



MEASURING THE IMPACT OF MOTIVATIONAL PATTERNS ON THE PERFORMANCE OF CIVIL SERVANTS

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Abstract

Ever since its inception in the later years of the colonial rule in India, the officers of the Central and State Civil Services collectively forms the most important part of administration in India. They are selected by the Union and State Public Service Commissions through an open competitive examination which consists of several stages. Once selected, the officers start their career from the District level and end up in the Secretariat almost after one and a half decades. They hold several responsible administrative posts and act as the interface between the government and the citizens. Over the decades, several radical reforms have taken place in administration which has led to corresponding changes in the pattern of governance. The present research study is based on a questionnaire survey conducted on a sizeable population of Civil Servants belonging to both the Central and State cadre serving in the State of West Bengal. The questionnaire deals with the different facets of Civil Service as well as their personal lives and are categorized under six main parameters such as role in framing public policy, commitment to public interest, empathy towards general public, selfless character, adopting the goals of Civil Service and professional contentment. The results obtained are analyzed keeping in mind several factors such as age, sex, service experience, educational qualification and organizational position.

Keywords: Civil Service, administration, politics, citizens, motivation, performance.

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Introduction

The Government of India Act 1935 led to the establishment of the Civil Service in India which underwent a lot of transformation till the early 1950s when it was formally accepted by the Government of India as the most important structure of public governance of this vast nation. In the early years post Independence, the Civil Servants played a major role in shaping the public policies and were the decisive factor in administration. However, with the passage of time, the elected Executive gradually started to gain knowledge about the nuances of administration and began to exert their influence on the public policies. The changes in the political paradigm of the nation led to comparatively more importance on the electoral gains rather than long term development. This led to the rise in sectarian and regional issues which were far removed from the administrative matters and predictably initiated a conflict among the elected political hierarchy and the bureaucracy. In the last three decades, considerable reforms have taken place in the governance system. The issue of transparency, speedy and equity in service delivery of schematic benefits along with various landmark enactments such as the e-governance and Right to Information has empowered the common citizens and has exerted a lot of pressure on the bureaucracy.

A Civil Servant enters into the arena of Public Administration after going through a rigorous competitive examination spanning over several stages. 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”. The present research study aims to measure the impact of the various motivational patterns on the Civil Servants who are posted in several Departments and Districts across the State of West Bengal with the help of a questionnaire survey developed specifically for the said purpose.

Sample of study

A sample of 350 Civil Servants, belonging to both the Central and State cadre, out of 1585 who are currently posted in various capacities under the Government of West Bengal. The Civil Servants included Block Development Officers, Sub Divisional Officers, Additional District Magistrates and District Magistrates posted in the Districts and Deputy Secretary, Joint Secretary, Director, Secretary and Principal Secretary posted in the various Departments of the State Secretariat. Out of 350 participants, 325 were actually included in the present study as the other responses were either incomplete or were not received despite several reminders. The survey was conducted during the months of August to December 2022 during which no elections took place or there was any significant schematic or political development in the State. This ensured a fair uniformity among the responses obtained from the Civil Servants under study.

Questionnaire for the survey

Parameters suggested for measuring the Motivational patterns of Civil Servants are as follows –

a. Role in framing Public Policy (10)

1. I am involved in the Policy making process
2. I believe that all Government schemes are meant for the benefit of the people
3. I feel contended when all the Government schemes under my jurisdiction are implemented
4. I feel equally interested in implementing all the Government schemes
5. I am interested in designing innovative ideas while implementing various schemes
6. I put more stress on the completion of schemes rather than the quality of work
7. I always ensure that all the beneficiaries who have been selected for availing the schemes meet the suitability criterion strictly
8. I am satisfied that all the tenders for various scheme implementation during my tenure were distributed without any prejudice
9. I believe that I am an inherent part of the Public Governance process
10. The principles of Public Policy making does not appeal to me

b. Commitment to public interest (10)

1. I am not interested in what is going on in the society to which I belong
2. I unselfishly contribute to the society

3. Meaningful Public Service is very important to me
4. I consider public Service as my moral responsibility
5. I am interested in mixing with people belonging to all sections of the society
6. I believe that I am a keen and patient listener to the problems of others
7. I am more interested in site visit for inspection rather than office work
8. I believe in serving people even at the cost of my social life
9. I am more interested in serving the people living in remote areas
10. I believe that Civil Servants contribute more to the society than politicians

c. Empathy towards general public (10)

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 do not care for the welfare of those people whom I don't know personally
5. I strongly believe that, as individuals, we are very much dependent on our society
6. I always move one step ahead than others to help people in distress
7. I am interested in stopping all types of social evils even at the cost of taking risk
8. I whole-heartedly support NGOs and voluntary organizations with a noble mission
9. I strongly believe in social righteousness
10. I am biased towards implementation of Government schemes and attach more importance to those that I believe will truly benefit the society

d. Selfless character (14)

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. Serving the people would give me a good feeling even if I am not paid for it
5. I believe that people should give back to the society more than they get from it
6. I am prepared to make personal sacrifices in the larger interest of the society
7. I have deliberately chosen this career even though I had much better job prospects
8. My family is always supportive to my career demands

9. I believe that I am able to fulfill all responsibilities towards my family
10. I am always able to support my family during any crisis
11. I might leave this Service if I find that I am not getting enough opportunities to serve the society
12. My family believes that my salary and other career benefits are sufficient to lead a decent lifestyle
13. I sometimes feel that some of the demands of this Service are unjustified
14. 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 an 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 and 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?

Measurement of the sample

On the basis of the motivational scale developed by the researcher, the respondents were requested to answer as per Likert's Scale (1- Strongly disagree, 2- Disagree to an extent, 3- Neutral/Could not comment, 4- Agree to an extent & 5- Strongly agree). The first five parameters (role in framing public policy, commitment to public interest, empathy towards general public, selfless character and adopting the goals of Civil Service) were rational with a high Cronbach's Alpha (Alpha-0.787) while the last parameter (professional contentment) had a Cronbach's Alpha of 0.813.

Sl. No.	Variables	Characteristics	Respondents (%)
1	Sex	Male	60
		Female	40
2	Official designation	BDO	25
		SDO	12
		ADM	10
		DM	4
		DS	20
		JS	15
		Director	10
		Secretary	4
3	Educational qualification	Graduate (General)	63
		Graduate (Professional)	28
		Postgraduate	9
4	Length of service	5-10 yrs	24
		10-15 yrs	27
		15-20 yrs	28
		Above 20 yrs	21
5	Age	20-30 yrs	15
		31-40 yrs	29
		41-50 yrs	37
		51-60 yrs	19

Findings

The mean score of the survey is 3.81 which is the gross motivational level of the Civil Servants of West Bengal. The mean score for each of the parameters are role in framing public policy

(3.82), commitment to public interest (3.98), empathy towards general public (4.26), selfless character (3.47), adopting the goals of Civil Service (3.74) and professional contentment(3.89).

Parameters	Minimum	Maximum	Mean	Standard deviation
Framing public policy	1.86	4.75	3.82	0.546
Commitment to public interest	1.70	4.65	3.98	0.731
Empathy towards general public	1.65	4.25	4.26	0.601
Selfless character	1.56	4.31	3.47	0.514
Adopting the goals of Civil Service	1.45	4.95	3.74	0.797
Professional contentment	1.36	4.20	3.89	0.539
Overall Motivation	1.59	4.52	3.91	0.521

In the present research study, correlation analysis has been adopted to study the findings of the

survey with respect to the different parameters. The results obtained (Table 2) reflect that a positive correlation exists between the motivational pattern and the age of Civil Servants ($r=0.142$, $p<0.01$) and length of service ($r=0.142$, $p<0.01$) while it is negatively correlated to the official designation ($r=-0.113$, $p<0.01$). However, there is no correlation between overall

motivational pattern and sex ($r=0.036$, $p>0.05$) as well as educational qualification ($r=0.022$, $p>0.05$).

A multiple regression analysis of the findings of the survey was carried out to examine the impact of motivation on the professional contentment of Civil Servants (Table 3).

Table 3
Correlation table of variables (n=325)

Variables	1	2	3	4	5	6
Sex	1					
Age	-0.070	1				
Education	0.018	-0.062	1			
Length of service	-0.118*	0.0539**	0.042	1		
Official designation	0.188**	-0.090	-0.194**	-0.507**	1	
Overall motivation	0.036	0.142**	0.022	0.142**	0.113*	1
Professional contentment	0.066	0.222**	-0.020	0.195**	-0.073	0.518*

(*) Correlation is significant at the 0.05 level (2-tailed)

(**) Correlation is significant at the 0.01 level (2-tailed)

The various demographic variables of the Civil Servants such as sex, age, education, length of service & official designation is mentioned as variables in the first column. Regression model 1 has sex, age, education & official designation as the independent variables and the dependent variable is Overall motivation. Regression model 2 has overall motivation as the independent variable and professional contentment as the dependent variable.

The results of the analysis are as follows-

- The regression equation is significant at $p<0.001$
- In Regression model 1, the 2 variables having considerable relation to professional contentment explains the 50.99 percent change in Regression model 2 for professional contentment.
- Both the sex and age are good indicators for professional contentment.
- The age variable (0.176 , $p<0.01$) is the most influential variable for predicting the professional contentment.
- In Regression model 2, the two variables that have made significant impact are age and length of service.
- The most powerful parameter is selfless character which explains the altruistic trends present in a Civil Servant.
- Quite predictably, the result reflects the fact that the Civil Servants with higher motivation have significantly more professional contentment.

Analysis of the findings

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. He 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. He believes that the main aim of all the Government schemes is to ensure the benefit of the people. He 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. He 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. 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. He 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. He 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. 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. He is satisfied with the growth opportunities offered by his Service as it quite attractive compared to that in the allied Services. He is also contented with his professional responsibility and his social status.

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 resulted in the creation of 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 lifestyle. 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 after independence.

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