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## CHALLENGING MOVES OF CIVIL SERVANTS FOR EFFICIENT SERVICE DELIVERY IN BANGLADESH

## WYZWANIA W KWESTII EFEKTYWNEGO ŚWIADCZENIA USŁUG STOJĄCE PRZED SŁUŻBĄ CYWILNĄ W BANGLADESZU

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### Abstract:

If a country's bureaucrats face difficulties during their activities, people will not get better public services. Unfortunately, civil servants of Bangladesh face barriers at their different service delivery levels. The study focuses on the challenges of civil servants in Bangladesh that they frequently face during their activities due to the various 'push and pull' factors. Also, it explores how those challenges are affecting the efficient service delivery system. The quantitative method was adopted, and data was collected via existing survey reports, official statistical records, and published sources. The study's result revealed that civil servants are fighting with immense challenges, and they are also manipulating the service delivery system. Using the 'push and pull' factors, the tendency of affecting the delivery system divided into the three streams, and Bangladesh civil service level of standing also identified. Therefore, the study recommends that all stockholders of government at all levels should care about the challenges of civil servants for ensuring more committed, good, and efficient public services.

**Keywords:** Challenge, Civil Servant, Public Servant, Service Delivery, 'Push and Pull' Factors, Public Sectors, Bangladesh Civil Service

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**Streszczenie:**

Jeśli urzędnicy danego kraju napotkają trudności podczas swojej działalności, ludzie nie mogą liczyć na poprawienie się jakości świadczonych przez nich usług. Niestety urzędnicy Bangladeszu napotyka trudności na różnych poziomach świadczenia usług. Badanie problematyki za wartę w tytule koncentruje się na wyzwaniach urzędników służby cywilnej w Bangladeszu, z którymi często borykają się podczas swojej działalności z powodu różnych czynników „push and pull”. Zbadano także, w jaki sposób wyzwania te wpływają na efektywny system świadczenia usług. Przyjęto metodę ilościową, a dane zebrano za pomocą istniejących raportów z badań, oficjalnych danych statystycznych i opublikowanych źródeł. Wyniki badania ujawniły, że urzędnicy zmagają się z ogromnymi wyzwaniami, a także manipulują systemem świadczenia usług. W artykule zalecono, aby wszyscy akcjonariusze rządowi na wszystkich szczeblach dbali o wyzwania stojące przed urzędnikami służby cywilnej w zakresie zapewnienia bardziej zaangażowanych, dobrych i wydajnych usług publicznych.

**Słowa kluczowe:** Wyzwanie, urzędnik państwowy, służba cywilna, świadczenie usług, czynniki „push and pull”, sektory publiczne, służba cywilna Bangladeszu

**Statement of the problem in general outlook and its connection with important scientific and practical tasks**

Civil servants are the main pillars of a country for effective governance. They perform their roles in different levels of public sectors, including the delivery services to citizens, implementation policies, regulation of the economy, and connection with foreign countries through engaging in diplomacy. Bangladesh's civil service always marks service delivery failures and corruption because of the ineffective performance of public servants. In many aspects, they cannot perform and serve people well due to the unpalatable situations and the traditional way of service delivery system. Like many developing countries, the Bangladesh government has also started e-service through e-government to ensure efficiency in service delivery of different public sectors, including utility services, payments, bills, registration, and various application form services, etc. But significant areas of public services have still unchanged because of its hierarchical process. Consequently, there still has a heavily supervised and central government-controlled patronage system. Politicians have the power to access the administration and manipulate the process, including police, judicial, and other administrative systems. Regrettably, bureaucrats depend on the ministers, MPs, politicians, influential local elite, that's why patron-client structures, kinship, and quasi-feudal systems exist in all public sectors. As a result, civil servants always face challenges that deprived citizens of their desired public services. Mainly, imbalanced promotion, frequently

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OSD, transfer, and postings are internal challenges for civil servants by senior bureaucrats and MPs and ministers. Also, external threats, harassment, and pressures are common challenges for civil servants by local politicians, influential figures, and other forces. Like all developing countries, civil servants of Bangladesh are also a central actor in making public policies. For ensuring better governance, the state should understand how to manage civil servants effectively. In Bangladesh, all public sectors have incalculable problems due to their technical and scarcity of resources, and many untold hindrances. However, the existing government is trying to release challenges not only from civil servants but also from all sectors' officials by practicing many action measures, e.g., 'zero tolerance' for corruption, increasing pay scales, and enforcing laws. The core objective of this study identifies the challenges of civil servants that affect service delivery negatively in different public sectors of Bangladesh. The study also has sub-objectives, e.g., how problems make an impact on civil service, who are responsible for these undesirable issues, how much impact on attitude and behavior of civil servants, and how to improve the service delivery system. It reviews the existing public service and many significant issues of civil servants. Finally and most importantly, the study's findings are not only applicable in Bangladesh, but also for those countries civil servants who face similar challenges at different service delivery levels.

### **Analysis of latest research where the solution of the problem was initiated Civil Service and Civil Servants of Bangladesh**

Generally, "civil service" refers to the use of those officers who are working for the government. They are recruited under the civil service system of a country. Sometimes 'civil service' uses interchangeably with 'bureaucracy.' Practically, they are some distinctive differences. Because 'civil service' is an exceptional personnel system of ensuring the professionalism and objectivity in making decisions of civil servants without any pressures from the government (Wong, 2011). Civil service is an integral part of all modern governments (Burns, 2004); (Cheung, 1998); (Miners, 1998); and (Scott, 2005). Civil service is a system consisting of civil servants and their activity who perform the designed activities of a public administration. Civil servants are working in the civil service as a taken career under a very competitive examination process. Unless severe mistakes and movement against the state laws, civil servants cannot remove from their duties because they enjoy very high job security (Wong, 2011). The term 'civil service' uses differently based on a particular country's legal framework. With bearing the colonial legacy, the administration of Bangladesh has upper-tier, and

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lower/other-tier called a 'two-tier' system. The upper tier, as a central secretariat, provides policies and acts clearinghouse activities at the national level consisting of ministries and divisions. For general administrative activities, service delivery to citizens and implementation of government's policies and programs at the sub-national level including line departments/directorates, attached to ministries and divisions (Ahmed, Public Administration in the Three Decades, 2002). Also, Bangladesh has three organs, e.g., executive, judiciary, and legislature. From the birth of Bangladesh, the government performs as a parliamentary form. Unfortunately, until November 1991 (about 20 years), the administration was led by one-party, military, and quasi-military regimes' governments. Again Parliamentary form reinstalled in 1991, and the country got a fully democratic structure for the first time. Then the role of government has changed as a referee from an intervener and remembered the government to redefine the role of bureaucracy (Jahan, 2006).

Consequently, the President is the head of the state; at the same time, the Prime Minister is the head of the government. Also, the Minister is the political head, and the Secretary is the administrative head of a ministry. In the absence of Secretary, an Additional Secretary can consider as the head of administration in every department. Every ministry must have at least one division. In a division, the head of administration conducts duties such as routine operation, supervision of its staffing, and organizational processes. In general, s/he acts as an advisor about policy and administrative issues to the Minister (Jahan, 2006). Further, every division is consists of wings, and a Joint Secretary is the head of a wing. S/he supervises the functions of branches. A wing has several branches, where deputy secretaries are the administrative head. As a basic unit of division, each branch has a section. An Assistant Secretary is the head of every section. There is some office personnel below the Assistant Secretary, respectively (Zafarullah, 1998). Some executive agencies normally execute government policies (Ahmed, Public Personnel Administration in Bangladesh, 1986). 'Line departments/directorates' attached to the ministries and divisions are executive agencies. These are filed administration at the sub-national level. These agencies perform as the repository of technical information and advice to the respective ministries and divisions on technical aspects of business transacted by the latter. Depending on the necessities, different officers or officials can act as the head of these executive agencies. When an officer heads it and s/he enjoys benefits as a Secretary. In some cases, an official can perform as the head of these executive agencies, and s/he can enjoys benefits as a Deputy Sec-

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retary, Joint Secretary, or an Additional Secretary as well (Ahmed, Public Administration in the Three Decades, 2002). Most importantly, these executive agencies should not mix up with other types of public organizations, e.g., autonomous, semi-autonomous bodies, public corporations, statutory organizations, which are organized by President Orders, Ordinances and Acts. To perform certain specialized functions or implement specific development tasks, these public organizations set up typically. In Bangladesh civil service, there are four categories of the class who indicated as government employees such as, 'Class I Officers,' 'Class II Officers,' 'Class III Employees,' and 'Class IV Employees.' Basically 'Class I officers,' some 'Class II officers' are treated as "gazetted" officers, and the rest of 'Class II officers' are treated as "non-gazetted" officers. Officers who notify the government gazette about their appointment, posting, transfer, and promotions called 'gazetted' officers (UNDP, 2012). Actually, 'Class III' and 'Class IV' employees are the clerical and sub-clerical staff. Only 'Class I' and 'Class II' officers are recruited through open competitive exams, where 'Class I' officers are recruited into 29 cadres, latter it can be called cadre service. Recruitment is conducted by the Public Service Commission (PSC) as per requirement conveyed by the Ministry of Public Administration (MoPA), which is responsible for the personnel policy and human resources activity within the civil service. In 1981, cadre service at the first time officially reorganized in Bangladesh civil service (Bangladesh Civil Service Recruitment Rules, 1981). The organization of civil servants in distinct groups, services, or cadres is known as 'cadre service.' On the other hand, there is no definite structure of mobility both horizontally and vertically about 'non-cadre service.' A cadre service requires the organization of civil servants into semi-functional occupational groups or cadres. Those who are working in central and local public administration institutions called civil servants (Vainius & Jolanta, 2017). More than one million civil servants in 37 ministries, 11 divisions, 254 departments, and 173 statutory bodies in Bangladesh civil service (BBS, 2010).

### **Service Delivery in Public Sectors of Bangladesh**

From the 1990s, the government shifted to a market-oriented approach from a state-centered approach. Moreover, like other countries in the world, the government follows business ethics in public sectors, including competition, effectiveness, efficiency, decentralization, value-for-money, and public-private partnership (PPP) too. As a result, citizens are now supposed to treat as a 'customer' based on the principles of consumer or user rights (Haque, 2001). The following <Table 1> summarizes some critical public services and their service delivery authorities

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**Table 1. Services in different spheres of public sectors in Bangladesh.**

Service Sectors/Services		Service Delivery Authorities				
		National Level	Zila Parishads	Upazila Parishads	Union Parishads	City Corporations and Municipalities
General Administration	Police	●			●	●
	Fire protection	●				
	Civil protection	●				
General Administration	Criminal justice	●				
	Civil status register				●	
	Statistical office	●			●	
	Electoral register	●				
Education	Pre-school (kindergarten and nursery)		●	●	●	●
	Primary	●	●	●	●	
	Secondary	●	●			
	Vocational and technical	●				
	Higher education	●				
Economic	Adult education	●				
	Agriculture, forests, and fisheries	●	●	●	●	
	Local economic development	●	●	●	●	
	Trade and industry	●				
Utilities	Tourism		●	●	●	●
	Gas services	●				
	District heating		●			
Housing, Planning	Water supply	●	●	●	●	
	Electricity	●				
	Housing	●				
	Town Planning	●				●
Social Welfare	Regional Planning	●				
	Family welfare services	●	●	●	●	●
	Welfare homes	●				
Public Health	Social security	●				
	Primary care	●	●	●	●	●
Transportation	Hospitals	●	●	●	●	●
	Health protection	●	●	●	●	●
	Roads	●	●	●	●	●
	Transport	●	●	●	●	●
Environment, Public Sanitation	Urban roads	●				
	Urban rails	●				
	Ports	●				
	Airports	●				
	Water and sanitation		●	●	●	●
	Refuse collection and disposal		●	●	●	●
	Cemeteries and crematoria					●
Slaughterhouses					●	
Culture, Leisure, Sports	Environmental protection	●				
	Consumer protection	●	●	●	●	
	Theatres and concerts	●	●	●	●	●
	Museums and libraries	●	●	●	●	●
	Parks and open spaces	●	●	●	●	●
	Sports and leisure facilities	●	●	●	●	●
Religious facilities	●	●	●	●	●	

Source: (CLGF, 2019); www.clgf.org.uk/bangladesh

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The government provides many public services in different sectors for the on-going development process, including health, education, energy, transportation, telecommunication, planning, security, sports, and many more. At present, public administration is viewed as the 'citizen-centric' time for providing better public service delivery (Karim, 2015). Along with other public administration approaches, technological development has made radical changes in public service delivery (Layne & Lee, 2001). After the Right to Information (RTI) Act 2009, Bangladesh launched public service delivery through e-government based on the 'Access to Information' (A2I) program bring services to citizen's doorsteps. There are many activities of public administration that are now administered through e-service. E-service provides all necessary information about national and local government, health, education, social services, regional and national development, law and order, judiciary, contact persons for specific services, related forms, applications and web addresses, fees, and many more. E-service provides two types of public services, e.g., accumulation and hoisting all necessary information, and providing services through interactive websites. Government renders services through its national and local government bodies, city corporations, and municipalities, where civil servants are service providers and citizens, are service recipients. However, both traditional and e-service ways are available for citizens. People are used to government offices for their services because of many unavoidable conditions of e-service and challenges of service providers as well as civil servants.

### **Aims of paper. Methods**

In the long term goal, the paper will develop effective public service delivery mechanisms by concerning and making awareness among civil servants, politicians, and general people, respectively. The current study provides a comprehensive review of service delivery in Bangladesh, challenges of civil servants, and manipulation of services by different 'push and pull' factors, and also outlines the meaningful solutions. It also examines culprits, responsible agents, and organizations that led service delivery negatively in different public sectors of Bangladesh. The quantitative approach which analyzes the secondary data sources, including published survey reports, and various official records of public areas. This secondary research also involves relevant publications, newspapers, books, and web sources. Moreover, necessary and related rules and acts also consulted and analyzed.

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**Exposition of the main material of research with complete substantiation of obtained scientific results. Discussion**

**How Challenges of Civil Servants Affect Efficient Service Delivery?**

Civil servants are public servants, but every public servant is not a civil servant. But the reality in the whole world, more specifically poor and developing regions where civil servants are unwilling to listen to general people and that they are even more or less lukewarm to the necessities of the people. In this regard, two main factors may affect their behavior. Firstly, formal, a rule-based organizational structure, limited discretion, and bounded to individual bureaucrats in the initiative and empowerment perspectives. Secondly, bureaucratic experience; a bureaucrat learns to contend with many pressures, including social, political, and other forces, by internalizing organizational norms and avoiding risks (Alkadry, 2003). Civil servants of Bangladesh face even worse situations. Due to unavoidable reasons and pressures, they forgot that civil servants are public servants and working for the public. They do not speak out even they know about their duty and responsibility to the public. The modern world is now three dimensional, including bureaucrats, politicians, and the corporate world. This triumvirate of bureaucrats, politicians, and corporates move in tandem. If public servants adjust to this triumvirate, s/he has a good chance of an excellent career (Khemka, 2018). In Bangladesh's perspective, if public servants cannot adjust with this flow, they will get punishment through undesirable officers on special duty' (OSDs). Promotion should be based on merit and performance. Unfortunately, it happens due to politics, the politicization of bureaucracy, and pressures.

**Table 2. Promotion Scenario of Civil Servants in Bangladesh**

Period/Year(s)	Promoted Ranks				
	Secretary	Additional Secretary	Joint Secretary	Deputy Secretary	Officials
2009-2013	78	293	1,091	1,066	2,528
2014	-	-	-	-	986*
2015	-	231	299	343	-
2016	-	-	-	-	853*
2017	-	128	193	267	-
2018	-	154	545	-	-
2019**	20	156	136	-	-
*Promoted to the ranks of additional Secretary, joint Secretary, and deputy secretary.					
**Until October 2019.					

Source: Authors calculation based on collected data from the Ministry of Public Administration (MoPA); (Desk, 2019); (bdnews24.com, 2018); (Star, 2017); and (Islam, 2018).

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Consequently, the promotion of civil servants at the top level, including the ranks of deputy secretaries, joint secretaries, additional secretaries, and secretaries, is mass. Unfortunately, they are performing the same jobs with no posts (Khan, 2015). Generally, civil servants always prefer to get promotion and fear of OSDs and transfer. Due to political reasons or personal enmity of superiors, many bureaucrats are made OSD and transfer usually. While the government is spending lots of money on their salaries and benefits, civil servants and civil bureaucracy as well left negative impacts on service delivery. In public service, frequent transfer and postings have negative implications for on-the-job learning, accountability for results, and incentives to acquire skills (Cyan & Pasha, 2017). Between 2004 and 2012, a total of 3,605 officials were made OSD, and the nation had to spend Tk. 150.9 crore for their salaries and benefits (Azad, 2013).

Ex-government officials, senior bureaucrats, probe bodies, and connection of prominent invisible figures always manipulate government projects, programs, and tenders. Tender Shamim's construction firm called 'GK Builders' or 'GKB' has a total of 53 construction projects of the public work ministry its hands, and only his firm is working in 13 projects. Another 24 projects have approved from the remaining 40 joint venture projects (Masum, 2019). GKB hired at least 20 ex-government officials through "offer bribes," including joint Secretary, Additional Secretary, and even full Secretary from the public works department (Amin & Chowdhury, 2019). They push civil servants to get involved with these malpractices; otherwise, s/he will get further difficulties because success depends on a phone call or recommendation of political leaders, connections, or superiors rather than merit (Kim, Monem, & Baniamin, 2013). Thus, mutual and systematic corruption and individual and group interests affect service delivery in public sectors, where civil servants and general people are the audiences.

On the other hand, the recruitment system is still vague; even the quota system was abolished recently. Not only in the selection process, but the examination system is also manipulated by politics, lobby and leaking questions, and invisible connections. UK's Department for International Development (DFID) and the British Academy's global project on 'what works in civil service management in developing countries' addressed that human resource of civil service follows the non-meritocratic system. As a part of this project, the survey results of 1,077 civil servants of different public sectors in Bangladesh showed that about 41% of civil servants believe that personal connections with influential figures support candidates to get their first job in the civil

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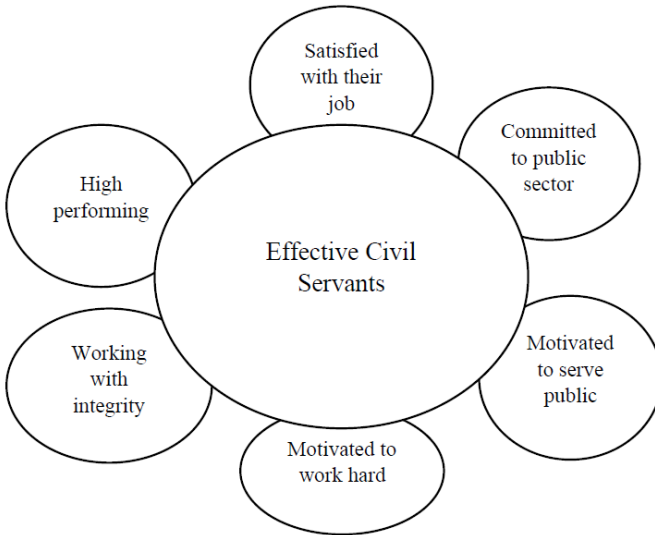
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service. About 32% indicate political contexts, and 63% think that for political reasons, they might be transferred away from their position (Meyer-Sahling, Rahman, Islam, Schuster, & Mikkelsen, 2019). For effective and better service delivery, civil servants need job satisfaction, commitment, service and work motivation, rewards, and other benefits. Effective civil servants' attitudes and behavior can be identified as in the following figure 1.

**Figure 1. Practical Civil Servants' Attitudes and Behaviour.**



Source: (Gould & Amaro-Reyes, 1983); (Ritz, 2009); (Cantarelli, Belardinelli, & Belle, 2016).

In Bangladesh's perspective, civil servants are not satisfied with their salaries, and that increases the lower job satisfaction (Meyer-Sahling, Rahman, Islam, Schuster, & Mikkelsen, 2019). To maintain living standards equivalent to the actual market price, civil servants are working in the private sectors. Many of them are involving illegal practices, e.g., corruption and different sources. It happens in various ways, such as false vouchers, forcing general people, and collecting funds from local leaders, business people, and elites (Kim, Monem, & Baniamin, 2013). A total of 50 officials accused

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of making false vouchers for furnishing 966 apartments of Rooppur Nuclear Power Plant Project for the Russian experts. About Tk. 113.62 crore was spent on household articles though their actual price was Tk. 77.22 crore (NewAge, 2019). The following table shows some snapshots of false vouchers.

**Table 3. A Snapshot of a False Voucher.**

Name of Items	Quantity	Prices (TK.)	Carrying Costs (TK.)
Pillow	1	5957	760
Fridge	1	94,250	12,521
Wardrobe	1	-	17,499
Bed	1	-	10,773
Television	1	86,970	7,638
Room Cleaner	1	12,018	6,650
Electric Iron	1	4,154	2,945
Electric Kettle	1	5313	2,945
Electric Stove	1	7,747	6,650

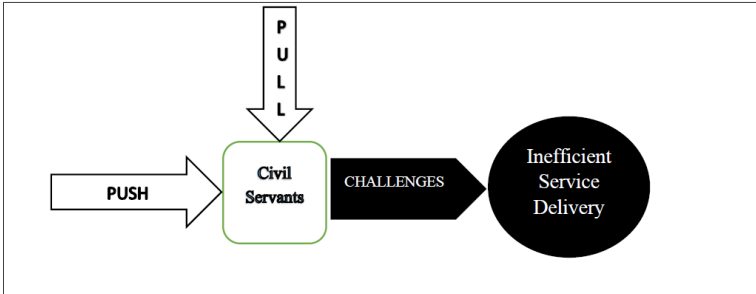
Source: Authors calculation based on collected data from (Amin M. A., 2019);(Huq, 2019);(NewAge, 2019).

Besides the above challenges, civil servants are facing so many undesirable situations, e.g., harassments and threats, blackmailing and pressures and making political unrest by influential people, parties, local politicians, MPs as well as senior bureaucrats. These undesirable and unsaid stories have remained the same, although Bangladesh is going to set foot in 50 years. Thus, the challenges of civil servants are hindering to get efficient service delivery in the public sectors of Bangladesh.

### **Analysis of Standing**

It is very accepted unfortunate that civil servants, politicians, local and international figures, and many invisible hands are directly or/and indirectly barriers for effective and efficient service delivery in the public sector of Bangladesh. Moreover, unavoidable 'push and pull' factors considered as challenges of smooth service delivery for the public. The 'push factors' are those factors that can create pressure or situation for civil servants to damage the public service delivery system. In contrast, the 'pull factors' are those factors that can make a greedy or comfortable situation to attract or provoke civil servants to provide very worse public service delivery through involving with the corrupt practices and other things. The following figure may illustrate the logic which induces or forces civil servant into corruption and manipulation service delivery through using 'push and pull' factors.

**Figure 2. How 'push and pull' factors manipulate Service Delivery.**



Source: Compiled by Author.

On the other hand, the current situation of Bangladesh civil service can be divided into three streams based on the tendency of affecting the service delivery system through different kinds of illegal ways (such as bribe, corruption, power, and authority, etc.). Stream-I: "Secret"; it is evident that at the beginning, most of the civil servants in Bangladesh belong to 'Stream-I.' Unfortunately, 'Stream-I' is like a contagious disease for civil servants that gradually turns into 'Stream-II.' Stream-II: "Open-secret"; conditional- not thoroughly happened, depending on various state of affairs; like the 'to and fro' game a continuous engaging with activities and again withdrawing himself/herself. 'Stream-II' is the most endangered, and ethical standards of civil servants are dependent on the existing factors of the sectors they do work. If favorable conditions persuade civil servants to do something, 'Stream-II' may switch to 'Stream-III, Stream-III: "Open"; through using power, authority, and connections for illegal purposes at every level of public sectors in Bangladesh. 'Stream-III' is like a fatal disease for civil servants if they affected by this stream. It is to be noted that 'Stream-III' is expanding alarmingly in the public service of Bangladesh that is a massive challenge for civil servants. Based on collected information and current situation of civil servants of Bangladesh civil service, the following 'push and pull' factors are affecting the service delivery system in the public sector, respectively. Both 'push and pull' factors have emerged from the logic of urgency, necessities, and unexpected situations. If the logic of factors persists for a long time, the challenge of service delivery is gradually embedded throughout the bureaucracy as well as in different public sectors. If a civil servant or any public sector wants to take any measures against these factors, they cannot run smoothly because of inferior salary or dependency due to posting and promotion.

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**Table 4. Factors of Bangladesh Civil Service and Challenges for Civil Servants.**

Factors	Attributes of Factors	Situations
Push Factors	Political Push	Stream-III
	Politicization Push	Stream-III
	Superiors' Push	Stream-I
	Probe Bodies Push	Stream-II
	Flawed Recruitment Push	Stream-II
	System Push	Stream-I
	Resource Allocation Push	Stream-I
Pull Factors	Remuneration Push	Stream-I
	Family/Society Push	Stream-I
	Indemnity Culture Pull	Stream-III
	Personal Avarice Pull	Stream-II
	Mutual Pull	Stream-I
	Systematic Pull	Stream-I
	Procedure Pull	Stream-I

Source: Compiled by Author.


Even they will fall under pressure and threats, and the state did not provide sufficient protection too. As a result, the logic of urgency, necessities, and unexpected situations may corrupt civil servants to manipulate service delivery in various public sectors.

## Conclusions

From the findings of this study, we concluded that the challenges of civil servants strongly influence on manipulating the delivery of public services. Through its perceived outcomes, the research has shown many severe problems, including low quality of staff, discrimination, politicization, poor remuneration, weak accountability, nepotism, lobby, and corruption due to the heavily centralized delivery mechanisms. Consequently, civil servants have faced many difficulties during their activities. The bureaucratic structure of Bangladesh's public service and many unavoidable conditions, including social, political, and other pressures, always affect the attitudes and behavior of civil servants. Directly or indirectly civil servants forced by the politicians, local and international figures, and many invisible hands for manipulating the service delivery system. All these challenges of civil servants renamed as the "push and pull" factors. The study also examined the level of standing using the 'push and pull' factors within the three streams. These measured the standard and the tendency of affecting the service delivery system and added valuable insights into the discourse of civil servants in Bangladesh. Based on the discussion and results of this

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study, the suggestive measures may offer better and sustainable public services. These all may apply to a country where civil servants are facing undesirable barriers, and the bureaucracy is a traditional-hierarchical, politicized administration, high corruption, nepotism, poor salary scheme, and very centralized service delivery mechanisms.

Firstly, there should be depoliticized through practicing formal meritocratic civil service management. For example, written and viva voce examinations to recruit civil servants, and compatible and openly advertising public sector jobs.

Nepotism practices of the civil service should be curbed because of more pervasive personal connections among politicians and bureaucrats than politicization.

Professionalize all civil servants by introducing formal performance management practices, e.g., performance evaluations needed to design and implement well for fostering perceptions of performance orientation positive effects.

Higher pay and sufficient security should ensure for civil servants so that they can lead a decent life. Pay enough can retain motivated and perform civil servants well.

Administrative procedures should simplify from traditional to contemporary form through introducing e-governance that may reduce the inefficiency of service delivery, and the discretion and facilitate monitoring system.

Enhancing ethical practices (e.g., religion, laws, and other acts perspectives) not only among civil servants, but also crucial for politicians, ministers, MPs, and many influential figures as well.

Last, but not least, there should stop the logic of 'push and pull' factors. Because the anti-corruption measures and the measures of investigation may not work smoothly (such as the enforcement of laws, and the fear of punishment).

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