

Abstract

Improving performance of the government organizations is a focused area for both academicians and practitioners of public administration. A dynamic and result oriented organizational system and motivated employees both are key players in the process. Both the organizational system and approaches to motivation is still very traditional in civil service management in Bangladesh; however since independence as many as 18 reform initiatives have been taken by the different Government to improve the performance of the government organizations. But still the desired improvement of the performance as well as the implementation of those reform recommendations remains illusory. Again, none of such reform efforts looked in to the motivational issues of civil service management. Most of them were confined in some structural changes which were not substantial. As a consequence Bangladesh is experiencing a low performing, some what dysfunctional and de-motivated civil service. But some of the countries of South and Southeast Asia have achieved mentionable success in civil service management and hence been able to be the Asian Miracle in economic development. On the contrary civil servants of Bangladesh are facing serious problems with salary, career and some other related issues. Those problems have an adverse affect on efficiency, morale and motivation of civil servants. But for result based performance organizations there is no alternative to efficient, responsive civil service with motivated civil servants. In this regard the study applied an analytical framework based on different theories of motivation to assess the level of motivation and job satisfaction of the civil servants. The study also intended to know what de-motivate and what motivate the civil servants. And accordingly the focus of the study was to examine how the motivational interventions influence work motivation and thus organizational performance. Data from the secondary sources and survey data collected from 84 respondents belong to Bangladesh Civil Service were analyzed. The study result revealed that most of civil servants joined the civil service inspired more by public service motivation than salary and other career benefits. But at present they are not satisfied with the job conditions except the job security. They were found de-motivated and opined that motivational intervention with market based salary, timely promotion based on merit and performance, rational transfer and posting policy, recognition for good work, reward and punishment would help to regain the motivation for improving and achieving result oriented organizational performance.

Key Words: Motivation, Job Satisfaction, Performance.