A CASE STUDY ON EMPLOYEE JOB SATISFACTION OF BHUTAN NARCOTICS CONTROL AGENCY

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A CASE STUDY ON EMPLOYEE JOB SATISFACTION OF BHUTAN NARCOTICS CONTROL AGENCY

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M.M. (LEADERSHIP AND HUMAN RESOURCE MANAGEMENT)

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ABSTRACT

The main objective of this case study is to find out the possible influencing antecedents of job satisfaction of employees' of Bhutan Narcotics Control Agency.

The Bhutan Narcotics Control Agency (BNCA), as one of the nodal agencies in controlling the Narcotics and Psychotropic substances and Tobacco products is facing employee's dissatisfaction and poor motivation problems due to many unknown factors including leadership, shortages in manpower and job nature. The employee frustration builds up while coordinating with other different stakeholders with lukewarm responses.

However, the results indicated that the employees of BNCA are highly committed to their job. The culture was found to be supportive as well as retarding. The career path is highly streamlined and workload seemed to be not much burden as they took it as a challenge. The compensation was found comfortable to officers and uncomfortable with non-management team of workers. The leader was found to be ineffective in decision making process and unsupportive to sub-ordinates leading to dissatisfaction.

KEY WORDS: Satisfaction/ motivation/ Leadership/ Culture/Compensation

54 Pages

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CHAPTER I

INTRODUCTION

The Bhutan Narcotics Control Agency (BNCA) is the nodal agency of the Royal Government for all matters related to Narcotic Drugs, Psychotropic Substances, Substance Abuse and Tobacco Control programs. It is an autonomous agency established in November 2006 as per the provisions of the NDPSSA Act 2005. It functions under the direction of Narcotics and Tobacco Control Board (NCB/ TCB) Bhutan Narcotics Control Agency (BNCA) functions as the secretariat to Narcotics Control Board (NCB) and duly administers and enforces the provision of the Narcotic Drugs, Psychotropic Substance Abuse Act 2005.

1.1 Divisions under Bhutan Narcotics Control Agency

The following are the divisions under the Bhutan Narcotics Control Agency.

1.1.1 Supply Reduction Division (SRD)

The Supply Reduction Division is comprised of three sections, namely Law Enforcement Section, Convention and Treaties Section and Laboratory Section. The Division functions as the coordinating body for all drug law enforcement related issues. For instance, the drug law enforcement responsibility has been mandated to the Royal Bhutan Police (RBP), Department of Revenue and Customs (DRC) and Bhutan Agriculture and Food Regulatory Authority (BAFRA).

The RBP is responsible for control of all the criminal activities related to Narcotic Drugs and Psychotropic Substances. The DRC is responsible for strict vigilance at all entry point relating to import and export of narcotic drugs and psychotropic substances. The BAFRA is responsible for regulating and enforcing in matters to narcotic plants being imported and grown within the country.

The regulatory responsibilities such as issuing of licenses are the mandate given to the Ministry of Economic Affairs (MoEA). However, the technical import authorization is the mandate given to the Drug Regulatory Authority (DRA) on narcotic drugs, psychotropic substances which have medical value. The BAFRA is responsible for food, agriculture products and plants within the country. The technical import authorization for precursor chemicals listed under schedule IV is given to BNCA.

1.1.2 Demand Reduction Division

Demand Reduction Division services are provided through Drop-in Centers approved treatment centers and rehabilitation centers. BNCA collaborates with the Royal Bhutan Police (RBP), Ministry of Education (MoE) and non-governmental organizations namely, Youth Development Fund (YDF) and Chithuen Phenday Association (CPA) to reach out and provide the required services to the drug users. DRD activities are implemented through prevention, treatment and rehabilitation measures. Prevention activities include awareness, advocacy and public education on the ill effects of NDPS and help services available for the drug users. A treatment and rehabilitation measure includes counseling, detoxification and rehabilitation facilities.

There are seven drop-in centers (DIC) run by BNCA, YDF and CPA covering Thimphu, Samdrup Jongkhar, Phuntsholing, Gelephu, Mongar, Bumthang and Paro and employs 20 peer counselors/ outreach workers who educate, counsel and create awareness on NDPS, Tobacco and Alcohol abuses. These Peer Counselors also take up special effort to reach out to youth who are not responding to the prevention programs. In addition to that BNCA's peer counselors are working at detoxification unit of Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) and at Narcotics Law Enforcement Unit (NDLEU), RBP.

To enhance the capacity of the people working in the field of drug and alcohol addiction, BNCA works in close collaboration with Colombo Plan Drug Advisory Program, Colombo Plan Asian Centre for Certification and Education of Addiction Professionals (ACCE), Office of the Narcotics Control Board of Thailand

(ONCB), Thailand International Cooperation Agency (TICA), Government of India, National Board of Certified Counselors (NBCC), USA and UNICEF.

BNCA has also started the treatment and rehabilitation program for the prison inmates of Thimphu District Jail convicted for drug related offence and the family education meeting for family members of the prison inmates.

1.1.3 Tobacco Control Office

As per the section 29 of Tobacco Act (TCA), 2010, the Tobacco Control Office is established by the Royal Government of Bhutan and the Bhutan Narcotic Control Agency serves as the Secretariat to the Tobacco Board of Bhutan and to implement the provisions of the Tobacco Control Act 2010. The office is headed by the Director General and Tobacco Control Division and Program functions as the coordinating body of all Tobacco control activities throughout the country. The Tobacco Control Office looks after the Demand and Supply reduction through Demand and Supply Reduction Committee.

Functions of the Office are as follows (as per the section 32 of TCA, 2010):

a. Carry out such activities as the Board may assign;

b. Develop, implement and monitor the Tobacco control activities in coordination with relevant agencies and individuals under the guidance of the board;

c. Develop guidelines and standards for tobacco control under the guidance of the board;

d. Acquire information from all relevant agencies to the implementation or enforcement of the provision of this ACT;

e. Record and report tobacco control activities to the Tobacco control Board periodically.

f. Carry out measures for effective enforcement of the provisions of this Act under the guidance of the Board;

g. Conduct research works in the area of tobacco control;

h. Coordinate and communicate with relevant agencies, regional, sub-regional and International Organizations for tobacco control.

i. Develop training materials and conduct training of trainers (ToT) for law enforcement personnel, health workers, media, government service personnel, employers and employees in the private sectors.

j. Develop and produce captions and signs for non-smoking areas;

k. Assist the law enforcement agencies in promoting contact details for the public complaints, comments and notifications;

l. Promote public awareness on import limitations, especially at border areas;

m. Progressively establish and maintain an updated database of laws and regulations on tobacco control and information about their enforcement; and

n. Co-operate in regional and international, inter-governmental organizations and financial and development institutions for technical and financial assistance on research, surveillance and exchange of information

The following implementing agencies implement their functions under TCA, 2010:

1. The Ministry of Health (MoH)
2. Ministry of Economic Affairs (MoEA)
3. Ministry of Finance (MoF)
4. Ministry of Education (MoE)
5. Dzongkhag Tshogdu, Gewog Tshode and Thromde Tshode.
6. The Royal Bhutan Police.
7. The Road Safety and Transport Authority. (RSTA)
8. The Civil Society Organization
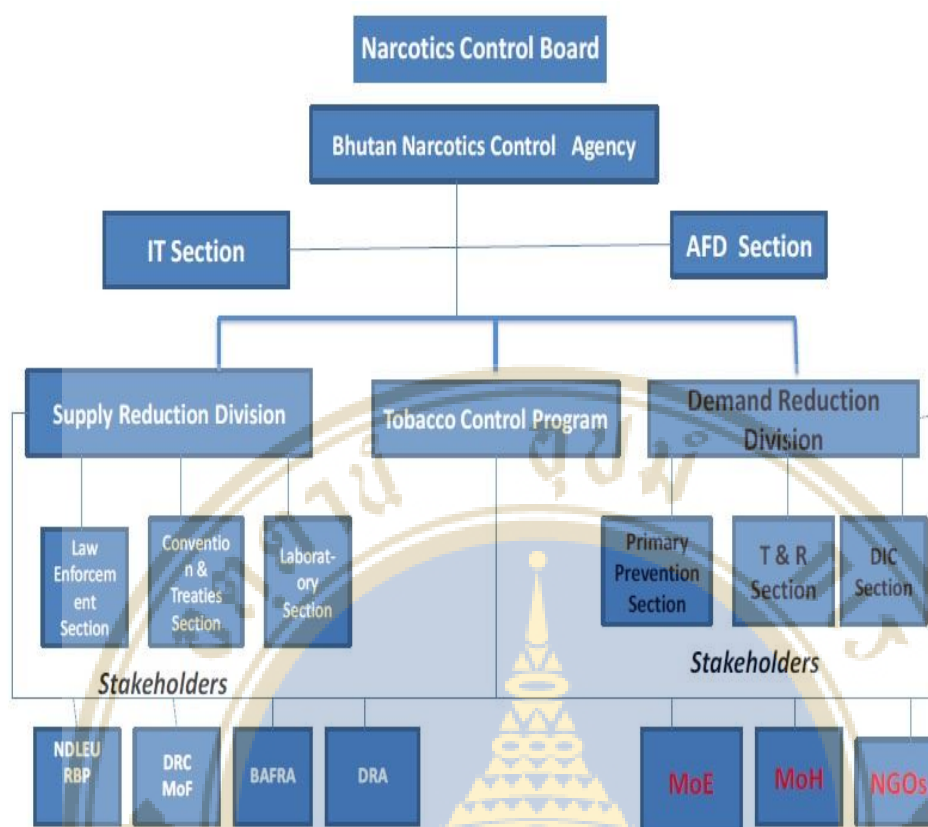
Figure 1.1 Organizational Set-ups

1.1.4 Administrative/HR Division

The Administrative cum Human Resource division is the heart of Bhutan Narcotics Control Agency. Since this office has the authority to sanction the staffs official tour authorization and other leave benefits as per the BCSRR 2010. It has also power to sanction/ allocate the duty cars to respective divisions for their official duty discharge. It also maintains all the personnel files of staff which are sensitive document in any agency. The Staff promotions and trainings are processed with the help of HR committee and approved as per the Royal Civil Service Rules and Regulations 2013 (BCSR 2013).

1.1.5 ICT and Research Division

This division supports with relate to ICT networking, web design, data input and annual maintenance of computers in Bhutan Narcotics Control Agency. The ICT backs up for ICT related trainings like Computer Based Training (CBT) to enforcement agencies and implementations in the narcotic drugs interdictions with help of ICT. The research officer also helps to perform some related research and translation works of different Acts into National Language from English version for circulation in bilingual to all stakeholders.

1.2 Statement of the Problem and Research Objectives

1.2.1 Research questions: What are the factors that affect job satisfaction among the Officials at Bhutan Narcotics Control agency?

1.2.2 Rationale or Objective of study: Many employees of this agency were found to be complaining of their dissatisfaction and de-motivating emotional burst and wanting to leave the agency to a better office to work as civil servant. Therefore, it would enlighten me to find out some the factors impacting the employee's job satisfaction.

CHAPTER II
LITERATURE REVIEW

2.1 Employee Job Satisfaction

Job satisfaction is defined as a contentment (or lack of it) arising out of interplay of employee's positive and negative feelings toward his or her work (http://www.businessdictionary.com/definition/job-satisfaction.html).

Several researchers have asserted that appraisal reactions play a key role in the development of favorable job and organizational attitudes and enhance motivation to increase performance (Lawler, 1994; Talylor et al., 1984). Of all the appraisal reactions, satisfaction has been the most frequently studied (keeping and Levy, 2000). According to Lai Wan (2007) satisfaction is an important goal for organizations to reach, as it has been shown that profitability, productivity, employee retention and customer satisfaction are linked to employees' satisfaction.

Every employee of any organization in this world goes to their work in the hope of getting some benefits, credits to fulfill their needs and wants in the form of compensation packages and recognitions that trigger them to turn up daily to work without any hesitations and break pressed on. We human beings are highly susceptible to frequent change of our "moods or mental states" due to the inner and outside surrounding factors influencing at office or home. The change management is very much needed for any companies to meet or catch up this "Continuum of Change in the Human Mind" every second at work places.

The labor force comprising of Baby Boomers, Generation X and Generation Y have huge dissimilar factors influencing their mental state in terms of Job satisfaction. The reward system and motivational theories applied to this each types of work force varies according to their generation gap. Therefore, scientist has to update their motivational theories according to the chemical change of this Generation gap which otherwise will get nullified or go obsolete by incurring great loss upon handling with dissatisfied workers without any contributions and poor performances in this

competitive business world. The highly satisfied & self-motivated workers will make greater contributions to the production line and business cycles by creating added values. According to Organization Behavior, "unfit workers with company traditions and culture will leave soon or has mentally already left the company".

According to Hoppock, 1935; "Employee satisfaction is a combination of psychological, physiological and environmental circumstances that make a person satisfied with their job." Until and unless, the job creates favorable situations with regards to psychological "mental happiness"; Physiological "bodily comfort" and environmental "Happy surroundings" of the worker; they will find some windows to peep out for greener pasture behind the fence. It was rightly pointed out according to the needs and wants of human mind and body surrounded by different atmosphere.

This is common concept is further improved with many different theories like (i) *Maslow's* hierarchy of needs model, (ii) *Herzberg's* two-factor theory, (iii) *Alderfer's* modified need hierarchy model and (iv) *McClelland's* achievement motivation theory. All above motivational theories are linked with human functions of mind and bodily needs that changes at swift rate in workplaces and every company should design their reward systems to enhance the employee job satisfaction rate according to the current needs of human desire & craving demand.

The reward system developed in the government organization is very far behind these motivational factors applied in the peer heading companies like Google, Microsoft and MacDonald's aligning with the trends. It needs to 'catch up' with the speedier change happening in the employee's mind, speech and bodily requirements if we wish to have more efficiency and performance in their job functions. The business tycoons like Microsoft Company is implementing according to the latest trends of satisfaction theories that benefited with competitive advantages by retaining their best employees with higher commitment and productivity.

Attending the office/work at 8.30 a.m. sharp and leaving Office at 6 p.m. is just a regular activity in this 21st century. Most of the workers spend large chunk of their time in office/ workplaces to earn their livelihood. Some jobs demand extra time devotion without any benefits in the government sectors. Such trends are developed in least developed Nations where workers are exploited heavily with meager remunerations for just to survive with it. There is very limited scope to earn more even

if we work round the clock unlike the best performing companies like Microsoft and Google which produces many millionaires within workers with satisfying & fairness compensation packages paid for their creativity and innovations of new products.

It is the duty of employers to create happy working place if we wish to have best people attracted to stay with us. Moreover, employee satisfaction is the determining factor to performance and work quality. The most dissatisfied employee really doesn't contribute either or create values to be presented to the customers. The level of commitment is increased when an employee is highly satisfied with their job. This statement is supported by, (Parnell & Crandall, 2003) as said "Besides, they tend to have more commitment to their organization" which helps to reduce the cost associated with employee turnover annually. Therefore, job satisfaction is very important for both employees and employers. It should be given the top priority by any agency or company.

It is the indicative factor when employees place their value on the company culture and traditions along with expectations as high level of employee job satisfaction (Dole & Schroeder, 2001). Why some workers are happy to attend office regularly without absenteeism records. Since they value the company culture and traditions as their core value to uphold and stick to it as their daily bible guide. Some workers are very happy & proud to name their company they belonged to; while some workers are hesitating to tell even their work places in the crowds. This indicates that they could not get the job satisfaction as expected while they join with high hopes and desire to shine in life.

Moreover, according to Oshabemi (2000c); Gender is one factor that is related to job satisfaction. He conducted a test of job satisfaction between male and female teachers in university and found the difference between two groups. It was concluded that female employees had lower level of job satisfaction than male employee (Reed, Kratchnam, Strawser, 1994; Pupuangpairot, 1997 cited in Muthakarn, 2000). Female employees were more satisfied with pay than male employees while male employees have more satisfaction with supervisor. It was found that married employees are more satisfied than singles in electronic industry. (Udomchaisri, 2000). This factor is very interesting to test in the government agencies to find out their positive or negative co-relations.

The work load and social status too contributed to the level of dissatisfaction along with degree of autonomy, relationship with colleagues, management quality and compensation. (Santi Lokejaroelard M.D (2006). It was revealed that autonomy, social status and work load were the factors most correlated with job satisfaction. (Buciuniene, Blazeviciene et al. 2005) This is very much applicable in the context of work load & compensation of Bhutan Narcotics Control Agency being under staffed/ acute manpower shortage and poorly paid to implement the Narcotic Drugs, Psychotropic Substances & Substance Abuse Act (NDPSSA (2005) & Tobacco Control Act. (2010); the office as the nodal agency needs to curb drugs and tobacco trafficking in 20 districts and 205 blocks with limited handful of employees and budget allocated.

The effective communication system is highly required to disseminate company's mission, visions and goals to their employees to enhance their job satisfaction. The level of job satisfaction was reported at 3.86 on 5-point Likert scale (Kaarna, 2004) supports the statement. Moreover, the "Alienation was found to be a positive predictor of employee careerism, and negative predictor of their career satisfaction. The data were consistent with a model positioning career satisfaction as a mediator of the alienation to careerism relationship. (Dan S. Chiaburu; May 2012). Nevertheless, social implications also have positive effect on job satisfaction that increases with creation of new wealth in society. (Jasna Auer Antoncic & Bostjan Antocic; 6th February 2011)

It was proven that even the artifacts (as an expression of organizational culture) and employee satisfaction, identity, mood, creativity and motivation. The Aesthetic beauty seems to be important to employees and customers to embrace in their hearts and claim the ownership at superficial level. Therefore, it is very important to engage the employees while designing their architecture, aesthetic environment to stimulate creativity or influence job satisfaction & motivation. (Rune Bjerke, Nicholas Ind & Donatella De Paoli; 2007)

Literature review showed that most of the case studies were focused on the private companies than government sector in the application of practicing theories. It was found that job satisfaction was very important factor that added value to its company and proved to have sustainable business advantages as compared to their

competitors. The satisfied employees were found to be really committed to their job and reduced the cost of recruitment and selection process after they leave. The employee seemed to dedicate more time in office and take ownership or become citizenship of any peer heading companies rather than looking through the window intending to leave. This job satisfaction could boost their moral and commitment towards their company or office leading to high productivity and efficiency in service industry. The highly dissatisfied workers seemed to cause great loss in any company or office they work for due to less moral boosting/motivational push with their job. They never concentrate fully and dedicate their time and energy in the production lines leading to errors and poor quality products for the market. This poor product quality did not fetch more revenue for any company after investing very huge sum of dollars. The Return on Investment (ROI) were not at expected level if any companies have more dissatisfied workers. The human resource is non-substitutable goods that create rare and valuable assets to maintain the competitive advantage from competitors. For every human being have their different skills and competencies and knowledge. Moreover, the soft skills are very necessary components of success for workers at workplace. Thereby, the job satisfaction is another form of soft skills management that every company should align with company missions and goals. The failure to manage soft skills of their workers will ruin the company fame and revenue at large in the long run.

Looking at literature review, few case studies were conducted in conjunction to public Office goers in Asia. It has triggered my mind to "Halo effect" to state that why public office did not give much attention to their employee satisfaction agenda as compared to private companies who focused much in those studies. There is huge gap created public and private sectors in terms of focusing their energy and resources to find out how satisfied their employees are? Or are their employees really bringing some changes and contributions in improving public service?

Could be occupying the space/chair as a matter of right working as civil servant without much tangible results? The Royal Civil Service Commission who looks after our civil servants, so far has not attempted to study civil servants' job satisfaction level which leads to contribution and performance and efficiency in service delivery to the citizens of Bhutan. Therefore, it would be appropriate and useful if I could study my own small agency as an experimental test to find some influencing factors of employee

job satisfaction. These findings could help our civil service commission to improve their rules and regulations to make happier working conditions in the government office to get best service from civil servants in times to come.

2.2 Motivation Theories

Motivation is one of the most important components of job satisfaction triggering the employee behaviors in their work places having direct effect on the performances and results produced ultimately. Motivation will create linkage and association between job satisfaction being aligned with company mission and visions. Having motivated employees' is the sign of healthy company or public office in any country. The rearing dissatisfied employee is the first step to failure of any company in the long run.

Motivation is defined hereby as "the direction and persistence of action" which is supported by Krech et al. (1962). It is concerned with people choose a particular course of action in preference to others.

Motivation is also defined as internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (http://www.businessdictionary.com/definition/motivation.html#ixzz3F8Y4HRf9)

There are two types of motivation at work: Intrinsic and Extrinsic

2.3 Intrinsic Motivation

The self-generated behavior/attitude that brings reward and happiness; it has no desire/ wish to gain from the external rewards in performing any activity in society. This is kind of self-less sacrifice made as good human beings in the benefit of others. For example; participating in sports, solving puzzles and playing games bring them joy and excitements are typical ones fitting as intrinsic motivation.

2.4 Extrinsic Motivation

The driving force of motivational behavior in any activity is to earn a reward or avoid a punishment from external environments. The popular examples are studying hard to earn good grade; cleaning our room to avoid scolding by parents and competing in civil service examinations to get a good job and social recognition in the future.

2.5 Maslow's Hierarchy of Need Theory

This is a widely-used theory of motivation which was hypothesized by American psychologist Abraham Maslow in the late 1940s and 1950s. According to Maslow, the human needs/ desire do increase at five levels in the hierarchy. These needs move up in progressive way from lower to higher level needs. This behavior could really have impacts on the production process and efficiency in service rendering if not fulfilled or left out.
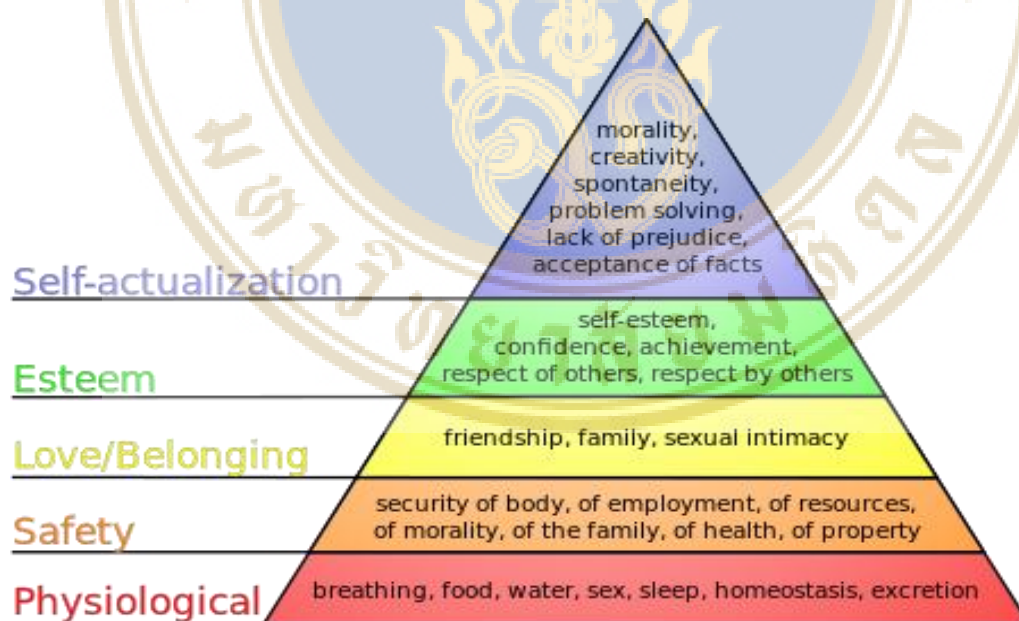
Figure 2.1 Maslow's Hierarchy of Needs

1. ***Physiological***: the basic survival needs, such as food, air, water, sleep, clothing, sex and shelter. All these facilities must be in place to make employees feel happy and satisfied in performing their duties without hesitation and second thoughts.

2. ***Safety***: the need to ensure a feeling of security and protection from danger and threat and the desire for stability from sudden fire out during organizational development and Change process. Job security and good compensation packages must be in place to satisfy the employees.

3. ***Social***: Wishing to be part of social interaction maintaining friendship with team members and co-workers. We should create cordially acceptable company culture instead of discriminations amongst the regionalism. The company culture should be sticking force to bring all of them together as family members.

4. ***Esteem***: The sense of respect and high self-evaluation (ballooning of self-ego or "I") with achievement, recognition are core components of job satisfaction. The feeling that I have done it "something" or "Be somebody" should be looming in the minds of employees after gaining experiences and expertise in their fields.

5. ***Self-actualization:*** The outlined career road map to become CEO or Government Secretary/ Director is the simplest form of self- actualization. Creating best avenues for creativity like Microsoft and Google Company to their employees that adds business values are outstanding forms of self- actualization.

A Study carried out by Chang-Hun Lee (2011), on the topic "factors affecting strategy commitment to community-oriented policing (COP) among South Korean police officers" to examine the relationship between organizational commitment and organizational behavior which contains several limitations, such as mixed levels of measurement and lack of empirical study in different social context. And also investigated individual demographic, personal, departmental and community characteristics as factors affecting police officers' levels of strategy commitment.

The research was designed by using attitudinal measures of individual, departmental, and community traits, which were developed by Michigan Regional Community Policing Institute, the current study collected from data from 206 randomly selected south Korean police officers who were designated as community- oriented policing (COP) officers or who were under COP at that time. The method used in this

research was survey data collected from 206 South Korean police officers in 2004. The dependable variables were outcome variable used in the current study was officers' level of strategy commitment to COP.

The variable was measured by three items" I am committed to the idea of COP", "I think we should increase the emphasis placed on COP", and "I consider myself a COP officer." The response options of each item were "(1) strongly disagree, (2) disagree, (3) Neutral, (4) agree, (5) strongly agree". And independent variable was demographic, personality, departmental, and community characteristics. Demographic variables included rank, educational level, field of major study during college/university education, career length, and COP training opportunity. The personality characteristics included officer's creativity, job satisfaction, and community ownership. The data analysis were done as running regression and result showed that creativity was significantly positively correlated with community ownership, but not with job satisfaction, whereas job satisfaction was significantly correlated with community ownership in a positive direction. There were also positive relationships between rank and major study/training opportunity. Significant negative correlation between rank and career length showed higher ranking officers had shorter careers in policing compared to lower ranking officers. Moreover, the supportive climate for COP activity was significantly correlated with personality. There was a significant negative relationship between community ownership and location of department (city) indicating that officers who were located in an urban community have higher levels of community ownership.

2.6 ERG motivation theory Alderfer

Indeed, Maslow's five human needs were condensed into three categories as listed hereunder by Clayton P. Alderfer in 1969. According to ERG, the manager must understand that an employee who has different needs that should be satisfied at the same time may not be fulfilled if the managers concentrates purely on one need at a time and will not effectively motivate the workers. Moreover, the frustration-regression nature of ERG Theory has huge impact on workplace motivation. For example, if an employee is not provided with existence growth and career advancement opportunities in an organization, he/she might regress to the relatedness need such as socializing needs and

meet those socializing needs, if circumstances do not allow. Therefore, it depends on the individual needs as and when required necessarily felt important and urgent with time pressure. The human desire varies based on their cultural set up also.

Existence needs: According to ERG theory, all external material and physiological (food, shelter, water, air, clothing, safety, physical love and affection) needs can be clubbed into "Existence needs". Or "Survival needs" or "Biological needs".

Relatedness Needs: Building strong relationships with family, friends, co-workers and employers helps to gain high self-esteem from the society at large in long run. It could also support to get recognition from the peers and family that could buy security from the family or team members by bonding.

Growth Needs: The favorable and good working conditions with much freedom to decide and show off ones creativity/innovation supports to gain high level of self- actualization. If someone's creativity is blocked due to system failure. It will create disgruntle in that employee wishing to leave the company. Having to work challenging task will really increase ones self- actualization at work place. This summarizes Maslow's fourth & fifth levels of needs.

Figure 2.2 ERG Motivation Theories

2.7 Motivation-Hygiene Theory

According to the Fredrick Herzberg's Two Factor Theory, this probes into the root cause of motivation leading to employee job satisfaction. His findings revealed that typical characteristics of a job are aligned related to job satisfaction and dis-aligned with dissatisfaction. They are listed hereunder:

Factors for Satisfaction

1. Achievement
2. Recognition
3. The work itself
4. Responsibility
5. Advancement
6. Growth
7. Security

Factors for Dissatisfaction

1. Company policies
2. Supervision
3. Relationship with supervisor and peers
4. Working conditions
5. Salary
6. Status

The magic of solving employee job dissatisfaction is to create/fix all six favorable conditions in any agencies /organization/company before it gets worse and uncontrollable. This motivating factor could help to improve employee job satisfaction which finally adds value to the company production line and increase efficiency in public service. According to Janice Wallace, (2010), facing "reality" including the emotional in school leadership programs through use of qualitative methods to argue that emotions characterize organizations and, therefore, emotional labor and performance is central to the work of school administration. The emotional study needs very careful attention in the educational programs. The author posits three perspectives on emotion in administrative work and organizational set up with better leadership courses. This paper finds that principals talk much more about emotional aspects of their work yet there is no explicit exploration of theories in principle programs. The brief example of psychoanalytic, socio-cultural, and feminist post-structural analysis of emotional labor involved with the administrative work for female principals. As researched by Lukumon O. Oyedele, (2010) found out that the four factors are favorable project working condition, organizational support, and design process efficacy and effort recognition. The questionnaire survey of architects and engineers in Northern

Ireland design practices were put together and used the factor analysis and regression modeling. And according to George Halkos Dimitrios Bousinakis, (2010), the effect of stress and satisfaction on productivity, confirmed that increased stress leads to reduced productivity and satisfaction leads to increased productivity. Quality of work mostly related to conscientiousness and personal satisfaction than work load. Energetic employees did affect the productivity positively. A random sample of 425 employees in the private and public sector were investigated.

2.8 Environmental Antecedents of Job Satisfaction

It has long been believed that routine, simple jobs such as we find on traditional assembly line are inherently boring and dissatisfying (see Hulin & Blood, 1968). Many have advocated redesign as a means of enhancing job satisfaction by making jobs more interesting (e.g Herzberg, 1968; Herzberg, Mausner, & Snyderman, 1959). This done by changing the characteristics of a person's job and tasks. A Job characteristic refers to the content and nature of tasks themselves. There are only few different characteristics studied as contributors to job satisfaction (Wall & Martin, 1987). The most influential theory of how job characteristics affect people is Hack-man and Oldham's job characteristics theory (Hackman & Oldham, 1976, 1980). The basis of job characteristics theory is that people can be motivated by the intrinsic satisfaction they find in doing job tasks. When they find their work to be enjoyable and meaningful, people will like their jobs and will be motivated to perform their jobs well. The five core characteristics can be applied to any job:

1. Skill variety

2. Task Identity

3. Task significance

4. Autonomy

5. Job feedback

The five core characteristics lead to three psychological states. Skill variety, task identity, and task significance induce experienced meaningfulness of work. Autonomy leads to feelings of responsibility. Feedback results into knowledge on

product of work. According to job characteristics theory, the five core characteristics determine how motivating a job is likely to be. The Motivation Potential Score or MPS for is shown hereunder:
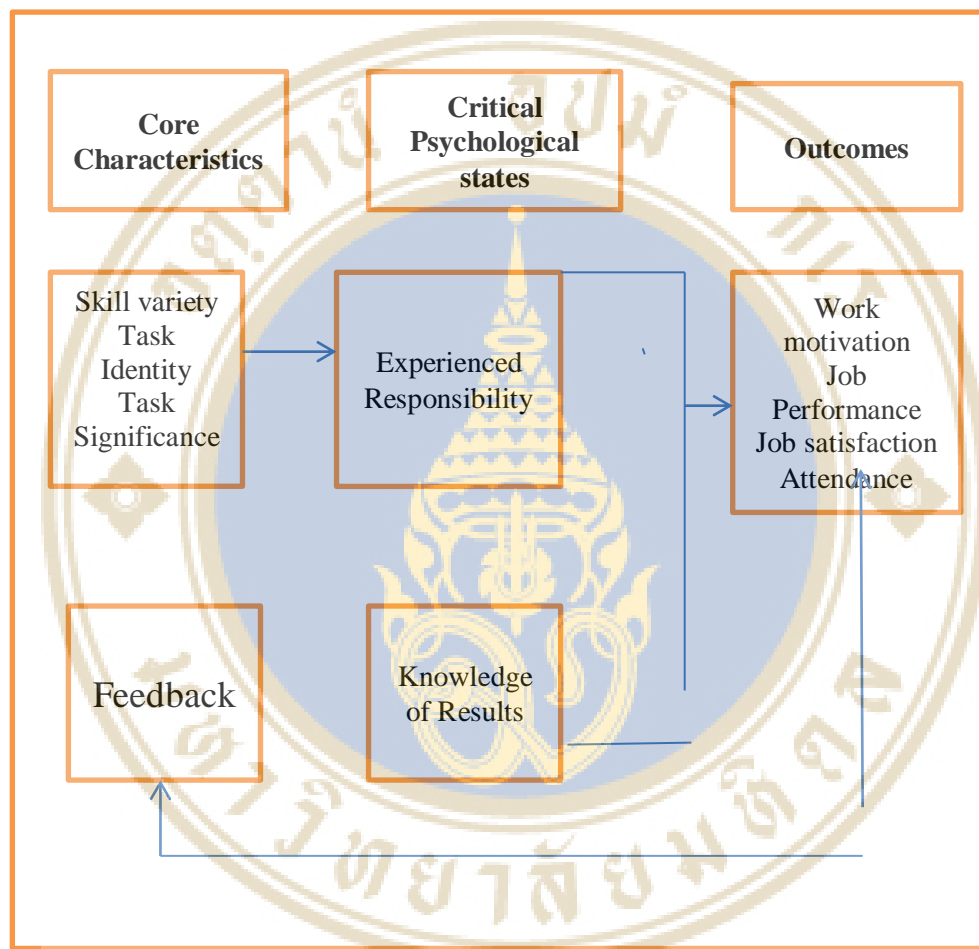
Figure 2.3 Hackman and Oldham's (1976) job Characteristics Model
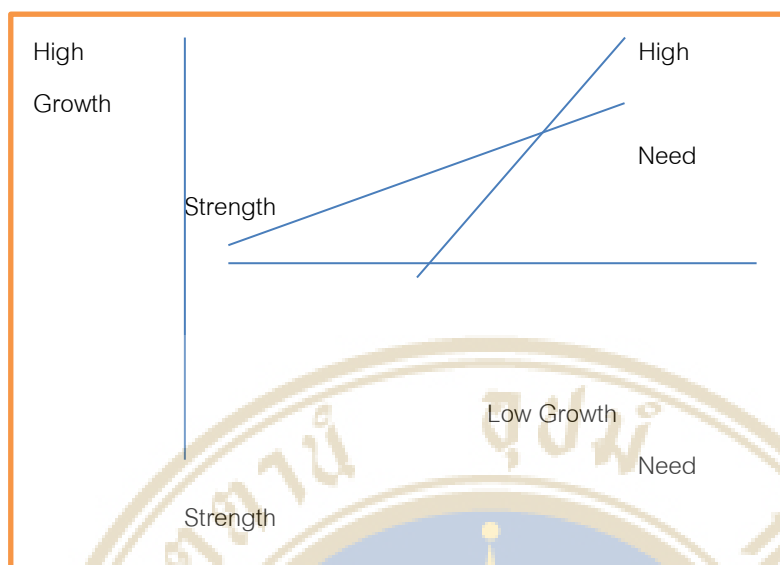
Figure 2.4 Graph showing the moderating effect of growth need strength on the job scope-job satisfaction relation.

Note: Scope is represented by the horizontal axis of the graph; job satisfaction is on the vertical axis. For people in high growth need strength, satisfaction is high and when scope is low. For people who are low in growth need strength, satisfaction is unaffected by the level of job scope.

Organizational constraints

        Conditions of the job environment that interfere with employee job performance are called organizational constraints. It comes from many aspects of the job, including people and the physical work environment. Peters, O' Connor, and Rudolf (1980) used the critical incident technique to develop a taxonomy of constraints. Each participant described a constraint incident that interfered with their job performance. Major focus of organizational constraints has been on job performance (Peters & O'Connor, 1980), it has been shown to relate to job satisfaction, as well.

Role Variables

One approach to viewing the interaction of employees and job is from the perspective of roles**. (**Katz & Kahn, 1978). A role is the required pattern of behavior for an individual in the organization. Roles can be associated with job positions or titles, but they are not same, as each people can have several roles, and not everyone with the same job titles has the same role in all cases. Role ambiguity is the degree of certainty the employee has about what his or her functions and responsibilities are. In many jobs, the expectations of supervisors concerning the subordinate's Roles & Responsibilities are not clearly delineated, leading to employee role ambiguity.

Work-Family Conflict

Work-family conflict exists when demands of the family and demands of the job interfere with one another. The problem can occur for anyone with a family but is especially troublesome for two-career couples with children and for single parents. Conflict is likely when children are sick and when school activities require parent involvement. According to the Gallup poll, 34% of Americans experience a considerable amount of work family conflict (Hugick & Leonard, 1991). A question was included about what people believed to be the best family versus work situation.

Pay

The correlation between level of pay and job satisfaction tends to be surprisingly small. As might be expected, level of pay correlates more strongly with pay satisfaction than global job satisfaction**.** Spector (1985) found a mean correlation of only 17 between levels of pay and job satisfaction in three samples representing a heterogeneous collection of jobs. This small correlation suggests that pay itself is not a very strong factor in job satisfaction.

Job Stress

On every job there will be conditions and situations that employees find to be stressful. Being yelled at by an irate customer or having a machine break while rushing to meet a deadline are stressful events that can be common for certain jobs. Warr and Payne (1983) conducted a survey of working adults in Britain in which they

asked if they had been emotionally upset by something that happened the prior day at work. Of those surveyed, 15% of men and 10% of women indicated having been upset by work.

Workload

Workload is defined as the demands placed on the employee by the job. Qualitative workload is the effort required by job tasks or the level of difficulty both mental and physical. It was found to correlate with job dissatisfaction as well as other job strains (Jex & Beehr, 1991). However, correlations with job satisfaction have been inconsistent across studies Dwyer and Ganster (1991) found in a sample of manufacturing employees that the correlation between workload and job satisfaction.

Control

Control is the freedom that employees get to make decisions about their work. Autonomy is a form of control limited to the employee's own job tasks. Control is broader term that includes aspects of the organization that have little to do directly with employee.

The Demand/ Control Model

The demand/ control model (Karasek, 1979) hypothesizes that control and job stressors interact in their effects on job strains, including job dissatisfaction. Demands are stressors such as workload that have the potential to include strain in people. Control acts as a buffer to reduce the effects of demands.

Work schedules

The standard work shift for most people is approximately eight daylight hours per day for weekdays each week. Nonstandard work schedules are spreading, requiring longer shifts and working different days and times.

The effects of flexible work schedules on job satisfaction have been somewhat inconsistent Pierce and Newstrom (1982) and Ralston (1989) both found that job satisfaction was higher flexible work schedules than with fixed work schedules.

According to Ronald J. Burke; Parbudyal Singh and Lisa Fiksenbaum (2010) through the use of exploratory research examined the relationship of a measure of work intensity with potential antecedents and consequences. It was found that work intensity have high internal consistency and reliability. Moreover, work intensity was significantly related to respondents' organizational level and work status. And emotional demands, job demands, and time demands; the first two were consistently related to other study variables, whereas time demands were not.

A study conducted by Vincent P.Magnini, Gyumin Lee and BeomChoel (Peter) Kim (2010), on the topic "The cascading affective consequences of exercise among hotel workers" found out that frequent exercise among hotel workers leads to higher levels of emotional intelligence among them; this emotional intelligence then spawns increased cognition-based trust in their managers, affect-based trust in their managers, and overall job satisfaction; the heightened level of cognition –based trust also a direct path to overall job satisfaction, and overall job satisfaction results in bolstered organizational commitment.

The work intensity was found to have high consistency reliability. Work intensity is significantly correlated with work hours, but modestly. Gender, age and organizational level predict work intensity but not work hours; males, younger hotel managers and hotel managers at higher organizational levels indicate greater work intensity. Surprisingly, neither work intensity nor work hours have significant relationships with important work outcomes." as studied by Lisa Fiksenbaum, Wang Jeng, Mustafa Konyuncu and Ronald J. Burke. (2010). Tariq Malik, (2013), "positive effects of opinion count on job satisfaction of team members in business enterprises", found out that an empirical insight on the relationship between formal teams and their member's job satisfaction. Firstly, formal teams, positive attitude to conflicts, effective conflict resolution, and "Opinion–Count" of members positive effects than any other concept. It was concluded that "opinion-count" in communication mediates the other effects in team communication for job satisfaction.

Job Satisfaction

Job satisfaction is the level of happiness an employee draws from his or her job based on their thoughts and judgments that changes every moment with an external

job environment that may last for only few years. The happiest employee of today may turn into most disgruntled one after few years due to his/her mental and external factors which presses hard to adopt. The most dis-satisfied employee of today may turn into happiest worker in any company due to the fact that some favorable factors creep in. Everything depends on cause and conditions which have inter-dependency relationship and nothing exist of its own identity.

Figure 2.5 Satisfactions and performance model

1. **Organization Commitment:** If employees are fully satisfied with their job, they will formally make a declaration and acceptance of company goals, values along with measurable effort put on without any pressure from the external forces and finally becoming the team members of that organization, becoming "culturally fit"

2. **Organizational Citizenship:** If any employees show up for volunteer works at organization without involving any extrinsic rewards is the sign of job satisfaction.

3. **Productivity:** the tangible result or a product that an employee produces that adds value to the company is directly linked to the job satisfaction is high.

4. **Absenteeism:** Any number of days that employee did not turn up to work due to some ambiguous excuses has big connotations of low job satisfaction.

5. **Turnover:** The annual rate of employee leaving the company due to some reasons have to be linked with low rate of job satisfaction an employee gets from that

organization. (Source: Organizational Behaviour, 15th Edition; Stephen P.Robbins, Timothy A. Judge, Pearson)

According to Steven H. Appelbaum Damlen Louis Dmity Makarenko Jasleena Saluja Olga Meleshko Sevag Kulbasia, (2013), it was found that "the employee trust is an important determinant of their willingness to participate in decision making. Insufficient employee participation in decision making in turns leads to low level of employee job satisfaction and employee commitment". It was found there are substantial and reliable group-differences in job satisfaction within the banking sector. It is partially explained by job characteristics from the JDCS model at the individual level and decision authority was found significant at aggregated level. (Bart Cambre, Evelien Kippers, Marc van Veldhoven, and Hans De Witte, 2012).

Managers in academic institutions derive greater job satisfaction from their jobs than the other academics. Even when academics and their managers were both dissatisfied with aspect of their jobs, such as present pay, the managers were less dissatisfied with the other academics. (Titus Oshagbemi, 1999). Nicole Torka (2007), the satisfaction theory is transferrable to temp agency workers, but that future satisfaction research should include less studied factors as labor market and layoff experiences, as well.

The result showed that the public service motivation in the west exist in China, but the generalizability of the construct is limited Three of the four dimensions of public service motivation(attraction to public policy making, commitment to the public interest, and self-sacrifice) exist in China, but the fourth dimension(compassion) is unconfirmed (Bangcheng Liu, Ningyu Tang & Xiaomei Zhu, 2008).

The favoritism by the leader and the reliance on impression management by followers can lead to dysfunctional LMX. This can then lead to negative reactions from group members and undermine work group cohesiveness. (Rozhan Othman Foo Fang Ee Ng Lay Shi, (2010). According to Mark R. Testa (1999), "the role of stakeholder satisfaction with organizational vision and variables that may be useful in improving service quality (i.e job satisfaction and service efforts). These results are consistent with the generally accepted effects of a shared vision. (i.e improved performance, satisfaction, quality, etc).

It also showed that stakeholder attitude toward organization vision of the host company was significantly correlated with both job satisfaction and perceived efforts in providing quality service." Distributive justice was related to satisfaction with pay level, procedural justice to satisfaction with benefits, raises and pay structure and administration, and informational justice to pay level and structure administration. (IM. Jawahar & Thomas H. Stone, 2011).

The employee job satisfaction influences a customer's perception of quality, customer satisfaction and the development of high relational switching cost. (Spiros Gounaris Achilleas Boukis, 2013). And the females were no less committed to their organizations than were males. Nevertheless, one segment of the accounting workforce displayed more discontent than remainder of the profession. Females (particularly those with an external orientation) expressed less satisfaction with their current positions and greater intentions to search for alternatives. (Sarah A. Reed Stanley H. Kratchman Robert H. Strawser, (1994).

According to Roland T. Rust Greg L. Stewart Heather Miller Debbie Pielack, (1996) found out that the number of paydays turned out to be a driver of delight, but not a driver of satisfaction and employees' dislike of their supervisors. However, formal teams, positive attitude to conflicts, effective resolution, and "opinion-count" of members' positive influence job satisfaction of members. And "opinion-count" may have more positive effects than any other concept. Therefore, it was concluded that "opinion-count" in communication mediates the other effects in team communication for job satisfaction. (Tariq Malik, 2013). The intrinsic rewards explain the most variance in the respondents' job satisfaction, followed by work relations with management. In contrast, public service motivation-fit (PSM-fit) and work relations with co-workers are found to play a less prominent role in shaping job satisfaction. (Jonathan H. Westover Jeannette Taylor, (2010). It was found that job satisfaction partially mediates the relationship between time demands of work and turnover intention (Vathsala Wickramasinghe, 2010)
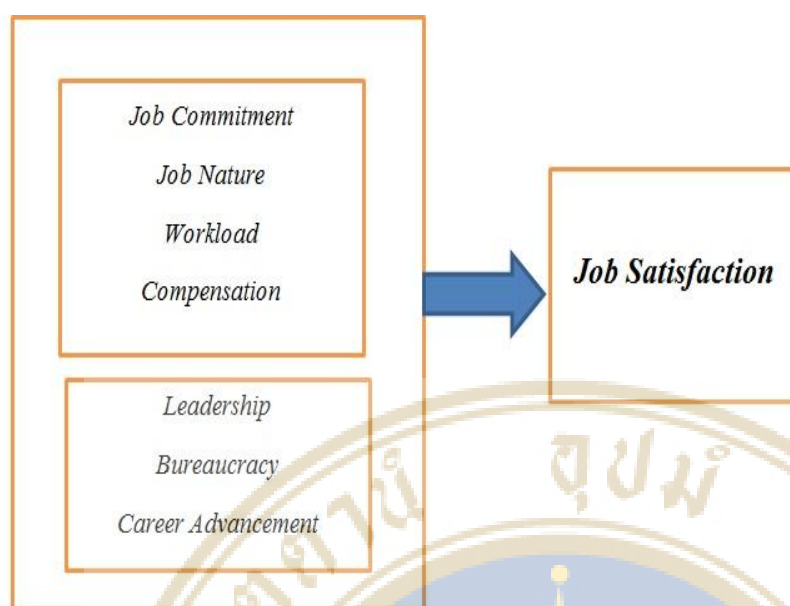
Figure 2.6 Conceptual Framework of the study

2.9 Propositions

Bhutan Narcotics Control Agency is a nodal law implementing office being poorly staffed to fight the rampant Narcotics and Tobacco related Drugs trafficking and crimes are happening daily due to the globalization and dawning of the modern education system and internet influences and excessive media exposures. From the inception (2006) of Bhutan Narcotics Control Agency did face with acute shortages of manpower to support and implement its planned activities over 20 districts and 205 blocks as mandated by the laws.

The vision of Royal Civil Service Commission to have "Small, Efficient and Compact Civil service" did not approve any new posts to recruit employees to share the workloads being imposed to incumbents in the field inspections to be carried out as mandated by Narcotics and Tobacco control laws which are not their job responsibilities as civil servants. The nature of job is almost like civilian police to nab those traffickers and put behind the bars or impose heavy fines based on the complaints received from the public. Therefore, the employee job satisfaction seems to be very low as compared to other public sector offices due to above variables like manpower shortages and nature

of job itself. Therefore, by using the qualitative research methodology, I would like to develop the following propositions to base my data collection on:

P1. The job commitment demanded by the employer erodes employee satisfaction and happiness in the long run.

P2. The Nature of job in BNCA is to control the Narcotic Drugs and Tobacco products leading to low employee satisfaction.

P3. Due to limited employees working in BNCA as enforcement officers; employees feel overloaded with the work.

P4. The Bhutanese culture can be another obstacle to implement the Narcotic Drugs and Tobacco control laws for the benefit of Bhutanese society.

P5. The leadership style in BNCA is another problem that demotivates the employees with limited support and efficiency.

P6. In the government agencies, the compensation is very low as compared to corporate world which can dissatisfy them in the long run.

P7. Bhutanese bureaucracy is another bottleneck in garnering support and immediate official approvals which leads to poor job satisfaction and demotivation.

P8. The career advancement in the Government sector is not that swift but drags on for many years to earn single promotion and many formalities to fulfill leading to poor job satisfaction

CHAPTER III
RESEARCH METHODOLOGY

In this chapter, the researcher describes research design, data collection and data analysis.

This study uses qualitative (phenomenology) method with open-ended in depth interview questions in designing the research. Kahn and Cannell (1957) describe interviewing as "a conversation with the purpose" P (149). Interviewing varies in terms of a priori structure and in the latitude the interviewee has in responding to questions. Patton (2002, pp. 341-347) puts interview; the general interview guide approach; and the standardized, open-ended interview. The negative of using this method may be at times, interviewees may have good reason not to be truthful (Doughlas, 1976). The data sources are purely primary data which were being collected through key employees in Bhutan Narcotics control agency elucidated in chapter 2.

3.1 Research Design

In this study, primary and secondary data are collected in order to identify the motivational factors which impact the employee job satisfaction in Bhutan Narcotics Control Agency. Moreover, out of twenty two employees working this agency currently; only ten of them are selected for the face-to-face in-depth interview keeping in mind that these employees are the best chunk of primary source of data generator for my research topic instead of selecting all employees for the interview which is time consuming and not feasible at all. Indeed, there are many ways to collect data like focused group interviews and expert interviews.

According to Yin (1994), there is a common misconception that occurs among researchers in that they believe research studies must be used hierarchically. Investigators have been told that case studies, for example, are only suitable for an

investigation in its exploratory phase. Yin has proposed criteria of selecting a research method that it should be based on:

(1) Questions that will be used in the research: "How and Why"; or "Who, What, where, How Many, and How Much"

(2) Situation control requirement: whether the researcher would like to control the events or not.

(3) Period of research: current or past situation

The case study research method has been selected for this study. Yin (1994) defined a case study as "an empirical inquiry". It means a contemporary phenomenon of a specific context will be studied. Mostly, such a method is conducted when the frame of phenomenon and context are unclear. The case study's questions are the how-and-why type, which are more exploratory. Also, there is no need of control over the event, and the research is to study current situation. In Yin's point of view, the case study is considered to be more than just an interview; rather, it gathers multiple sources for gaining evidences. Also, to use the case study method allowed us to explore those contextual conditions.

There are many advantages of using case studies. The data that has been examined will specifically be interpreted in the context that the researcher would like to have. (Yin,1984). It means it has to be studied within the situation that those activities happen. Yin (1984) also mentioned that with only quantitative evidences, the case studies can be done. As a result of this approach, what is being studied can be found easily by using only quantitative evidences.

However, Yin (1984) discussed that there are some concerns that must be remembered about case study strategy. Frequently, case studies for teaching and research make people confused. With a teaching objective, the case can be adjusted in order to effectively highlight a specific point. On the other hand, all findings from case study for research must be reported as it was investigated. Another concern pertaining to case study is scientific generalization. It is occasionally asked that how it can be generalized with only a single case.

In this sense, the case study is not done in order to reflect a sample. Its target is to focus on an analytic not a statistical generalization. Even though the case

study allows you to dig deeper into details of a specific case, it lacks an external validation. The findings may be applicable for only internal use. The semi-structure depth interview was selected for this exploratory research. Statistical considerations were not significant factors in this qualitative study.

3.2 Sample Selection

In the case of sample selection, the face-to- face interviews will be conducted with six higher grade Officers and four support staffs totaling ten Officials out of twenty one employees. I would be building good rapport and communication with my employees so that they can trust me to share their opinions and thoughts freely that it becomes my excellent data to support my missions in this research to test my propositions developed.

There are two segments of employees working in my agency namely, management and non-management. The management team earns confortable pay packages and able to lead much better life since they are positioned at higher grade in the civil service. The non-management team of employees earns just enough pay packages to sustain in the capital city with low grades. Therefore, I decided to segregate these two teams of interviewees for the in-depth face-to-face interview which will have various opinions and comments to interpret during my analysis. Their opinion could purely be based on their satisfaction rate with the current compensation packages provided by the agency and working environment too.

It is for sure that all levels of employees will have different opinions on my interview questions which can be grouped into different set of data and analyzed accordingly. Their opinions will differ in terms of experiences in service and power they hold currently. Their perception on the job satisfaction will be quite different and results too will differ.

3.3 Interview Questions

1. How long have you been working here? How do you feel about working here**?**

2. If the agency would improve something, what do you want it to improve?

3. Could you give me some examples of good incident that made you Happy/satisfied working here?

4. How do you think Bhutanese culture affects the work at BNCA?

5. What are factors that made you join BNCA?

6. What are the things that you dislike in BNCA?

7. Do you compare your work with other agencies? What is your experience on it?

8. What is your general view on the job nature in BNCA? Do you think that you can fit to such working conditions

9. What is your view on BNCA leadership and organization culture? Share your practical experiences?

10. What motivates you the most to work in BNCA? Could you please share?

CHAPTER IV
FINDINGS AND DISCUSSION

Empirical evidence for this case study is quite limited in regard to how well the individual interviewee was able to express his or her perceptions and opinions. The qualitative method has been adopted for this particular case study. Only-open-ended questions were used in the interviews in order to stimulate the selected sample of employee's perception on prevailing antecedents on the job satisfaction at Bhutan Narcotics Control Agency.

- **The job commitment demanded by the employer erodes employee job satisfaction and happiness.**

Out of ten interviewees that I interviewed, five of them said that they are very much committed to their job. Researcher as one of the employees of the agency would like to note that job satisfaction leads to job commitment. Having worked for many years in the government agency, it was my practical experience that until and unless I am satisfied with my job, I am not willing to be committed. If any agency provides very hopeless environment to work, the satisfaction on job dips down and we tend to build a notion of low commitment and disgruntles within the office. Many of my colleagues tend to look for departmental transfer and develop intention to quit if they are not satisfied with their job. It is happening and will happen in the future too. To quote one of the interviewees has said to support my statement.

"Firstly, when I joined the civil service, I took up job because of job security. But then, now I feel more than that, my personal satisfaction that I get fulfillment or sense of achievement. It is not the compulsion or something that pushes me to work. I am really committed to my job"

And *"I feel, I am fit to work in this organization. If everything goes as planned, I would like to become the Director General of BNCA in the future. I feel I am fit in this organization. I want to improve my networking, leadership and personal*

skills. Unless one committed to the job, one won't be able to conduct a small meeting in agency".

The main reason for commitment was job security and training opportunities offered in the government agencies as compared to private organizations. The intrinsic motivation was another factor that led to the commitment in their life which was generated from their hearts. Researcher could also conclude that Maslow's Hierarchy of Need theory namely "Esteem" was another cause for their commitment. The self-esteem, confidence, achievement, and respect by others automatically get realized while they perform their duty in such reputed agencies. Moreover, the society looks at them as the role model and follows them with zeal and trust.

As soon as the employees get good positions in government agencies, they feel great achievement in their life being selected from thousands of graduates from the job market. The psychological, safety and love/belonging needs of the Maslow were already fulfilled as soon as they get good job in the government agency and moves higher in their needs in the course of time in service.

Researcher feels that these pools of employees are highly engaged in their work unconditionally. At the same time, the researcher could also conclude that some employees are not committed to their job but do perform their duty under the fear of administrative action from management and the free rider employee could be predicted with their lukewarm responses collected duly. Nevertheless, majority of employees are fully committed to their service, signaling as a healthy organization to work at. The researcher would like to develop a theory that job security is the gateway to job commitment in the long run to achieve the visions of any agencies. Every employee wants to have good positions being secured instead of layoff depending on the company policy and economic strength.

Moreover, the Bhutanese economy being weak and poor, jobs in the private sectors are not secured and plenty of layoff is happening annually. Such trends of insecurity in job had implanted very bad impression on the minds of employees who are unwilling to accept any job offer in the private sectors. Therefore, job commitment is not something that we guaranteed by signing the bonds between employers and employees but it's an intrinsic motivation which outflows when the

employees feel they have secured job to hold on until they do retire from the entire service period.   It adds more happiness in their mind and willing to contribute more without being asked for.

   - **The Nature of job in BNCA is to control the Narcotic Drugs and Tobacco products leading to low employee satisfaction.**

The researcher as one of the employees of the agency strongly feels that the job nature is of purely enforcing the narcotic drugs and tobacco control laws to the citizens irrespective of ranks, assumed to be bottleneck for employee satisfaction. But, by looking at the interviewee's responses frequently using the job nature as one of the "Social works" that they do carry on.

I quote a statement from senior Officer *"I feel happy with job in BNCA is privileged and honored. I really like my job very much. This is to be working in BNCA, something social."*

This perception being developed by the many employees could conclude that it has charm and zeal to work for the benefit of society and they draw happiness from their little contribution. The employees rather feel satisfied and happy to work in the agency because of their positive thinking towards the job. The researcher feels that such positive attitude towards the job was generated as every citizen is molded by the Buddhist teachings on love and compassion followed by helping others without any expectations. The employees are of the opinion that they are creating a safe and happy society by controlling the drugs and tobacco products by implementing the laws efficiently.

To quote, *"Generally work nature in BNCA, I feel it for society is very good and even I heard that we are getting larger public attention and people are happy with what BNCA is doing to curb the drugs and alcohol problems. The youth related problems, so BNCA is doing well"*

Moreover, few interviewees are generating happiness in performing such inspections along the highways and towns.

To quote the statement; *"And one thing is going out with peer counselors for outreach works, we meet drug addicts, alcoholics, and there especially myself feel little bit of happiness in doing so."*

The researcher also concluded that employees are enjoying their job very much as they could make differences in the life of addicted youths and reintegrate them into normal life with their family after treatment and long rehabilitation process.

- Due to limited employees working in BNCA as enforcement Officers; employees feel overloaded with their work.

Four interviewees said that the work is "challenging" in BNCA signaling that they wanted to have fun and challenging job instead of boring and monotonous job in the assembly line. The researcher as one of the employees of the agency felt that having to work in the Office and conducting the field inspections to control the drugs being trafficked whereby meeting very tough drug traffickers and addicts to handle safely is the main challenging job in this nodal agency. Such challenge really teased our brains to handle out in calm and safely. There will be certain degree of emotional breakdowns from trafficker as well as enforcing officers do occur during the inspections when someone is already behind the police trucks with seized goods. In this matter, enforcing officers should restrain from their emotional breakdowns and act according to the laws of the land.

Most of the interviewees have positive attitude towards the workload that they shoulder at present with the limited manpower.

To quote one statement said by an officer *"I don't want to say I am overloaded with works, as we are bound to work as we are paid for it. It is not right to say I am overloaded."*

Time to time, interviewees were overloaded with many duties to complete on schedule but they did not mind to sacrifice even holidays to work, for it has given them lot of zeal and challenges. It keeps them fully engaged as energetic and qualified civil servants. The researcher feels that it may not be true in the case of senior civil servants in the government agencies as they need more attention for their family life and unlike engaged in the official works even during holidays.

Most of the interviewees felt, there is need to recruit more employees to this agency to share the workloads that incumbents do carry on. Researcher learned that the existing employees are doing paper works as well as the field inspections by

liaising with different stakeholders like RBP, BAFRA, and DRA & DRC as a nodal agency.

To cite one quote stated by one of the interviewees, *"Not really excessive but BNCA need to recruit more staff which office lacks. Currently I am taking responsibilities of procurement and store and administrative support. To share the responsibilities that I am carrying, I feel sometimes overloaded with assignments."*

Due to limited manpower in the agency to handle many field inspections, most of the interviewees are feeling overburdened with responsibilities and felt they are dissatisfied with the current status quo of the manpower planning approved by the Royal Civil Service Commission of Bhutan and wishing highly to get recharged from the concerned authority.

- **The Bhutanese culture can be another obstacle to implement the Narcotic Drugs and Tobacco laws for the benefit of Bhutanese society.**

Two interviewees responded that Bhutanese culture of social stigmatizing or branding as spoiled people by society towards drug abusers discourages them to visit Drop-in-Centers for receiving the counseling services offered by the BNCA. The researcher feels that Bhutanese culture does not accept easily the concept of addictions as one form of diseases or sicknesses that our youths are susceptible due to the modernization affects from the western culture.

In order to support my statement, I would like to quote the statement said by one of the interviewees;

"I think concept of drug abuse is quite new in Bhutan and society at large does not accept drug abusers; so social stigma is very strong. It affects our services. For instance, we opened our DICs in four major towns, if we go by arrest records is one thousand per annum but people who receive our counseling and advice services ranges from 30-40 visits annually. It is because of social stigma and our culture is not friendly."

This is one of the drawbacks of Bhutanese culture in the implementation of narcotics laws and rehabilitation process finally sending negative effects on the employee's job satisfaction. Researcher felt that, however, the employees tried their

best to offer counseling services but lukewarm responses from the addicts demotivated them further in performing their duties.

On the other hand, some interviewees are of the opinion that Bhutanese culture do highly support in the implementation of Narcotics and Tobacco laws being grounded on the religious faith and trust.

To quote, one of the interviewee's statement, *"Our culture, normally, BNCA as a regulatory agency controls both drugs and Tobacco products. On drugs, general public are supportive since drugs are consumed by the youths. The inspection should be done time and again as per their wishes to advocate and deter people from involving trafficking. The people are supportive with the idea. On the Tobacco control, religiously bound people are supportive as comprised of 70-80% are Buddhist believers of Guru Rinpoche. It is believed that using Tobacco products can harm health of even Gods, Nagas and Pretas."*

"As per me, the culture does not affect much".

In this matter, the researcher too felt that Bhutanese culture indeed boosted the energy of employees considering their job as interesting and fruitful one. Even looking from the perspective of health, consumption of drugs and tobacco products are harmful to their body. Therefore, the Bhutanese religious concepts of ill effects of drugs and tobacco products can merge easily with scientific findings of the WHO and support in controlling activities.

- **The leadership style in BNCA is another problem that demotivates the employees with limited support and efficiency.**

Two interviewees has said that the BNCA leader should be more decisive and firm while making routine decisions rather than acting indecisive and weak with decision process that demotivates them completely. The researcher too felt that it was genuine feedback from the employees to improve BNCA leadership style to make more dynamic and engaging agency in the future by considering as constructive feedbacks.

To make my statement more strong and accurate here goes a quote from one of the interviewees said

"I feel like, our Director General could be firm in his decision making or be decisive in his decision process."

The researcher felt that good leadership is one of the most critical factors to make happy agency and attractive office to join in the civil service. The employees always want to know the leadership background of certain agency before they apply for job or transfer of that particular agency.

One of the interviewees said that leader should take risk while performing their duty in the interest of Nation instead of playing the safe game. The researcher could also conclude that less risk tolerance character shown by the leader did demotivate the employees to perform well in their duties.

To quote one statement stated by one of the interviewees, *"In order to have good organization that works effectively, BNCA should have dynamic leadership. BNCA need a leader who is very decisive and risk taking and finally supporting the subordinates"*

Most of the interviewees are of the opinion that BNCA should have very dynamic and flexible leader who can understand the feelings of subordinates rather than autocratic and domineering boss.

As said by one of the respondents; "Staffs working here are supportive and friendly, but coming back to the boss/leader. He is like more bossiness by nature. He treats; we are under his super control and decision." The researcher as one of the employees felt what I presumed in the hypothesis did support and the poor leaders are gate way to ruin whole agency by demotivating employees in the course of time and turn them into disengaged employees. The researcher felt that there is no better way to resolve such issues but if only our leaders digest the feedbacks and learn to change their behaviors, and if the concerned authority could do some big bang programs as organizational development and change management from the top bureaucracy to regain the motivational impacts of leadership.

- **In the government agencies, the compensation is very low as compared to corporate world which can dissatisfy them.**

Most of the interviewees are very happy with their pay or compensation packages provided by the royal government based on the strength of Bhutanese economy and annual inflation rate.

I hereby quote one statement said by one of the interviewees; *"I was fine with my previous salary as well but we got raised which I did not ask for. It is bonus for me. It makes me work harder and sincerely. I am fully satisfied with my pay."*

The researcher could draw a conclusion for having higher satisfaction with their pay was mainly due to the fact that as Buddhist followers; we Bhutanese people are not that ambitious and crazy for materialistic achievements after being guided by the philosophy of Gross National Happiness by leading simple and normal life. If we know the materialistic limit in our life, we are richest person as per Lord Buddha. We can enjoy the supreme level of containment with such thinking process of "I have enough now" in our mind set.

As said by one of the interviewees during his interview session; *"That too depends on the individual since it is subjective matter. Human wants are unlimited. On top we have guiding philosophy, Gross National Happiness with many pillars supporting which talks on containment. When we talk of necessity things, it is very much adequate. If we want lot of material wants, it is not enough with salary. It depends on individual."* Therefore, most of them are really satisfied with compensation packages and enjoy their job at the fullest.

Few interviewees are of the opinion that pay packages are not really enough to sustain in the capital city with high living standard and feeling dissatisfied with the current pay packages offered.

To quote *"In this stage, living standard is very advanced, compared to past situations. It is very difficult to exist and salary is not enough. We need to have more pay."*

The researcher did conclude that especially single earners and low ranking employees do face these critical financial shortages to meet many demands from the family in providing education to their children and support their parents at hometown.

The officer who has good grades and positions in the agency are very much comfortable with the compensation packages.

Moreover, there are two groups of employees namely, management and non-management. The management group of employees is holding good positions and high grades in the civil service, finally earning stable income, while the non-management groups of employees are lower ranking civil servants with low grades pecked with low salary per month.

In this matter, respondents of management teams showed very well satisfied with the compensation provided by the government and feeling comfortable at capital city whereas the non-management team of staff is feeling hard to catch up with the high living cost at capital city. Therefore, the result came out very different in both cases; the management teams are highly satisfied with their compensation packages and non-management teams are not at all satisfied with the current pay packages. This quote got its words to explain of their frustration and dissatisfaction with the current pay packages:

"*The government is paying as per our job responsibilities and qualification level. I will be happy if they provide more. Feel not satisfied as the market prices going up in capital city, and is difficult to survive in Thimphu with the amount that we earn.*"

- **Bhutanese bureaucracy is another bottleneck in garnering support and official approvals which lead to poor job satisfaction and demotivation**.

Most of the interviewees felt that Royal Civil Service Commission (RCSC) should approve more law enforcing officer posts to BNCA instead of standing by the efficient, small and compact civil service depending on the genuine requirements of agencies. As the national crime rate for abusing narcotic and tobacco products are increasing annually as per the records of police department.

On the other hand, the manpower allocated in BNCA is very limited and facing acute shortages to implement those urgent acts of Narcotics and Tobacco control laws to maintain a clean and sober society.

The senior most interviewee said that *" I feel there is shortage of manpower in BNCA, especially, the country that I have visited, got their own set of*

manpower/professionals, like narcotic police, they all do themselves, although, other agencies do support them in drug control activities. They have set of independent manpower. Enforcement in tobacco control section, we don't have manpower since government is trying to come up with compact and small civil servants policy."

In this matter, the researcher would like to conclude that bureaucracy has negative implications on the employees' job satisfaction of BNCA. Most of them are demotivated as they have to shoulder many responsibilities at hand and pressed to meet the deadlines.

One of the interviewees *said "The national figures like ministers and Secretaries should visit rehabs and provide moral support to those boys who become sober after rehab course in the treatment center. The main aim of BNCA is to prepare those addicts to reintegrate into the main stream of life."*

Therefore, BNCA employees do need support from the top levels of bureaucracy which never happened as of now.

The researcher felt it was necessary for gearing up such support which can boost their morality and service efficiency to the addicts. It could also have high impact on the minds of addicted youths by rekindling their hope and aspiration to live very healthy life with the family. The researcher felt that most of the addicts are jobless youths who want to find happiness in drugs and tobacco consumptions that drain our energetic and productive youths who can contribute in the nation building if utilized in better ways.

- **The career advancement in the Government sector is not that swift but drags on for many years to earn single promotion and many formalities to fulfill leading to poor job satisfaction.**

Most of the interviewees did not throw any comments for the career advancement in BNCA. The only single interviewee did mention *"I feel I am fit to work in this organization. If everything goes as planned, I would like to become the Director General of BNCA in the future. I feel I am fit in this organization. I would improve my networking, leadership and personal skills."*

This respondent has got very clear vision in his mind to climb the ladder of career advancement till Director General of BNCA. The researcher also feels that this

respondent is very capable and competent officer in the agency to dream of such higher achievement which he can achieve it one day.

The researcher would like to state that in the government agency, the normal promotion happen every after the completion of four years of service in the same grade and it can be stagnated reaching up to certain levels of grade based on our qualification background. Some of the important posts are filled with fierce competition among many capable applicants and also appointed based on the recommendations of Prime Minister and His Majesty under deputation to certain projects.

Therefore, the researcher did conclude that career path is very much streamlined in the government agencies by creating very conducive working atmosphere. There is nothing much to worry of their career advancement in the entire service period until and unless the employees did severe criminal and corrupted acts leading to the termination of service by the Royal Civil Service Commission. Researcher feels that is why the respondents are very silent on their career advancement.

Moreover, researcher also learned that the more and frequent training and development offers to employees generated higher satisfaction and cemented their commitments. And also the ex-country and in-country tours did help to gain more satisfaction with their job. If rejected such training opportunities based on favoritism and nepotism could highly demotivate them to perform well.

To quote one statement said by one of the interviewees *"I just want to say that the fact that my juniors who are working in other agencies; they all go for ex-country trainings based on BCSRR 2010. BNCA too get many offerings from other donor countries which are relevant to my job. The boss/head of agency do not support me to attend such courses."* Such non-support events from the head of agency could totally demotivate their employees in the agency and will look for better placements through means of departmental transfers and become non-engaged pools of employees and become just burden to the government.

Recommendations/ Managerial Implication

Job Commitment

The job satisfaction has led to job commitment in the government agency in the long run. Therefore, I would like to recommend BNCA should plan and develop frequent training and development opportunities in-country and ex-countries for employees. Such factors could generate job satisfaction amongst employees which finally leads to job commitment. Moreover, the nomination process for training should be streamlined and operated very openly and fairly.

The transparency and accountability should be highly observed in nomination process. The office should also try to create very conducive environment in terms of work places and co-workers. And BNCA should have a platform to sort out the differences between employees which made them dissatisfied with the job and find ways to reach at common consensus of decision. Nevertheless, more involvement of lower grade employees in the decision process should be encouraged and decentralized.

Job Nature

Most of the BNCA employees did consider the job Nature as "social work" which is very interesting fact to find out from this study. In this matter, BNCA should ride on these positive thoughts of employees and make it as a theme of the agency so that future employees will be attracted to join and work as social contributors rather than as implanter of the narcotic and tobacco laws.

Such good intention on job nature was nurtured by the historical and Buddhist concept propounded by Guru Rinpoche on the ill-effects of Tobacco and Drug consumptions. Therefore, we should always promote such good values which can leverage the law enforcement activities and can help to reduce the cost of recruitment and intention to leave. It can also increase the motivation to work hard and feel happy to align with agency's vision and missions.

Workload/Job Demand

Indeed the workload was perceived as "challenge" by all employees and took it very positive way. It was very heartening to learn that workload perception did drive the employees to fight with and never left any stones un-turned. Although, BNCA got very limited number of employees at hand and given huge tasks to control nationwide narcotics and tobacco abuse to have clean and sober society.

Therefore, I recommend that Royal Civil Service Commission may approve new post case by case of Inspectors for BNCA to reduce the workload in the field. It would have direct impact on the job satisfaction of BNCA employees. The lesser the workload the happier employees are and have much service efficiency in controlling drugs and tobacco. Moreover, I recommend BNCA to award some "appreciation certificates" to those employees who try their best to serve with workload even during weekends and government holidays to motivate them further and keep their same spirit of charm in their job

Bhutanese Culture

The Bhutanese culture was found to be an obstacle in the implementation of narcotic and tobacco laws. Most of employees felt that the "social stigma" towards the drug abusers retarded the DICs visits at different regions by the clients. The branding as a bad person by the public, limited the frequency of counseling at Drop-In- Centers. The DICS are left without users for fear of such social stigmatization as bad person. It has severe impact on the job satisfaction of the service providers and stakeholders. Therefore, the BNCA should be doing more awareness program on drugs and tobacco abuse as "health issue" and not as bad trends as branded. The Bhutanese public should change their mind set towards addicts as "health problem" rather than branding as evil people. This will push our service providers to reach at the furthest corners of the society and encourage more addicts' youths to visit the counseling centers to change their habits to sober way of life. On other hand, Bhutanese culture too do support in the implantation of laws based on the Buddhist teaching propounded by Guru Rinpoche and I recommend that BNCA should use those tools as back up force and try leverage on it.

Leadership

It was found that BNCA leader is very weak in decision making and took less risk at financial and management process. In this matter, I would like to recommend that BNCA leader may undergo decision making training courses at International benchmarking and improve on how to make decision very perfectly but within the rules enshrined. Throwing away the risk factors to lower grade officer was another important factor made employees feel dissatisfied with their job.

Therefore, as a leader, we should lead by an example and walk the talk. I recommend our leader to stand by his own words and show up as modern leader but not as a shortsighted ruler. The leader should have perfect way to motivate all employees rather than having few "pet employees" on board and performing all jobs. Every employee should be onboard rowing the same boat rather having some employees already disengaged and wishing for transfer to other agencies.

Compensation

The management group of employees was found to be satisfied with the current pay packages provided by the government but non-management group of employees were dissatisfied with the compensation packages. The living standard at capital city is very expensive which is why the non-management group of employees was highly dissatisfied with low remunerations. The management group felt it was comfortable to sustain at capital city. In this matter, I would like to recommend that BNCA may provide more official tours in-country and ex-country to non-management employees to cover up some of their extra expenses incurred. And also the BNCA may provide more over time works to non-management group to earn some extra income per month. This would really create more satisfaction with compensation amongst the small grade employees of the agency.

With regard to management group, I would like to recommend that the Buddhist concept of "I have more than enough" should be propounded widely so that every employee feels the taste of happiness and satisfaction with limited resources and adjust our life with what we have. The desire of expecting too much from the government may go down and real Gross National Happiness may creep into all minds and hearts of BNCA employees.

Bhutanese Bureaucracy

The BNCA at present is receiving very limited and rare support from the Ministerial and Secretarial level of top bureaucracy on the rehabilitation centers and DICs. None of the above top level of bureaucrats did visit any of the rehab centers and regional DICs. This trend of non-support has demotivated the BNCA officials since such visits will boost the morality of drug addicts to stay clean and sober for the rest of their lives. The self-image of drug addicts will rise up and will be able to stand up in the society if such support is rendered.

Moreover, BNCA is facing acute shortage of human resource to implement the narcotic and tobacco laws. In this matter, Royal Civil Service Commission may approve new posts to recruit employees based on its urgency and need. The RCSC may try to be flexible with its rule of laws, case by case, instead of applying irrespective across the departments that has serious impacts on the job satisfaction experienced by the employees.

Career Advancement

It was found that career advancement in the government agency is streamlined. The normal promotions are granted according to the rules and regulations existing under the Bhutan Civil Service Rules and Regulations 2012. However, there are certain limitations that employees will rise up in the career path based on their education level and get stagnated in the same post. This stagnation leads to deep frustration and dissatisfaction amongst the senior civil servants. In this matter, I recommend RCSC to plan some motivating programs for these stagnated civil servants and engaged them to have efficient service to the public.

And also I would like to recommend that RCSC should retain the top brains in the civil service. As of now many of the best civil servants are flying away and joining the corporate and business world after huge investment had been made to train them. The "brain drain" is happening at rampant rate in the civil service which is really worrying trend and grey area to address strategically on the retention plans.

CHAPTER V
RECOMMENDATIONS

5.1 Recommendations

The researcher would like to recommend the future researchers to investigate the possible antecedents of employees' job satisfaction using more sample selections from the Ministry of Education (**MoE**) and Ministry of Health (**MoH)** to test my findings could apply as general themes to all government agencies irrespective of its size and HR population. There could be other possible hidden antecedents to employees' job satisfaction depending on their work nature and locations too. The future researcher could also apply the quantitative method of data collection and test the findings which could be applied by bureaucracy to develop comprehensive HR plans to motivate and engage the Bhutanese Civil Servants.

5.2 Research Limitations

How the head of agency can possibly Empower, improve Fairness and Decentralize decision making power to the division heads to motivate their employees in BNCA still needs further investigation using different methods. The sample selected was limited to only ten employees whereby these findings may not apply to all big agencies in the government which have got thousands of employees at their hand to investigate it deeply.

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