



CIVIL SERVICE MORALE AND GOOD GOVERNANCE: AN ANALYSIS

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Abstract: Civil Service efficiency is essential pre requisite for good Governance. The attitude and dedication of Civil Servants towards their work is determining factors in delivering the objectives of Governance. However, the Civil service efficiency and dedication towards duty depends on their morale. Morale on the other hand depends on various factors. This paper is an attempt to understand the factors responsible for increasing the morale of Civil Service.

Key Words: Civil Service, Morale, Government, Efficiency, Governance

INTRODUCTION

Civil Servants occupies a significant role in the process of Governance of the state. The effectiveness and efficiency of Governance depends on the manner civil servants performs their functions. Government being an agent of the state frames and implements State policy. Civil servants being permanent employees of the Government is entrusted with the task of implementing state policies. However, the efficiency of their functioning depends on their attitude towards work. The attitude and interest of civil servants is based on their morale. As such morale of civil servants is very important factor in determining effectiveness of civil servants' performance in work. Merriam-webster defines morale as the mental and emotional condition of an individual or group with regard to the function or tasks at hand¹. Whereas Cambridge dictionary defines morale as the level of satisfaction felt by a person or group of people who work together² Morale is inner quality which creates assurance, commitment to work. Morale is an aspect which shapes attitude towards work. Morale has psychological aspect which decides the workers outlook towards their work. Morale of the civil servants makes them to adjust towards their work environment, creates honesty, enthusiasm and commitment towards their duties. It creates a sense of belongingness to their work and they understand the importance of their work for the larger good of the society and State. High morale results in greater team spirit and faith in leadership. It makes the civil servants to obey the order of their superiors and it makes them disciplined. Higher the morale of civil servants greater is their commitment and efficiency. High morale leads to greater productivity and integrity, whereas low morale leads to low productivity and lower efficiency in work. Lower morale creates civil servant's absenteeism, lack of enthusiasm towards work, makes them lethargic towards their duty, increases their grievances and ultimately leads to corruption. In many States though civil servants are paid very well there is corruption and nepotisms rampant in their functioning, whereas in some other states civil servants' work with highest dedication and sense of duty due to their higher level of morale. As such it is important to increase the Morale of civil servants for increasing their productivity. In this background this paper makes an attempt to understand the factors which increases the morale of civil service.

¹ <https://www.merriam-webster.com>

² <https://dictionary.cambridge.org>

OBJECTIVE OF THE STUDY

1. Comprehend the importance of Morale in Governance
2. Analyze the impact of Low morale of civil servants on their productivity.
3. Examine the factors responsible for increasing Civil Service Morale

FACTORS RESPONSIBLE FOR CIVIL SERVICE MORALE

Morale has psychological characteristic. It is very complex phenomena; it is not constant in nature. It is a changing phenomenon depending on various factors which differs from personnel to personnel. However, some of the key factors responsible for determining civil service morale can be listed as follows:

Working place: The working place or the office is very important to shape the attitude of workers towards their work. The working place or the office should be clean, well ventilated. There should be enough place to sit and store their working stationery and documents. They should be provided with drinking water and office temperature should be moderate neither too hot or cold. There should be clean toilets and special attention should be given to the requirements of women employees. The workers should not feel suffocated in a dirty congested office, which will have the effect of making them to leave the workplace early or being absent to their duty. The environment of the office should be such that it should make the workers happy to stay in the office longer and work for longer than prescribed office time.

Security Of Job: Workers should have job security. They should be provided fixed tenure of service. Any misconduct during their service should not lead to their dismissal from job. There should be alternative mode of punishment instead of dismissal. The sense of security in job creates a sense of belongingness in them. They will be ready to face work related challenges with the sense of belonging to their work. The sense of security prevents experienced workers from shifting towards other profession. The Government can have senior experienced workers by providing security in job along with increasing their morale. Thus, definite job tenure will increase workers morale and thereby their satisfaction towards job.

Good salary with social security measures: It is the salary which is one of the driving forces for workers to work more. The salary should be self-sufficient. Salary should be based on certain prescribed Pay Scale. Equal wages should be paid for equal work and there should not be any discrimination in payment and it should not be delayed. There should be periodic hike in salary based on increase in cost-of-living. Apart from sufficient pay workers should be provided with other social security measures like Provident fund, gratuity, medical allowance and Insurance. These measures will create a sense of satisfaction in workers and they will be able to focus on work instead of their day today economic hardships.

Appreciation for good work: Workers should be rewarded if there are any special contributions from them to work. Rewards should be given immediately. It can be given in the form of cash prize, increment, promotion or combination of all. This system of rewarding good workers can be an incentive to workers along with creating sense of job satisfaction in them. The special rewards for them can create sense of pride in their job. It will boost their morale. On the other hand, if good workers are not noticed or given any special recognition they may lose their interest in job. It is human need to be appreciated for good work. That psychological aspect needs to be satisfied by the higher authorities to boost civil service morale.

Transparency in administration: Administration should be transparent. All the employees in the department should know the activities in the department. Workers should be informed about the objectives, goals of the department. Total expenditure incurred; new policy frameworks should be informed to the employees. This type of transparency in work place will create sense of belongingness and faith about leadership among the workers. Informed employees will be more loyal and dedicated. Thus, transparency in administration will boost workers morale.

Effective system of training: civil servants should be provided with periodic training. Training should be such that apart from increasing the skill of workers It should make them to learn the objectives of the department. It should create in them duty consciousness, dedication and integrity. Well informed and trained employees will be more productive in their work Therefore good training system is required to boost the morale of workers.

Impartial treatment: All the workers should be treated equally. There should not be any discrimination among the workers based on rank or gender. All the workers should be paid equal wages for equal work, social security benefits

and leave should be provided without any bias. Equal treatment of the workers should be an essential pre requisite to develop employee morale.

Good administrative leadership: Administrative heads should have good leadership qualities. They should be impartial, honest and be role models for subordinates. They should motivate the workers and develop the talents of subordinates. They should be leaders with integrity. They should give proper direction in work and should have empathy towards workers. They should be like friends, philosophers and mentors for the workers. Good administrative leaders can boost morale among the workers.

Opportunity For Career advancement: Civil Servants in most of the cases join the service in young age. They should be provided with the opportunity to rise in their career. There should be promotion policy in the Department. Promotion system should be impartial and just. Promotion scheme should be either based on service seniority principle or on merit principle or combination of both. The opportunity for promotion will make the workers to increase their productivity and integrity towards their duty.

Social support: Civil Servants should be provided with social and emotional support. For this purpose, there should be special counselling wings in the department. Workers may face various domestic and personal challenges. These challenges make them emotionally disturbed and worried. Worrying employee cannot function with full capacity and work efficiency will decline. As such the workers should be provided with counselling service in the department. Civil Servants should be provided with Holidays on special occasions and leaves to attend family commitments. This type of support from the department will make the workers more stable emotionally and it will positively contribute for the development of Morale.

Retirement Benefits: There should be good retirement policy in the Department. Workers who are old and incapable should be retired from service with financial benefits. This will reduce the workers anxiety for future and will create a sense of security in them. This sense of security in old age makes the civil servants to continue in the service till retirement. The retirement policy will increase civil service morale and increase their efficiency.

Employee participation in policy making: Civil servants Implements public policy. They should be given opportunity to voice their opinion on policy. The concerned civil servants of the department should be allowed to participate in the policy making process. This increases the sense of prestige in the workers as well as their sense of belonging to the department. This will impact civil service morale and their productivity.

CONCLUSION

The above factors can increase civil service morale. Higher morale will increase workers productivity and efficiency. Good governance depends on civil service efficiency and their honesty and integrity. If the civil service works effectively Governance can be effective and good. Therefore, for good and effective governance it is essential and inevitable to increase civil service morale.

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