Civil Servant to serve the common people throughout his Service span.

d.   I believe that all Government schemes are meant for the benefit of the people

The primary motive of a Civil Servant is to serve the society in such a manner which will be beneficial for the common people at large. All the schemes formulated by the

Government are aimed towards developing the living conditions of the people and providing them the basic amenities which may be useful to the entire society. Since the interest of both the Government and the Civil Servants are identical in this context, majority of the Civil Servants consider it their pious duty to improve the social and economic condition of the people by implementing the Government schemes. This is another major motivating factor for the Civil Servants.

e. **I am interested in designing innovative ideas while implementing various schemes**

Several government schemes have a lot of components common between them as their principal target is to achieve the same objective i.e. social development. If the villagers (job card holders under MGNREGA) take up a scheme to excavate a pond, the Forest Department may propose to plant saplings along its banks, the Fisheries Department may provide fish lings, the Animal Resource Department may provide ducks while the Water Resource Investigation & Development Department may come up with a proposal for ground water recharging. A Civil Servant is always willing to innovate ideas of convergence of various schemes with similar goals so as to get more schematic allotment, provide wages to the daily workers, develop a source of permanent income for the community and a socially and environmentally sustainable permanent asset. If such innovative schemes (Convergence schemes) receive the nod from the higher authorities and are successfully implemented on the ground, it will motivate a Civil Servant to a great extent as per our survey result.

f. **I always ensure that all the beneficiaries who have been selected for availing the schemes meet the suitability criterion strictly**

A Civil Servant expects that the selection criterion for beneficiaries of a certain Government scheme are made strictly according to the guidelines and there is no untoward pressure from any quarter (especially political "request") to include some undeserving individuals/families in the list. This makes the entire process flimsy and the

opposition parties and Civil society will obviously oppose such a move. It will also invite the Audit agencies to make a thorough probe which will be embarrassing for the officer concerned. An overwhelming majority of the respondents have supported this proposition and it will certainly be motivating for them if such a selection process is carried out in a fair and transparent manner.

g.   The principles of Public Policy making does not appeal to me (N)

This is actually a negative proposition and has captured a lot of opposition votes. This suggests that a sizeable section of the Civil Servants are attracted towards the principles of Public Policy much before they join this coveted Service. Uplifting the socially and economically downtrodden, equal opportunity for all sections of the citizens, social development through various Government schemes, the "concept" of a welfare state, participative and cooperative relationship between the political leaders and the bureaucracy, protecting the Fundamental rights of the citizens such as those of speech, expression and belief and strengthening the basic facets of democracy are some noble principles which every Civil Servant vouches for throughout his entire tenure of Service. So we can safely assume that protection and nurturing of the basic principles of Public Policy is evidently a strong motivating factor for Civil Servants and they have performed really well to uphold these ideals.

h.   I feel equally interested in implementing all government schemes

This proposition received mixed responses from the respondents who gave their opinion through the questionnaire survey but was supported strongly by the respondents in the interview. There are numerous schemes which were launched by the Government and are implemented at the ground level by the Civil Servants. There might be varied individual opinion regarding the comparative feasibility and social benefit of some schemes but since they are already committed and fund has been allocated for the same, it is the duty of a Civil Servant to implement it with equal sincerity. A Civil Servant cannot question a Government policy on principle as he plays the role of an implementing agent. Though it

is true that implementing such schemes do not add to the positive motivation of a Civil Servant, his competency and efficiency is questioned if he fails to achieve his completion target and this criticism is bound to affect his performance in a negative manner.

i. I put more stress on the completion of schemes rather than quality of work (N)

This is a negative proposition which was strongly criticized by the majority of respondents who appeared for the interview survey as it directly questions the efficacy of a Civil Servant. There are numerous ways of executing the schemes in a shabby manner and present a rosy picture of target achievement but such shady acts get eventually exposed through audit surveys conducted by independent agencies and media reports and tarnish the image of the administration. This is the reason why Civil Servants give due importance to scheme inspection on a regular basis. Several teams of officials undertake this exercise and collect material evidence from the sites such as geo-tagging, aerial photographs through drones, photographs in presence of scheme beneficiaries and completion certificate from the elected officials so that they remain equally committed. All tenders above 5 lakhs (recently the amount is reduced to 1 lakh for ensuring greater transparency) are done by e-tender and only competent parties with legitimate credentials are allowed to participate in the tender process and execute the schemes. Most schemes are allocated for long-term community assets and so the material and execution quality should be of a good standard in order to guarantee their longevity. The motivation level of a Civil Servant is enhanced when he is confident that all the schemes that are executed meet the desired standards.

Parameter – 2

Commitment to public interest

This is the principal and the most obvious parameter which the Civil Servants are expected to execute in the larger interest of the society. It includes several methods and schemes of Service delivery which are essential for social progress and development.

Table – 6.12: Response to the parameter "Commitment to public interest" through questionnaire method

	(b) Commitment to public interest (Questionnaire)					
		Likert's scale				
Sl.no	Questions	Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent(4)	Strongly agree(5)
P2.1	I am not interested in what is going on in the society to which I belong	119	49	14	12	0
P2.2	I unselfishly contribute to the society	0	23	67	66	38
P2.3	Meaningful Public Service is very important to me	0	0	0	61	133
P2.4	I would prefer to see Public officials work in the best interest of the society, even though it harms my interests	0	13	38	49	94
P2.5	I consider public Service as my moral responsibility	0	0	0	77	117
P2.6	I am interested in mixing with people belonging to all sections of the society	0	0	0	45	149
P2.7	I believe that I am a keen and patient listener to the problems of others	0	0	17	35	142
P2.8	I believe that I can offer effective and applicable solutions to the problems posed by the common people within my limitation	0	0	0	103	91

P2.9	I am interested in travelling a lot and staying in different places	0	15	73	51	55
P2.10	I am more interested in site visit for inspection rather than office work	0	27	68	66	33
P2.11	I believe in serving people even at the cost of my social life	0	68	24	93	9
P2.12	I am more interested in serving the people living in remote areas	0	0	34	67	93
P2.13	I give more importance to a common man than a politician	0	0	39	50	105
P2.14	I believe that Civil Servants contribute more to the society than politicians	0	11	79	53	51
P2.15	I choose to oppose the political fraternity in the larger interest of the public	14	38	27	77	38

Table – 6.13: Response to the parameter "Commitment to public interest" through interview method

(b) Commitment to public interest (Interview)						
		Likert's scale				
Sl.no	Questions	Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent(4)	Strongly agree(5)
P2.1	I am not interested in what is going on in the society to which I belong	35	12	0	0	0
P2.2	I unselfishly contribute to the society	0	0	11	24	12
P2.3	Meaningful Public Service is very important to me	0	0	0	38	9
P2.4	I would prefer to see Public officials work in the best interest of the society, even though it harms	0	0	8	29	10

	my interests					
P2.5	I consider public Service as my moral responsibility	0	0	0	41	6
P2.6	I am interested in mixing with people belonging to all sections of the society	0	0	0	33	14
P2.7	I believe that I am a keen and patient listener to the problems of others	0	0	0	39	8
P2.8	I believe that I can offer effective and applicable solutions to the problems posed by the common people within my limitation	0	0	4	25	18
P2.9	I am interested in travelling a lot and staying in different places	0	9	17	19	2
P2.10	I am more interested in site visit for inspection rather than office work	0	6	16	18	7
P2.11	I believe in serving people even at the cost of my social life	0	0	22	13	12
P2.12	I am more interested in serving the people living in remote areas	0	0	0	15	32
P2.13	I give more importance to a common man than a politician	0	0	11	27	9
P2.14	I believe that Civil Servants contribute more to the society than politicians	0	0	10	8	29
P2.15	I choose to oppose the political fraternity in the larger interest of the public	0	5	23	14	5

a.   I am not interested in what is going on in the society to which I belong (N)

This is a negative proposition and a majority of the respondents have lodged their disagreement against this. A Civil Servant should always be aware of what is happening in the society and especially in his close surroundings. This makes him conversant with

the rapid changes and he has to consciously adapt himself to the same. The demands and aspirations of the people should be taken into consideration before he takes any administrative decision. The habit of possessing a great deal of interest in the happenings of the society surrounding an individual serves as a positive motivational parameter for a Civil Servant and helps to enhance his performance as an administrator.

b.   Meaningful Public Service is very important to me

There is no doubt that this parameter received a lot of positive support from the Civil Service fraternity. Serving the public is one of the most important traits in the character of a Civil Servant to the extent that it could even be treated as his sole reason for joining the coveted Service. Public Service is rendered meaningful when an individual is concerned about the social upliftment and development of those who are "at the extreme end of the society". A Civil Servant craves to attain this goal throughout his Service tenure by toiling his level best and whenever he succeeds to achieve any short term goal, his motivational level gets automatically boosted and his performance elevates to the next level.

c.   I would prefer to see Public officials work in the best interest of the society, even though it harms my interests

This parameter received one of the largest positive support from the respondents. A Civil Servant will obviously expect to see that all the Government officials are able to work independently without fear or favour from any stakeholder. At times, such an action might inadvertently harm the interest of another official but when we view the scenario as a whole, this is indeed a very congenial work environment. Such a situation encourages a Civil Servant to work positively and increases his motivational level.

d.   I consider public Service as my moral responsibility

This parameter has also received a great amount of support from the Civil Servants as they indeed consider serving the common masses as their moral responsibility and so a

vast majority of them sacrifice a lot of things both in their personal and professional front to find an opportunity to serve the poor and the downtrodden. A Civil Servant may not play the role of a "social reformer" but he indeed serves as a strong agent of social development and progress. This feeling induces a great deal of motivation among the Civil Servants and helps them to perform their duty better.

e.   I am interested in mixing with people belonging to all sections of the society

A Civil Servant does not merely work as an administrator but also acts as a strategic agent of social change. In this quest for social upliftment, he has to mix freely with several stakeholders who belong to different sections of the society ranging from landless laborers, marginal farmers, destitute women, teachers, members of Self Help Groups, Union leaders, social workers, cultural artists to ordinary educated citizens who form a part of the "Civil society". This broadens his perspective about the social, political, economical and cultural background of the area under his jurisdiction. The more he becomes familiar to these parameters and the people, his popularity as an officer and his trustworthiness increases and so does his motivation level as he gradually starts getting enormous support from all levels of the society.

f.   I believe that I am a keen and patient listener to the problems of others

This is one of the most important qualities of an administrator who is expected to manage the well being of a sizeable population under his jurisdiction. On one hand, he must be a keen listener as he must develop a deep interest and understanding about the problems faced by the common people and on the other hand, he has to be a patient listener who will take down notes and simultaneously think about the possible solutions at the end of the conversation. This makes him more reliable and approachable to the common masses and helps him to run the administration smoothly. This in turn has a positive effect on his motivational level and upgrades his performance.

g.   I am more interested in serving the people living in remote areas

This is another important parameter which has received a lot of support from the respondents as it is commonly believed that "the remotest part of any territory has the widest scope for development". Any Civil Servant will definitely cherish the opportunity if he gets a posting in the so-called "remotest" area as he will get more avenues to implement and develop. Such areas usually receive comparatively more fund allocation both from the Centre and the State as they are considered as less developed. Even the residents of such areas welcome such developmental activities and such supportive work atmosphere will expectedly increase the motivational level of a Civil Servant.

h.   I give more importance to a common man than a politician

This parameter has got a lot of support which shows that a Civil Servant puts more faith on an ordinary man than a politician. On one hand, this parameter exhibits the inherent trait in a Civil Servant to put maximum faith on a common man and on the other hand, it proves the sorry state of affairs of politics of this day. This "faith quotient" serves as a critical decision making factor in day to day administration and it depends on the ability of judgment of a Civil Servant to determine who is more dependable. A favourable judgment will obviously serve as a great source of motivation for the officer concerned and improve his performance.

i.   I believe Civil Servants contribute more to the society than politicians

This proposition was supported to a great extent by the respondents in the interview survey even though there appears to be a mixed opinion among the questionnaire group. It is a fact that politicians remain in power for a limited period compared to a Civil Servant whose Service tenure spans at least three decades or even more. It is also true that all the Government policies are actually implemented at the ground level by these officials and the politicians merely play the role of committing and inaugurating. In a democratic setup, the elected political leaders get a paltry sum as wages and a nominal pension and so most of them try to "make the most" out of the Government funds. This practice leads to rampant corruption which is actually countered by the Civil Servants

and is actually the primary reason for any crisis between the political class and bureaucracy. On the other hand, political leaders are only answerable to the people but their undue demands and unjust favours are never documented and so cannot be served as material evidence in any court of law. On the contrary, the Civil Servant has to mandatorily issue all directives under his signature and so any aberration will certainly make him responsible. So it is obvious that he will try to avoid or delay any corrupt practice as he is not in a position to negate it directly. In such a situation, any "development process" suffers from the inevitable predicament of "underdevelopment" and lack of transparency of decisions. From the above discussions, it is clear that while almost all Civil Servants sincerely want to serve the society, their work flow is seriously hampered and unduly interfered by the political class which affects the motivational level of the former negatively to a great extent. This is bound to affect their performance level which gradually reduces thus, harming their effectiveness in Service.

Parameter – 3

Empathy towards general public

A Civil Servant has an inborn concern for the sufferings of the needy and victims of some form of calamity-be it natural or man-made. This quality is reflected when he trudges that "extra mile" to help those in danger even at the cost of personal risk. This is one of the most crucial qualities of an administrator without which he will not be able render public Service in the true spirit.

Table – 6.14: Response to the parameter "Empathy towards general public" through questionnaire method

(c) Empathy towards general public (Questionnaire)						
Sl.no	**Questions**	Likert's scale				
		Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent(4)	Strongly agree(5)

P3.1	I am always moved by the plight of the underprivileged in the society	0	0	0	89	105
P3.2	I consider most of the social schemes to be vital for the development of the society	0	25	13	68	88
P3.3	It is difficult for me to control my emotions when I see people in distress	0	41	37	66	50
P3.4	I believe patriotism includes working for the upliftment of the underprivileged	0	0	0	53	141
P3.5	I do not care for the welfare of those people whom I don't know personally	119	77	0	0	0
P3.6	I strongly believe that, as individuals, we are very much dependent on our society	0	0	24	53	117
P3.7	I have little compassion for people in need who are unwilling to take the first step to help themselves	12	25	53	89	15
P3.8	I always move one step ahead than others to help people in distress	0	0	62	83	49
P3.9	I am interested in stopping all types of social evils even at the cost of taking risk	12	14	78	47	43
P3.10	I try to help the downtrodden immediately with all possible Government aids even at the cost of compromising with the official formalities	13	27	61	39	54
P3.11	I try my best to resist any step which is harmful for the society	0	0	0	101	93
P3.12	I whole-heartedly support NGOs and voluntary organizations with a noble mission	0	35	77	53	29
P3.13	I strongly believe in social righteousness	0	0	36	68	90
P3.14	I have some fixed notion about norms in the society and expect the citizens to follow them	53	14	27	63	37
P3.15	I actively encourage social organizations to hold blood donation camps, free tutorial camps and other beneficial activities	0	12	55	36	91

| P3.16 | I am biased towards implementation of Government schemes and attach more importance to those that I believe will truly benefit the society | 11 | 0 | 59 | 70 | 54 |
| P3.17 | I covertly support politicians who voice the concerns and demands of the people even if they belong to the opposition party | 17 | 19 | 58 | 87 | 13 |

Table – 6.15: Response to the parameter "Empathy towards general public" through interview method

(c) Empathy towards general public (Interview)						
		Likert's scale				
Sl.no	Questions	Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent(4)	Strongly agree(5)
P3.1	I am always moved by the plight of the underprivileged in the society	0	0	0	22	25
P3.2	I consider most of the social schemes to be vital for the development of the society	0	7	18	20	2
P3.3	It is difficult for me to control my emotions when I see people in distress	0	0	12	26	9
P3.4	I believe patriotism includes working for the upliftment of the underprivileged	0	0	0	5	42
P3.5	I do not care for the welfare of those people whom I don't know personally	44	3	0	0	0
P3.6	I strongly believe that, as individuals, we are very much dependent on our society	0	0	0	13	34
P3.7	I have little compassion for people in need who are unwilling to take the first step to help themselves	5	9	11	19	3
P3.8	I always move one step ahead than others to help	0	0	14	18	15

	people in distress				
P3.9	I am interested in stopping all types of social evils even at the cost of taking risk	0	9	23	12	3
P3.10	I try to help the downtrodden immediately with all possible Government aids even at the cost of compromising with the official formalities	3	7	16	10	11
P3.11	I try my best to resist any step which is harmful for the society	0	0	0	29	18
P3.12	I whole-heartedly support NGOs and voluntary organizations with a noble mission	0	0	31	13	3
P3.13	I strongly believe in social righteousness	0	0	4	32	11
P3.14	I have some fixed notion about norms in the society and expect the citizens to follow them	12	2	26	9	0
P3.15	I actively encourage social organizations to hold blood donation camps, free tutorial camps and other beneficial activities	0	0	8	37	2
P3.16	I am biased towards implementation of Government schemes and attach more importance to those that I believe will truly benefit the society	3	0	16	17	11
P3.17	I covertly support politicians who voice the concerns and demands of the people even if they belong to the opposition party	0	0	24	10	13

a. **I am always moved by the plight of the underprivileged in the society**

This parameter received a lot of support from the respondents as this kind of feeling is very natural among somebody with an altruistic bent of mind. A Civil Servant is always keen to help the people who need it most but the reality is that very few such people could ultimately reach him. It is for this very reason that it is advisable for a Civil Servant to undertake occasional tours within his jurisdiction and find out such people or

community who are in distress. There are some forms of Government aid such as free food kit containing foodgrains and other essential food items that might sustain a family of two for a week, blankets and garments of various sizes, utensils and bedding materials and most essentially tarpaulin. A certain quantity of these items is always kept in the office godown and their distribution is at the discretion of the Civil Servant. Most Civil Servants generously give away these kits to the poor and the needy. Apart from this short term benefit distribution, there are several Government schemes through which these genuinely needy people may be benefitted such as free ration (PMGKAY), permanent house (PMAY), toilet facility (SBA), old age, widow, tribal and disability pension and free medical facility (Ayushman Bharat). Arranging all these welfare schemes for the needy and helpless section of the population adds to the motivational level of a Civil Servant and improves his performance.

b.   I consider most of the social schemes to be vital for the development of the society

This is another vital parameter which has received a lot of positive responses. If we carefully study all the development schemes (Individual Benefit Schemes), given by the Centre and the State, that are presently in operation, we will find that they touch the lives of every individual in the society in almost all possible ways. The basic needs of any individual such as food, shelter, cooking fuel, education, livelihood, toilet, medical treatment, skill training, pension and several others can serve the basic purpose of sustenance of the society. It is the duty of a Civil Servant to monitor whether the beneficiary selection for such schemes are properly done and whether the fund allocated reaches the beneficiary in full amount at the proper time. A proper arrangement of the above benefits leads to a certain feeling of contentment in the mind of the Civil Servant and increases his motivation level.

c.   I believe patriotism includes working for the upliftment of the underprivileged

A Civil Servant is a true patriot who serves the nation by benefitting the society in several ways through his profession. During his Service tenure, he implements several schemes out of which a section is targeted towards the upliftment of the underprivileged sections of the society. It is the successful implementation of such schemes at the ground level that gives him maximum satisfaction. A Civil Servant feels much more gratified when some aged and helpless widow blesses him than getting an award in recognition of exemplary performance in implementing a certain scheme. All these small but meaningful gestures provide impetus to his inner will to strive harder to achieve his goal of serving the society and this is perhaps the best form of patriotism from a citizen.

d.   I do not care for the welfare of those people whom I don't know personally (N)

This is a negative proposition which an overwhelming majority of the Civil Servants have negated simply because of the reason that an administrator is never expected to extend any personal favour to an individual while serving in his personal capacity. He must be equally considerate to all the inhabitants under his jurisdiction and remain unbiased and stick to the schematic guidelines while selecting beneficiaries or distributing aid. It is an expected occurrence that a Civil Servant enters his Service territory as a complete outsider (as home posting is almost improbable) and becomes the most intimate person to all sections of people by the time his tenure completes. This feeling of oneness with the fellow Civilians increases the motivational level of Civil Servants and inspires them to perform better.

e.   I strongly believe that, as individuals, we are very much dependent on our society

This proposition has received widespread support from the Civil Servants at large because an officer should always remain firmly attached to the society to which he belongs in order to serve his fellow countrymen better. He must possess a strong belief in his social identity and acknowledge the fact that his position and power is directly

dependent on the respect and support which he receives from the society at large. A Civil Servant is not a socially exclusive entity and if he remains detached from the ground reality, he will fail pitiably to reach any standard benchmark set by the Service and may even have to leave it due to his individual frustration or callousness. This social dependence serves as a positive motivator and develops a sense of pride towards his society.

f.   I try my best to resist any step which is harmful for the society

This parameter received a lot of positive response as every Civil Servant consciously acts as a social reformer to an extent. As an administrator, a Civil Servant is expected to take strong action against all evil practices, wrongs and exploitation that occurs in a community or section in particular and in the society as a whole. He plays a positive role to prevent child marriage, eradicate superstitious acts such as witchcraft and black magic, take strong steps against quack doctors and hold camps to sensitize women about the use of sanitary pads and arranging health checkups for adolescent girl students in schools and lactating mothers in Primary Health Centers. He takes the help of the police to destroy illegal liquor (hooch) shops, break the racket of women and child trafficking, prevent cross border smuggling of cattle and drugs, take strong steps to prevent child labour and take legal steps against industrial units which are spreading pollution. All these social friendly steps may draw a lot of resistance from several interest groups and may initially draw ire from a section of the society but with the passage of time, the society at large appreciates this noble venture and supports him wholeheartedly. This acts as a positive motivator and encourages him to take more bold steps in this regard.

g.   I strongly believe in social righteousness

This is a very sensitive parameter which has received a lot of support from the Civil Servants. We belong to a society which has an unwritten code and we are expected to maintain them so that social harmony may prevail. There are instances when a certain individual or a group may choose to divert from the customary path either intentionally or

under a certain influence. They may produce a set of logic in their defense but since the majority of the population does not subscribe to such an aberration, this might lead to a considerable discord in the community. A Civil Servant should analyze the issue with a rational and unbiased mind and try to find the logic behind such practice or idea. If he finds that the idea has a firm ground based on verity and logic, he should extend his support in the face of any amount of resistance and simultaneously explain the common people about his action. But in most cases, such ideas have a covert intention to harm the social fabric by some imposter groups and should be dealt with harshly by using all legal provisions. This is a very important function of a Civil Servant and his prompt response can save the administration from an extremely awkward situation. A timely intervention and responsible handling of such a situation motivates a Civil Servant and makes him more matured and decisive as an administrator.

h.   I actively encourage social organizations to hold blood donation camps, free tutorial camps and other beneficial activities

This parameter reflects the affinity of a Civil Servant towards his community and is undertaken by most officers during their Service tenure in various capacities. There are several voluntary organizations and NGOs which organize Blood Donation Camps on a regular basis to cope up with the crisis of blood shortage in various medical establishments throughout the year. The role of a Civil Servant is to support such a noble cause and extend the maximum administrative assistance. Sometimes he personally donates blood as a gesture to inspire others. The students and youth residing in several remote areas do not have access to quality education especially regarding their preparation for various professional examinations nor do they have the financial support to access the expensive study materials. A Civil Servant may encourage the teachers and educated persons of the society (including retired Government employees) to come forward and coach the students voluntarily. There are occasions where a Civil Servant has organized a Fund-raiser programme for a noble cause by taking the help of the local business community. The above mentioned role of a Civil Servant is not mentioned in

any Service Manual but reflect his sheer love and dedication for his fellow countrymen. Such acts of charity motivates him to a large extent and helps him to perform his duties in a more emphatic and meaningful manner.

Parameter – 4

Selfless character

This parameter stands for sacrificing or giving up one's personal interest for the welfare of the society. A Civil Servant is expected to remain in his "station" throughout his career with or without his family which may either accompany him to distant locations or stay back in his residential place due to obvious reasons. In both cases, he will be deprived of several social amenities. His profession does not offer him a very lucrative salary or attractive career growth nor does it entail any extra perks or incentives but he is satisfied with his professional benefits and does his job meticulously and sincerely.

Table – 6.16: Response to the parameter "Selfless character" through questionnaire method

	(d) Selfless character (Questionnaire)					
		Likert's scale				
Sl.no	Questions	Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent(4)	Strongly agree(5)
P4.1	Making a difference in the society means a lot to me than my own personal achievements	0	9	57	41	87
P4.2	I believe in putting duty before self	0	13	42	55	84
P4.3	Doing financially well is more important to me than rendering meaningful public Service	57	94	29	14	0
P4.4	Much of what I do as a public Servant is for a cause bigger than myself	0	0	31	80	83

P4.5	Serving the people would give me a good feeling even if I am not paid for it	0	24	8	35	127
P4.6	I believe that people should give back to the society more than they get from it	0	11	19	59	105
P4.7	I would risk personal loss to help someone in distress	0	53	38	55	48
P4.8	I am prepared to make personal sacrifices in the larger interest of the society	0	31	81	42	40
P4.9	I have deliberately chosen this career even though I had much better job prospects	0	29	28	45	92
P4.10	My family is always supportive to my career demands	0	0	32	37	125
P4.11	I believe that I am able to fulfill all responsibilities towards my family	28	21	28	67	50
P4.12	I am more interested to live a contended life with few demands than a prosperous one	0	0	23	77	94
P4.13	I am always able to support my family during any crisis	0	38	84	54	18
P4.14	My Service provides me the opportunity to take care of all the basic needs of my family	0	22	10	51	111
P4.15	I might leave this Service if I find that I am not getting enough opportunities to serve the society	27	69	98	0	0
P4.16	My family believes that my salary and other career benefits are sufficient to lead a decent lifestyle	0	23	28	59	84
P4.17	I believe that I have carried out all my responsibilities towards my children	0	27	60	86	21
P4.18	I sometimes feel that some of the demands of this Service are unjustified	15	48	43	88	0
P4.19	I believe that this Service proves detrimental for a professional who aims to achieve something magnificent with his sincerity and capability	59	46	35	29	25

Table – 6.17: Response to the parameter "Selfless character" through interview method

Sl.no	Questions	Likert's scale				
		Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent (4)	Strongly agree(5)
	(d) Selfless character (Interview)					
P4.1	Making a difference in the society means a lot to me than my own personal achievements	0	3	12	19	13
P4.2	I believe in putting duty before self	0	0	18	25	4
P4.3	Doing financially well is more important to me than rendering meaningful public Service	0	7	24	16	0
P4.4	Much of what I do as a public Servant is for a cause bigger than myself	0	0	0	28	19
P4.5	Serving the people would give me a good feeling even if I am not paid for it	0	0	0	21	26
P4.6	I believe that people should give back to the society more than they get from it	0	0	2	13	32
P4.7	I would risk personal loss to help someone in distress	0	11	14	22	0
P4.8	I am prepared to make personal sacrifices in the larger interest of the society	0	0	5	27	15
P4.9	I have deliberately chosen this career even though I had much better job prospects	0	14	8	17	8
P4.10	My family is always supportive to my career demands	0	0	12	33	2
P4.11	I believe that I am able to fulfill all responsibilities towards my family	0	7	29	11	0

P4.12	I am more interested to live a contended life with few demands than a prosperous one	0	0	6	19	22
P4.13	I am always able to support my family during any crisis	0	14	20	13	0
P4.14	My Service provides me the opportunity to take care of all the basic needs of my family	0	0	8	15	24
P4.15	I might leave this Service if I find that I am not getting enough opportunities to serve the society	6	15	26	0	0
P4.16	My family believes that my salary and other career benefits are sufficient to lead a decent lifestyle	0	7	9	16	15
P4.17	I believe that I have carried out all my responsibilities towards my children	0	5	17	12	13
P4.18	I sometimes feel that some of the demands of this Service are unjustified	0	0	33	14	0
P4.19	I believe that this Service proves detrimental for a professional who aims to achieve something magnificent with his sincerity and capability	2	18	3	10	14

a.   **Making a difference in the society means a lot to me than my own personal achievements**

This is one of the important parameters that almost every Civil Servant believes while disposing his official duties. The job of an administrator demands his Service round the clock virtually without any leave. This implies that a Civil Servant has almost no time to pursue any hobby or interest during his Service tenure and his talents remain unutilized till he reaches a certain level in his career and age when he loses his interest to nurture such a creative bent of mind. However,, we find from the present research survey that very few Civil Servants are actually concerned about this proposition and are more busy to carry out their professional responsibilities. This proves that a Civil Servant is more

motivated to bring about a change in the society rather than think about his personal achievements.

b.   I believe in putting duty before self

This is considered as an universal proposition for a vast majority of Civil Servants who sacrifice almost every aspect of social life such as mingling with friends on a regular basic, attending clubs, pubs or restaurants, attend family occasions, watch movies, theatre or other cultural events and most importantly visiting one's own house on a regular basis. Most of them consider it their fundamental duty to serve the community without any complain or remorse. It is this exceptional mentality of Civil Servants in our country that makes them distinct from all other Government Services. It will not be exaggerative to suggest that we have been able to achieve huge progress on the social development front post independence. Naturally, this is the most important motivating factor for all Civil Servants irrespective of their cadre, designation or capacity.

c.   Much of what I do as a public Servant is for a cause bigger than myself

This proposition suggests that there is possibly no Civil Servant who is pursuing this noble profession just to earn his salary and other Service related benefits. In such a situation, he would have left the Service out of sheer frustration or may have become a serious mental patient. Prior to joining this Service, he must have nursed the dream of serving the society and once he joined, his primary objective was to uplift the society as a whole which itself suggests a goal which is enormous in character and space. This proposition is in itself a great motivator for a Civil Servant who untiringly performs to achieve this goal throughout his Service tenure.

d.   Serving the people would give me a good feeling even if I am not paid for it

This is a factor which may not be apparent but suggests a deeper undertone while evaluating the Services rendered by a Civil Servant during his Service tenure. If the job of a Civil Servant was to administer a territory and merely direct his officers and staff to

implement the Government schemes, it will not be an understatement to mention that actually nothing will be achieved on the ground level. A Civil Servant is not a office manager or a supervisor but he is an embodiment of justice, welfare and development in his territory of administration. His salary and other benefits may be far less than the cumulative sum of a manager and a supervisor but his responsibility stretches to an extent which is really difficult to imagine by a common man. It is his prosocial character of work that motivates him to serve the society without even thinking about his material benefits.

e.   I believe that people should give back to the society more than they get from it

This is a very important thought process going at the back of the mind of every Civil Servant as he serves the society through his profession. A majority of the Civil Servants has expressed the fact that they want to bring about all those positive changes in their society whose absence was felt dearly by them in their childhood and youth. In other words, they want to transform the society through their Service. Most of the Civil Servants hail from lower middle class backgrounds and have faced many challenges in their own life and one of their primary goals is to provide such facilities and situations so that the coming generations do not have to face the same hardships. The feeling that his efforts have helped the common people is perhaps the greatest motivator for a Civil Servant and encourages him to perform his duties better.

f.   I have deliberately chosen this career even though I had much better job prospects

This is a conditional proposition to which a majority of the Civil Servants have voted in favour but there are several viewpoints which need to be discussed. The Civil Servants usually fall under two major categories – one section that aspire and prepare only for Government jobs and the other section that is open to all options. Almost all aspirants of the first category will definitely choose the Civil Services as their primary option (barring a few who opt for the Police Services) as it offers the best benefits both in terms of career

growth and salary. It is worth mentioning that almost all these aspirants belong to the General category of academics (BA, B Com, B Sc or Masters). But the students who belong to the latter category have pursued some specialist stream of academics (Engineering, Medicine, Law, Management, etc.) and have a bright prospect in the Private sector or in the PSUs. Some of them who are already engaged in the Private sector deliberately leave their job and join the Civil Services. Several studies and experience have suggested that the majority of Civil Servants belong to the second category and prove to be far more effective and efficient compared to the former category. This is because their choice was more driven by a meaningful purpose and objective rather than that of necessity and they are more professional and effective in Service delivery due to their previous experience. From this discussion, it is obvious that the latter category of Civil Servants always feels motivated and performs better compared to the former category.

g.   My family is always supportive to my career demands

This is perhaps the most important proposition on the personal front of a Civil Servant and influences his motivational level to a great extent. However, this parameter has undergone a radical transformation over the years due to the gradual change in family pattern. From the early 50s to the late 60s, the typical Indian family used to be collective in character with several family members in the ancestral home. Added to it was the fact that the male Civil Servant always opted for a homemaker wife who accompanied him everywhere. In case of female Civil Servants, both the spouses used to belong to the same or similar Service and there was a convention called "spouse posting" which helped them to stay under one roof. In rare circumstances, if the wife and children had to stay back in their ancestral home, there were enough family members to take care of the aged parents and the little children at all times. The situation changed gradually in the 70s and 80s as the families started becoming nuclear in character and more and more female members started working outside to maintain a better life standard. This increased the pressure manifold on the Civil Servant and starts affecting his mental health. The situation has

turned towards the worse in the last two decades as the Civil Servant has to cope with several concerns – the health issue of his parents (standard medical facilities are available only in the major cities and so he cannot take them with him and nobody to take care of them in case he leaves them behind), education related issues of children (good schools are available only in cities and it is harmful to change schools frequently) and professional career of wife (most of the jobs are static in one particular location and it virtually impossible to leave the job). In view of the extremely critical circumstances on the personal front and the growing complexities in the professional arena, a rock solid backing from the family (more specifically spouse) is absolutely indispensable to keep him mentally stable and active at all times.

h.   I am more interested to live a contended life with few demands than a prosperous one

This is also a very important parameter which affects the motivational level of a Civil Servant. As an administrator of a certain territory, he controls all the funds allocated to the different schemes by the Government. It is inevitable that he receives "proposals" from several stakeholders to do them certain "favours" during his entire Service tenure. There are rare incidents where he obliges such "requests" and gets hugely materially benefitted which is evident from his unexpected elevation in lifestyle. This might have an impact on his fellow compatriots who choose to preserve their integrity and remain unbiased and methodical in their Service delivery. This proposition suggests that a Civil Servant gets motivated when he is able to withstand all undue pressures and "requests" and remain firm in his commitment to perform honestly.

i.   My Service provides me the opportunity to take care of all the basic needs of my family

This proposition is supported by almost all Civil Servants as their pay and other benefits are relatively higher than those belonging to the similar Services. So if we strictly consider the various needs on which we spend our monthly income, we will find that it is

just enough to lead a decent lifestyle. However,, the perception of spending and investment varies from person to person and as the saying goes "the earning is never enough if do not justify our needs", this parameter is highly debatable. For the sake of our present research study, it is reflected from both forms of survey that a overwhelming majority of the respondents have opined that their salary and other benefits are just enough to take care of all their essential needs. This suggests that this is an important motivational parameter whose impact affects the performance of Civil Servants to a great extent.

Parameter – 5

Adopting the goals of Civil Service

This parameter stands for the compatibility between a professional and the organization to which he belongs. Most Civil Servants develop a strong liking and a feeling of "oneness" towards the Service and try to mould himself as per the demands and requirements of the Service in order to deliver the Service in the best possible manner.

Table – 6.18: Response to the parameter "Adopting the goals of Civil Service" through questionnaire method

Sl.no	Questions	Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent (4)	Strongly agree (5)
P5.1	My values and goals are very similar to the values and goals of the organization	0	8	41	58	87
P5.2	I am comfortable within the culture of my Service	0	19	32	95	48

(Table header: **(e) Adopting the goals of Civil Service (Questionnaire)** with **Likert's scale** spanning the response columns)

P5.3	I feel a strong sense of "belonging" to my Service	0	0	47	59	88
P5.4	What the Civil Service stands for is important to me	0	0	14	54	126
P5.5	I take a active part in the activities of the officers' welfare association in the larger interest of the officers of my Service	0	24	29	72	69
P5.6	I always strive to voice issues which are both beneficial or detrimental to our Service in the proper platform	0	64	0	81	49
P5.7	I try to emulate myself with the idiosyncrasies of the Service	11	13	137	18	15
P5.8	I study courses continuously which will help me understand the Service and perform better	0	35	12	93	54
P5.9	I always try to learn new facets of administration from my Service superiors	0	7	0	85	102
P5.10	I am always eager to share my Service experience with my Service juniors	0	0	31	82	81
P5.11	I always participate in social campaigns organized by our Service	0	25	13	47	109
P5.12	I like to impart training to my Service juniors in various training institutes	0	17	22	63	92

Table – 6.19: Response to the parameter "Adopting the goals of Civil Service" through interview method

(e) Adopting the goals of Civil Service (Interview)						
Sl.no	Questions	Likert's scale				
		Strongly disagree (1)	Disagree to an extent (2)	Neutral/No specific comment (3)	Agree to an extent (4)	Strongly agree(5)
P5.1	My values and goals are very similar to the values	0	0	11	21	15

	and goals of the organization					
P5.2	**I am comfortable within the culture of my Service**	0	5	12	29	1
P5.3	**I feel a strong sense of "belonging" to my Service**	0	0	13	7	27
P5.4	**What the Civil Service stands for is important to me**	0	0	6	39	2
P5.5	**I take a active part in the activities of the officers' welfare association in the larger interest of the officers of my Service**	0	6	10	11	20
P5.6	**I always strive to voice issues which are both beneficial or detrimental to our Service in the proper platform**	0	0	35	12	0
P5.7	**I try to emulate myself with the idiosyncrasies of the Service**	0	0	28	14	5
P5.8	**I study courses continuously which will help me understand the Service and perform better**	0	9	22	16	0
P5.9	**I always try to learn new facets of administration from my Service superiors**	0	0	33	11	3
P5.10	**I am always eager to share my Service experience with my Service juniors**	0	0	0	31	16
P5.11	**I always participate in social campaigns organized by our Service**	0	0	27	14	6
P5.12	**I like to impart training to my Service juniors in various training institutes**	0	0	32	8	7

a.   My values and goals are very similar to the values and goals of the organization

This is an important motivational factor as every Civil Servant aspires to serve the society with the same principles as those that are enshrined in the Service. Each and every Service has some specific set of goals and values and when the workforce belonging to the Service carry forward those ideals confidently and consistently, the Service prospers in particular and the society benefits as a whole. About seven decades since our

Independence, we have been able to achieve several parameters on social, economic and development fronts which were possible due to the spectacular Service rendered by the Civil Servants. This is despite the fact that carrying on the work of development is a rather difficult proposition in our country which is riddled with multiple crippling factors and an extremely fickle minded political system. The response to this parameter proves the similar thought process among the whole lot of Civil Servants cutting across several sections and regions of a nation and demonstrate the undying spirit of a cadre who are relentlessly dedicated towards the Service of the nation.

b.   I feel a strong sense of "belonging" to my Service

This proposition received a lot of positive support because of the fact that the Civil Servants consider themselves to be a part of the larger bureaucracy and that they have to abide by all the prescribed rules and regulations of the administration. In the beginning of his Service tenure, a Civil Servant may feel that some of these rules are excesses meted out to them by their superiors but within a few years, they get accustomed to such practices and slowly begin to adapt themselves. They realize that much of these rules are actually mandatory to follow in order to deliver Service in a speedy and yet constant manner throughout their Service span. This in turn creates a strong sense of "belongingness" towards the Service and motivates a Civil Servant to continue with his persistent endeavour to glorify the Service.

c.   What the Civil Service stands for is important to me

This proposition received the maximum amount of support among all the questions posed in the research survey and may be considered as the most important motivational factor simply because of the fact that every Civil Servant is proud to belong to a Service whose principal goal is to selflessly serve the society throughout the entire career. Every Civil Servant dreams to excel in this noble venture by delivering more efficient Service and effective completion of schemes compared to the others. The Civil Service is an honour to the officers of the cadre and most of them are ready to go to any length to elevate the

standard of Service delivery. Over the years, the Service has evolved from its colonial character of administering with an "iron fist" to that of Service delivery at the doorstep of the common people. The Civil Servants have transformed accordingly and have unhesitantly accepted the growing complexities of the Service without feeling overburdened. When we come across news stories of how Civil Servants distribute aid to flood or victims of natural disaster, how they come forward to mediate between warring factions to mitigate a communal clash or political tension, how they remain alert at the checkpoints to stop smuggling of timber, cattle, sand or even humans, how they go for inspection of mid day meals in remote schools and site visits for checking work progress of schemes and how they reach out with the much needed aid to those deserving beneficiaries who cannot reach the administration, we start appreciating the fact that this cadre is always in action to serve their motherland. Civil Service is not just any other Government Service but has something inherent and distinctive spirit which makes the Service cadre believe in the ideals of the Service throughout their Service tenure.

d.   I always try to learn new facets of administration from my Service seniors

This is an important proposition which suggests that the Civil Service is very dynamic in nature and new dimensions are added to it every now and then which changes some basic concepts and its associated features to a certain extent. This leads to a constant process of learning and unlearning among the administrators as they are the principal implementing authorities at the ground level. A Civil Servant spends the lion share of his working hours in doing various professional activities and gets little time for rest or to spend with his family. In such a situation, it becomes difficult for him to know about the new orders, judgments and rules that are introduced from time to time and those that are removed. In such a situation, an administrator often discusses about an issue with his seniors who, being experts in the various Departments, can provide him with valuable information. At other times, he may take recourse to the advice of his seniors in the District administration who are familiar with the peculiarities of that District and can provide him precious insight into the issue. The advice and support from the Service seniors enable

the Civil Servant to solve many critical issues which definitely motivates him and strengthens the camaraderie of this coveted Service.

e.   I always participate in social campaigns organized by our Service

This is a good motivating factor by which the Civil Servants belonging to different seniorities are able to come together on special occasions and spread some message of social importance through their platform. They are able to share their professional as well as personal issues among themselves and this mutual sharing of information and knowledge helps them to develop an effective insight about the ins and outs of this Service. The social campaigns such as Adult Education, Women and Child Health Awareness, Camps of Credit distribution among Self Help Groups and Mobile Medical Camps serve their social benefit purpose and also enable the common people and especially the vulnerable sections such as girls, aged and tribal community members to come in direct contact with their administrators who are able to listen to their problems patiently.

f.   I like to impart training to my Service juniors in various training institutes

There are several training institutes set up by the Central and State Governments (LBSNAA, ATI, SIPRD, ARTI) to impart training to the Civil Servants about the various facets of the Civil Service during different phases of their career. The instructors of these institutes are generally senior level Government bureaucrats from various Departments and subject specialists (professors, engineers, scientists and even doctors). Several Civil Servants possess flair to teach others and feel highly motivated when they are provided an opportunity to impart training at these institutes. The trainings imparted by the Civil Servants may be more generic in character but provide a specific idea about the issues at the ground level.

Parameter - 6

Professional contentment

This is probably the most important parameter in terms of Human Resource Management. It states that any professional may derive satisfaction from either the intrinsic factors or the extrinsic factors offered by the organization in which he is employed. Enhanced job satisfaction is directly proportional to better performance which will in turn motivate the professional to strive further towards excellence.

Table – 6.20: Response to the parameter "Professional contentment" through questionnaire method

Sl.no	Questions	Likert's scale				
	(f) Professional contentment (Questionnaire)					
		Highly dissatisfie d (1)	Dissatisfie d to an extent (2)	Neutral/No specific comment (3)	Satisfie d to an extent (4)	Highly satisfied (5)
P6.1	How satisfied are you with your opportunities for growth in Service?	0	0	29	74	91
P6.2	How satisfied are you with your opportunities of delivering Service?	0	0	18	127	49
P6.3	How satisfied are you with your level of responsibility in your job?	0	0	23	81	90
P6.4	How satisfied are you with the meaningfulness of your job?	0	8	0	109	77
P6.5	How satisfied are you with your career advancement opportunities?	0	17	58	94	25
P6.6	How satisfied are you with your salary?	0	49	95	22	28
P6.7	How satisfied are you with the other benefits associated with the Service?	0	6	52	83	53

		Highly dissatisfied (1)	Dissatisfied to an extent (2)	Neutral/No specific comment (3)	Satisfied to an extent (4)	Highly satisfied (5)
P6.8	How satisfied are you with your social recognition?	0	0	27	79	88
P6.9	How satisfied are you with your frequent transfers?	17	68	85	19	5
P6.10	How satisfied are you with the attitude of your superiors?	0	25	79	68	22
P6.11	How satisfied are you with the attitude of the political fraternity?	19	42	75	54	4
P6.12	How satisfied are you with the general administrative setup?	0	11	66	68	49
P6.13	How satisfied are you with the rules and regulations attached to the Service?	0	0	35	81	78
P6.14	How satisfied are you with the attitude of the common people towards the Service?	0	0	0	142	52

Table – 6.21: Response to the parameter "Professional contentment" through interview method

(f) Professional contentment (Interview))						
		Likert's scale				
Sl.no	Questions	Highly dissatisfied (1)	Dissatisfied to an extent (2)	Neutral/No specific comment (3)	Satisfied to an extent (4)	Highly satisfied (5)
P6.1	How satisfied are you with your opportunities for growth in Service?	0	0	7	23	17
P6.2	How satisfied are you with your opportunities of delivering Service?	0	0	6	26	15
P6.3	How satisfied are you with your level of responsibility in your job?	0	0	8	18	21
P6.4	How satisfied are you with the meaningfulness of	0	0	0	29	18

	your job?					
P6.5	How satisfied are you with your career advancement opportunities?	0	0	13	33	1
P6.6	How satisfied are you with your salary?	0	11	27	9	0
P6.7	How satisfied are you with the other benefits associated with the Service?	0	0	14	31	2
P6.8	How satisfied are you with your social recognition?	0	0	6	18	23
P6.9	How satisfied are you with your frequent transfers?	8	11	24	4	0
P6.10	How satisfied are you with the attitude of your superiors?	0	0	25	16	6
P6.11	How satisfied are you with the attitude of the political fraternity?	8	10	19	10	0
P6.12	How satisfied are you with the general administrative setup?	0	0	38	9	0
P6.13	How satisfied are you with the rules and regulations attached to the Service?	0	0	8	18	21
P6.14	How satisfied are you with the attitude of the common people towards the Service?	0	0	0	32	15

a.   Are you satisfied with your opportunities for growth in Service?

This proposition has received positive support from the majority of respondents as they believe that the career growth of a Civil Servant is quite satisfactory. For a Civil Servant of the Central cadre, he will start as Assistant Magistrate and end as Additional Chief Secretary or equivalent after putting about 30-35 years of Service on an average. For a Civil Servant of the State cadre, he begins his carrier as a Block Development Officer and reaches to the post of Senior Special Secretary or equivalent to Secretary of a Department within about the same career span. This means that the officers of both the Services get

promoted at least 10 times and their pay scales are elevated at least 6 times during this time span. This surely serves as a motivating factor for the Civil Servants at large and affects their performance positively.

b.   How satisfied are you with your level of responsibility in your job?

This is also a proposition which received a lot of positive support from the majority of respondents who believe that they are quite satisfied with the level of responsibility that they have to handle as a Civil Servant. In fact, the truth is that most of them are overburdened with their duties and has to handle a lot of work pressure. The career of a Civil Servant starts as a Block Development Officer who is given the charge of administering an entire Block consisting of a minimum population of 2 lakh people. As he progresses in Services, he has to handle the responsibilities of an entire Sub-division followed by that of a District and then an entire Department. This is definitely a motivating prospect and every Civil Servant cherishes these responsibilities throughout their career.

c.   How satisfied are you with your social recognition?

This is another highly motivating factor and expectantly received a lot of support from the entire Civil Service fraternity. From their entry in the Service, a Civil Servant works as an administrator of a certain territory and may be considered as the virtual "maker of destiny" of the common people residing there. He receives a lot of respect from all the stakeholders as he is the implementing authority of almost all government schemes under his jurisdiction. By the time he completes his field tenure, he is normally posted as the Senior Deputy Secretary/Joint Secretary in the State Secretariat and he commands a fair amount of respect from the society around him. Since a majority of the Civil Servants hail from modest background, their professional stature helps them to maintain a decent social profile till their retirement. Even post retirement, many officers continue working on extension or take up some vital assignment for some more years. Thus,, in short, Civil

Servants are considered as one of the most important members of our society and this feeling enhances their performance level to a great extent.

6.3 Analysis in the light of the motivational theories

A study will now be undertaken to analyze the present research findings in the light of the basic postulates of the conventional motivational theories. This will help to understand the basic similarity as well as difference in the goals and values of the Civil Servants with those of the personnel working in the other sectors.

Maslow's Theory – This theory states that "Employees are more enthusiastically motivated by what they are currently seeking than by receiving more of what they already have. A fully satisfied need will not be a strong motivator". From the research findings, we derive that a Civil Servant is fairly satisfied with his Service benefits and his role in the Public Governance process. But his principal prerogative is to bring about a positive change in the society through several welfare schemes and good governance. This drives him to strive to the maximum possible extent in order to deliver "meaningful Service" to the masses. As his lower order needs are taken care of by the Service to a fair extent, he is more concerned the social involvement (third level), feeling of self-worth and competence (fourth level) and finally self-actualization (fifth level). The issue of social involvement is inherent to this Service as a Civil Servant has to involve himself completely with the society in order to be an effective and efficient administrator. He accrues a sense of satisfaction when his noble and sincere efforts are lauded by the common masses and his competency is acknowledged by the higher bureaucracy. However,, the Civil Service gives him the best possible opportunity to realize his self-potential through serving the people and improving their living standards and bringing about an "effective change" in the society. So we can safely derive that our research findings are in close conformity with the theory developed by Abraham Maslow.

Herzberg's Theory – Fredric Herzberg divided motivational factors into two groups namely Hygiene (maintenance) factors and Motivational (satisfiers) factors. This theory is primarily applicable to those Civil Servants who have voluntarily left their "lucrative" career in the Private Sector and joined the Civil Services. The basic hygiene factors are satisfied in both the cases but the Private Sector offers several times better "maintenance" which does not attract or help to retain those with an altruistic bent of mind. Herzberg made a strategic difference between Job Content and Job Context which is similar to intrinsic and extrinsic factors. A Private Sector employee may have a rich Job Content such as handsome perks, foreign vacations, health insurance and retirement plans at the cost of the company "which provide no direct satisfaction when the job is being performed". But a Civil Servant feels a certain level of internal satisfaction while delivering his Service and views it as an "internal reward" which motivates him to perform better.

Alderfer's Theory – Alderfer divided the "needs hierarchy" into three levels such as Existence needs (physiological and security factors), Relatedness needs (understood and accepted by the people who work around the person concerned) and Growth needs (desire for self-esteem and self-actualization). It assumes that all the three needs may be active at some point of time and the Growth needs are enhanced each time one attains some self-satisfaction. This theory defines the psychological perspective of a Civil Servant who assumes that his Existence needs are fairly taken care of by the organization, he is well accepted by the stakeholders around him (bureaucracy, government staff, political leaders and common people) and that he personally relates himself with the goals of the organization but most importantly, he attains a level of self-actualization while he performs his administrative Service.

McGregor's Theory X & Y – The Y theory developed by McGregor is applicable to a Civil Servant when he plays the role of an administrator. He has to control an office or Collectorate/Directorate/Department in which a sizeable number of Government

employees are working and he has to depend entirely upon them in order to deliver effective governance to the common masses. Very often, it is found that there is an acute staff shortage and the existing staff has to work under extremely challenging situations. This is possible only when the administrator puts full trust upon his subordinates and believes that "they are capable of exercising self-direction and self-control in the Service of the objectives to which they are committed". A Civil Servant is expected to provide a favourable environment "in which the potential and the capability of his subordinates will be fully realized" while they perform their duties. It is obvious that a Civil Servant will feel extremely motivated when the entire team of officers and staff deliver their Service effectively and efficiently and this collective effort will lead to more development and better governance.

Theory Z by Ouchi – William Ouchi proposed this behavioral theory for the management "to foster close, cooperative, trusting relationships among workers, officers and other groups" working in an organization. The tenets of this theory such as a feeling of affiliation and independence among employees, a humanistic approach in the administrative setup and an extremely supportive approach towards the subordinates are essential in order to maintain a congenial work atmosphere and healthy relationship among everybody in the office. This will lead to better performance of a unit of administration (Block, Sub-Division, District, Directorate, Department) which will serve to motivate everybody in the organization, including the administrator, to perform better.

Vroom's Expectancy Theory – Victor Vroom formulated a theory to understand how people determine the amount of effort put in a job and how such effort is influenced by their anticipated expectation. According to him, "Valence (strength of one's desire for something) X Expectancy (probability of getting it with a certain action) = Motivation (strength of drive towards an action)." This theory is highly applicable in the case of Civil Servants as they deliver their valuable Service with the goal of bringing about a positive change in the society. Once their efforts are able to bring about some desired effects, it

results in motivating them to strive further and excel in their Service delivery. This theory also establishes the fact that Civil Servants are exceptionally sensitive and pragmatic individuals whose motivation plays an extremely strategic role in influencing their performance positively which turns out to be immensely beneficial for the society at large.

McClelland's Three Needs Theory – David McClelland defined the needs of working professionals as Achievement Need, Affiliation Need and Power Need. McClelland stated that "people with high achievement and lofty goals always prefer challenging job assignments while people with low achievement need prefer a job with stability with minimum risks." This conforms to the mental state of the Civil Servants who intentionally choose an extremely challenging and unpredictable career in order to satisfy their goals of bringing a positive change in the society. The Civil Servants generally have an altruistic bent of mind and seek self-actualization through betterment of the society and serving the masses. This inculcates a sense of achievement in them. With the passage of time, they develop an affiliation towards the Civil Services and start sharing the goals and ideals of the Service. Even though they seldom crave for power, yet their official position and their administrative capability helps them to command a fair amount of respect from the society. Thus,, it is observed that several motivational parameters of a Civil Servant could be related to this theory.

Chris Argyris' Immaturity-Maturity Theory - Chris Argyris proposed a theory which states that professionals start their career from an immature state and gradually develop into mature and independent individuals at the prime of their Service. This theory does not have any direct correlation with the career graph of Civil Servants who join the Service as extremely matured, goal-oriented and dedicated individuals and most of them continue with the same zeal and commitment throughout their career. However,, experience is one aspect which undergoes a gradual and yet effective transformation as they proceed in their career which leads to a change in outlook and approach. At the

onset, most Civil Servants tend to be extremely temperamental, involve in direct conflicts with those who hamper the development process and try to complete all schemes in haste. Gradually they tend to mature as an extremely calm and empathic individual who deals with the stakeholders in a diplomatic and yet uncompromising manner and complete schemes with extreme care. This transformation is extremely beneficial for the social development in general and enhancing the motivational level of Civil Servants in particular. With the passage of time, they become precious assets of the Civil Service and continue to render their invaluable Service for the "advancement" of the common masses.

6.4   Qualitative Analysis

While the researcher was carrying out the present research activity, he gathered some more information from the respondents, apart from the information contained in the questionnaire, related to their professional and personal life. These facts have seldom or never been brought before the media or the general public or have been painted in a different angle so as to deliberately belittle their significance. However, a careful study of these aspects proves that they play a very crucial role in shaping the motivational patterns among the Civil Servants and affect their work performance to a considerable extent.

Political vagaries

All the Civil Servants have expressed the fact that they had to withstand the vagaries of the political class throughout their Service tenure. Initially at the Block level, the Pradhans of the Gram Panchayats and members of the Panchayat Samity try to interfere unnecessarily and unethically in each and every administrative activity. Apart from the statutory meetings at the Panchayat level where almost all resolutions are placed and approved in the mandatory presence of the elected political functionaries, the BDOs are deliberately coerced by non elected political entities such as the Block Presidents and Presidents of other branch organizations within the ruling party/coalition. It is ironical that most of these nominated leaders do not share a congenial relationship with their own

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elected members of the various tiers of Panchayati raj and intentionally involve in factional politics to serve their own petty interests. Added to this is the show of disapproval and annoyance towards the ruling regime by the opposition parties by organizing mass deputations at the Block office and in the chamber of the BDO. More than political dissent and disapproval of the political functioning, theses deputations act as a tool to exhibit the political strength of the opposition and so more than not, these programmes turn out to be nonchalantly abusive and sometimes even violent. At the Sub-Divisional level, the SDOs are pressurized by the Panchayat Samity Sabhapatis, Zilla Parishad members and the Members of the Legislative Assembly belonging to the constituencies under his jurisdiction. The District Magistrates and the Additional District Magistrates have to face the wrath of the Member/s of Parliament, Sabhadhipati of Zila Parishad and countless other political functionaries from both the ruling regime and the opposition who are all interested to extract their own "piece of interest" from the administration. With the increase in generation of funds towards rural development and schematic benefits several times over in the past few decades, more and more political leaders are getting more involved in processing of tenders to give work orders to the contractors of their choice, participating in schematic distribution to supply the materials through their own set of suppliers and preparing the beneficiary list to include their own party cadres and even their own family members. The Civil Servants who are executing the administrative work at the Block, Sub-Division and District level have to engage in an unending series of negotiations with these political functionaries to provide maximum benefit to the deserving beneficiaries and maintain clarity of funds and sufficient grounds for their expenditure. These officials know very well that any diversion of funds or lack of transparency is certain to invite the wrath of the Audit Agencies and they will be held personally liable for the same. Even if the political leaders are found to be guilty, they could not be framed legally as the signing and approving authority is the Civil Servant. In such a situation, the leader ill himself resign from the party, defect to some other party or he may simply be ousted from the party none of which will affect him much. The political ordeal becomes even more visible at the Secretariat Level as the Rules of

Business laid down by the Service Rules (as enshrined in the West Bengal Secretariat Service Manual) categorically state that every Civil Servant is bound to follow the instructions of the Minister in Charge of the concerned Department while executing his official functions. The Civil Servant may put up some proposals before the Minister concerned, suggest some modifications and at the most, advice him on this issue quoting policy matters. However, the final call is taken by the Minister in Charge who takes every decision on the basis of his political ideology and interest which may or may not be compatible with the larger interest of the public. In such a situation, the Civil Servant is left with no option but to carry out the directives of his Executive boss. It is an irony that even if the Secretary/Principal Secretary of the Department feels that any policy decision is erroneous according to the existing rules, the same policy matter/decision is published in the form of a Departmental Order/Notice/Memorandum under his signature and not that of the Minister in Charge. This Government document is published and when it is raised in a Court of Law in case of any legal matter, the Secretary/Principal Secretary is answerable even though he might be in a separate Department at that time or may even have retired from Service.

In short, the entire Service span of a Civil Servant is one of negotiating and striving to deliver the best from the available resources to the deserving beneficiaries and trying their best to devise the policies and schemes in such a manner so as to make it more effective and beneficial for the common man.

Increase in Political intolerance

Since the research study was conducted on Civil Servants with an experience of more than one decade, several senior respondents raised the issue of rising political intolerance and corruption and its direct impact on administration. It is an accepted fact that in any democracy, the opposition plays a crucial role in mobilizing popular voice against Government policies which are detrimental to the society, organize mass movements to protest against malpractices and corruption in governance through which the common people become aware about them and constructively criticize the activities of the

Government both inside the Parliament and State Assemblies as well as outside. It is the duty of the ruling party/coalition to encourage such activities so that they could easily identify their wrong policies, gauge the minds of the electorate, try to modify and redesign their policies and root out the evils of corruption from within their own party/coalition. Unfortunately, such a healthy practice has gradually been replaced with a power mongering attitude by any party in power who wants to continue their dominance by crushing the opposition voice. The common people have also turned indifferent to the numerous scams and scandals and in most cases, corruption is considered as a "necessary evil" in politics. Media, both print and electronic, which had earlier played a neutral and decisive role in shaping public opinion has unfortunately become too much diplomatic and worst, it has turned into a mouthpiece of the powerful political parties as most of them are owned by powerful corporate houses that have obvious business interests with the politicians in power. In such a situation where the opposition is repeatedly threatened and coerced by the ruling Government and they find no support from the media, the Civil Servants predictably become their "soft targets". In most cases, the opposition parties stage dharnas and deputations in Government offices causing disturbance in executing official duties and sometimes go to the extent of damaging Government property and manhandling officials. In most cases, this results in extreme mental stress for the Civil Servants as they know well that they are the scapegoats and are not responsible for such malicious activities in any way. Instead of supporting the administration, the leaders of the ruling party actually encourage such destructive practices to cleverly deviate attention of the media and the public from their own mischievous activities. However,, it is interesting to note that in spite of these repeated occurrences, it is ironical that most political leaders, both in the ruling party and opposition, firmly believe in the capability and integrity of the Civil Servants and turn to them for advice or support when their own political existence is itself threatened. Thus,, most Civil Servants are of the opinion that with the growing intolerance and rivalry amongst the various political parties matched with the rising levels of corruption and criminalization of politics, the functioning of administration has been seriously affected resulting in loss of precious official time and

intervention which will prove to be detrimental for the development of the society in the final count.

Irrelevant Training Programmes

Almost every Civil Servant have emphasized the fact that the training programme which is conducted during the induction of officers in the State Civil Service has lost its significance over the years as it still follows the colonial legacy. It starts with a brief Induction Programme at the Administrative Training Institute (ATI), Salt Lake where senior bureaucrats address the new inductees followed by a one month long Land & Settlement Training at Analysis & Research Training Institute (ARTI) at Salboni, Paschim Medinipur. This is followed by a one month Departmental Training at ATI where senior bureaucrats explain the young officers about the working of various Departments including the schematic details. This is followed by a one month long training at State Institute of Panchayat and Rural Development (SIPRD), Kalyani, Nadia where the officers are imparted the knowledge of functioning of various Panchayati Raj bodies. After this, the officers are sent to the various Districts of the State for undergoing District Attachment Training which include Treasury Training at the District Treasury and Executive Magistrate Court Training at the Sub Divisional Executive Magistrate (SDEM) Court. This includes a month long Block Attachment Programme where every trainee officer has to visit a particular Block in his District of training and get firsthand knowledge about the functions of a BDO. In most cases, the BDO of the concerned Block remains extremely busy with his own official activities and could seldom spare time to interact with the trainee officer who in turn remains mostly absent as his attendance is not strictly noticed by the District officials. Finally the officer undergoes the last phase of Training (Effective BDO Training) of one month at ATI and SIPRD (15 days each) respectively before he proceeds to join his first posting as a Block Development Officer. In the final training, the officers are provided information about the various duties and responsibilities they are supposed to perform as Block Development Officers.

Even though the entire training schedule covers a substantial time span of 18-20 months, a fresher Civil Servant is provided optimum theoretical knowledge about his job but unfortunately he gets to know almost nothing about the ground realities. There is no class on how a Civil Servant should face the political leaders belonging to both the ruling party/coalition as well as the opposition. There is no information on how he should negotiate with the leaders to make the financial dealings absolutely transparent and how to choose the proper list of beneficiaries without any partisan attitude. The entire bureaucracy chooses to maintain an eerie silence when the trainee Civil Servants question them on the political affairs or request them to share experience of their own political dealings due to obvious reasons. Only a few senior bureaucrats who belong to the good books of the ruling regime are intentionally chosen and are allowed to impart the training sessions at the various training academies so that all unpopular queries are silenced or diverted. There had been a few attempts in the past by some innovative and sincere officers to introduce some practical sessions in the training schedule but such attempts were thwarted due to the extreme apathy of senior bureaucrats. For the last few decades, the training academies serve as the "garage" posting for some incompetent officers who could not be placed anywhere else in the Secretariat. This is the reason why the trainee officers start their training sessions with a lot of enthusiasm but gradually lose their interest during the fag end of the course and tend to either remain inattentive or even try to bunk such sessions citing silly reasons.

Unsettled family life

On the basis of the personal information derived from the respondents, it is observed that the average age of joining into Civil Service is roughly 26 years which calculates to about three and a half decades of professional life. Almost all the Civil Servants belong to a nuclear family and stay with his parents and are normally the only active earning member of the said family. Normally a Civil Servant marries at about 30 years of age which means he chooses his life partner after joining this Service. About a half of Civil Servants have working professionals as partners but less than ten percent partners can enjoy the

same transfer procedure and location. The other half of Civil Servants who chooses a homemaker as their partner has to make a very difficult choice of whether to shift their entire family to their place of posting or keep them at a suitable location. In a career spanning over three decades, a Civil Servant has to undergo more than ten to twelve transfers which seriously hamper the education of their children if they accompany him in his remote postings. So it is obvious that most of the Civil Servants in this category prefer the latter option in the interest of the better education opportunities of their children and medical facilities and health concerns of their aged parents. A very small portion keeps their family with them but leave their parents in their permanent address. This implies that less than five percent of Civil Servants prefer to keep their entire family with them. This also implies that about fifty percent of the employees are forced to stay alone in their place of posting for more than two decades of their professional life which is indeed very difficult and strenuous both physically and mentally. It also involves a larger expenditure to maintain two establishments which takes a toll on their moderate income. It is a fact that these Civil Servants lose their mental proximity with their parents, life partners and even their children who start visualizing them virtually as "strangers". It is imperative that they lose their social contacts as well and fail to develop any close friend or social circle. They are also bereft of the civic amenities while they stay in remote locations for a greater part of their field posting tenure. There has been several cases that when a Civil Servant is posted in the State secretariat after spending more than two decades in field posting, he becomes a virtual stranger to the next generation of his extended family and feels it extremely difficult to communicate or mingle with them. This forces him to lead an isolated and detached social life which makes him all the more strenuous and exasperated. This makes him vulnerable to the nasty political elements who try to exploit his mental weakness to further their petty political and financial gains. Thus, we find that the personal life of a Civil Servant is quite difficult and he and his family members have to sacrifice a lot during his Service tenure.

Thus, we can safely conclude that the Civil Servants of our nation play the role of silent harbingers of the development process and though they choose to deliberately remain anonymous, it is through their yeomen effort and excellent administrative skills that the common men have received the benefits from the various Government schemes.

Administrative challenges

At this juncture, it must be kept in mind that the right to form Union and demanding rights and concessions in Service are not allowed in the case of Civil Servants. Several Civil Servants are of the opinion that this is one of the most critical weakness of a Civil Servant as he remains virtually "alone" in a system and has to face the strength of both a unified subordinate employee union and a political hierarchy. In case of a conflict of ideology and that of interests, he is always at the receiving end as both the senior bureaucracy and the Government in power will like to stand by the side of the majority. If a Civil Servant feels that his Service conditions are seriously curtailed or hampered due to an Executive decision, he can at the most move his case in the Central or State Administrative Tribunal. The entire procedure takes several years and if he is still dissatisfied, he may appeal for redressal in the Hon'ble High Court of the concerned State. The point worth noting in this regard is that while the Civil Servant will have to appoint a lawyer with his own hard earned money and will not get any reimbursement or compensation even if the Hon'ble Court rules in his favour, the Government will defend its stand at the expense of the public money. This goes on to speak volumes of the vulnerability of an honest Civil Servant who becomes a victim of political vengeance. The sorry state of affairs gets multiplied many times over when he becomes a target of malicious propaganda but could not defend his case in front of popular media which is strictly prohibited in his Service Rules. There are stray incidents when a few Civil Servants were physically and mentally harassed to the extent that they had to choose the extreme path of sacrificing their dear lives and the irony is that their own superior bureaucrats chose to turn a blind eye to such incidents to save their own petty interests. These narratives are specific in character but nonetheless speak volumes of the

treacherous path travelled by the Civil Servants throughout their professional career and it requires a significant level of diplomacy and meticulous planning to avoid any direct confrontation with the political fraternity.

Lack of academic activity

The most important piece of information that the researcher has been able to gather is that there has never been any academic or administrative effort during the last four decades or so to study the professional attributes of the Civil Servants in West Bengal. One of the prime reasons behind this apathy for higher studies lies in the fact that the work of administration has increased manifold over the years due to the introduction of several schemes by both the Central and the state Government which not only requires a lot of effort to implement at the ground level but also needs a powerful monitoring mechanism to study the progress and root out any manipulations and financial impropriety. The number of staff in every administrative office has reduced significantly over the years as many senior and experienced employees have retired and almost no fresh recruitment has taken place in the last one decade. There is also a crucial dearth of officers of the Line departments for the same reason thus, putting a severe responsibility on the shoulders of the Civil Servants who find extremely little time to manage their family affairs leave alone any time to follow their academic pursuit. A study conducted by LBSNAA in the beginning of this century highlighted the fact that out of every ten IAS officers to go for foreign training, at least one tries to get a job in the foreign soil. The officers who take a lien to join a global organization, However,, mostly choose to stay back with the same organization even after their stipulated tenure gets completed even at the cost of paying a hefty amount as penalty to the sponsoring government. This is perhaps the reason why the Department of Personnel and training, which maintains the Service regulations of the IAS officers have gradually lowered the number of postings in global organizations over the years. The Personnel & Administrative Reforms Department, which primarily looks after the personnel related matters of the Civil Servants in West Bengal are almost always

concerned with the transfer and posting related activities as well as maintaining the Service related records of the officers. However, there is no separate Cell or Wing which looks into the Human Resource Management or Development issues. Under such circumstances, the present research study is perhaps the first ever survey conducted on the Civil Servants of West Bengal. Most of the respondents who had agreed to participate in this interesting as well as enlightening survey had expressed their desire to know the survey result from the researcher as they were also eager to introspect their own views in respect of the various motivational patterns. A very few of them who had had some academic knowledge in the various research studies conducted on Civil Servants globally had heard of the Public Service Motivation Theory but could not relate their own views or performance with the theory due to lack of any in-depth study or research. This research has proved to be an eye opener for several generations of Civil Servants whose excellent efforts and untold sacrifices have seldom being acknowledged by the Governments in power and never felt by the ordinary citizen. The researcher sincerely hopes that this unique research study will inspire future study both by the academics as well as the Civil Servants themselves and will lead to the development of better Service conditions as well as personnel development for the future lot of officers in the long run.

This chapter analyses the impact of the motivational patterns on the performance of the Civil Servants. In the beginning, the concept of Research Analysis is discussed. This is followed by the detailed analysis of the results obtained in the survey through both the questionnaire method (sent through mail) and the face-to-face interview. The results are first tabulated and then explained with the help of the logic given by the respondents who appeared in the face-to-face interview. In the third section, we derive the principal factors affecting the motivational level of the Civil Servants. The fourth section deals with the drawing of a certain analogy between the principal motivating factors derived and the traditional motivational theories that were discussed in detail in the third chapter. The final section traverses through the intricate Service conditions of a Civil Servant as well

as the challenges faced by him throughout his own Service span. It further investigates his personal pains, agonies and sacrifices and realizes his hardship. Indeed such studies should make the Executive aware that bureaucracy is not merely an inanimate structure of several officials who are just meant to serve their political bosses as well as the society at large but consists of a very much a human constituent which "breathes, thinks and feels" each and every aspect of administration throughout their Service tenure. It is time that the political fraternity at both the Centre and the States develop a more sensitive and humane approach towards them which will motivate the Civil Servants in particular and improve their work performance but will definitely play a crucial role in the development of the society and the Nation in a more beneficial and constructive manner.

Chapter – 7

Findings, Suggestions and Conclusion

7.1 Findings

The researcher analyzed the results of the research survey obtained from both the questionnaire method and the interview method carefully and then selected those parameters which received the maximum number of "extreme" responses i.e. which are either "Strongly agreed" (Green) or "Strongly disagreed" (Red). The rest of the parameters had a neutral character and were not discussed. All such parameters under each Motivational Pattern are shown in the bar graph ("blue" for response in Questionnaire & "orange" for response in Interview method) followed by a general discussion on how they affect the work performance of the Civil Servants of West Bengal.
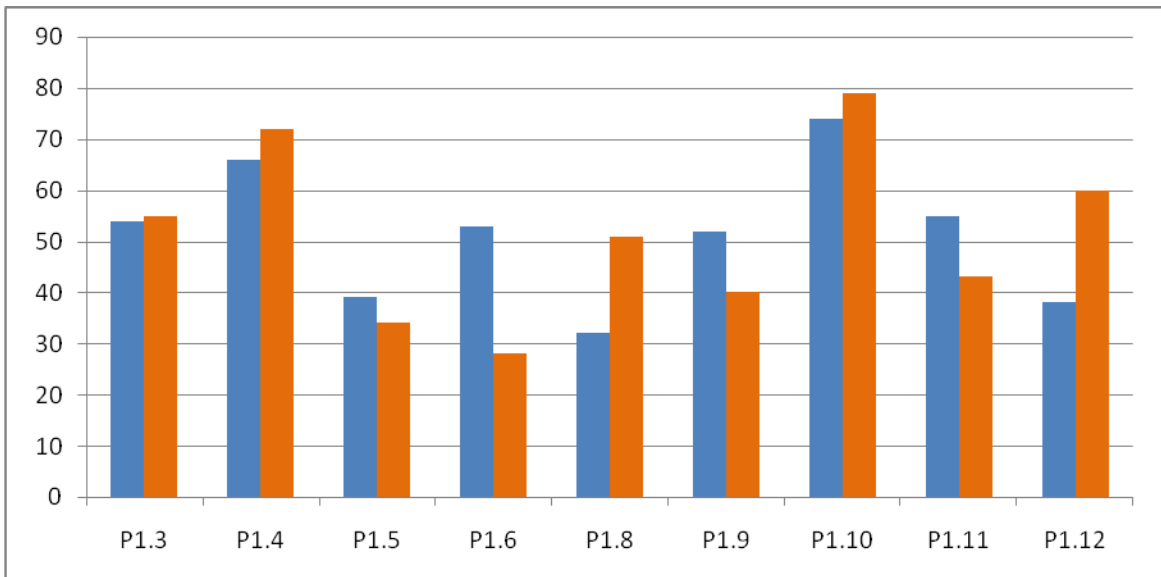
P1: Role in framing Public Policy

Fig 7.1   Sub-parameters under "Role in framing Public Policy" receiving maximum response

The inferences that may be drawn from the above factors are –

1. A Civil Servant believes that he is an inherent part of the Public Governance process and the principles of Public Policy are very much appealing to him.

2. A Civil Servant wants that all the Government schemes that are implemented under his jurisdiction should have a transparent and fair tender process, all the schemes should be implemented during the prescribed period, the selection of beneficiaries should be fair and deserving and all the schemes should maintain proper work quality.

3. A Civil Servant believes that the main aim of all the Government schemes is to ensure the benefit of the people.

4. A Civil Servant wants to innovate convergence approaches by assimilating several schemes and develop a social asset so as to derive maximum benefit for the people in terms of the size of the asset, fund allocation, livelihood and sustainability.
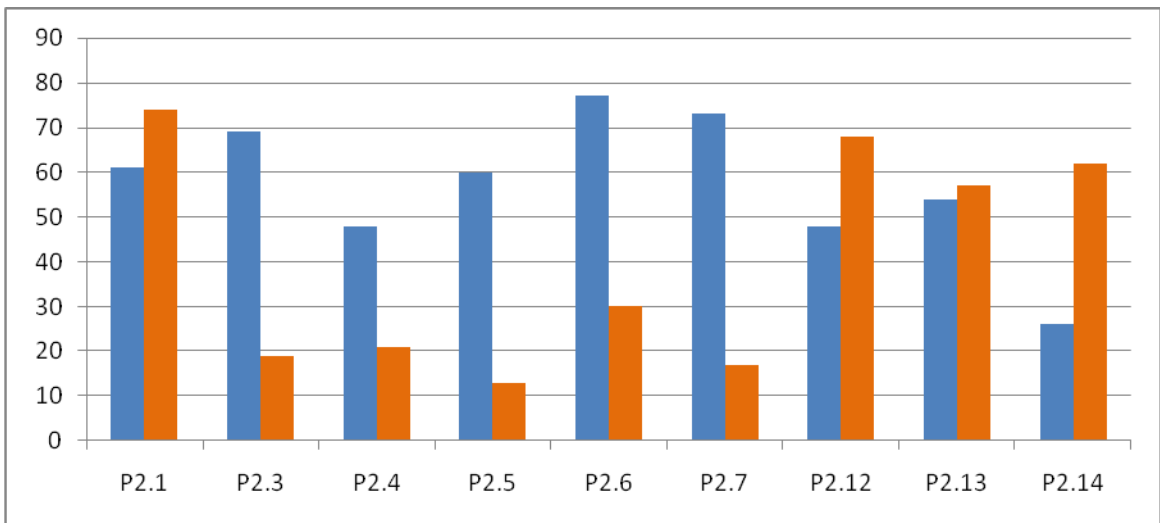
P2: Commitment to public interest

Fig 7.2   Sub-parameters under "Commitment to Public Interest" receiving maximum response

The inferences that may be drawn from the above factors are –

1. A Civil Servant serves the society in such a manner that he wants to become a part of the same. He mixes with the common people, listen to their problems and suggestions patiently, is keenly interested in what is going on in the society around him and is interested in serving people in the remote areas.

2. A Civil Servant naturally and purposely attaches a meaning to each of his activities rendered unto the society, consider Public Service as his moral responsibility and supports the activities of any Public Servant, if it is done with a good intent and according to the law, even if it harms his own personal interest.

3. A Civil Servant attaches much more importance to a common man than a politician and firmly believes that any Civil Servant contributes far more to the society than a politician.
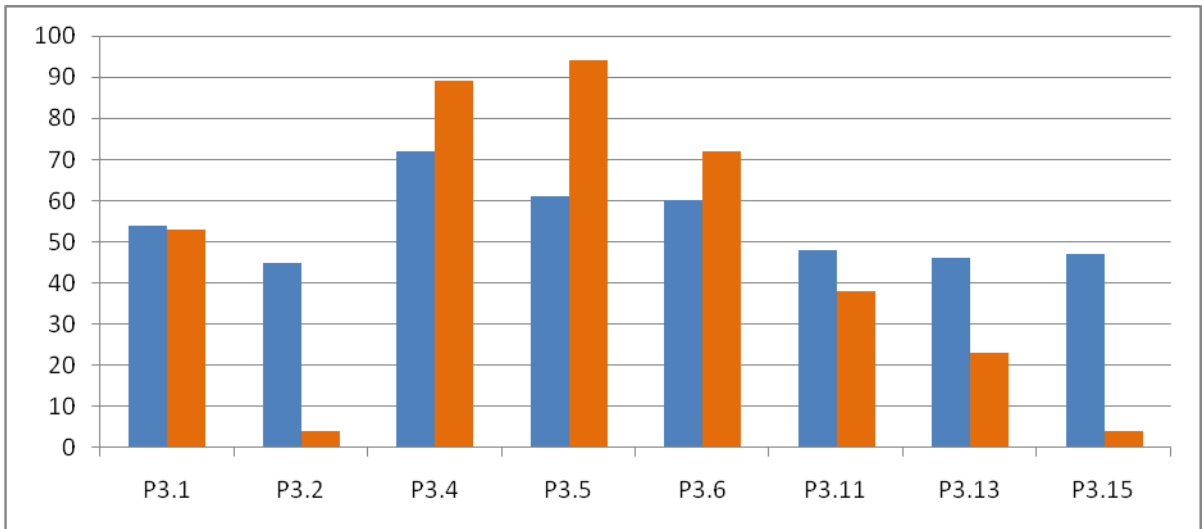
P3: Empathy towards general public

Fig 7.3   Sub-parameters under "Empathy towards general public" receiving maximum response

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The inferences that may be drawn from the above factors are –

1. A Civil Servant always makes a conscious effort to serve the society as he is moved by the plight of the underprivileged, whether he is known to him or not, through the different Government schemes which he considers as tools of social development.

2. A Civil Servant follows all the social norms strictly and takes bold steps to eradicate all social evils and superstitions as he is of the opinion that we are all dependent on the society.

3. He actively encourages all social organizations which are involved in noble activities such as arranging Blood Donation Camps, Charity shows and Relief camps.
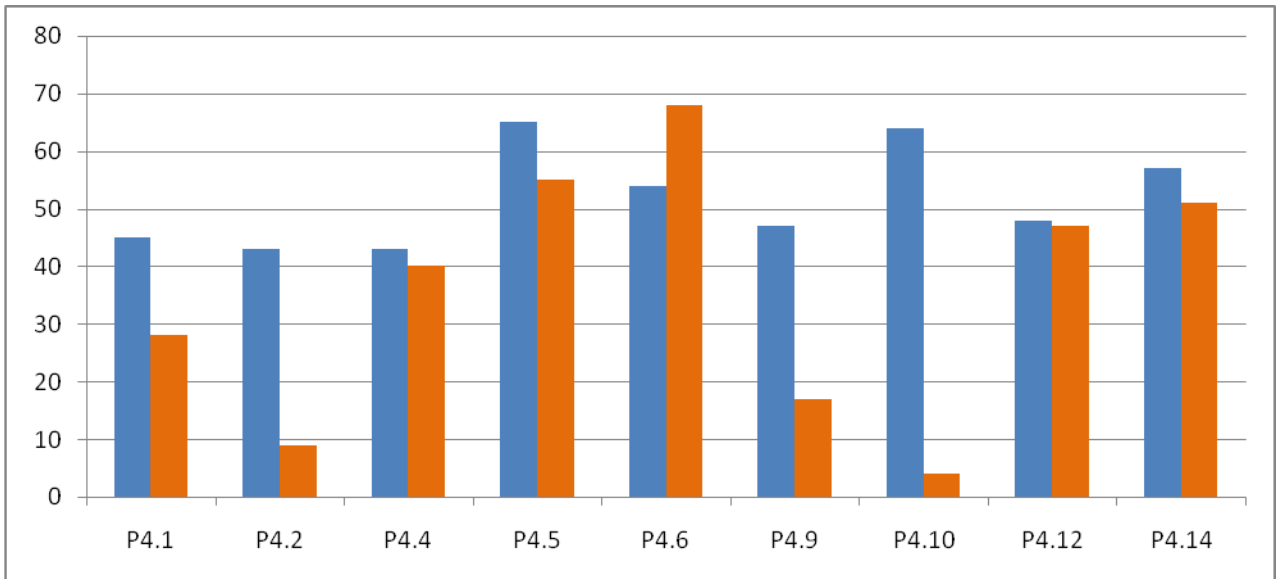
P4: Selfless Character

Fig 7.4   Sub-parameters under "Selfless character" receiving maximum response

The inferences that may be drawn from the above factors are –

1. A Civil Servant has an altruistic trait that drives him to serve the society in every possible ways. He believes that serving the society is much more important than serving his personal cause i.e. he puts duty before self, is contented with a decent lifestyle that is offered by the Service rather than craving for a luxurious one, and has consciously chosen this Service even though he had better career opportunities.

2. A Civil Servant wants to serve the society more than his profession could deliver without expecting any material benefit in return and believes that one should return much more to the society than what he gets from it.

3. He expects his family to be extremely supporting and that they should make several sacrifices and compromises so that he could perform his duties uninterruptedly. He is also of the opinion that he is able to meet the basic needs of the society with his salary and other Service benefits.
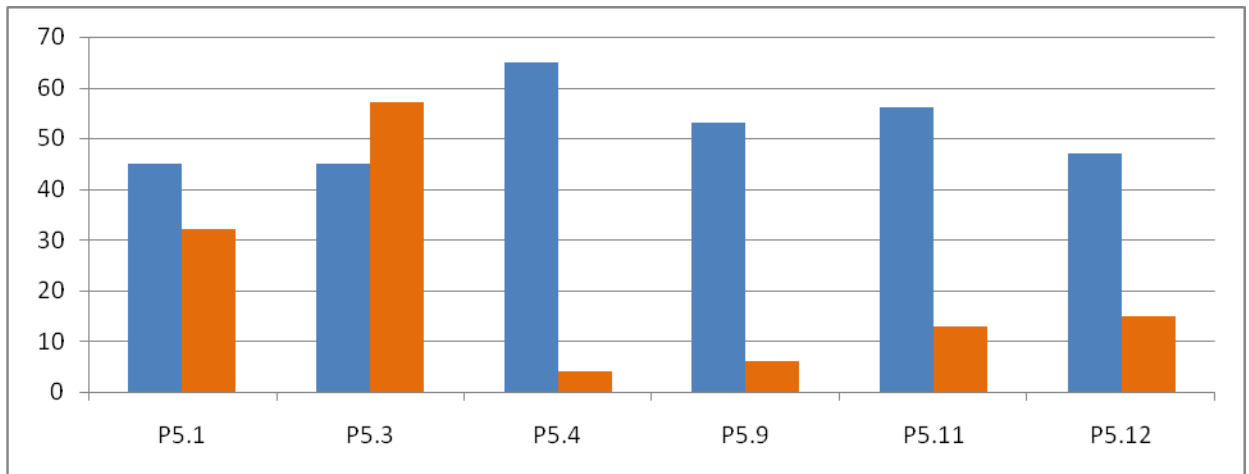
P5: Adopting the goals of Civil Service

Fig 7.5 Sub-parameters under "Adopting the goals of Civil Service" receiving maximum response

The inferences that may be draw from the above factors are –

1. A Civil Servant develops a strong sense of bonding towards his organization and starts believing that his personal goals and values are similar to that of the Service. He evolves himself according to the needs of the Service as it becomes his obsession.

2. He starts developing a strong connection with his Service colleagues by participating in various social campaigns organized by the officers' association, is always eager to learn new facets of the Service from his seniors and ready to share his valuable experience with the juniors in Service by imparting training in the various administrative institutes.

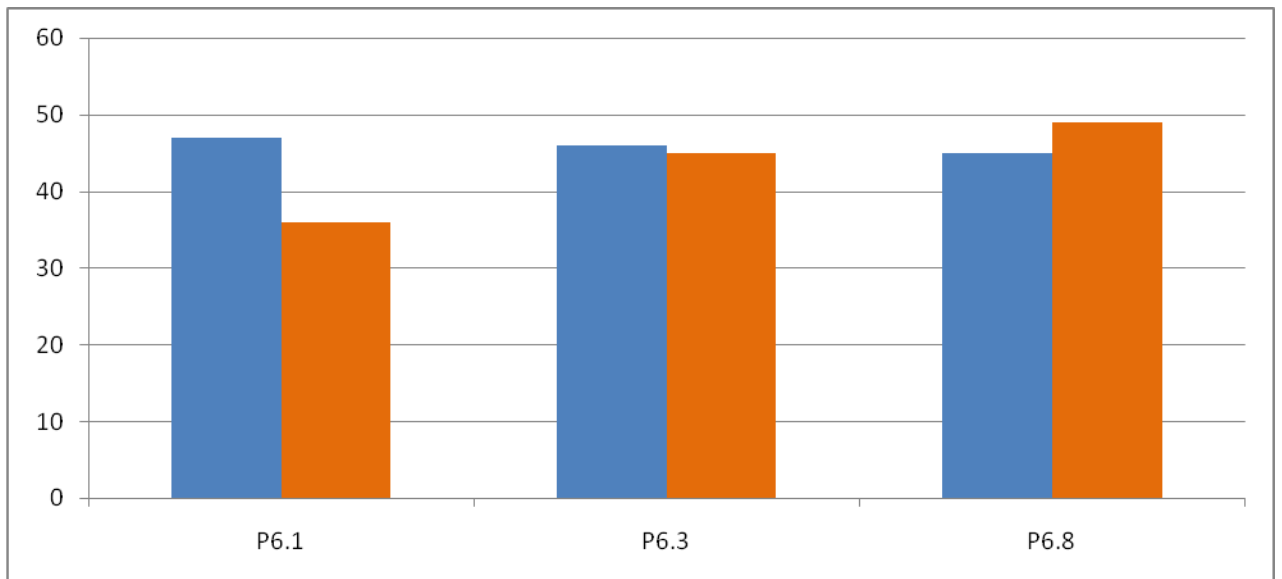**P6: Professional Contentment**

Fig 7.6   Sub-parameters under "Professional contentment" receiving maximum response

The inferences that may be drawn from the above factors are –

1. A Civil Servant is satisfied with the growth opportunities offered by his Service as it quite attractive compared to that in the allied Services.

2. He is also contented with his professional responsibility and his social status.

7.2 Suggestions

1. The Union and State Government should both endeavour to involve Civil Servants to a greater extent in the Public Policy making exercise in order to utilize their experience and skills in the Policy making process.

2. There should be an extremely powerful monitoring mechanism which will inspect each and every tender process till the allocation of work order so that the Civil Servant does not have to face any undue pressure.

3. There should be an equally effective auditing mechanism which will monitor the work progress of each and every scheme and random checking of the completed works to ensure that proper quality standards are maintained. In case of any deviation, the final payment should be immediately stopped by the Department.

4. Any innovative idea of worth and any proposal for convergence of schemes made by the Civil Servant should be given due cognizance which will make him more confident and inspire him to devise better ideas in future.

5. The bureaucracy should evolve an effective mechanism (Rules of Business) by which the Service delivery and administrative input of a Civil Servant is safeguarded from the undue interference of the political class due to their vested interests.

6. The common citizens of a certain territory should always support a Civil Servant in carrying out his official responsibilities so that they may be benefitted in the long run. They should join him in eradicating various forms of evil practices that are still continuing in the society by keeping him informed, aiding him to stop

such acts and educating the people about the evils and harmful effects of such acts.

7. The citizens should trust the good intentions of a Civil Servant and help him to remain unbiased and determined in executing his official responsibilities and even offer to assist him with voluntary Service for the benefit of the society.

8. It is expected that the family members of a Civil Servant sometimes stay with him or visit him occasionally. The common people should pay proper attention to their safety and ell being so that they do not feel vulnerable or unwanted as this is bound to have a negative effect on the motivational level of the officer.

9. The State administration should ensure that a Civil Servant who has deliberately chosen to serve the people of a remote territory gets access to the basic amenities such as a proper residence, electricity, drinking water, internet connectivity (which has become an essential need of the day), an official vehicle with enough fuel supply so that he may go for regular site inspection and visits across the territory and a support staff who should belong to the local community.

10. Several effective measures should be taken by the state administration such as ensuring spouse posting for the officers wherever required, develop a fair and transparent transfer policy, fill up the vacant posts so that the officers may avail proper staff support and provide cashless medical benefit for the Civil Servant and his dependent family members.

7.3 Conclusion

The present research study has established the fact that a Civil Servant is a real patriot in the true sense who serves his motherland honestly and relentlessly without caring for his personal gains. From the very onset of his professional career, he confronts undue

pressure from several quarters when he proceeds to carry out his duties in a fair and transparent manner. This is because the present system of governance is more about development and less of administration. Each of these developmental schemes entails funds in the tune of several millions of rupees and have obviously have created several interest groups whose primary intention is extract benefit of various kinds from the execution of these schemes. Obviously, these groups create several obstacles before the Civil Servant during his execution process. Most Civil Servants face this challenge with a courageous spirit and as a result, most of the schemes are executed on the ground or the benefits of the scheme reach the common people properly. The Civil Servant is always willing to venture that extra mile to help the society beyond his professional capacity by helping several organizations in their noble mission and taking a determined stand to eradicate various social evils against all adversities. During a natural catastrophe, a man-made disaster or a situation where law and order of an area is threatened, he risks his own life to save the lives of his fellow people who look up to him as an emissary of hope. He expects the common citizens to support his cause and stand behind him for their own benefit and development in the long run. As a responsible family man, he could neither stand beside his own family during all crisis situations nor could he offer them a fabulous life style. On the contrary, he leads a long and desolate life for a greater part of his Service tenure away from the love and care of his family and friends and bereft of most modern day amenities. Yet he brushes aside all his career and personal concerns and agonies and puts up a brave battle with a smiling face as he identifies himself as an inherent part of the Public Governance process and assimilates the values and goals of the Civil Service so that his identity resembles it in every way. Whichever way you look at a Civil Servant, he acts as the "cutting edge of administration" and an "embodiment of real governance, development and crisis management". The collective contribution of these "unsung heroes" deserves a justified recognition as it practically sums up the social and economic gains that this great nation has accomplished over the last 75 years post independence.

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Annexure

1.   **Questionnaire used in the research study**

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Preliminary Questionnaire - The researcher had taken recourse to a pilot study by choosing 50 respondents to whom he sent a questionnaire which was based on Perry's 24 point questionnaire. The respondents were requested to provide their feedback in the form of suggesting logic for each of the existing questions and adding more questions with logic wherever required. The questionnaire used for the pilot study is as follows:

Identifying Motivational Patterns among Civil Servants	
Motivational Pattern	**Statement**
Adopting the goals of Civil Service	1.My values and goals are very similar to the values and goals of my organization
	2. I am comfortable within the culture of my Service
	3. I feel a strong sense of "belonging" to my Service
	4. What the Civil Service stands for is important to me
Professional Contentment	1. How satisfied are you with your opportunities for achievement
	2. How satisfied are you with your recognition opportunities
	3. How satisfied are you with your level of responsibility on your job
	4. How satisfied are you with the meaningfulness of your job
	5. How satisfied are you with your advancement opportunities
Role in framing Public Policy	1.Politics is an appealing word
	2.The give and take of public policy making appeals me
	3.I am interested about politicians
Commitment to the interest of masses	1.I am genuinely interested in what is going on in my community
	2.I unselfishly contribute to my community
	3.Meaningful public Service is very important to me
	4.I would prefer seeing public officials do what is best for the community, even if it harms my personal interests
	5.I consider public Service a moral responsibility

Empathy towards general public	1.I am easily moved by the plight of the underprivileged
	2.Most social programs are too vital to do without
	3.It is difficult for me to contain my feelings when I see people in distress
	4.To me, patriotism includes seeing to the welfare of others
	5.I am always worried about the welfare of people whether I know them personally or not
	6.I am often reminded by daily events about how dependent we are on one another
	7.I always feel compassionate for people in need even when they are unwilling to take the first step to help themselves
	8.I wholeheartedly support all public programmes
Selfless character	1.Making a difference in society means more to me than personal achievements
	2.I believe in putting duty before self
	3.Doing well financially is relatively less important to me than doing good deeds
	4.Much of what I do is for a cause bigger than myself
	5.Serving citizens would give me a good feeling even if no one paid me for it
	6.I feel people should give back to society more than they get from it
	7.I am one of those persons who would risk personal loss to help someone else
	8.I am prepared to make sacrifices for the welfare of society

After analyzing the results carefully and taking the suggestions of several experienced Civil Servants into consideration, the researcher proposes to design the following issues in each of the parameters in order to make the assessment more realistic and effective –

Questionnaire used in the final Research Study

Aim – To discern the level of different Motivational Patterns among the Civil Servants in West Bengal

Parameters suggested for measuring the Motivational patterns of Civil Servants are as follows –

a. Role in framing Public Policy (13)

1. I have no interest in politics
2. I am involved in the Policy making process
3. I believe that all Government schemes are meant for the benefit of the people
4. I feel contended when all the Government schemes under my jurisdiction are implemented
5. I feel equally interested in implementing all the Government schemes
6. I am interested in designing innovative ideas while implementing various schemes
7. I am ready to accept all the suggestions given by the elected representatives regarding the implementation of schemes
8. I put more stress on the completion of schemes rather than the quality of work
9. I always ensure that all the beneficiaries who have been selected for availing the schemes meet the suitability criterion strictly
10. I am satisfied that all the tenders for various scheme implementation during my tenure were distributed without any prejudice
11. I believe that I am an inherent part of the Public Governance process
12. The principles of Public Policy making does not appeal to me
13. I do not care about politicians and like to stay away from them

b. Commitment to public interest (15)

1. I am not interested in what is going on in the society to which I belong

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2. I unselfishly contribute to the society

3. Meaningful Public Service is very important to me

4. I would prefer to see Public officials work in the best interest of the society, even though it harms my interests

5. I consider public Service as my moral responsibility

6. I am interested in mixing with people belonging to all sections of the society

7. I believe that I am a keen and patient listener to the problems of others

8. I believe that I can offer effective and applicable solutions to the problems posed by the common people within my limitation

9. I am interested in travelling a lot and staying in different places

10. I am more interested in site visit for inspection rather than office work

11. I believe in serving people even at the cost of my social life

12. I am more interested in serving the people living in remote areas

13. I give more importance to a common man than a politician

14. I believe that Civil Servants contribute more to the society than politicians

15. I choose to oppose the political fraternity in the larger interest of the public

c. Empathy towards general public (17)

1. I am always moved by the plight of the underprivileged in the society

2. I consider most of the social schemes to be vital for the development of the society

3. It is difficult for me to control my emotions when I see people in distress

4. I believe patriotism includes working for the upliftment of the underprivileged

5. I do not care for the welfare of those people whom I don't know personally

6. I strongly believe that, as individuals, we are very much dependent on our society

7. I have little compassion for people in need who are unwilling to take the first step to help themselves

8. I always move one step ahead than others to help people in distress

9. I am interested in stopping all types of social evils even at the cost of taking risk

10. I try to help the downtrodden immediately with all possible Government aids even at the cost of compromising with the official formalities

11. I try my best to resist any step which is harmful for the society

12. I whole-heartedly support NGOs and voluntary organizations with a noble mission

13. I strongly believe in social righteousness

14. I have some fixed notion about norms in the society and expect the citizens to follow them

15. I actively encourage social organizations to hold blood donation camps, free tutorial camps and other beneficial activities

16. I am biased towards implementation of Government schemes and attach more importance to those that I believe will truly benefit the society

17. I covertly support politicians who voice the concerns and demands of the people even if they belong to the opposition party

d. Selfless character (19)

1. Making a difference in the society means a lot to me than my own personal achievements

2. I believe in putting duty before self

3. Doing financially well is more important to me than rendering meaningful public Service

4. Much of what I do as a public Servant is for a cause bigger than myself

5. Serving the people would give me a good feeling even if I am not paid for it

6. I believe that people should give back to the society more than they get from it

7. I would risk personal loss to help someone in distress

8. I am prepared to make personal sacrifices in the larger interest of the society

9. I have deliberately chosen this career even though I had much better job prospects

10. My family is always supportive to my career demands

11. I believe that I am able to fulfill all responsibilities towards my family

12. I am more interested to live a contended life with few demands than a prosperous one

13. I am always able to support my family during any crisis

14. My Service provides me the opportunity to take care of all the basic needs of my family

15. I might leave this Service if I find that I am not getting enough opportunities to serve the society

16. My family believes that my salary and other career benefits are sufficient to lead a decent lifestyle

17. I believe that I have carried out all my responsibilities towards my children

18. I sometimes feel that some of the demands of this Service are unjustified

19. I believe that this Service proves detrimental for a professional who aims to achieve something magnificent with his sincerity and capability

e. Adopting the goals of Civil Service (12)

1. My values and goals are very similar to the values and goals of the organization

2. I am comfortable within the culture of my Service

3. I feel a strong sense of "belonging" to my Service

4. What the Civil Service stands for is important to me

5. I take a active part in the activities of the officers' welfare association in the larger interest of the officers of my Service

6. I always strive to voice issues which are both beneficial or detrimental to our Service in the proper platform

7. I try to emulate myself with the idiosyncrasies of the Service

8. I study courses continuously which will help me understand the Service and perform better

9. I always try to learn new facets of administration from my Service superiors

10. I am always eager to share my Service experience with my Service juniors

11. I always participate in social campaigns organized by our Service

12. I like to impart training to my Service juniors in various training institutes

f. Professional contentment (14)

1. Are you satisfied with your opportunities for achievement?

2. How satisfied are you with your recognition opportunities?

3. How satisfied are you with your level of responsibility in your job?

4. How satisfied are you with the meaningfulness of your job?

5. How satisfied are you with your career advancement opportunities?

6. How satisfied are you with your salary?

7. How satisfied are you with the other benefits associated with the Service?

8. How satisfied are you with your social recognition?

9. How satisfied are you with your frequent transfers?

10. How satisfied are you with the attitude of your superiors?

11. How satisfied are you with the attitude of the political fraternity?

12. How satisfied are you with the general administrative setup?

13. How satisfied are you with the rules and regulations attached to the Service?

14. How satisfied are you with the attitude of the common people towards the Service?

2. List of publications

Sl. No	Title of the research paper with author name	Name of the Journal	Date of publication & DOI	ISSN No./Vol. no./Issue no.	Indexing in Scopus/ UGC Care List, etc.
1	**Study of Public Administration in India: Concerns & Prospects** Debarshi Nag Dr. Vijay Mishra	**Journal of Emerging Technologies & Innovative Research**	**17/06/2020**	**ISSN: 2349-5162 Vol-6 Issue-1 Page:1305-1310 Jan 2020**	**UGC**
2	**Public Administration in India: Research Trends & Initiatives** Debarshi Nag	**International Journal of Creative Research Thoughts**	**06/07/2020**	**ISSN: 2320-2882 Vol-8 Issue-7 July 2020**	**UGC**
3	**E-Governance initiatives by the Government of West Bengal** Debarshi Nag	**Journal of Emerging Technologies & Innovative Research**	**07/07/2020**	**ISSN: 2349-5162 Vol-7 Issue-7 July 2020**	**UGC**
4	**Innovating around a Bureaucratic Organization** Debarshi Nag	**International Journal of Academic Research & Development**	**26/07/2020**	**ISSN: 2455-4197 Vol-5 Issue-4 Page:87-91 July 2020**	
5	**Impact of the Covid Pandemic on the Indian Education System** Debarshi Nag	**Shodh Sarita**	**01/10/2020**	**ISSN: 2348-2397 Vol-7 Issue-28 Page: 21-25 Oct-Dec,2020**	**UGC**
6	**Bureaucratic Leadership at Ground Level: A Case study of Block Development Officers in West Bengal (India)** Debarshi Nag Zainab Farhat	**Indian Journal of Public Administration**	**01/08/2021**	**ISSN: 0019-5561 Vol-67 Issue-2 Page:188-200 July 2020**	**SAGE**
7	**Measuring the impact of**	**European Chemical**	**24/05/2023**	**ISSN: 2063-5346**	**SCOPUS**

	Motivational Patterns on the Performance of Civil Servants Debarshi Nag Dr. Rajvinder Kaur	**Bulletin**		**Vol-2 Spl.Issue-5 Page: 3212-3218**	
8	**Analyzing the Motivational Level among the Employees of Rural & Urban Local Bodies in West Bengal** Debarshi Nag	**Indian Journal of Law and Justice**	**September 2023**	**ISSN: 0976-3570 Vol-14 Issue-2**	**SCOPUS**
9	**From Panchsheel to Modi-fication: Metamorphosis of a Nation** Debarshi Nag	**International Journal of Advance Research & Innovative Ideas in Education**	**04/04/2023**	**ISSN: 2395-4396 Vol-9 Issue-2 Page: 1175-1180**	**UGC**

3. List of conferences

Sl. No.	Name of the conference & organizer	Topic of the research paper & author	Date of conference
1	**National e-Conference on Education & Development: Post Covid-19** Lovely Faculty of Business & Arts Lovely Professional University	**Impact of the Covid Pandemic on the Indian Education System** Debarshi Nag	**05/10/2020**
2	International Symposium on **World order under strain: Emerging Political & Economic Challenges** Lovely Faculty of Business & Arts Lovely Professional University	**From Panchsheel to Modi-fication: Metamorphosis of a Nation** Debarshi Nag	**10/06/2022**
3	**Emerging Media Trends & its Impact on Society & Governance** School of Journalism, Films & Creative Arts Lovely Professional University	**Rent seeking by Media in our Society: Its effect on Democratic Values** Debarshi Nag	**28/04/2023**