

Role of Intrinsic Motivation on Professional Ethics in Public Sector Employees of Nepal

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Abstract

The main concern of this study is to identify the relationship between intrinsic motivation and professional ethics of Federal Affairs and Ministry of General Administration office employees. With respect to this context, the study has been conducted to answer the following questions. Does the professionalism and self-motivation have create causality relation in the public sector employees? What are the factors of intrinsic motivation regulating on the public sector employees? From literature review public sector job trustworthiness as dependent variable and autonomy, relatedness and competency independent variables were identified. Researchers used the both quantitative and qualitative approach to explore the behavior, perspectives, experiences and feelings of people and emphasize the understanding of intrinsic motivation on professional ethics in public sector. Non-probability sampling (purposive sampling) applied in this study. The findings of this study showed that Public sector job trustiness had significant relationship with intrinsic motivational psychological need factors such as: Autonomy, Relatedness and Competence.

Key words: *Intrinsic motivation, trustworthiness, autonomy, relatedness, competency, professionalism.*

Introduction

Motivation is a central concept in behavioral change. This thesis reviews the self-determination theory with an emphasis on “intrinsic motivation,” which is facilitated when three basic psychological needs (autonomy, competence, and relatedness) are met. Intrinsic motivation is associated with improved well-being and sustained behavioral change. There are many theories of motivation that focus primarily on the quantity, strength, or amount of motivation, but in this study researcher focus on how people are self-motivated on their job task in a qualitative manner. Self-Determination theory also makes a quality distinction. It is a psychological need to motive the people in an intuitive behavior. Hence, Motivation is the process “that activates, directs, and sustains goal-directed behavior. “Motives are the "whys" of behavior - the needs or wants that drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe” (Nevid, 2013).

Public Service Motivation (PSM) describes the motivation to engage in public service is “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations” (Perry & Wise, 1990). There are two types of motivation such as intrinsic motivation ((i.e., enjoyment of the task itself) and extrinsic motivation (desire to attain contingent outcomes).

Much of the early research on public service motivation focuses on establishing the existence of public service motivation by showing that public sector employees value that is intrinsic rewards more, and extrinsic rewards less, than their private sector counterparts (Wright, 2008). According to Vandenabeele (2008) has also identify ‘quality of life’ as an attraction of public sector work, with people having the impression that the public sector affords better flexibilities for those combining work with family of other commitments. (Baldwin, 1984; Crewson, 1997; Perry & Wise1990) found that, public sector organizations are more likely to employ individuals whose values and needs are consistent with the public service mission of the organization.

In this research the researcher want to seek the status of intrinsic motivation on professional ethics in Nepalese public sector employees. Professionalization has come to mean the reliance on science and the scientific analytical mind set, and the growing specialization and expertise of the professions so, we have deserve the deontological ethics. Deontology is derived from the Greek word “Deon” meaning is duty. The theory of deontology states we are morally obligate to Act. According to Kant “Deontological theory prescribe to act accordance with a certain set of principles and rules regardless of outcomes. Pereda, (2004: 131) studies deontology as a science which aims to improve the efficiency of the public service and to meet the needs of the citizen. Whereas efficiency is not only the result of good organizing and leadership as it is also dependable on a conscientious attitude towards the service duties of the public official. It also argues that deontological ethics can be used to better manage negative political behavior.

Hence, the word deontology derives from the Greek words “Deon,” ‘denotes’ (meaning what is appropriate, what has to be done) and “logos” (knowledge, study). The term ‘Deontology’ also called Code of Ethics.

The main research questions of this study are:

- Does the professionalism and self-motivation have create causality relation in the public sector employees?
- What are the factors of intrinsic motivation regulating on the public employees?
- And what is the essence to determine the level of professionalism and motivation among Nepalese civil employees?

However, study on intrinsic motivation with professional ethics is largely unexplored especially in the case of Nepal. Hence, the study was conducted in the Federal Affairs and Ministry of General Administration office, which lies in main capital city of Kathmandu Nepal.

The objectives of this study were:

- To identify the status of intrinsic motivation among public sector employees,
- To assess the level of professional ethics among Nepalese Civil Service Employees.
- To explore the relationship between the intrinsic motivation and professional ethics in the public sector employees.

Literature review

From the review of literature public jobtrustworthiness as dependent variable and Intrinsic motivation of basic psychological factors consider autonomy, relatedness and competency independent variables were identified. Self-determination of basic needs theory and deontological ethical theory was used as theoretical perspective to guide the whole study.

Intrinsic motivation means doing something because it is inherently interesting or enjoyable (Deci & Ryan, 2000). The intrinsic satisfaction to be derive from self-improvement which predicts performance because intrinsically motivated individuals adopt mastery goals in the public sector.

Self-Determination theory proposes that three primary and universal psychological needs motivate human behavior. Individuals have an inner tendency towards psychological growth and well-being insofar as their basic psychological needs are satisfied (Deci & Ryan, 2008).It also emphasized, the satisfaction of these basic psychological needs provides the necessary fuel for optimal motivation, and consequently positive psychological, behavioral, and developmental experiences (Deci & Ryan, 2008) .

Decharms (1968), said autonomous comes at the deepest levels of reflection, individuals believe that what they are doing is freely chosen and consistent with their core values. Deci and Ryan(,2008), Soenens, & Lens, (2010), Fernet et al., (2012), Kuvaas, (2009), argue autonomy refers to the need to carry out activities that meet personal interests, to make choices, and to participate in decision making.

White (1959), Competence comes from people believe they have the capability and resources need to accomplish their tasks and achieve their objectives. According to Bandura (1977, 1986), *Flammer, (2001)* , Heider, Rotter, Seligman, Weiner, Bandura, E. Skinner found that purposive actions as well as positive self-esteem presuppose corresponding self-efficacy beliefs.

Bequemeister and Leary, (1995) ,relatedness focuses on feeling norms and value which appreciate by others (like teamwork). Wright, Burt, and strongman,2006), found that individuals have the natural tendency to integrate themselves in the social matrix and benefit from being cared for is equally emphasized in developmental approaches such as attachment theory, that focuses on concepts in organizational psychology such as social support, and Loneliness at work.

However, the main focus of the study is to investigate factors that influence individual motivation on professional ethics and engagement among public service employees within the Federal Affairs and Ministry of General Administration office at Kathmandu Nepal.

Here, professional functioning is related to deontological or duty based ethics. The term ‘values’ and ‘ethics’ often are used as synonyms but they do not mean the same thing. Not all values are ethical values that is enduring beliefs as to right and wrong behavior. Hen 1998, xiv say values can be ethical, unethical or simply non-ethical. But, Ethics or “morality” is “a branch of philosophy that attempts to define right from wrong, and provide guidance on how an ethical person should behave” Denhardt, (2006). Similarly according to Bloisi et al. (2003:496) said, generally morality is considered as a set principles, practices and actions that are regarded as right or wrong.

Hence, the researcher used Normative Ethics involves arriving at moral standards that regulate right and wrong conduct so, study the field of normative ethics is a subset of philosophy that addresses questions of how we ought to act in public sector.Immanuel Kant, an 18th century German philosopher who developed the deontological ethics which focus on rules or obligations of individuals, In the deontological framework, duty is based not on results or consequences, but rather on doing what is right as a good in and of itself. The term ‘Deontology’ also called Code of Ethics.Santai, Constantin (2012, Vol. 1: 123 ;) said deontology is a branch of ethics, the science that studies the obligations and the behavior of the person that practice a certain profession. Hence, Professional Ethics is based on moral duty, but it does not overlap with the study of philosophy or of the general theory of moral duty. Also, we must note that deontology is a precise, applied science.

In the present scenario, the varying dynamic, interwoven and intertwined realities and environments impacting on public service life, which establish embedding and promoting proper frameworks for ethical theories – such as teleological, deontological, virtue-based, and learning and growth in public service life, have emerged as daunting challenges. The role of frameworks for ethical theories in coping and dealing with these challenges, is crucial for public sectors employees.

Theoretical Framework

This study is guided by following theoretical framework because the whole study covers basic psychological needs and deontological ethical measuring mechanism. Public job trustworthinesstaken as

dependent variable and basic psychological needs consider Autonomy, Relatedness and Competence are independent variable of the study.

Dependent variable

Stevens (1994), Chatov (1980), Hite et al. (1988); White and Montgomery (1980), Schwartz (2009), identified six universal normative values in the content of ethics statements. Within this six universal normative values the researcher want to take only one dependent variables such as; trustworthiness on public sectors job employees.

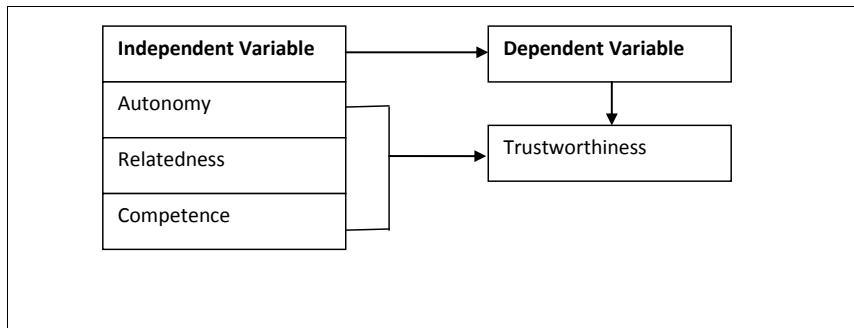


Figure 1. Theoretical Framework

Among these factors, autonomy, competence and relatedness the researcher hypothesized three independent variables will be significantly related to the dependent variables.

- **H1:** Autonomous is significantly related to public sector job trustworthiness and their professionalism.
- **H2:** Relatedness is significantly related to public sector job trustworthiness and their professionalism.
- **H3:** Competence is significantly related to public sector job trustworthiness and their professionalism.

Independent variables

The assumption of the study is the mechanism of self-determination theory measures the level of basic needs of motivation (psychology) at public sector employees. Autonomous likely enhances choices, acknowledging feelings, and giving patients the ability to self-determine their desired behavior, relatedness which has to do with the development and maintenance of close personal relationships such as best friends and romantic partners as well as belonging to groups, and competence is ability to successfully engage in a behavior are taken as independent variable in this study.

Research methodology

For quantitative data structured questionnaire was used and for the purpose of qualitative data collected by means of questionnaire survey used. There are broadly two types of sampling-probability and non-probability. Non-probability sampling applied in this study. It Including all employee of Federal Affairs & Ministry of General Administration, there were 206 employees as total population of current exercised practitioners group. Out of them 80 respondents were taken by purposive sampling from FA&MoGA

.Researchers used the both quantitative and qualitative approach to explore the behavior, perspectives, experiences and feelings of people and emphasize the understanding of intrinsic motivation on professional ethics in public sector. Descriptive method is used to interpret the collected data. SPSS tool is used for correlation and regression analysis. Here, Researcher mostly primary sources of data were used.

Findings and Discussion

Public sector job Trustworthiness

Trust is the reliance by one person, group, or firm, upon a voluntarily accepted duty on the part of another person, group or firm, to act in a manner that is ethically justifiable. Frequency tables, also called frequency distributions, are one of the most basic tools for displaying descriptive statistics. Similarly, percentages are a powerful way to compare samples with different numbers of observations.

Table 1.
Public sector job Trustworthiness

| Public Sector’s Professionalism for Trustworthiness | Practitioners groups | | | | |
|--|----------------------|------|-------|------|-------|
| | Disagree | | Agree | | Total |
| | N | % | N | % | |
| Follow the rules do not agree with them | 15 | 18.8 | 65 | 81.2 | 100 |
| Bend the rule only way done at work | 63 | 78.8 | 17 | 21.2 | 100 |
| Bend the rules only way to help a citizen | 51 | 63.8 | 29 | 36.2 | 100 |
| Superior hold subordinates accountable for using ethics | 35 | 43.8 | 45 | 56.2 | 100 |
| Superior communicates clear ethical standards to subordinate | 24 | 30 | 56 | 70 | 100 |
| Direct superior carryout promises and commitments | 34 | 42.5 | 46 | 57.5 | 100 |
| Superior articulates organization’s vision and mission | 31 | 38.8 | 49 | 61.2 | 100 |
| Direct superior lead a good example | 53 | 66.2 | 27 | 33.8 | 100 |
| Employees are part of this organization | 32 | 40 | 48 | 60 | 100 |

Field survey: 2018

From the above table current practitioner’s group of public sector employees found that the maximum percentage 81.2% of respondents 65 viewed rules is important guiding principle even if employees do not agree, they should follow according to the Act, which is agree for them, whereas 18.8% percent of respondents (15) viewed as if employee do not agree about rules, they should not follow according to the Acts of those organization.

Public sector job Trustworthiness from genders perspective

Federal Affairs and Ministry of General Administration claimed that there is proper public sector employment delivered service by his\her organization. Trustworthiness towards public sector is less in women than men. It is generally understood that the involvement of female participants in public sector job is in nominal number as this is the government activities. People still have the perception that the female has less access to government activities and decision making approach as well as the complexity of employees’ self-motivators procedures, terms and condition they will not show the interest to public sector job.

Table 2.

Public sector job Trustworthiness from genders perspective

| Gender(variables) | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Male | 56 | 70.0 |
| Female | 24 | 30.0 |
| Total | 80 | 100.0 |

Source: Field Survey 2018

Among all, 56 respondents (70.0%) are male and 24 respondents (30.0%) are female in practitioners\exercised group, this table shows that male respondents are more than female respondents.

Pearson’s Correlation among public sector trustworthiness and Job Autonomy

It is very necessary to understand the correlation between variables. Researcher used three independent variables (autonomy, relatedness, and competence) and one dependent variable as trustworthiness were presented in the study. The general assumptions of correlation between job trustworthiness and its tools have positive. It means public sector professionalism depends on the basic psychological needs of intrinsic motivation.

Table 3.

Pearson’s Correlation among public sector trustworthiness and Job Autonomy

| Correlation between the public sector job trustworthiness and autonomy | | | |
|---|---------------------|---|--------|
| Independent variable | Pearson Correlation | Dependent variable | Value |
| The exercise program I follow is highly compatible with my choices and interests. | Pearson Correlation | I would be willing to follow the rules even if I do not agree with them. | .481** |
| I enjoy a lot while I am in job. | Pearson Correlation | I would be3 willing to bend the rules if it is the only way to get things done at work. | .496** |
| My talents are used well in the workplace. | Pearson Correlation | My direct superior holds subordinates accountable for using ethical practices in their work. | .339** |
| My work gives me a feeling of personal accomplishment. | Pearson Correlation | My direct superior articulates and generates enthusiasm for my organization’s vision and mission. | .388** |
| I want to give benevolent work for all clients. | Pearson Correlation | My direct superior leads by setting a good example. | .246* |

(Source: Field Survey, 2018)

**Correlation is significant at the 0.01 level.

Table 3 showed that there is positive correlation between trustworthiness and intrinsic motivation factor of job autonomy at 1 percent and 5 percent level of significant.

Public sector fairness from self-motivation perspective

Fairness is an extraordinary accomplishment which is a vision of social justice for a society whose members are presumed to be free and equal citizens, so researcher want to identify all the public employees are responsible for their organization norm and values within their job autonomous, considering different types of research questionnaires.

Table 4.

Public sector fairness from self-motivation perspective

| Correlation between the public sector job fairness and autonomous. | | | |
|--|---------------------|--|--------|
| Independent variable | Pearson correlation | Dependent variable | Value |
| The exercise program I follow is highly compatible with my choice and interests. | Pearson correlation | In my office, civil servants use their position to help out friends or family. | .414** |
| I am really perfectionist about my job. | Pearson correlation | In my office, civil servants support electoral campaigns of political parties during national elections. | .287* |
| My talents are used well in the workplace. | Pearson correlation | In my office, civil servants help divert government resources to a party or person with political links. | .246* |

(Source: Field Survey, 2018)

***Correlation is significant at the 0.05&0.01 level.**

Table 4 showed that Public sector employees used to autonomous with fairness. Three different questions were set in order to understand the status of intrinsic motivation on professional ethics. Table 4 shows most of the variables are positively correlated at 1percent level of significant, while one variable i.e. DPT1 is positively correlated at 0.05 level of significant (with $r=.414$) with fairness.

Regression Analysis of public sector trustworthiness on autonomous, relatedness and competence

The third research problem of the study was ‘does the professionalism and self-motivation have create causality relation in the public sector employees’ to answer this research question multiple regression analysis was carried out.

Table 5.

Regression Analysis of public sector trustworthiness on autonomous, relatedness and competence

| Independent variable | Dependent variable | R-value | R – square | Adj-Rsquare | F-value | Const-value | P-value | D-watson |
|----------------------|--------------------|---------|------------|-------------|---------|-------------|---------|----------|
| Trustiness | | | | | | | | |
| Autonomy | | .453 | .205 | .105 | 20.156 | .393 | .000 | 1.958 |
| Relatedness | | .392 | .154 | .143 | 14.192 | .432 | .000 | 1.886 |
| Competence | | .234 | .055 | .043 | 4.521 | .258 | .037 | 1.633 |

Source: Field Survey: 2018

Question: Public Sector Intrinsic job autonomous (IMA) is significantly related to public sector trustiness in employee's professionalism. In the given statement 1 refers to completely disagree, 2- disagree, 3- neutral, 4-Agree and 5-strongly agree. In these scale 1 is highest of the scale and 5 is the lowest of the scale.

Level of significant at 1 percent and 5 percent

In the table 5 the value of R-square obtained from SPSS program is .205 this indicates that 20.50% of the dependent variable (public sector job trustworthiness) can be explained by the public sector internal motivation while the rest of 79.5% of the dependent variable (trustiness) can be explained by ,others public sector motivational variables.

From the results provided in table 6, the value of F statistic is 20.156 with the p-value of .000. The results provide statistical evidence that the overall model is considered as significant. As the F-value is quite small but the p-value of F test is significant, it can be concluded that variables of trustworthiness. In overall, the model is fit.

Question: Public Sector relatedness (IMR) is significantly related to public sector job trustiness in employee's professionalism.

Level of significant at 1 percent

In the table 5, the value of R-square obtained from SPSS program is .154, this indicates that 15.40% of the dependent variable (public sector job trustworthiness) can be explained by the public sector internal motivation; while the rest of 84.6% of the dependent variable (trustiness) can be explained by ,others factors.

From the results provided in table 6, the value of F statistic is 14.192 with the p-value of .000. The results provide statistical evidence that the overall model is considered as significant. As the F-value is quite small but the p-value of F test is significant, it can be concluded that variables of trustworthiness. In overall, the model is fit.

Question: Public Sector job competency (IMC) is significantly related to public sector trustiness in employee's professionalism?

Level of significant at 1 percent and 5 percent

In the above table, the value of R-square obtained from SPSS program is .055. This indicates that 05.50% of the dependent variable (public sector job trustworthiness) can be explained by the public sector internal motivation; while the rest of 99.945% of the dependent variable (trustiness) can be explained by ,others factors.

From the results provided the value of F statistic is 4.521 with the p-value of .037. The results provide statistical evidence that the overall model is considered as not significant. As the F-value is too small but the p-value of F test is not completely significant, it can be concluded that variables of trustworthiness. In overall, the model is not fit.

Summary and Conclusion

Summary

Out of the total respondents, 43.8% are from 30 to 35 age, 56% are male, 37.5% are from Brahmin and 65.0% are from the Hindu religion. It shows in current condition the young Brahmin male candidates who believe in Hinduism are highly trustworthiness in the public sector job, and they are also fair to their workplace. Correlation among the independent variables the Pearson correlation coefficients of all the independent variables are less than 0.70 (Annex2). This means that the independent variables of the study are not highly correlated among each other, which in turn indicating the non-existence of multicollinearity problem.

The correlation matrix shows that intrinsic motivation of autonomy (IMA) and relatedness (IMR) and competence (IMC) have positive relationship with the dependent variable, public sector trustworthiness to their profession. Whereas, it shows the positive relationship between autonomous, relatedness and competence with trustworthiness. However there is a completely positive relationship between among them. It indicates there is high degree of positive relationship between job autonomy and public sector trustworthiness.

Conclusion

- The finding of this study demonstration that there is significant relationship appears between public sector trustworthiness and all of the variables of autonomous.
- Public sector relatedness was found to have significant relationship with dedicated teamwork or public management. (Bowlby, 1969), found every people have the natural tendency to integrate themselves in the social matrix and benefit from being cared for is equally emphasized in developmental approaches such as providing different types of public adjustment (allowance) and reputation.
- Public sector competence showed only there is imitated variables are significantly related with public sector job trustiness in Nepalese context. It means Public sector motivators used their one's ability only entry time prefer public sector job, after that they do not believe that they have doing hard working in their workplace.
- As per cognitive process theory individuals are free to choose those behaviors according to their own self-interests calculation. Hence, it applies in current research as well. In Nepal public sector's employees are still in insecure their future (like Government office deputy secretary Somlal Subedi) even they are highly qualified candidates. People expect their needs from public sector job; they want long term dedication that secure security as well as social dignity from their organizations.
- Which indicates internal factor of public service motivation is not only the major factor of self-choosing engaging public sector job in Nepalese context (like Somlal Subedi). Basic Psychological factors only fulfilled their intuitive wants by their nature but it could not cover all of the other motivational factors.

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