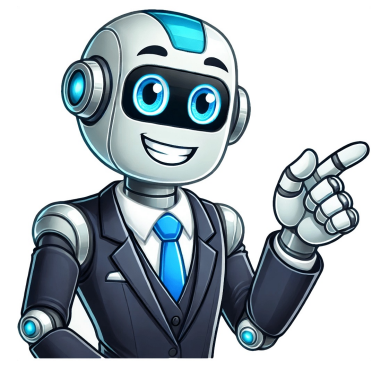


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Open Access Heliyon, том 8, издание 12, страницы e12632 Тип публикации: Journal Article Дата публикации: 2022-12-24 DOI: 10.1016/j.heliyon.2022.e12632 Civil servants' integrity in delivering public service is the heart and soul of public sector governance worldwide, including in Nepal. Ensuring a higher level of integrity for civil servants is complex, as it is affected by several factors. With this consideration, this study aims to examine the factors affecting the integrity of civil servants in the delivery of public services in Nepal. Data on this subject were derived from the Nepal National Governance Survey 2017/18, and analyzed using a logistic regression model. The findings revealed that citizens perceived civil servants' integrity in public service was positively affected by civil servants' compliance with rules, their responsiveness in delivering service, their service on time, their hassle-free service, and their adequate salary, whereas negatively affected by civil servants' prior network/connection with citizens and their asking or receiving a bribe for public service. Therefore, the concerned authorities should focus on these factors to build and maintain civil servants' integrity in delivering public service. Our findings provide empirical evidence for concerned authorities who can contribute to adopting innovative governance approaches and appropriate policies to build and maintain civil servants' integrity in the coming days. The study contributes to the field of integrity and public service by highlighting the factors affecting the integrity of civil servants in the delivery of public services. Journal of Law and Sustainable Development Second International Handbook of Mathematics Education Public Administration Issues South Florida Publishing LLC National Research University Higher School of Economics (HSE) Мы не учитываем публикации, у которых нет DOI. Мы обновляем статистику только для публикаций, связанных с профилями, лабораториями и организациями. Статистика публикаций обновляется ежедневно. Создайте профиль, чтобы получать персональные рекомендации коллег, конференций и новых статей. ГОСТ | RIS | BibTex | MLA Ошибка в публикации? The present research is designed to analyze Voice and Accountability , Government Effectiveness , Regulatory Quality, Rule of Law and Control of Corruption in Nepal; identify the relation between Control of Corruption (CC) and Voice and Accountability (VA), Government Effectiveness (GE), Regulatory Quality (RQ), Rule of Law (RL) in Nepal. The study was carried out by obtaining the secondary data using various literature reviews and reports on corruption such as Transparency International, Human Right Reports, UNDP, Research journals, Google scholar etc. The study reveals that corruption sustains because of authoritarian regime or significant challenges to civil liberties, restrictions on freedoms and limited ability for citizens to participate in governance, significant risks of political instability, violence, or terrorism, public dissatisfaction, diminished trust in institutions, significant challenges in governance, such as poor service delivery, corruption, lack of professionalism in the civil service, and ineffective policy implementation, a challenging regulatory environment, often characterized by excessive bureaucratic hurdles, lack of transparency, or arbitrary enforcement of laws. Positive coefficients of Voice & Accountability, and Rule of Law suggests that increased voices and accountability, and implementation of Rule of Law are highly successful in decreasing levels of corruption in Nepal. But negative coefficients of Government Effectiveness, Political Stability, Regulatory Quality that they are not successful in decreasing levels of corruption in Nepal. The situation of (GE), (PS), (RL), (RO) and (VA) must be improved for reducing restrictions on freedoms and limited ability for citizens to participate in governance, decreasing risks of political instability, violence, or terrorism, public dissatisfaction, diminished trust in institutions; by minimizing challenges in governance, such as poor service delivery, corruption, lack of professionalism in the civil service, and ineffective policy implementation, a challenging regulatory environment; by removing excessive bureaucratic hurdles, lack of transparency, or arbitrary enforcement of laws. Voice & Accountability, and Rule of Law should be further improved for upgrading levels of corruption index of Nepal. Moreover, Government Effectiveness, Political Stability, Regulatory Quality must be highly addressed in significantly decreasing levels of corruption in Nepal. 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Adm., № 21, с. 13 Vardy Veerrier, Utilitarian principlism as a framework for crisis healthcare ethics, HEC Forum, № 33, с. 45 DOI: 10.1007/s10730-020-09431-7 Walker, Ethics and integrity in government: putting the needs of our nation first, Publ. Manag., № 34, с. 345 Wang Woods, What would Confucius do?, Confucian ethics and self-regulation in management, J. Bus. Ethics, № 102, с. 669 DOI: 10.1007/s10551-011-0838-5 Yuan, Confucian virtue ethics and ethical leadership in modern China, J. Bus. Ethics, № 1-15 Table 1. Demographic features of Nepal survey sample Figure 1. Desirable attitudes and behaviour of civil servants 2.1.1. Overview of civil servants' attitudes and behaviour in Nepal Figure 2. Attitudes and behaviour of civil servants Desirable attitudes and behaviours do not always coincide. Indeed, the correlation between the six dimensions is low. Job satisfaction and organisational trust are significantly related to each other. Work motivation is related to public service motivation, trust and impartial behaviour. However, the relation between the other types of attitudes is weak and not significant. As a consequence, there are merely 6.5 per cent of civil servants who score highly on all six desirable attitudes. This figure increases to 26 per cent if we exclude the requirement to behave with integrity. For the Public Service Commission, the figure shows that job satisfaction and the motivation to serve the public interest are similar when compared to the average institution in Nepal. Moreover, the intention to behave with integrity does hardly diffe from the Nepal average. By contrast, inter-personal trust and the motivation to wort hard are considerably higher than the average in Nepal. At the same time, civi servants are less committed to working in the public sector, the reasons of whic may require further investigation by the leadership of the institution. Differences are also evident – yet moderate in scale – when comparing civil servants across gender and age. Men, for instance, are slightly less committed to working in the public sector, they are slightly more motivated to work hard and slightly more inclined to behave ethically on the job. Differences between age groups are relatively small. Civil servants above the age of 40 years, tend to be more satisfied with their job, more trusting and more motivated to work hard than younger civil servants. Older civil servants also tend to behave more ethically on the job. The survey data shows, on average, in comparison to Bangladesh, the overall proportions differ only slightly from the experience of civil servants in Nepal, in that merit recruitment procedures are applied slightly less often in Nepal. For instance, 91 per cent of civil servants passed an examination when entering the civil service and 97 per cent passed a personal interview. Yet, merely 41 per cent of civil servants indicate that personal connections helped them to get their first job in the civil service in Bangladesh, while 32 per cent indicated that they benefited from some sort of political support. Nepotistic recruitment is hence less relevant in Bangladesh, while politicisation is more widespread. Looking more closely within Nepal, the survey reveals that the experience with merit recruitment procedures is remarkably similar between ministries and subordinated organisations. The differences become more prominent when comparing individual institutions. Figure 11 follows up on the importance of political connections for hiring into the civil service. It shows a range from virtually no role for political connections in several institutions to 35 and 36 per cent of civil servants who attach at least some importance to political connections in the Ministries of General Administration and Finance respectively. In some of the subordinated organisations of the Ministry of General Administration, this figure runs as high as 69 per cent. Finally, we conducted a statistical analysis to identify the consequences of recruitment on civil servants' attitudes. The analysis suggests that recruitment on the basis of personal and political connections has negative effects on the integrity of civil servants. Yet the effect of personal connections appears to be less consistent. For instance, personal connections tend to be associated with more job satisfaction and more trust among civil servants. More evidence is required to trace the nature of the effect. Figure 14. Importance of personal connections for future career advancement Differences in performance evaluation practices are evident when comparing individual institutions. In the Inland Revenue Department, for instance, civil servants took, on average, 3.2 evaluations during the last two years. However, there is no evidence that this is accompanied by a larger proportion of civil servants who agree performance objectives before the beginning of the assessment period, discuss results afterwards and indicate positive effects on promotions and pay decisions. Indeed, while performance objectives are mostly agreed in advance, it is evident that this practice is less common in several institutions such as the National Reconstruction Authority (Figure 17). Figure 19. Consequences of performance evaluation practices on work motivation The evidence further suggests that the linkage between performance evaluations and dismissals has negative consequences for civil servants' work motivation, public service motivation, job satisfaction and trust among civil servants. It does evidently not lead to better outcomes as might be expected by incentive-based approaches to personnel management. Instead, the fear of punishment for poor performance may lead to negative side effects on the attitudes of civil servants, possibly by raising their anxiety. Figure 21. Good performance leads to higher salary Figure 23. Perceptions of job protection across institutions Relevant differences are also evident across groups of civil servants (Figure 24). For instance, classless civil servants perceive a lower degree of employment security and they are more likely to expect a dismissal on performance grounds or for political reasons. By contrast, gazetted and non-gazetted civil servants enjoy a greater sense of employment security. However, according to their perception transfers between positions are significantly more politicised. The evaluation of job protection practices therefore reinforces the finding that political connections are secondary for civil service entry and dismissal but they play an important role when it comes to career progression and both wanted and unwanted transfers between positions within the civil service. In order to develop a more comprehensive understanding of the state of ethics training and code of conduct awareness in Nepal, the survey further examined the Figure 31. Who provides ethics training Figure 30. How ethics trainings are delivered When looking more closely at the nature of code of conduct awareness in Nepal, 89 per cent claim to have read the code of conduct, 88 per cent claim to have understood it and 87 per cent indicate that it guides their behaviour at work. However, when taking into account that some civil servants are not fully aware of the presence of the code of conduct for civil servants in Nepal, the proportions shrink. Indeed, only 64 to 67 per cent of the civil servants can be considered to be aware of the contents of the code of conduct in Nepal. Figure 33. The role of civil service unions in human resources management Beyond the distinction between union members and non-members, the role of unions is perceived fairly similarly across formal categories of staff (Figure 35). Gazetted civil servants attach somewhat less importance to unions for getting a job in the civil service. At the same time, unions are seen to play a slightly more influential role for gazetted (37 per cent) and non-gazetted (34 per cent) civil servants relative to classless (29 per cent) civil servants when it comes to protection from unwanted transfers. This is plausible insofar as unionisation is higher among gazetted (25 per cent) and non-gazetted (33 per cent) civil servants than among classless (17 per cent) civil servants. Figure 34. Perceptions of union influence across categories of staff: Members vs. non-members Figure 35. Perceptions of union influence across categories of staff: Gazetted, non-gazetted and classless civil servants Figure 38. Desirable attributes of civil service managers Figure 39. Leadership in the civil service in Nepal Further analysis of the survey results shows that in Nepal certain leadership qualities correlate highly. Managers who are identified as experts in their field and managers who are considered to possess management skills practice are also considered to act more frequently in accordance with the principles of transformational and ethical leadership. At the same time, politicisation is associated with less expertise, less management skills and more nepotistic management. Indeed, nepotistic and politicised management correlate highly. In order to assess the importance of leadership for the attitudes of civil servants, we further conducted a statistical analysis of the consequences of our leadership attributes as perceived by civil servants. The analysis shows that the both transformational and ethical leadership have significant positive effects on the whole Within Nepal, the evaluation of leadership attributes varies considerably across institutions (Figure 40). Focusing on transformational leadership only, the figure below shows that the proportion of civil servants who identify their direct superiors as transformational leaders covers a wide range. Among the institutions with a large enough number of completed responses, the lowest proportions are found in subordinated organisations of the Ministry of General Administration and the Ministry of Finance (28 and 38 per cent respectively consider their superiors as transformational leaders) while the highest proportions of transformational leaders are found in the Public Service Commission (95 per cent). Table A1. List of institutions with at least 20 completed responses Table A2. List of institutions with at least 4 completed responses

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