

# **EMPLOYMENT OPPORTUNITIES IN SECURITY ORGANIZATION IN NEPAL**



**A Thesis Submitted to the APF Command and Staff College  
Faculty of Humanities and Social Sciences  
Tribhuvan University  
in Partial Fulfillment of the Requirements  
for master's degree in  
Security, Development and Peace Studies**

**Submitted By**

**Nav Raj Bohara**

**Eighth Batch (2079-2081)**

**Roll No.: 28MSDPS40058**

**TU Registration No.:7-1-55-371-97**

**APF Command and Staff College Sanogaucharan, Kathmandu, Nepal**

**May, 2024**

**EMPLOYMENT OPPORTUNITIES IN SECURITY  
ORGANIZATION IN NEPAL**

**A Thesis Submitted to the APF Command and Staff College  
Faculty of Humanities and Social Sciences  
Tribhuvan University  
in Partial Fulfillment of the Requirements  
for master's degree in  
Security, Development and Peace Studies**

**Submitted By**

**Nav Raj Bohara**

**Eighth Batch (2079-2081)**

**Roll No.: 28MSDPS40058**

**TU Registration No.:7-1-55-371-97**

**APF Command and Staff College Sanogaucharan, Kathmandu, Nepal**

**May, 2024**

## DECLARATION

Nav Raj Bohara, declare that this thesis entitled EMPLOYMENT OPPORTUNITY IN SECURITY ORGANIZATION IN NEPAL submitted to APF command and Staff College is my own original work unless otherwise indicated or knowledge in the thesis. The thesis does not contain materials which have been accepted or submitted for any other degree at the University or other institution. All sources of formation have been specifically acknowledged by reference to the author or institution.

Signature

Nav Raj Bohara

APF Command and Staff College

Sanogaucharan, Kathmandu, Nepal

Date:

## LETTER OF RECOMMENDATION

this Thesis entitled EMPLOYMENT OPPORTUNITY IN SECURITY ORGANAZATION IN NEPAL has been prepared by NAV RAJ BOHARA under my guidance supervision. I hereby recommend it in partial fulfillment of the requirements for the master's degree in security, Development and Peace Studies Tribhuvan University. I hereby commend this thesis for the final evaluation and approval.

.....

Dr. Ramesh Raj Kunwar

Thesis Supervisor

Date:



**Government of Nepal**  
**Ministry of Home Affairs**  
**APF Command and Staff College**

**Phone No: -9841774501**  
**Email: nrbohara35@gmail.com**  
**Website: - http://csc.apf.gov.np**  
**Ref. No: - (080/081)**

**Academic Section**  
**Sanogaucharan Kathmandu**

**Date: - 2081/02/11**

### LETTER OF APPROVAL

This Thesis entitle **EMPLOYMENT OPPORTUNITY IN SECURITY ORGANASATION IN NEPL** submitted by **Nav Raj Bohara** to APF Command and staff College, Faculty of Humanities and Social Sciences, Tribhuvan University in partial fulfillment of master's degree in security, Development and Peace Studies has been approved by the undersigned members of the Evaluation Committee.

#### Evaluation Committee:

.....  
 Prof. Dr. Ramesh Raj Kunwar  
 Thesis Supervisor

.....  
 Associate Prof. Dr Chiranjivi Acharya  
 External Examiner

.....  
 Assistant Prof. Dr. Gaurav Bhattarai  
 External Examiner

.....  
 SP Yadav Biswhakarma  
 Internal Examiner

.....  
 SP Suresh Sapkota  
 Internal Examiner

**May 2024**

## ACKNOWLEDGEMENTS

I would like to express my cordial thanks and sincere gratitude to my supervisor Prof. Dr. Ramesh Raj Kunwar for valuable guidance, encouragement, and practical advice. It was beyond imagination to bring this thesis in this form. Similarly, I am grateful to Danda Panni Adhikari, for his valuable suggestions and insights for the research work.

I also express my sincere gratitude to the Acting Commandant DIG Anjani Pokharel, Chief instructor SP Yadab Vishwakarma, Academic program coordinator SP Suresh Sapkota, SP Raju Shrestha, SP Ramesh Bikram Shahi, SP Ramhari Adhikari, SP Kisan Karmacharya, SP Sher Bahadur Adhikari, SP Santos Ray Majhi Course Coordinator DSP Ramkrishna Maharjan, and Directing Staffs DSP Dipak Baral, DSP Lava Sapkota and DSP Sachin Karmacharya for their continued support for the study and research worked. I am grateful to all senior officers, other ranks, library management and administration team for assistance.

I extend my sincere thanks and respect to retired APF officers who provided me valuable art through Key Informant Interview. I also take pleasure in extending my thanks to all the members of Focus Group Discussion and Key Informants who have rendered me their precious role in providing proper feedback. Special thanks to my wife Nanda Kumari Pant Bohara who support me for creating good environment for this thesis writing.

## ABSTRACT

This study investigates employment opportunities within Nepal's security organizations, specifically the Nepal Police and Armed Police Force. It aims to understand the nature, availability, and distribution of jobs in these organizations and address the key factors influencing employment opportunities. The research also explores strategies for significant improvements in this sector. Employing a mixed-methods approach, the study combines qualitative and quantitative data to provide a comprehensive analysis. The study addresses three primary research questions as What are the current employment opportunities in the Nepal Police and Armed Police Force? What key factors influence these opportunities? What strategies or initiatives could improve employment prospects in this sector? The objectives are to offer an in-depth understanding of employment dynamics, assess challenges faced by job seekers, and examine the socio-economic, political, and organizational dimensions impacting these opportunities. The significance of this study lies in its potential to provide valuable insights for policymakers, researchers, and job seekers. By identifying and analyzing internal and external factors shaping the employment landscape, the study aims to enhance organizational strategies and workforce dynamics. Addressing the challenges faced by job seekers is crucial for highlighting recruitment obstacles and facilitating targeted interventions to improve the recruitment experience. Exploring opportunities within the Nepal Police and Armed Police Force is significant for organizational development, fostering improved workforce dynamics and job satisfaction. The conceptual framework for this study encompasses job satisfaction, career development, organizational behavior, and culture. It also considers existing laws and policies impacting employment in security organizations. The research methodology includes online surveys using Google Forms, Key Informant Interviews (KII), Focus Group Discussions (FGD), and secondary data analysis. The study employs descriptive and analytical methods to analyze the collected data. This research promises actionable insights that can inform policymaking, contribute to academic knowledge, and guide practical interventions. By examining the socio-economic, political, and organizational dimensions, the study aims to enhance the efficiency, effectiveness, and overall contribution of Nepal's security sector to national security.

**Keywords:** Security Force, employment opportunities, job satisfaction, career development, organizational behavior, mixed-methods research.

## TABLE OF CONTENT

TITLE PAGE	i
DECLARATION	ii
LETTER OF RECOMMENDATION	iii
LETTER OF APPROVAL	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	vi
TABLE OF CONTENT	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS AND ACCROYNMS	xii
<b>CHAPTER I INTRODUCTION</b>	<b>1-10</b>
1.1    Background	1
1.2    Statement of Problem	8
1.3    Research Questions	8
1.4    Research Objectives	9
1.5    Significance of the Study	9
1.6    Limitation of the Study	10
<b>CHAPTER II REVIEW OF LITERATURE</b>	<b>11-17</b>
2.1    Research Gap.	17
<b>CHAPTER III RESEARCH METHODOLOGY</b>	<b>18-22</b>

3.1	Research Design	18
3.2	Area of Study and Site Selection	19
3.3	Nature and Source of Data	19
3.4	Conceptual Framework	21
3.5.	Tools and Techniques of Data Collection	22
3.6	Data Analysis	22
3.7	Ethical Consideration	22
<b>CHAPTER IV FINDING AND DISCUSSION</b>		<b>23-55</b>
4.1	Findings	23
4.1.1	Characteristics of Study Participants	23
4.2	Current Employment trends in Security Organizations	25
4.2.1	Laws and Policies related to Employments.	25
4.2.2	Ranks of Nepal Police and APF, Nepal	26
4.2.3	Police Service Vacancies	28
4.2.4	Inclusive	28
4.2.5	Basic salary of Nepal Police and APF, Nepal	29
4.2.6	Welfare Programs Program	30
4.2.7	A. Reward, Punishment and Promotion	33
4.2.8	Job Quieting Before Job Mature	34
4.2.9	Fair Recruitment process in Nepal	35
4.2.10	Job opportunities compared to other Sectors	37

4.2.12	Challenges	38
4.3	Key Factors influencing	39
4.3.1	Compensation and Benefits	40
4.3.2	Career Development	40
4.3.3	Job Security	41
4.3.4	Salary	42
4.3.5	Organizational Culture	42
4.3.5	Training and Development	43
4.3.6	Work Environment	43
4.3.7	Work-Life Balance	43
4.3.8	Welfare	44
4.6	Discussion	55
<b>CHAPTER V SUMMARY AND CONCLUSION</b>		<b>57-62</b>
5.1	Summary	57
5.2	Conclusion	61
5.3	Recommendations	62
REFERENCES		64
APPENDICES		73

**LIST OF TABLES**

Table: 4.1	Demographic Characteristics of APF, Nepal and NP	24
Table: 4.2	Ranks of Nepal Police And APF, Nepal	27
Table: 4.3	police service posts filled	28
Table: 4.4	Provision of Inclusive in Security Organization in Nepal	28
Table: 4.5	Salary of Nepal Police and Armed Police Force, Nepal	29
Table: 4.6	Welfare Programs Program of Nepal police	30
Table: 4.7	Welfare programs of APF, Nepal police	32
Table: 4.8	Determinant of Job Satisfaction.	39

**LIST OF FIGURES**

Figure :1.1	Map of Nepal	2
Figure :3.1	Nature of Data	20
Figure: 3.2	Conceptual Framework	21
Figure:4.1	Reward, Punishment and Promotion of Nepal Police	33
Figure:4.2	Reward, Punishment and Promotion of APF, Nepal	33
Figure:4.3	Job Quieting Before Job Mature	34
Figure:4.4	On a scale of (1is less fair -10 is very fair)	35
Figure: 4.5	Job opportunities compared to other sectors.	37
Figure: 4.6	Challenges faced.	38
Figure: 4.7	Annual salary comparison with foreign Police office	42
Figure: 4.8	Personal Satisfaction on Welfare	44

**LIST OF ABBREVIATIONS AND ACCROYNMS**

ACOL	Annual Cost of Living
AHC	Assistant Head Constable
AIG	Additional Inspector General
ANOVA	Analysis of variance
APA	American Psychological Association
APF	Armed Police Force
ASI	Assistant Sub Inspector
BN	Battalion
BS	Bikram Sambat
C&SC	Command and Staff College
CCTV	Closed-circuit television
CDR	Commander
Col`	Colonel
Cons	Constable
DIG	Deputy Inspector General
Dr	Doctorate
DSP	Deputy Superintendent Police
FGD	A Focus Group Discussion
FGD	Focus Group Discussion
Foll	Followers

FY	Fiscal Year
GDP	Gross Domestic Product
GoN	Government of Nepal
GON	Government of Nepal
HC	Head Constable
HRD	Human Resources Department
HRM	Human Resource Management
Ins	Inspector
JCOS	Junior Commission Officer
JCOs	Junior Commissioned Officers
JEM	Job Embeddedness Model
KII	Key Information Interview
NA	Nepal Army
NCO	Non-Commissioned Officers
NID	National Investment Department
NP	Nepal Police
ORS	Other Ranks
PTSD	Post Traumatic Stress Disorder
Rtd	Retired
SAS	Statistical Analysis System
SET	Social Exchange Theory

SHC	Senior Head Constable
SHRM	Society for Human Resource Management
SI	Sub Inspector
SLC	School Leaving Certificate
SOs	Senior Officers
SP	Superintendent Police
SPSS	Statistical Package for the Social Sciences
SSI	Senior Sub Inspector
SSP	Senior Superintendent Police
UN	United Nations
VIP	Very important person

# CHAPTER I

## INTRODUCTION

### 1.1 Background

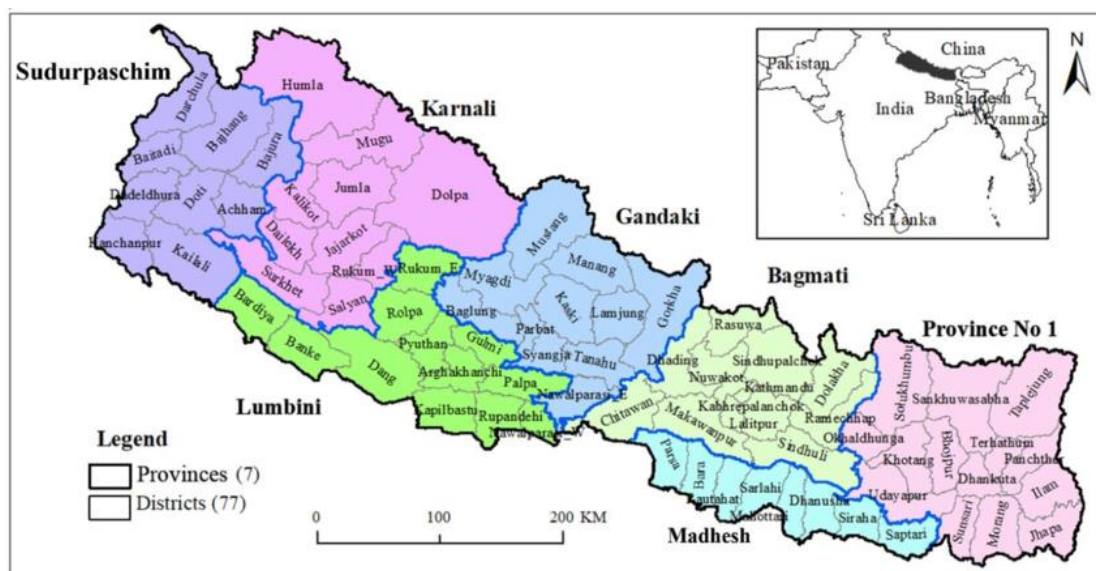
Nepal, a country of remarkable diversity and rich cultural heritage, is situated in South Asia, bordered by China to the north and India to the south, east, and west. It is a landlocked nation with a complex geography that ranges from the lowland Terai region to the towering peaks of the Himalayas, including Mount Everest, the world's highest point (Central Bureau of Statistics, 2019). The country's history is marked by a series of dynasties and kingdoms, with the Shah dynasty playing a pivotal role in unifying Nepal in the 18th century. In recent history, Nepal transitioned from a monarchy to a federal democratic republic in 2008, following a peace agreement that ended a decade-long civil conflict (Lawoti & Hangen, 2013). The country with the population 2,91,64,578, according to National Census 2078 (Collegenp, 2023), occupies 147,516 sq. km of land and lies between coordinates approximately 28°N and 84°E (Board, 2024). Nepal is renowned for its breathtaking landscapes, including the majestic Himalayas and Mount Everest, the highest peak in the world.

The country holds great religious significance for both Hindus and Buddhists, with ancient temples, monasteries, and pilgrimage sites scattered throughout the land. However, the country faces various challenges, including poverty, political instability, and natural disasters. National Statistics Office (NSO) of Nepal published that more than 20% of the country's over 29 million population live below the poverty line (EFE, 2024). Nepal's economy is primarily agricultural, with a significant portion of the population engaged in farming. The country also relies on tourism, particularly trekking and mountaineering in the Himalayas, as a source of income (Sharma & Thapa, 2017).

Culturally, Nepal is a mosaic of ethnic groups and languages, with over 124 spoken languages and a variety of festivals and traditions that reflect its multi-ethnic composition. Hinduism and Buddhism are the main religions, with the latter having historical significance as the birthplace of Siddhartha Gautama, the Buddha (Gellner, Pfaff-Czarnecka, & Whelpton, 2018).

**Figure 1.1**

Map of Nepal showing 753 municipal units under 77 districts and seven provinces.



Source: Department of Survey, Nepal. (n.d.). Department of Survey, Nepal.

### Nepal's National Interest and Security Forces

A security force is a specialized group or organization responsible for safeguarding assets, individuals, or information against various threats through preventive measures, enforcement of regulations, and responsive actions as needed (Dempsey, 2019). (Karki, 2021) state that Human security has perceptual, social, economic, and psychological effects. Therefore, security is not unidimensional, that is, there are many interconnected sources of insecurity, and it has a butterfly effect traversing states and continents.

A security force is a planned and skilled group that consists of people, tools, and tactics aimed at protecting resources, people, or areas from a variety of possible dangers, such as illegal activity, terrorism, espionage, and damage or unauthorized access. Security is related to the protection of life, liberty and property of citizens and protection of the country's sovereignty as well as territorial integrity from external and internal threats (Timilsena, 2021). Its main duties are to prevent, detect, and respond; it frequently follows set procedures and legal guidelines to guarantee the security and integrity of the covered entities. State structures tasked with safeguarding national interests, defending against outside threats, preserving internal stability, and upholding law and order within

a nation's boundaries are also considered to be security forces. These forces comprise a variety of organizations, including Private security agencies, law enforcement, intelligence, and military as well as Armed forces groups. The security forces of Nepal comprise many organizations tasked with defending the country's interests, upholding internal stability, and guaranteeing law and order. According to Constitution of Nepal (2072), national interests are multifaceted, influenced by economic, geopolitical, and historical factors. Maintaining stable relations with neighboring countries is a crucial aspect of safeguarding sovereignty and territorial integrity. The focus of economic development is on improving living standards, reducing poverty, and promoting sustainable growth. National identity is influenced by political stability, sound governance, and the preservation of cultural diversity. The promotion of constructive diplomatic and international relations, as well as environmental sustainability and climate change awareness, are crucial issues. Prioritizing security and defense include working together on challenges of regional and international security.

Nepal is prone to natural calamities, so disaster preparedness, response, and recovery are essential. Nepal's dedication to social equality and the welfare of its citizens is consistent with the promotion and defense of human rights on a national and international level. All things considered; these complex interests necessitate strategic decision-making to ensure the safety of the country in a changing international environment.

The complicated and symbiotic link that exists between Nepal's security forces and its national interest reflects the strategic imperatives that are essential to the stability and prosperity of the country. Maintaining sovereignty and territorial integrity is the main national interest, which calls for a strong defense posture. Protecting national borders and upholding credible deterrence against external threats are critical tasks for the security forces, particularly the Nepal Army, APF, Nepal and Nepal Police. Furthermore, Nepal's dedication to international peacekeeping is in line with its diplomatic goals, which raises its stature internationally. Nepal's security dynamics are shaped by its historical context, geographical location, and the geopolitical influence of its neighboring countries. The country has faced internal conflicts, including a decade-long Maoist insurgency that concluded in 2006. In the aftermath, Nepal has been striving to strengthen its security apparatus to ensure stability.

## **Security Organization in Nepal**

### **Nepal Army (NA)**

Nepal Army is the inclusive and committed organization established for the safeguarding of independence, sovereignty, territorial integrity, and national unity of Nepal. The Nepal Army (NA) is the principal military force responsible for safeguarding the sovereignty and territorial integrity of the nation. Established in 1762, the NA has played a crucial role in various historical events (Gurung,2010). It can also be mobilized by Government of Nepal in other works including development, construction, and disaster management, in accordance with the federal law (GoN, 2018, pp. 137,138). Development in Nepal has become just like a jigsaw puzzle in which Nepal Army, spirited youth, and unexplored development areas, hydropower generation and infrastructure development are the missing pieces of it, which if managed properly, the dream of “Prosperous Nepal, Happy Nepali” (Gyawali, 2021) Military has the primary mandate to protect the people from any threat to peace and security, and not only warfare. complex emergencies are defined as threats to peace and security and include extreme poverty, unemployment, inequality, and criminality (Ramokgadi, 2019)

The Nepal Army (NA) plays an important role in ensuring the country's security and well-being through its diverse responsibilities. The NA primarily functions as a bulwark against external threats, with the goal of protecting national sovereignty (Sapkota, 2009.). Its commitment is global, as proven by active engagement in UN peacekeeping missions. By sending troops to these missions, the Nepal Army not only demonstrates its commitment to global peace, but it also boosts the country's international prestige. Furthermore, the NA plays an important role in disaster response, giving vital assistance to civil authorities during calamities.

### **Nepal Police (NP)**

The Nepal Police is the national police force of Nepal, established in 1951 as a formal institution for law enforcement and public safety. It operates under the Ministry of Home Affairs and is primarily responsible for maintaining law and order, preventing crime, and ensuring the security of the citizens (Nepal Police, 2021). The mandate of

the Nepal Police, as the national and primary law enforcement agency, includes maintaining law and order, preventing crime, and investigating crimes within the jurisdiction set by the Constitution of Nepal. Additionally, the Nepal Police are responsible for a wide range of duties such as VIP protection, security of vital installations, traffic management, secret services, intelligence collection, riot control, disaster management, hostage rescue, and various ceremonial roles (Nepal Police, 2023).

With a history that dates to ancient times, the modern Nepal Police has evolved through various reforms and restructuring efforts. The organization follows a paramilitary structure and is divided into several departments, each specializing in different aspects of law enforcement and public service (Sharma, 2018).

The Nepal Police plays a crucial role in disaster response, especially given Nepal's vulnerability to natural calamities such as earthquakes and landslides. They are often among the first responders, providing rescue and relief operations in collaboration with other governmental and non-governmental organizations (Thapa & Adhikari, 2019). The Nepal Police, as the major law enforcement agency, is critical to ensuring internal security and community well-being. Charged with maintaining law and order, the force is committed to preventing criminal activity, safeguarding residents' safety, and establishing a secure environment in the country (Pathak, 2005).

### **Armed Police Force Nepal (APF, Nepal)**

During civil unrest and emergencies, the Nepal Police is at the forefront, quickly responding to restore order and give vital aid. Beyond regular policing, the force promotes community policing projects. By actively engaging with local communities, the Nepal Police not only fosters trust but also works with citizens to improve public safety.

In Nepal the security paradigm has been changed as per the global scenario, especially the security dynamics of Nepal has changed after the internal conflicts began in 2052 B.S. People felt a lack of security at that time. Nepal police was unable to cope the situation and Nepal Army had various legal contradictions and hurdles to deploy. Therefore, in between Nepal Army and Nepal Police government felt that an elite force

is needed to enhance internal security situation during that period. Armed Police second ordinance was issued by His Majesty King Gyanendra Bir Bikram Shah Dev on 22nd January 2001 due to cope the contemporary security situation ("Armed Police Force, Nepal, n.d.)

Before 2057 B.S. Only three component of security agencies Royal Nepal Army (now Nepal Army), Nepal Police and Secret Bureau (now National Investigation Department) were formed to cope the security challenges in the nation. Due to growing effects of insurgency after 2052 B.S. in rural villages of Nepal police was unable to handle the situation. Mean time to cope such security threats Then His Majesty's Government was recommended to form a paramilitary nature force in between Royal Nepali Army and Nepal Police by the commission of Khem Raj Regmi in 2056 BS. After those efforts Armed Police was officially incepted on the 24th of October 2001 (APF, 2004).APF is guided by Armed Police Act 2058.

According to Bista (2014), the Armed Police Force Act of Nepal 1996 provided the legal framework for the establishment and functioning of the APF, Nepal. The force operates under the authority of the Ministry of Home Affairs and is governed by its own regulations and directives. The APF, Nepal is primarily responsible for maintaining internal security, protecting borders, and safeguarding vital installations, including airports, power plants, and government offices.

It was established following the Comprehensive Peace Accord, to assist the government in maintaining internal security and combating various threats to public order and peace in the country. The APF, Nepal plays a crucial role within the law enforcement framework of Nepal by collaborating with other law enforcement agencies such as the Nepal Police and the Nepalese Army. Its operations cover various aspects, including counterterrorism, riot control, VIP protection, and disaster response. The force is deployed in both urban and rural areas, safeguarding critical infrastructure and vital installations, as well as securing Nepal's international borders (Government of Nepal, Ministry of Home Affairs, 2015).

The APF, Nepal operates under the jurisdiction of the Ministry of Home Affairs and is responsible for maintaining law and order, preventing, and controlling crimes, combating terrorism, and ensuring border security. It serves as an Armed Police force

with a primary focus on countering internal security threats and providing support during emergencies and natural disasters (APF, Nepal Act, 2001). The APF, Nepal's culture promotes professionalism, loyalty, and a sense of duty among its personnel. It emphasizes discipline, physical fitness, and teamwork, which contribute to the force's operational effectiveness (Karki, 2014).

The Armed Police Force (APF) has essential tasks in securing the nation and ensuring internal stability. A specialized function is the protection of national borders, which demonstrates the force's proficiency in border security procedures. The APF actively participates in counter-insurgency actions, contributing to the entire security framework, while also conducting operations against internal threats (Karki & Seddon, 2003). Furthermore, the force supports law enforcement by working with civil authorities to maintain order and uphold the rule of law. Through these diverse responsibilities, the Armed Police Force exhibits its dedication to national security, border integrity, and the general well-being of the population.

### **National Investigation Department (NID)**

The National Investigation Department (NID) is responsible for several vital intelligence and security functions. One key feature is the systematic collecting and analysis of intelligence on security concerns, which demonstrates the NID's dedication to staying ahead of potential risks. The department actively participates in counter-terrorism activities, concentrating on both responding to and preventing terrorist acts to guarantee national security (Scott et al., 2013).

In addition, the NID oversees investigating crimes with worldwide ramifications, particularly transnational crimes. By carrying out these critical activities, the National Investigation Department contributes significantly to national security and the resolution of complex global crises.

National Security Council (NSC) of Nepal, chaired by the Prime Minister, serves as the apex body for formulating and coordinating security policies. (National Security Council Act, 2064). It plays a crucial role in ensuring a comprehensive and integrated approach to national security. Security organizations play a pivotal role in maintaining societal order and safeguarding the well-being of citizens. In the context of Nepal, a

nation characterized by a rich cultural tapestry and a history of resilience, the role of security organizations is of paramount importance. This thesis seeks to delve into the dynamics of employment opportunities within the security sector in Nepal, shedding light on the evolving landscape, challenges, and prospects.

## **1.2 Statement of Problem**

While there is a growing interest in understanding the dynamics of employment opportunities within security organizations in Nepal, there exists a gap in comprehensive knowledge regarding the current state of these opportunities. Investigating the existing scenario of employment opportunities in security organizations in Nepal, with a focus on the nature, availability, and distribution of such opportunities. identifying and analyzing the factors that play a crucial role in influencing employment opportunities within security organizations in Nepal. This involves examining both internal and external elements that contribute to the shaping of the employment landscape. assessing the challenges faced by individuals seeking employment in security organizations and exploring potential opportunities for improvement. This includes an exploration of the socio-economic, political, and organizational aspects that impact the overall employment scenario.

By addressing these aspects, the study aims to provide a comprehensive understanding of strategies for enhancing opportunities and mitigating challenges in this sector. addressing these facets of the problem the employment dynamics within security organizations in Nepal, ultimately contributing to informed will contribute valuable insights to policymakers, academicians, and individuals aspiring to pursue careers in Nepal's security sector. Additionally, exploring ways to mitigate challenges and leverage opportunities within this dynamic landscape will be a key focus of this research.

## **1.3 Research Questions**

The study focused to answer the following research questions:

1.3.1 What is the status of employment opportunities in security organization in Nepal?

1.3.2 What are the key factors influencing employment opportunities within security organizations in Nepal?

1.3.2 What strategies or initiatives could potentially lead to significant improvements in employment opportunities in this sector?

#### **1.4 Research Objectives**

1.4.1 To provide an in-depth understanding of the nature, availability, and distribution of employment opportunities within security organizations in Nepal.

1.4.2 To assess the challenges encountered by individuals seeking employment in security organizations in Nepal.

1.4.3 To examine the socio-economic, political, and organizational dimensions that impact the dynamics of employment opportunities in the security sector of Nepal.

#### **1.5 Significance of the Study**

The proposed study on "Employment Opportunities in Security Organizations in Nepal" is of paramount importance, as it seeks to achieve well-defined objectives, each contributing to a profound understanding of the intricacies within this critical sector. By aiming to provide an in-depth understanding of the nature, availability, and distribution of employment opportunities, the study becomes indispensable for policymakers, researchers, and individuals aspiring to pursue careers in Nepal's security sector. The identification and analysis of internal and external factors shaping the employment landscape are significant for organizational enhancement, enabling security organizations to adapt and strategize effectively. The study's focus on assessing challenges faced by job seekers is vital, shedding light on recruitment obstacles and facilitating targeted interventions to improve the overall recruitment experience. Additionally, exploring potential opportunities within security organizations holds significance for organizational development, fostering improved workforce dynamics and heightened job satisfaction. The examination of socio-economic, political, and organizational dimensions impacting employment opportunities provides a holistic

understanding crucial for aligning strategies with the broader context. In its entirety, the study's significance transcends theoretical realms, promising actionable insights that can inform policymaking, contribute to academic knowledge, and guide practical interventions to enhance the efficiency, effectiveness, and overall contribution of Nepal's security sector to national security.

### **1.6 Limitation of the Study**

This study aims to explore the overall employment opportunities in security Organization in Nepal focusing mainly in Nepal Police and APF, Nepal, taking consideration all ranks, gender and working places within Nepal. Researcher study is limited to the following points.

- 1.6.1 The researcher conducted a questionnaire to the current employees of APF, Nepal and Nepal Police.
- 1.6.2 The researcher is limited and interprets the theoretical assumptions.

## **CHAPTER II**

### **REVIEW OF LITERATURE**

This paper has been conducted observing the unexplored aspects of employment opportunities in security organization in Nepal. This study has highlighted some of the key literature on Job satisfaction, organizational behaviors, welfare, career development, law, and policy work life balance, working environment. Prominent employment theories and their relevancies have been reviewed in this section.

(Mahajan, n.d. 2017) state that Motivation is very much needed for employees in an organization to be productive, and management or leadership style has an important role to play. Motivation is not always based on financial rewards, but non-financial rewards methods can also be used to derive the best out of employees.

(Narang, 2016) suggest that the adoption of these HR practices could potentially improve the working conditions and job satisfaction of personnel in the Indian Armed Forces.

(Upreti, 2024) The research strongly suggests investing in security forces for developing a capable rescuer. A nation should immediately take appropriate action in job specialization to motivate and complement security forces for their arduous effort in managing disasters.

A strong ethical foundation within security forces is crucial for upholding public trust and confidence (Smith, 2020). It contributes to the fair and just administration of the rule of law (Jones, 2019), prevents abuses of power and human rights violations (Doe, 2018), fosters professionalism (Brown, 2021), and enhances the international reputation of the nation (UNDP, 2017).

A Study of Nepalese Bank Employees by Yukongdi and Shrestha (2020) examined the significance of different aspects of job satisfaction, including compensation, prospects for career advancement, coworkers, supervisors, and the work itself, in influencing employees' decisions to leave their jobs. Research revealed that not only did job satisfaction impact turnover intentions, but affective commitment also emerged as a

strong predictor. Therefore, it was crucial for the company to implement strategies aimed at enhancing emotional commitment among employees, as workers with lower levels of commitment were more inclined to seek employment elsewhere.

A study that examined how human resource management affects employee retention in Nepal's hospitality business and considered the moderating impacts of managerial structure, age range, and gender by (Sthapit and Shrestha, 2018) found that benefits and salary are essential for keeping entry-level employees, whereas corporate branding is important for keeping people in higher hierarchies. Additionally, career advancement appears to be the element that has the greatest influence on male hotel workers in Nepal, with balanced work-life initiatives having a less significant effect. For businesses looking to enhance retention policies in Nepal's burgeoning hotel industry, these discoveries have important implications.

An organization and its personnel are affected by turnover in both positive and bad ways. It is frequently beneficial for organizations to allow bad performers to go because it advances the organization, brings in fresh ideas, amplifies output and performance while facilitating change (Sheridan, 1992).

Aristovnik (2014) discussed the effects of organizational and environmental elements on workers' job happiness. Police employees identified salary and security as the least motivating factors, while management support was highly valued. Police personnel considered trust and a sense of belonging crucial for their job happiness. The investigation explored the organizational and external factors influencing job satisfaction among police officers. The study revealed that money and job security were rated as the least motivating factors, whereas management support was highly motivating for police officers. Additionally, the study highlighted the significance of trust and a feeling of belonging within the organization as essential components of job satisfaction for police personnel.

In a study in Greece, Katou and Bedhwar (2006) found that HRM practices of staffing, training & promotion, involvement of employees, incentives, and safety & health have positive relationship with firm's performance.

In another study Singh (2003) found that strategic use of HRM practices positively affect performance of organizations in India.

Integrating ethics and values into security forces is done to make sure that what they do complies with accepted moral and legal standards. Security forces are there to defend and uphold the law, maintain public safety, and preserve basic human rights. While fostering trust and collaboration with the communities they serve, ethical behavior and adherence to values help to achieve these goals. Furthermore, supports effective community policing and conflict resolution efforts (Nepal Ministry of Home Affairs, 2016).

Job security was identified as the primary element determining work satisfaction for commercial banks in Nepal. The study also found that the prospect of pay and promotion, relationships with coworkers and supervisors, physical work conditions, and opportunities for future career advancement were the other most significant factors influencing employment pleasure (Adhikari, 2019).

Leadership plays a critical role in shaping and nurturing an effective organizational culture in law enforcement agencies. Effective leaders set the tone, model desired cultural values, and establish expectations for behavior. They promote a culture of transparency, accountability, and ethical conduct, inspiring employees to embody these values (Denison, 1990).

Lee and Lee (2007) established that workforce planning, teamwork, training & development, compensation & incentives, performance appraisal, and employees' security are important HRM dimensions that affect productivity, product quality, and business performance.

Locke (1976) Explained that work satisfaction is a pleasant or positive emotional state resulting from evaluating one's job or job skills. He argued that job happiness could be assessed by comparing an individual's job expectations with their actual job situation. Amundsen, (1987) examined the relationship between gender and job satisfaction in his study, "Job Satisfaction for Male and Female U.S. Air Force Officers." However, he found no differences in the common characteristics between male and female officers' satisfaction levels at work.

Managing organizational change is essential for aligning culture with evolving needs and challenges in law enforcement agencies. Change initiatives must involve effective communication, employee involvement, and clear goals to ensure successful cultural transformation. It requires a systematic approach to navigate resistance and foster a culture of adaptability (Bartels & Liu, 2017).

Nepalese governmental employees working in all three tiers of government accepted the level of responsibility and position they held. Promotion and job advancement seemed to be more important than pay. Job training, the working environment, teamwork, and an appropriate mechanism for evaluating work performance were identified as key factors in determining job happiness. The transient nature of the job location was easily manageable. All levels of government employees had strong reservations about the promotion and job rotation system that was part of the new federal structure (Dahal et al., 2021).

Nepalese security forces often exhibit a hierarchical structure and a strong emphasis on discipline. The military heritage and organizational traditions inherited from the Gurkha soldiers, who have a long history of service in the British and Indian armies, may influence the organizational culture (Bajracharya, 2015).

Ojha (2016) Examined the factors influencing job satisfaction and retention among teachers in higher education institutions in Nepal. It investigated variables such as salary, job security, professional development opportunities, institutional support, and work-life balance. The study aimed to provide insights into strategies for enhancing job satisfaction and retention in the Nepali higher education sector.

Opportunities for growth and development play a crucial role in job retention as well. When employees perceive that their jobs offer opportunities for skill development, career advancement, and personal growth, they are more inclined to stay with the organization. Providing training programs, mentoring, and clear career paths can contribute to higher job retention rates (Allen et al., 2003).

Organizational culture significantly influences employee attitudes and values within law enforcement agencies. A positive culture that promotes professionalism, integrity, and ethical conduct fosters a sense of pride and commitment among employees. It shapes

their perceptions of the agency's mission and values, influencing their decision-making and behavior. (Bartels & Liu, 2017).

Paudel & Pahari, (2018) agree that Low salary could have impacted to pay more dedication and commitment by APF personnel. It causes less morale and motivation while in the job. It is found that APF personnel are in dilemma either to quit job or to continue.

Raju & Rajbhandary, (2018) Agreed that Nepal's labor laws and policies have largely failed to influence the labor decisions and outcomes of youth or older individuals because of poor implementation, stemming from weak government commitment and capacity. Except for civil and armed services recruitment rules, labor laws generally do not include special provisions for youth.

Recognition, another intrinsic factor, involves acknowledging and appreciating employees' contributions and achievements. Research by Kohn (1993) highlighted the positive impact of recognition on job satisfaction and motivation. Employees who feel valued and recognized for their efforts are more likely to be engaged and committed to their jobs, leading to higher retention rates. Job retention is also correlated with employee engagement, which is the active engagement, excitement, and dedication of employees to their work. Employee retention is better when they are engaged since they are likely to express a feeling of connection, purpose, and happiness in their work (Saks, 2006).

Sapkota et al., (2019) examined the factors related to job satisfaction among graduate nursing faculty in various universities in Nepal. Job satisfaction among nursing faculty is crucial for enhancing the quality of nursing education and training competent nurses who can positively impact patient health at both local and national levels. Job satisfaction plays a significant role in improving job performance and ensuring overall work quality within an organization. It is defined as the degree to which employees' expectations for their work are fulfilled.

The identified incentives included access to training opportunities, leave entitlements, rewards for working overnight and making deliveries, food allowances, health insurance coverage, children's scholarships, hazard allowances, staff quarters with furnished

accommodations, work uniform allowances, and contributions to provident funds and pensions. These elements work together to considerably increase the overall job satisfaction of health workers in Nepal. Syed and Akhtar (2014) studied the impact on healthcare workers' organizational commitment.

The study conducted by Batura et al., (2016) examined how different rewards and employment-related advantages affected the job satisfaction of Nepalese healthcare professionals.

Training and education play a crucial role in developing skills and instilling a commitment to service (Dhungana & Thapa, 2017). Nepalese security forces often foster a strong sense of camaraderie and unity among their members. Shared experiences, teamwork, and a common goal contribute to building strong bonds and a collective identity (Ghimire, 2016). Organizational culture in Nepalese security forces may also face challenges such as bureaucratic tendencies, political influence, and issues related to corruption. Efforts have been made to address these challenges and promote a more professional and accountable culture (Niraula, 2017).

Work-life balance is another important aspect of job retention in the security forces. Given the demanding and often unpredictable nature of their work, providing flexible work arrangements, scheduling considerations, and support for personal responsibilities can contribute to increased job satisfaction and retention rates (Chase, 2023). In the context of security forces, job retention is a critical concern due to the work-life balance of the profession. A study by Koirala (2022) Focused on analyzing job design factors (task variety, feedback, task significance, and task identity) and retention practices in commercial banks in Nepal. The study aimed to survey the link between job design and employee commitment, as well as the impact of retention through compensation on employee commitment. Additionally, the research highlighted the need for targeted strategies to enhance task significance for the age group of 46, in order to increase their engagement and perception of importance within the organization.

The relationship between job security and work attitudes has been substantiated by a meta-analysis, indicating significant correlations with job satisfaction and organizational commitment (Hur, 2019).

Edgar H. Schein's seminal work on organizational culture posits that culture is a pattern of basic assumptions learned by a group as it solves its problems, with three distinct levels: visible artifacts, espoused values, and underlying assumptions (Schein, 1990). He underscores the pivotal role of leadership in shaping and transmitting this culture, which in turn influences organizational change dynamics. Schein further conceptualizes culture as a practical tool for leaders to navigate and influence organizational change, underscoring its enduring relevance in organizational development (Schein, 1990).

**Organizational Culture and Performance:** There is evidence suggesting that organizational culture plays a role in improving performance, with certain cultural attributes being associated with better organizational outcomes (Reader et al., 2021).

Models like ethical culture and safety culture have been used to explain institutional failures, with culture being a key factor in such events (Hald, Gillespie, & Reader, 2020).

## **2.1 Research gap**

The literature on employment opportunities in security organizations in Nepal has provided valuable insights into organizational aspects, leadership, management, and human resource practices. However, several critical research gaps exist in the current body of knowledge. Firstly, there is a lack of detailed exploration into the specific elements of the organizational culture within Nepalese security forces, hindering a comprehensive understanding of the sector's complexities.

A significant research gap relates to the challenges and strategies associated with cultural transformation within Nepalese security forces. The literature lacks specific information on the challenges faced by Nepalese security forces in this context. Investigating the hurdles, resistances, and effective strategies for cultural change is essential for a more profound understanding of organizational dynamics. Furthermore, the literature only briefly acknowledges the importance of motivation beyond financial rewards in Nepalese security forces. A research gap exists in the nuanced exploration of non-financial motivation methods. Understanding the effectiveness of various non-financial motivation strategies is crucial for enhancing employee productivity and job satisfaction in the security sector.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This chapter outlines the methodology employed in the study. Its purpose is to provide a framework for conducting an in-depth examination of a specific topic, typically used in research or thesis papers. The study has been adapted into a qualitative approach and quantitative approach utilizing the experiences and perspectives of individuals. The main objective is to investigate the level of employment Opportunities in security organization in Nepal.

Primary Data has been collected from 60 personal from Nepal Police Organization and 103 from Armed Police Force, Nepal to gain insights into their Job through google online survey. The study involved the participation of women and men in different ranks, ranging in age from 20 to 60 years old. The educational background of the respondent is diverse, varying from under SLC to individuals holding above degree. To obtain detailed information, 5 key informant interviews and 5 FGD inquiries with relevant security Personal have been conducted. Furthermore, the study has been incorporating secondary data from various sources such as books, journals, news articles, handbooks, and reports to develop the conceptual framework and conduct a literature review.

The primary data collected from the study has been analyzed by combining, summarizing, and interpreting the findings. The analysis process has been involved organizing and coding the findings into headings (themes) and subheadings (sub-themes) to provide a clear structure for presenting and describing the results.

#### **3.1 Research Design**

The research design refers to the overall strategy that researchers choose to integrate the different components of the study in a coherent and logical way, thereby ensuring to effectively address the research problem (Creswell, 2009). This study follows Mixed method. Therefore, qualitative and quantitative data used to be explanatory and descriptive to achieve the research objectives. “Mixed methods research is particularly effective for achieving both explanatory and descriptive objectives within a single study

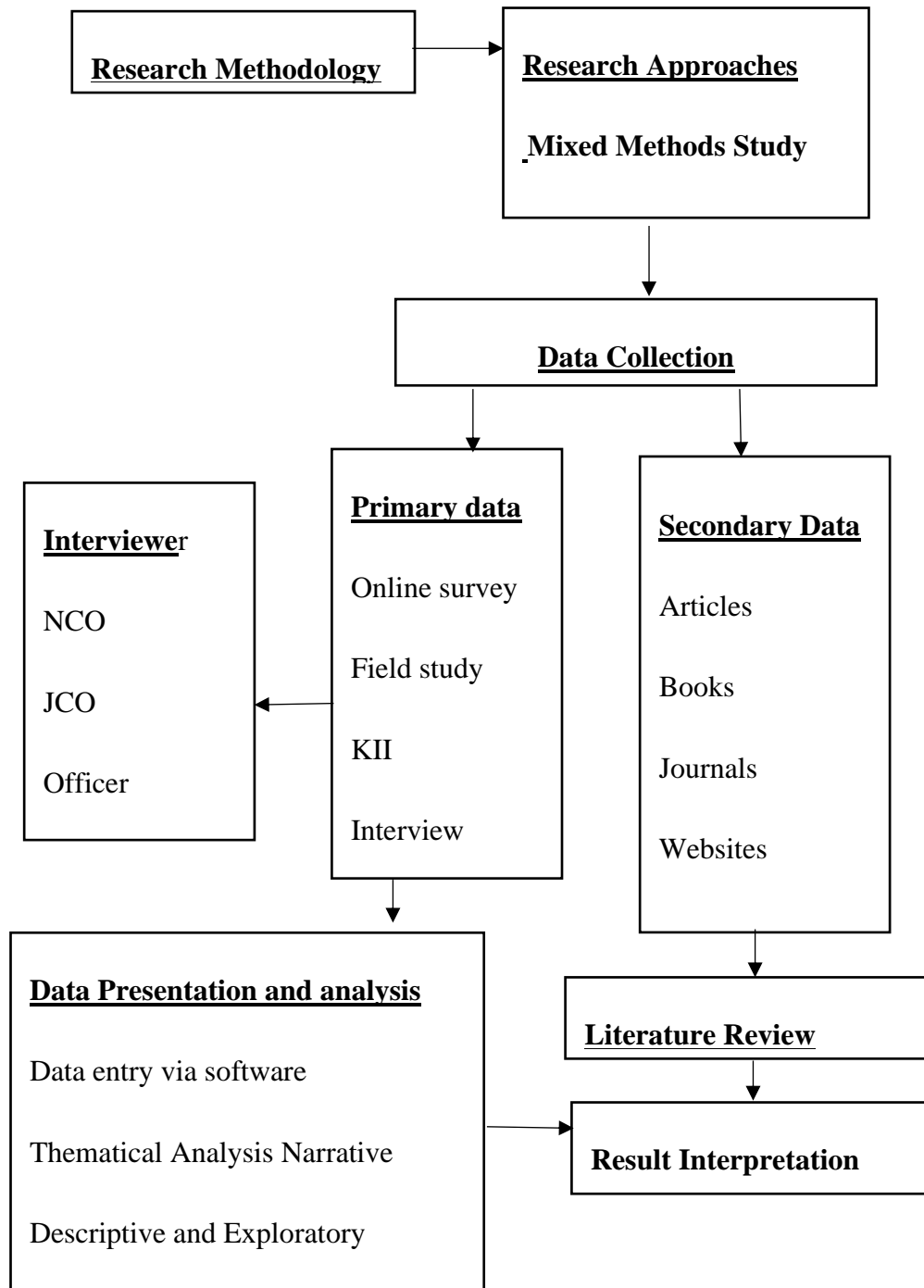
(Creswell & Creswell, 2018).” It will be based on information gathered from a variety of primary sources obtained by the interviews, observation, and Focused Group Discussion (FGD). The study has been examining relevant secondary sources including journal articles and books.

### **3.2 Area of Study and Site Selection**

The study covers the existing laws and policies regarding security organization, recruitment process, trend of application, job opening, carrier planning, motivational factors, underlying causes of job quitting, and challenges in security Organization in Nepal. comprehensively the Researcher has been visited Nepal Police and Armed Police units within Kathmandu and surrounding area Velly for 15 days (from 14 to 27 March 2024) and will collect primary data by interview, survey interview from all provinces of Nepal by google forms and group discussion with security personal.

### **3.3 Nature and Source of Data**

The nature and source of data for Employment Opportunities in security organization in Nepal encompassed a range of primary sources that provided a comprehensive understanding. The research is based on primary data followed by secondary data. For the primary data, the researcher visits the APF, NP units located at different district such as Kathmandu, Lalitpur, Bhaktapur, the researcher visited Nepal APF Hospital and Training center Of Nepal Police and APF, Nepal for the data collection. The comprehensive description of the field study that consisted of the Nepal Police and APF unit visits, KII, FGD and collection of reports and government documents from different sources. Secondary sources of data include academic research, government reports, books and publications, online databases, and archives data. They played a crucial role in understanding the employment opportunities within security organization in Nepal.

**Figure: 3.1***Nature of Data*

*Source:* Adapted and modified from Shahi (2020) and Taherdoost, (2021)

### 3.4 Conceptual Framework

The conceptual framework is an expression either narratively or graphically of the study being embarked upon. It is equally a depiction of the importance of the study being carried out and the appropriateness/ relevance of the ways/ methods of accomplishing the study (Salawu et al., 2023). The conceptual framework can be developed to study various aspects related to the Employment opportunities in security organization in Nepal, such as Existing Law and policies, motivational Factors, organizational culture and behaviors, job satisfaction, Carrer development and welfare. The framework will guide the research process by defining the research questions, identifying relevant variables, and establishing the expected relationships between those variables. The following will be the conceptual concept of Employment opportunities in security organization in Nepal.

**Figure 3.2**

*Conceptual Framework*



*Source:* Conceptual framework of the study adopted and modified from Drewnowski et al. (2020) and Pircher et al. (2021).

### **3.5 Tools and Techniques of Data Collection**

This study uses interviews and observation to gather data on employment opportunities in security organizations in Nepal. The interview guide will be used, with open-ended questions to gather detailed information. Primary data was collected through KII and General Interviews, as well as via mobile phones, WhatsApp, and email. Questionnaires has presented to Senior Officers, Retired Officers, Junior Commissioned Officers, and non-commissioned officers. Data has collected from APF, Nepal HQ., Nepal Police HQ. and other units. Secondary data is gathered from various sources, including books, journals, articles, research papers, and reports from relevant organizations.

### **3.6 Data Analysis**

The analysis tools of qualitative data and qualitative data have been referenced by descriptive and narrative analysis in this study. These analyses involve categorizing the data collected into themes and patterns. Specialized statistical software is essential in the field of data analysis, especially when tackling difficult research topics. This set of tools includes well-known statistical programmers such as SPSS, R, these programmers are required for a wide range of analytical tasks and the use of sophisticated statistical models. Researchers utilize these techniques to investigate correlations within data, test hypotheses, and draw evidence-based conclusions in the field of empirical research and data-driven decision-making.

### **3.7 Ethical Consideration**

An ethical consideration in research refers to the norms and standards for conduct. Norms and values, ethics and discipline, honesty and integrity, carefulness and confidentiality, respect for their rights, openness and honor, legality and value to respondents are considered as ethical consideration. During this research, the code of ethics of APA 7th edition was followed strictly. This study promised to protect the confidentiality of the individuals and organizations respectively.

## CHAPTER IV

### FINDING AND DISCUSSION

#### 4.1 Findings

The purpose of this study on employment opportunities in security organization in Nepal. The study used a mixed research design. The data were collected from 5 KII and 5 FGD with a sample of 163 APF Nepal and Nepal Police personnel. The researcher focused their investigation on gathering insights from Nepal Police and APF, Nepal. This Section An online survey gathered demographic information to analyze employment opportunities in Nepal's security organizations. This data provides a snapshot of the demographic makeup of those interested in security organization employment opportunities in Nepal.

##### 4.1.1 Characteristics of study participants

The researcher focused their investigation on gathering insights from Nepal Police and APF, Nepal. This Section An online survey gathered demographic information to analyze employment opportunities in Nepal's security organizations. The respondents were predominantly male (83.9%) and came from various provinces across the country, Interestingly, all respondents were between 20 and 58 years old, and all were currently employed, with a majority working for APF, Nepal (63.20%) compared to Nepal Police (36.80%). In terms of rank and education, the data shows diversity. Nearly half held the rank of Siner Officer (49.69%), while others were Junior Officers (35.58%), NCOs (7.9%), and Other Ranks (6.74%). Educational attainment also varied, with significant portions having Bachelor's (28.22%) and master's degrees (17.79%). However, a considerable number had lower qualifications like SLC (22.69%) and Under SLC (6.74%). Finally, most respondents were married (79.75%), with Brahmin/Chhetri being the most prevalent caste/ethnicity (72.39%). with Province 6 having the highest representation (22.69%). This data provides a snapshot of the demographic makeup of those interested in security organization employment opportunities in Nepal. Below Table 4.1 Illustrates the Demographic variables.

**Table:4.1***Demographic Characteristics of Armed Police and Nepal Police Personnel*

Variables	Demographic-Variables	Frequency	Percent
Organization	Nepal Police	163	36.80%
	APF, Nepal		63.20%
Gender	Male	136	83 %
	Female	27	17 %
Age	20-58	163	100 %
Rank	Siner Officer	81	49.69%
	Junior Officer	58	35.58%
	NCO	13	7.9 %
	Other Ranks	11	6.74 %
Academic Qualification	Under SLC	11	6.74 %
	SLC	37	22.69 %
	Higher Secondary	40	24.53 %
	Batchler	46	28.22 %
	Master	29	17.79 %
Marital Status	Married	130	79.75%
	Unmarried	33	20.25 %
Cast/Ethnicity	Brahman/ Kshatri	118	72.39 %
	Jana Jati	31	19.02 %
	Dalit	11	6.74 %
	Other	3	1.84 %
Working Province	Province 1	21	12.88 %
	Province 2	19	11.56 %
	Province 3	27	16.65 %
	Province 4	15	9.20 %
	Province 5	17	10.42 %

	Province 6	37	22.69 %
	Province 7	27	16.65 %
	Total	163	100 %

*Source:* Based On Survey Data Via Questionnaire

## **4.2 Current Employment trends in security organizations in Nepal**

The following are some subtopics which can show status and situation of employment opportunities in security organization in Nepal, based on the review of various literature.

### **4.2.1 Laws and policies related to Employments.**

#### **4.2.1.1 Constitution of Nepal 2015**

The Constitution of Nepal 2015 addresses employment opportunities in several ways. Here are some key points:

- a. **Right to Employment:** Every citizen has the right to employment and to practice appropriate labor subject to the Act or prevailing law.
- b. **Right to Choose Employment:** Citizens have the right to choose their employment according to their wish.
- c. **Right to Labor:** Article 34 of the Constitution states that every laborer has the right to practice appropriate labor and to receive appropriate remuneration, facilities, and contributory social security.
- d. **Fundamental Rights and Duties:** The Constitution also mentions the right to live with dignity, which includes the right to employment, and the freedom to establish and operate industry, trade, and business in any part of Nepal.

#### **4.2.1.2 The Nepal Army Act 2063**

The main provisions related to employment opportunities within the Nepal Army (Nepal Law Commission, 2006). Key provisions include:

- a. The Act specifies the criteria and process for recruiting individuals into the Nepal Army, ensuring that recruitment is conducted fairly and transparently.

- b. It mandates the provision of necessary training to the recruited individuals to prepare them for service in the Nepal Army.
- c. The Act includes guidelines for the promotion of army personnel, which are based on merit, performance, and adherence to the code of conduct.
- d. It defines the duties and responsibilities of army personnel, including their roles in national defense and other services as required by the state.

#### **4.2.1.3 The Armed Police Force Act, 2058**

Provisions for retirement, pensions, and other benefits for army personnel are also included, ensuring job security and welfare for those who serve. The Armed Police Force Act, 2058 (2001) of Nepal outlines the main provisions related to employment opportunities within the Armed Police Force. Key provisions include recruitment, training, promotions, duties and responsibilities, and retirement benefits.

#### **4.2.1.4 The Police Act, 2012**

Police act of Nepal outlines the main provisions related to employment opportunities within the Nepal Police. (Police Act, 2012) These provisions include recruitment, training, promotions, duties and responsibilities, and retirement benefits.

#### **4.2.1.5 The Right to Employment Act, 2075**

This act ensures the right of every citizen to employment and provides unemployment support (The Right to Employment Act, 2075).

#### **4.2.1.6 The Labor Act, 2017**

It covers various aspects of employment such as types of employment, probation period, intern, and trainee provisions, working hours, and remuneration (The Labor Act, 2017)

### **4.2.2 Ranks of Nepal Police and APF, Nepal**

The Nepal Police and APF, Nepal has a structured ranking system that includes various levels of officers. These ranks are essential for maintaining law and order in the country. Each rank carries specific responsibilities and authority. Career development

within the Nepal Police and APF, Nepal involves promotions, training, and skill enhancement.

**Table:4.2**

*Ranks of Nepal Police And APF, Nepal*

1	Inspector General - IG
2	Additional Inspector General - AIG
3	Deputy Inspector General - DIG
4	Senior Superintendent - SSP
5	Superintendent - SP
6	Deputy Superintendent - DSP
7	Inspector - INS
8	Senior Sub Inspector - SSI
10	Sub Inspector - SI
11	Assistant Sub Inspector - ASI
12	Senior Head Constable - SHC
13	Head Constable - HC
14	Assistant Head Constable - AHC
15	Constable
16	Follower

*Source:* Data from APF, Nepal and Nepal Police Website and Modified by Author

In the context of employment opportunities in security organizations like the Nepal Police and the Armed Police Force (APF) of Nepal, ranks play a significant role in defining the hierarchy, responsibilities, and career progression. Here's an overview of their significance.

### 4.2.3 Police service vacancies

The following police service posts will be filled as follows: -

**Table:4.3**

*police service posts filled.*

Post	By Opening Competition	By Promotion
Sentinel Office Assistant	100%	-
Constable	100%	
AHC-SHC	-	100%
ASI	40%	60%
SI -SSI	-	100%
INS	60%	40%
Post above inspector	-	100%

Source: Nepal police Act 2012 and APF, Act 2058

### 4.2.4 Inclusive

To make the police service inclusive, forty-five percent of the posts to be filled through open competitive examination will be allocated and the percentage will be considered as 100%, and the posts will be filled by separate competition among the following candidates: -

**Table: 4.4**

*Provision of Inclusive in Security Organization in Nepal*

1	Women	20%
2	Tribals/Tribals	32%
3	Madhesi	28%
4	Dalits	15%
5	Backward Areas	5%

Source: Nepal police Act 2012 and APF, Act 2058.

#### 4.2.5 Basic salary of Nepal Police and APF, Nepal

Nepal Police and APF Nepal New Salary Scale for 2079/80, The new salary scale for Nepal police and Armed Police Force Nepal (APF Nepal) has been approved. Salary of Nepal Police and APF, Nepal are as follows.

**Table: 4.5**

*Salary of Nepal Police and Armed Police Force, Nepal*

S.N.	Rank	Starting Scale	Grade Number	Grade Rate.	Permanent Deposit
1	IG	72082	2	2403	76888
2	AIG	72082	2	2403	76888
3	DIG	60950	3	2032	67046
4	SSP	56787	4	1893	64359
5	SP	52279	5	1743	60994
6	DSP	48737	5	1625	56862
7	INS	43730	8	1456	55337
8	SSI	40998	2	1367	43732
10	SI	34730	8	1158	43994
11	ASI	32856	7	1095	40512
12	SHC	28520	6	951	34226
13	HC	27612	7	920	34052
14	AHC	26554	8	885	33634
15	Constable	26082	8	869	33034
16	Follower	24702	12	-	24702

*Source: Armed Police Website*

#### 4.2.6 Welfare programs of APF, Nepal and Nepal police

##### A . Nepal Police

**Table: 4.6**

*Welfare Programs Program of Nepal police*

S.N.	types	Number
1	Education	<ul style="list-style-type: none"> <li>i. Higher Education Scholarship:(Rs. 18,000/- per annum for 61 persons)</li> <li>ii. Jehendar Scholarship: (Annual 450 Janalai Rs. 6,000/- (Class 6-8) 9,000/- (Class 9-10).</li> <li>iii. Educational loan: (up to 15 lakhs for medical, up to 5 lakhs for nursing, agriculture, and information technology)</li> </ul>
2	Health	<ul style="list-style-type: none"> <li>i. Medicinal Treatment Subsidy: (Support worth Rs. 2 Crores for medical treatment of P.C. families and ex-P.C.)</li> <li>ii. (Treatment) Loan: (on the recommendation of the Medical Board, 5 lakhs for those who spend up to 10 lakhs at 6% interest rate, up to 7 lakhs if they spend more than 10 lakhs)</li> </ul>
3	Social Security	<ul style="list-style-type: none"> <li>i. Senior Police Pension: 1,000 per month.</li> <li>ii. Kiriya Karma Expenses: (Rs. 25,000. -)</li> <li>iii. Compensation Relief Grant: (Grant up to Rs. 1,00,000)</li> <li>iv. Marriage grant: 1 daughter of Amar Police for auspicious marriage (Rs. 30,000. - Assistance)</li> <li>v. Distribution of Prosthetic Organs:</li> </ul>

		vi. Financial Assistance: Financial assistance equal to Rs. 3,00,000 in case of death due to any reason)
4	Kistawandi / Concessional Loan / Sapti towards	<p>iv. Charpangre Car/Zip: Bahalwala Sentinel Employees (JU-15 Lakh, P.U. Samm. 20 Lakh, P.V.U., P.N.M.N.-25 Lakh, P.A.M. R., P.M.R. (Rs. 30 Lakhs)</p> <p>v. Mo.Sa: Incumbent police personnel (up to 3 lakhs)</p> <p>vi. Household items: Incumbent police personnel (up to Rs. 2 lakh)</p> <p>vii. Cash Loan Amount: Incumbent Police Personnel (Upto Rs. 4 Lakh)</p> <p>viii. Purchase, construction and maintenance of house and land: existing police personnel (Maximum 10 lakhs from P.K.S. to P.N.U.)</p> <p>ix. Police accommodation facility: Incumbent police personnel</p>
5	Other facilities	<p>x. Prahari Guest House: Bahalwala and Retired Amar/Sahid Prahari Family</p> <p>xi. Police Health Club: Serving and retired police personnel and their dependent families</p> <p>xii. Jyeshtha Prahari Guest House: Retired Jyeshtha Prahari Employee</p> <p>xiii. Nepal Police School: Operating in 7 Provinces (Residents, Retired, Immortals/Martyred Police Officers' Descendants)</p> <p>xiv. Nepal Police Petrol Pumps: Naxal, Samakhusi, Bharatpur, Pathalaiya, Kadamaha are operating at 5 locations.</p> <p>xv. Nepal Police Hospital: Koshi, Madhesh, Gandaki, Lumbini and Su. There is a provincial police hospital</p>

		with 15 beds. (For Descendants of Retained, Retired, Immortal/Martyr Police Officers)
		xvi. Inauguration of Nepal Police Hospital, School of Health Sciences: (Nursing of 40 certificate holders per year)

*Source:* Data received from Nepal Police Headquarter

## **B. Welfare programs of APF, Nepal police**

**Table: 4.7**

*Welfare programs of APF, Nepal police*

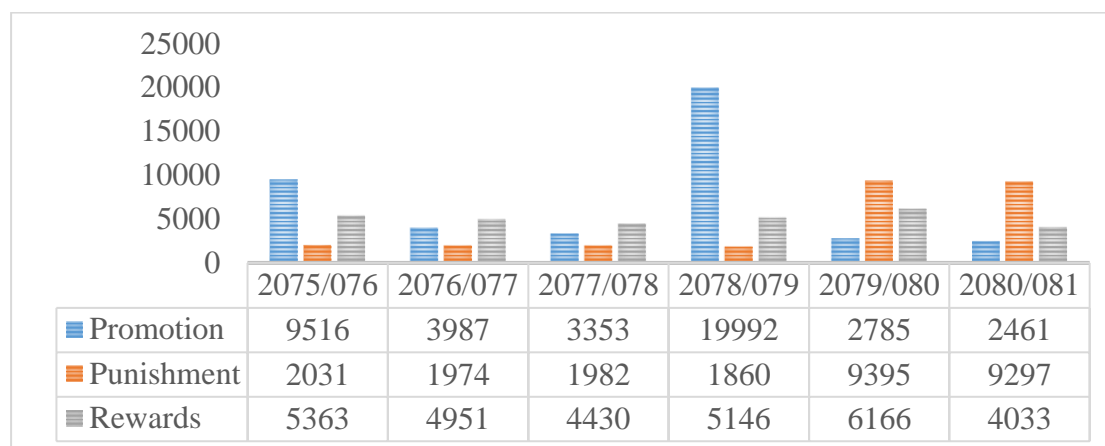
S.N.	Welfare programs
1	Loan Facility
2	Education Loan
3	Grant to Senior APF Retirees
4	Cash Support to the Family Member of Deceased APF Personnel
5	Vehicle/Home Loan
6	Scholarships
7	Support to Disabled, Children of APF Personnel
8	Funeral Services
9	Disaster Support
10	Chronic Disease Support SERVICES
11	APF Band
12	Assistance To Hospital
13	School Funding
14	Sports Development
15	FPU Mission Management
16	Assistance To Retired APF Association
17	Empowering Armed Police Family Women Association

*Source:* Data from APF, Nepal H.Q.

#### 4.2.7 A. Reward, Punishment and Promotion of Nepal Police

**Figure:4.1**

*Reward, Punishment and Promotion of Nepal Police From 2075-2080*

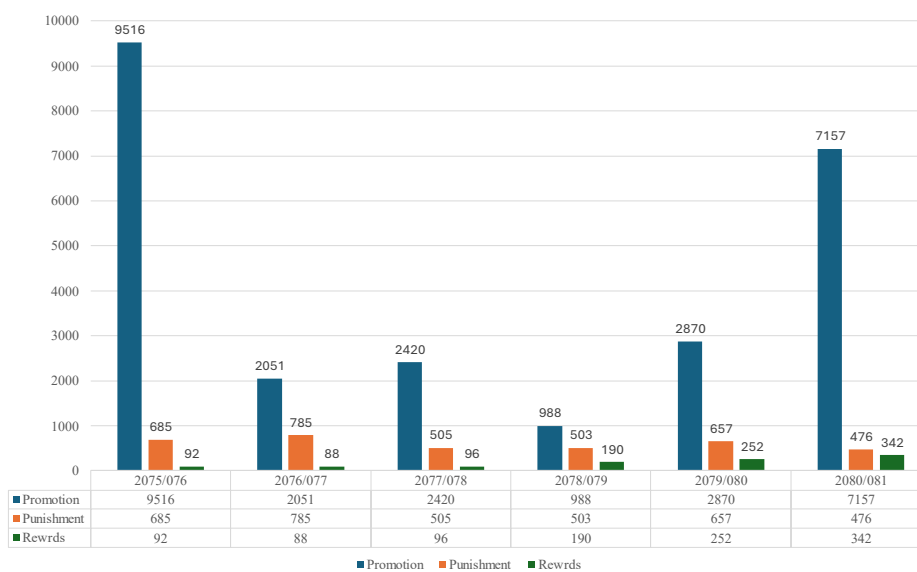


*Source: Data from Nepal police HQ*

#### B. Reward, Punishment and Promotion of APF, Nepal from 2075-2080

**Figure:4.2**

*Reward, Punishment and Promotion of APF, Nepal Police from 2075-2080*

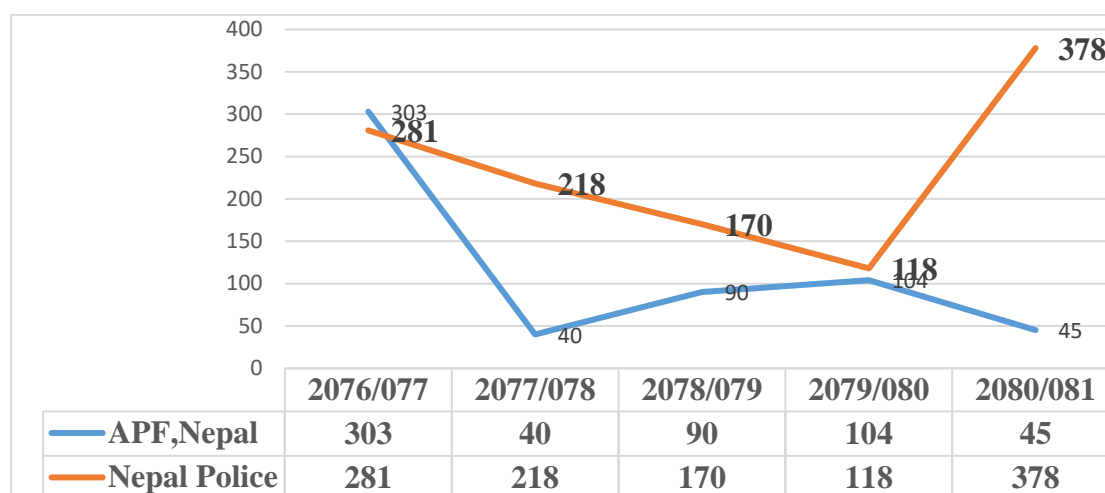


*Source: Data From Armed Police Force, Nepal Headquarter*

#### 4.2.8 Job quieting before mature in APF Nepal and Nepal Police

**Figure:4.3**

*Job Quieting Before Job Mature APF Nepal and Nepal Police*



*Source:* Data From APF, Nepal and Nepal Police H.Q.

The attractiveness of youth in police jobs is gradually decreasing. This year, relatively few applications have been received for the recruitment of police constables. According to the police head office, 47 thousand five hundred and 95 applications have been received this year out of the demand for 1 thousand eight hundred and fifty-six police constables. In 078 there were 63,479 applications for police constables and in 077 there were 93,145 applications. There was no advertisement for admission in 079. It has been seen that the attractiveness of the recruitment of the overall security agencies has been gradually decreasing in the last year.

Police spokesperson Bhim Prasad Dhakal argues that there could be various reasons for this.

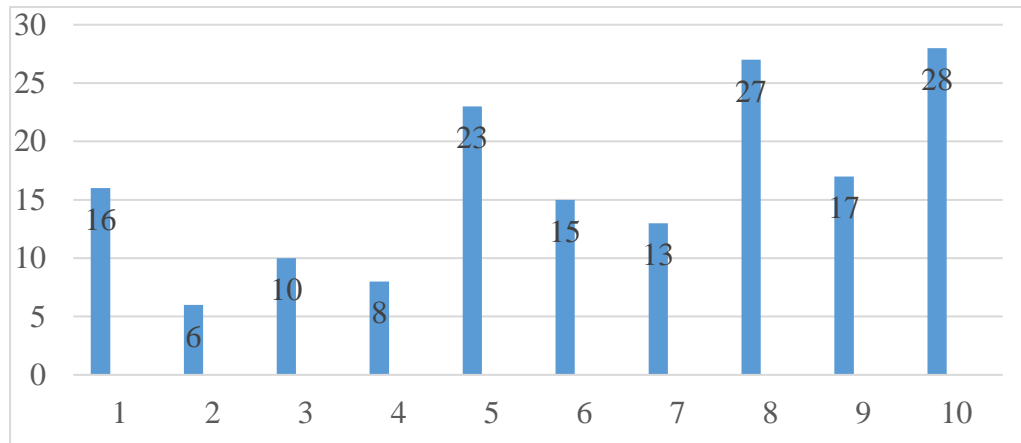
*He commented that this is the problem of the country, the trend of going abroad has increased among the new generation and the police organization is trying its best to increase the attraction in the police service. Despite the decrease in the number of applications, there are 25 times more applications according to the data of the police headquarters. Three years ago, the police head office also*

*conducted a study on the decline of attraction in the police service. In which low service-facilities were seen as the main reason.*

#### **4.2.9 Fair recruitment process in Nepal's Security Organization.**

**Figure: 4.4**

*On a scale of (1 is less fair -10 is very fair)*



*Sources: Online Google Survey by Author.*

Score 1 (16 responses):

- These respondents perceive the recruitment process as less fair.
- They likely have concerns about transparency or equity.

Score 2 (6 responses):

- A smaller group rates the process even lower in fairness.
- Their dissatisfaction may stem from specific issues.

Score 3 (10 responses):

- These individuals find the process moderately fair.
- They neither strongly agree nor disagree.

Score 4 (8 responses):

- A slightly larger group perceives the process as somewhat fair.
- There may be room for improvement.

Score 5 (23 responses):

- The majority rates the process as fair.
- They likely find it acceptable but not exceptional.

Score 6 (15 responses):

- These respondents consider the process moderately fair.
- Their opinions align with the middle ground.

Score 7 (13 responses):

- A significant number find the process reasonably fair.
- They perceive it positively but not outstandingly so.

Score 8 (27 responses):

- A substantial group rates the process as quite fair.
- They likely appreciate its transparency and effectiveness.

Score 9 (17 responses):

- These individuals perceive the process as highly fair.
- They find it commendable and well-structured.

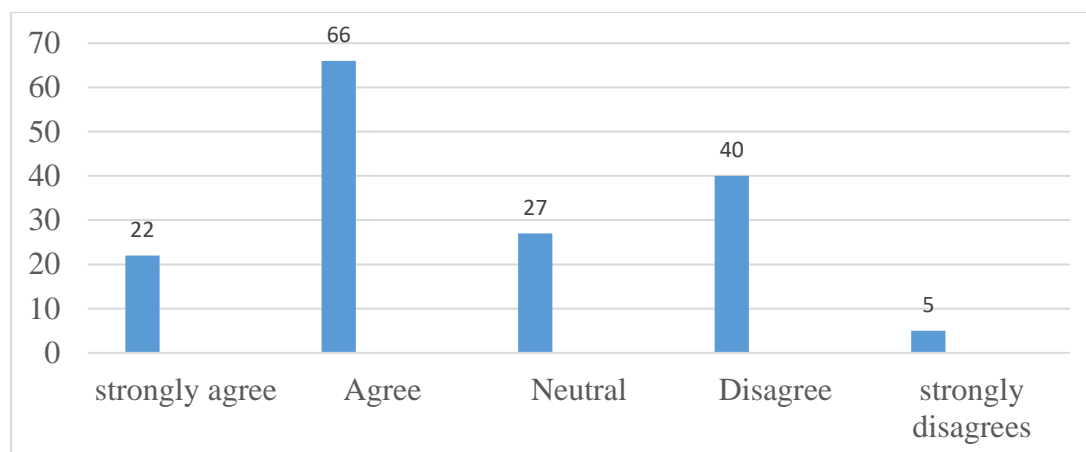
Score 10 (28 responses):

- The highest number of respondents consider the process very fair.
- They likely appreciate its clarity, consistency, and merit-based approach.

#### 4.2.10 Job opportunities compared to other sectors.

**Figure: 4.5**

*Job opportunities in security organizations in Nepal compared to other sectors.*



*Sources:* Online Google Survey by Author.

analyze the data on job opportunities in security organizations in Nepal compared to other sectors. We have the following responses:

Strongly Agreed 22, Agree 66, Neutral 27, Disagree 40, Strongly Disagree 5

To gain insights from this data, we can calculate the percentages of each response category:

Agreement Percentage:

Total respondents who agreed.

$$(\text{Strongly Agreed} + \text{Agree}) = 22 + 66 = 88$$

$$\text{Total respondents} = 22 + 66 + 27 + 40 + 5 = 160$$

$$\text{Agreement percentage} = (88 / 160) \times 100\% = 55\%$$

Disagreement Percentage:

$$(\text{Disagree} + \text{Strongly Disagree}) = 40 + 5 = 45$$

$$\text{Disagreement percentage} = (45 / 160) \times 100\% = 28\%$$

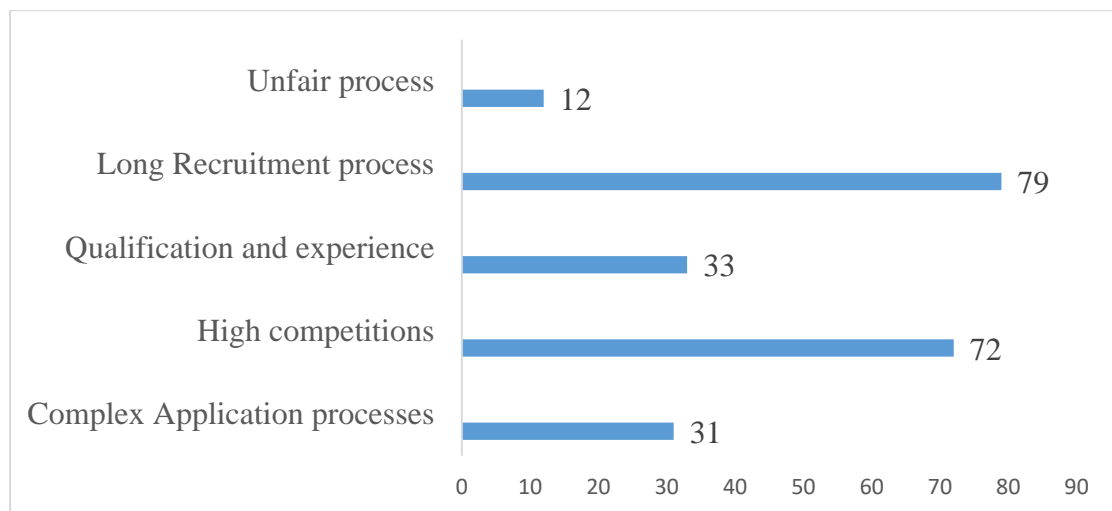
$$\text{Neutral Percentage} = (27 / 160) \times 100\% = 17\%$$

From this analysis, we observe that most respondents (55%) agree or strongly agree with the statement about job opportunities in security organizations compare to other in Nepal.

#### 4.2.11 Challenges faced while seeking employment.

**Figure: 4.6**

*Challenges faced while seeking employment in a security organization.*



*Sources:* Online Google Survey by Author.

From above Data Figure 4.7 which collected from google form Online survey, several challenges faced by individuals seeking employment in security organizations in Nepal which are as below.

- a. Long Recruitment Process (50.7%): This is the most significant challenge.
- b. More Competition on Same Rank (44.3%): Nearly half of the respondents feel that there is high competition for positions at the same rank, which can make it difficult to secure a job.
- c. Lack of Required Qualification and Experience (19.3%): This suggests that a significant number of individuals feel they do not meet the qualification and experience requirements for the positions they seek.
- d. Difficulty in Application Process (15%): A notable percentage of respondents find the application process itself to be challenging, which could be due to complex procedures or unclear requirements.

- e. Other Causes (6.4%): A smaller percentage have cited other unspecified reasons for the difficulty in securing employment.

These challenges point to a need for streamlining the recruitment process, providing clearer communication regarding application procedures, and perhaps offering training programs to help potential applicants meet the required qualifications. Additionally, addressing the high competition could involve expanding employment opportunities or providing more transparent career progression pathways.

### 4.3 Key Factors influencing Employment Opportunities

Employment Opportunities in security organization depends on several factors including Job enrolment, Carrer development, work life balance welfare, organizational culture and behaviors, job Satisfaction and retention law and polices are critical aspects that organizations prioritize to ensure employee engagement and commitment within security organization. By creating a positive work environment, meeting employees' needs, and fostering growth opportunities, organizations aim to minimize turnover and enhance productivity (SHRM, 2023). Key factors such as career advancement, leadership, and organizational culture, work-life balance compensation play vital roles for employment opportunities.

**Table: 4.8**

*Determinant of Job Satisfaction in Nepal Police and Armed Police Force, Nepal*

Title	Frequency	Percent
Compensation and Benefits	(Out of 163) 100	61.34%
Career Development	(Out of 163) 127	77.91%
Job Security	(Out of 163) 143	87.73%
Salary	(Out of 163) 70	42.94%
Promotion and Transfer	(Out of 163) 120	73.61%
Training and Development	(Out of 163) 148	90.79%
Work-Life Balance	(Out of 163) 111	68.09%

welfare	(Out of 163) 153	93.86%
Training and Recruitment	(Out of 163) 148	90.79%
Accommodation	(Out of 163) 127	77.91%
Facilities after Retirement	(Out of 163) 132	80.98%
Motivation	(Out of 163) 146	89.57%
Work Environment	(Out of 163) 143	87.73%

*Sources:* Online Google Survey by Author.

#### **4.3.1 Compensation and benefits**

Competitive salaries, financial rewards, and comprehensive compensation packages that include healthcare insurance, retirement plans, and favorable leave policies contribute to a sense of security and well-being among employees. The adequacy and fairness of salary and allowances have a significant impact on job satisfaction and retention. Employees who feel adequately compensated for their work are more likely to be satisfied and motivated (Kristie, 2016).

Nepal's Labor Act and Social Security Fund (SSF) mandate some benefits for formal security organizations. These can include.

- a. A mandatory savings scheme where both employer and employee contribute 10% each towards the employee's retirement corpus.
- b. Employers contribute 8.33% of the employee's salary towards a gratuity payment upon retirement or resignation.
- c. The Social Security Act 2072 envisions unemployment benefits, maternity benefits, and medical benefits in the future. These are still under development, and the exact implementation timelines are unclear.

#### **4.3.2 Career development**

Economic rewards, such as performance-based bonuses, salary increases, or incentive programs, can positively impact job satisfaction and retention. When employees perceive their efforts are recognized and rewarded financially, it motivates them to stay with the organization and continue performing at a high level. Also, non-monetary prizes, such as

certificates, plaques, symbolic gifts, or extra time off, also contribute to job satisfaction and retention (Armstrong, 2010). Acknowledgment programs, performance-based incentives, and opportunities for advancement are important motivators (Lawler III, 2000).

The security sector in Nepal offers a diverse range of career paths. Here are some ways to find opportunities for advancement.

Building relationships can open doors to new opportunities and provide valuable insights into career progression within security organizations. Consider pursuing security certifications relevant to your area of expertise. This demonstrates initiative and commitment to continuous learning, making you a more attractive candidate for promotions (Himalayan Security Academy, 2023). The Nepal Police and Armed Police Force (APF) regularly recruit personnel through public examinations. Consider these options if you're interested in a career in law enforcement or national security (Nepal Police, 2024).

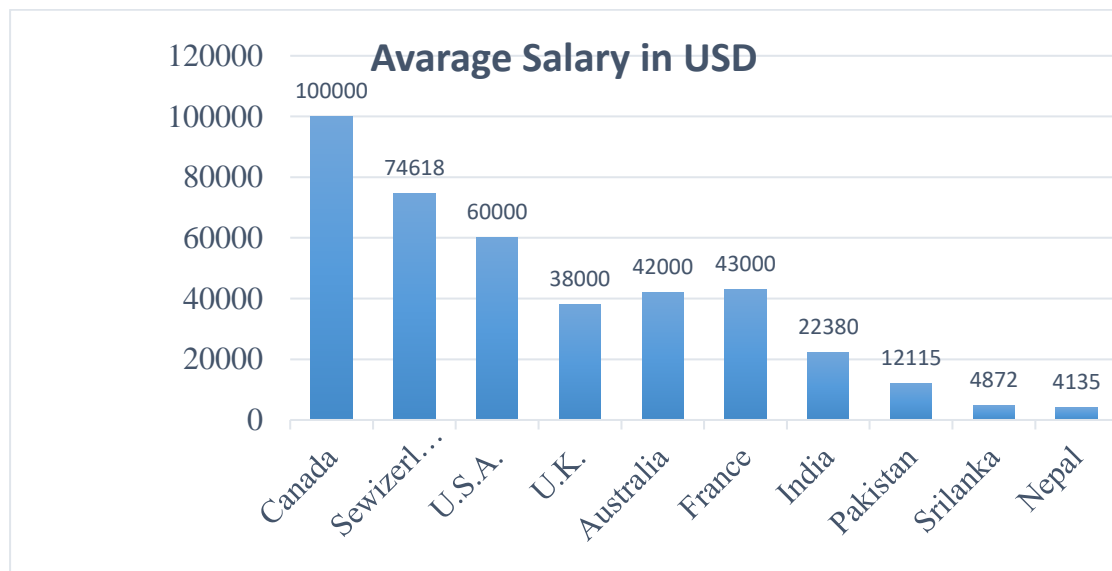
#### **4.3.3 Job security**

Job security is a crucial factor in job satisfaction and retention, as it provides employees with assurance about their employment continuity. It reduces anxiety about future employment prospects and allows individuals to plan for their future. In security organizations like Nepal, job security is essential for security personnel, as they seek assurance and stability in their positions. A lack of job security can lead to dissatisfaction and higher turnover rates, as personnel may seek more stable employment opportunities elsewhere. Therefore, ensuring job security through transparent policies and practices is vital for enhancing employment opportunities in Nepal. Employees feeling secure in their positions fosters a sense of loyalty and assurance to the organization (Judge et al., 2001).

#### 4.3.4 Salary

**Figure:4.7**

*Current salary. Satisfaction in Security organization in different country*



*Source: World salaries, (2023) and salary expert, (2023)*

From above Figure show the salary of Nepal compared with other countries which is very less which cannot attract youth in security organization in Nepal. Nepal should focus on improving salaries for security officers to attract and retain quality personnel. Benchmarking against international standards and adjusting compensation accordingly can enhance employment opportunities in the security sector.

#### 4.3.5 Organizational culture

Organizational culture refers to the shared values, beliefs, traditions, and practices within an organization that influence its identity and personality. A healthy culture fosters a sense of inclusion and belonging among employees, increasing job satisfaction and retention. A corporate culture that values employee contributions and accomplishments increase job satisfaction. A welcoming environment that fosters cooperation, teamwork, and respect also increases employee happiness. The organizational culture within a security organization in Nepal can significantly impact job satisfaction and retention. Employee happiness is increased by a welcoming environment that fosters cooperation, teamwork,

and respect (Schein, 2010). The organizational culture within the security organization in Nepal including values, norms, and practices, can significantly impact job satisfaction and retention.

#### **4.3.5 Training and Development**

The survey data on training policies and programs in security organizations in Nepal shows that 22.6% of respondents are more satisfied, and 21% are satisfied, totaling 43.6% who have a positive view of the training they receive. A significant majority, 46.6%, are neutrally satisfied, indicating that while not negative, there may be no strong feelings towards the training policies and programs, suggesting potential areas for improvement. The remaining 9.8% who are unsatisfied represent a smaller portion of the respondents, but their perspective is important for identifying areas where training policies and programs may be lacking.

#### **4.3.6 Work Environment**

The work environment in security organizations in Nepal is influenced by several factors, including the need for security sector reform, the challenges of transitioning from a centralized political system, and the ongoing peace process. Here are some key points regarding the work environment:

- a. There is a recognized need for security sector reform in Nepal to adapt to the changed political context and ensure that security policies and strategies are suitable for the current environment.
- b. The transformation of the security sector faces challenges such as selective understanding of security sector reform principles, inadequate implementation, and a lack of holistic approaches.
- c. The Nepal Labor Act of 2074 emphasizes the importance of occupational health and safety in the workplace, ensuring that employers create a safe and healthy environment for their employees.

#### **4.3.7 Work-Life Balance**

The data from the survey on work-life balance in security organizations in Nepal indicates that most respondents are satisfied to some degree, with 51.8% being satisfied and 17.5% more satisfied. This suggests that over half of the workforce perceives their employment

positively in terms of work-life balance. However, a significant portion, 17.8%, are neutrally satisfied, indicating ambivalence or potential areas for improvement. The fact that 11.7% are unsatisfied and the remainder are more unsatisfied (which would be 1.2% if we're adding up to 100%) shows that there are challenges to be addressed.

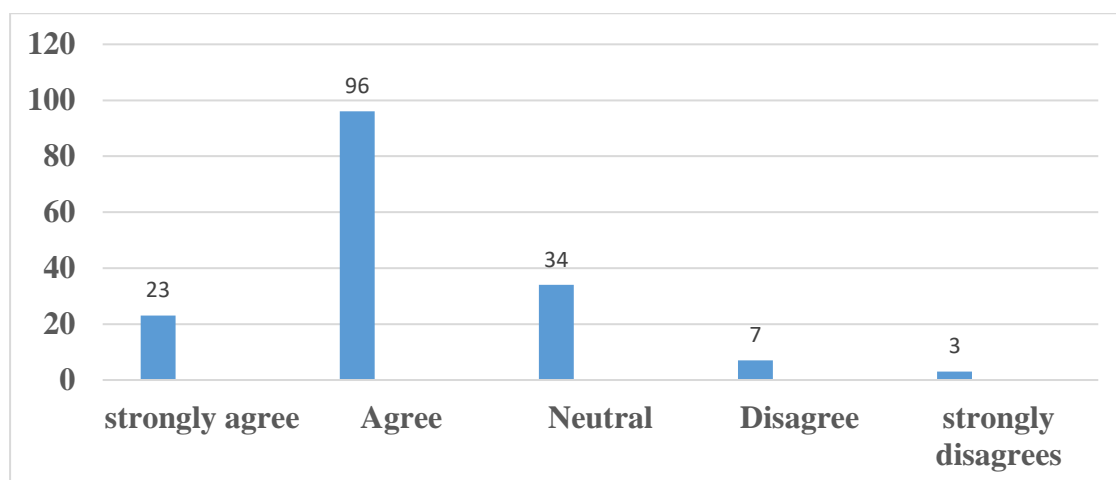
In terms of interpreting these results for employment opportunities, it suggests that security organizations in Nepal may need to focus on enhancing work-life balance to attract and retain skilled professionals. Addressing the concerns of those who are unsatisfied or more unsatisfied could lead to improvements in job satisfaction, which is likely to make the positions more appealing to potential employees. This could involve reviewing work schedules, providing more support for personal or family needs, or offering additional benefits related to health and well-being.

#### 4.3.8 Welfare satisfaction

The survey data on welfare programs in security organizations in Nepal reveals that a significant majority of respondents, 75.9%, are satisfied (with 62% satisfied and 13.9% more satisfied), indicating a positive perception of the welfare programs. However, 17.5% of respondents are neutrally satisfied, the remaining 6.6% who are unsatisfied represent a minority.

**Figure: 4.8**

*Personnel Satisfaction on Welfare Programs in Nepal Police and APF, Nepal*



*Sources:* Online Google Survey by Author.

Figure: 4.10 Data found from Online survey and has been analyzed and shows based on welfare satisfaction, twenty-three respondents strongly agree with the welfare provided by these security agencies. This indicates a positive perception of the welfare programs. Ninety-six respondents agree with welfare. While not as strong as the “strongly agree” group, this still reflects overall satisfaction. Thirty-four respondents are neutral. They neither strongly agree nor disagree. This group may have varying opinions or lack strong feelings about welfare. Ten respondents disagree with welfare. Their dissatisfaction suggests that improvements are needed.

#### **4.5 Result of Focused Group Discussion and Key informant interview**

At the time of data collection, the following points were drawn from various KII regarding what key factor influencing employment opportunities and challenges, what strategies and initiatives to improve security sector, policies and efforts should be undertaken to increase employment opportunities in security organizations. Throughout the discussion with KII, it became evident that the participants were keen on exploring innovative ideas in revising the Employment opportunities in Security organization in Nepal. Here are some questions and KII views which received from Key informant interviews (KII)

- i. Could you share your insights on the current trends and overall landscape of employment opportunities within Nepal's security sector?

KII -1 explained the following statement.

*There are three security agencies in Nepal. In many countries of the world, there are army, navy, and air force while in our country there is only army. In our country, apart from the army, the Armed Police Force and the Nepal Police are considered security organs, but these two bodies are only internal security organs. In these three agencies, the army has about 100,000, the Nepal Police has 85,000 and the Armed Police Force has 37,000. All in all, around 222,000 (army and police manpower has not been determined) are working in the security agencies. Compared to the population of 3 billion, this manpower is very low. The recruitment process in the security forces cannot address a large proportion of the population. It can cover only a limited number of young people*

*as it is filled only with the manpower that is vacant every year. Apart from this, many young people tend to leave.*

KII-2 explained the following statement.

*The interest of people is going down but those who are from remote areas or below the middle family are joined for the shack of job only. People are not orientated before joining to security. Now the trend of early termination is going up because of low facilities and strict responsibility. Likewise low rank officers want to go overseas with the certificate of training.*

KII-3 Stated that “Employment opportunities are good but amendment to existing law is necessary”.

KII-4 stated that “There are many opportunities, but certain factors should be reviewed during the recruiting process”.

- ii. What do you perceive as the primary challenges hindering the growth of employment in the security organizations in Nepal?

KII-1 explained the following statement.

*Opening admissions in small numbers, Age, height, weight, physical fitness, health check, prescribed written examination system must be passed for admission. In the admission process, only the younger age group will fall into the category, so others will be automatically saved. The admission process is limited only to places with facilities, the youth of remote and backward areas remain largely deprived. It is a very long process as the Public Service Commission will create the recruitment system. Take admission only if there are vacancies or additional vacancies is. Young women who have acquired quality education should not be attracted because it is a stressful and sensitive area. J. The attention of many young people who have achieved education is directed towards going to study or work abroad. There are many good opportunities outside the security agencies as compared to before. Financially, the situation of the lower-ranking members working in the security service remains critical.*

KII-2 stated that “Many commissions were formulated but all the reports are on the drawer open it and pick good suggestion for implementation. Physical facilities also play a vital role in enhancing the morale of the security force”.

KII-3 Stated that “Priority from policy level, Policy amendment and Security must be on top prior to the government”.

- iii. In your expert opinion, how effective are the current policies in place for fostering employment within security organizations, and what enhancements might be needed?

KII-1 explained the following statement.

*Apart from the citizens of remote and backward classes, there are some opportunities if they are willing to enroll. However, no matter how transparent, clean, and law-abiding it is, there is a mindset that one cannot be admitted to the security agency without getting acquaintances and sources. It has been tried to include the admission process in the constitution, but in practice it has not yet been implemented. It seems appropriate to take the attendants who are in the lower category of the security agency, not in the recruitment center, but in the district-wise Gana and Gulma. The age limit should be increased. Since graduation level education is 3 years to 4 years, it may be difficult to get a certain category of manpower, so it is reasonable to make the age of entry of officers 27 years. The study of doctor engineer on the technical side will be longer. Since most of the officers enter the security agencies at a very young age, it seems that most of the officers will be dismissed before reaching the age of 30 years. Doctors become more experienced as they age. Therefore, in the case of the Armed Police Force, due to the lack of technical regulations, there are many problems including moral development of technical manpower. It is necessary to make separate regulations and have a precise address of different technical fields. The age limit should be increased. The age limit should be kept higher than infantry.*

KII-2 stated that “General law about pension and retirement is the main challenge now. Dur to environment of dirty political game people may have a kind of frustration

they do not want to remain within country. Low payment of reasons may be another cause”.

KII-3 stated that “No clear career planning, less facility and instability only glorify”.

- iv. From your perspective, what strategies or initiatives could potentially lead to significant improvements in employment opportunities in this sector?

KII-1 explained the following statement.

*In the present situation, there is no attraction of manpower in the security agencies. Those who have achieved quality education seem to enter very few, and even they do not enter. There is a demand for middle-level manpower in the security agencies and in the present situation it seems that it is also decreasing. There are various services in the country, security service is a very sensitive and difficult profession. Apart from this area, there are many other service areas which have a wider scope. There will be attraction in security agencies due to certain thinking, pride in uniform, willingness to take risks etc. But in the latest situation, it seems to have come to this. Not only the security organization but also the government has not studied why there is no attraction, which is necessary. Those who come are also found to be stuck until there is no other option. Fewer people seem to be attracted to the official class. In Nepal, all the government services are seen in one basket. It is said that barracks, which cannot be worn elsewhere, have many facilities by showing limited uniforms and low-calorie rations. In this way, everyone's service facility looks the same. There should be a separate provision of service facilities for security agencies engaged in risky work. If you must stay away from your family for years, you don't have enough time to take care of your children properly, and you must make ends meet with the money provided by the government, the attractiveness of a risky agency like the security agency decreases. Looking at the example of the Commonwealth of India, the officers and lower class who are appointed in the security agencies rarely leave their jobs because they are provided with facilities to earn a living and live with respect in the society even after retirement. Even after retirement in Nepal, do you have to wander around*

*looking for another job to support your life? There is now a situation where you must take a big risk to find a job abroad.*

KII-2 KII-5 stated that “Give priority to security force and need to formulate special law about pension, insurance, and other facilities, Justice and transparent evaluation system, carrier plan, Reward and punishment system, good weapons, and official facilities”.

KII-3 stated that “Clear carrier planning should be in Security organization and Establishments of international working platform even more”.

KII-4 stated that “Improving the working conditions, pay, and career progression opportunities within the security sector can make these jobs more attractive to job seekers”.

KII-5 explained the following statement.

*Security service work, risks, conditions, and duration of continuous deployment, working nature of being separated from the family should be studied and the salary, allowance, family accommodation, education of the children should be ensured accordingly. Only then will the attraction increase. In addition to this, the problem of character development in the Armed Police Force has reduced the attraction. The attractiveness seems to be decreasing due to having to sit in the line for decades in the Nepal Police, Army, and so on.*

- v. What is your suggestion and recommendation for betterment of Employment Opportunities in security organization in Nepal?

KII-1 explained the following statement.

*The comment that you can't get a job without going to the source force has taken root. Well, in recent times, the recruitment process has become transparent and impartial, and the presence of the Public Service Commission is strong. But due to the political interference in the transfer fees, there is also doubt about the impartiality of admission. There is a common thought that one cannot move forward without knowing and being close to great leaders, and behavior also*

*shows that. The current workforce is very conscious. In such a chaotic situation, those who have achieved quality education do not want to choose security agencies. It was not possible to attract that class. It is seen that security agencies and police service also have small news in the media. There are more negatives than positives in such news. This has been developing a wrong perception towards the security agencies in public. The feeling that security agencies are indispensable for our country and citizens.*

KII-2 stated that “Neat to Make short time for the recruitment, orient to the people before\joint the security service. Welfare programs should be managed from the gov. Not by own force. And many more ”

KII-3 stated that “Must create a well working environment, must address clear and fair carrier planning in law. Facilities should be added in accordance with other sectors. The government should know the truth that security is first for development. Tie up our education system with security”.

KII -4 explained the following statement.

*Increasing employment opportunities in security organizations in Nepal requires a multifaceted approach. Firstly, the government and private sector should collaborate to invest in comprehensive training programs. These programs should focus on modern security practices, cybersecurity, and specialized skills such as counterterrorism and disaster management. By enhancing the skill set of potential employees, the security sector can attract a more competent workforce. Additionally, establishing partnerships with international security organizations for knowledge exchange and training can further elevate the standards of security personnel in Nepal. Creating scholarships and incentives for individuals to pursue careers in security can also motivate more people to join the field.*

KII-5 explained the following statement.

*The scope of security services to include emerging sectors such as cyber security, environmental protection, and private security for businesses can*

*create new job opportunities. The government should implement policies that encourage the growth of private security firms and support startups focusing on innovative security solutions. Promoting awareness about the importance of security in various sectors, including tourism and infrastructure development, can also drive demand for security professionals. Additionally, improving the working conditions, pay, and career progression opportunities within the security sector can make these jobs more attractive to job seekers.*

At the time of data collection, the following points were drawn from various Focused Group Discussions (FGD) regarding what key factor influencing employment opportunities and challenges, what strategies and initiatives to improve security sector, policies and efforts should be undertaken to increase employment opportunities in security organizations. Throughout the discussion with FGD, it became evident that the participants were keen on exploring innovative ideas in revising the Employment opportunities in Security organization in Nepal.

It was interesting to note that FGD 1 shared common experiences about the employment opportunities in security organizations in Nepal.

*The government should organize high-level training programs for the development of the personal capacity of the employees working in the country's security organization. In addition to this, the private security organization and the private security organization for the new recruits should be conducted in coordination training for workers. Which helps in the return of high manpower needed in the security organization. This would ensure a baseline of competence across the sector and create a pool of qualified candidates. The security organizations should prepare the pathway only if they have the required qualifications and other necessary skills for the growth and development of the missing personnel. Those who employ workers and increase worker satisfaction will develop knowledge.*

It was interesting to note that FGD 2 shared common experiences about the employment opportunities in security organizations in Nepal.

*According to role and duties of security personnel, satisfied with his work if the arrangement of salary facilities and other facilities is at international level. Working environment, services, skills, knowledge and skills, attitude, story, government should come up with plans. General law about pension and retirement is the main challenge now. Dur to environment of dirty political game people may have a kind of frustration they do not wants to remain within country. Low payment of reasons may be another cause. Give priority to security force and need to formulate special law about pension, insurance, and other facilities, Justice and transparent evaluation system, carrier plan, Reward and punishment system, good weapons, and official facilities.*

It was interesting to note that FGD 3 shared common experiences about the employment opportunities in security organizations in Nepal.

*Today, new technologies are being developed in the world. What has created both ease and complexity for the human being is the use of new technologies and new training in the security organization to make the work easier and the efficiency of the work. Which could attract people to join security organizations. This collaboration can pave Moreover, the government should bring policies for the establishment of new technologies.*

It was interesting to note that FGD 4 shared common experiences about the employment opportunities in security organizations in Nepal.

*Rate of high brain drain, In the future there may be shortages for workforce. So that high salary, and other welfare programs such as health care, health care, education, and education should be increased. Clear carrier planning should be in Security organization and Establishments of international working platform even more. Must create a well working environment, must address clear and fair carrier planning in law. Facilities should be added in accordance with other sectors. The government should know the truth that security is first for development. Tie up our education system with security.*

It was interesting to note that FGD 5 shared common experiences about the employment opportunities in security organizations in Nepal.

*The interest of people is going down but those who are from remote areas or below the middle family are joined for the shack of job only. People are not orientated before joining to security. Now the trend of early termination is going up because of low facilities and strict responsibility. Likewise, low rank officers want to go overseas with the certificate of training. Many commissions were formulated but all the reports are in the drawer open it and pick good suggestion for implementation. Physical facilities also play a vital role in enhancing the high morale of the security force. Priority from policy level, Policy amendment and Security must be on top prior to the government.*

Mahajan (2017) underscores the importance of motivation for enhancing employee productivity, highlighting that effective leadership plays a crucial role. Both financial and non-financial rewards are pivotal in motivating employees. Narang (2016) emphasizes that adopting HR practices can significantly improve working conditions and job satisfaction, drawing parallels with the Indian Armed Forces, which is relevant for Nepal. Upreti (2024) advocates for investing in security forces to develop specialized rescuers, suggesting that job specialization can motivate personnel and enhance the overall efficiency of security operations. Furthermore, Smith (2020) and Jones (2019) emphasize the necessity of a strong ethical foundation within security forces to uphold public trust, prevent abuses, foster professionalism, and enhance international reputation.

Research by Yukongdi and Shrestha (2020) reveals that job satisfaction and affective commitment are strong predictors of turnover intentions among employees in Nepalese banks. Sthapit and Shrestha (2018) find that benefits and salary are critical for retaining entry-level employees in Nepal's hospitality sector, with career advancement opportunities being particularly significant for male workers. Aristovnik (2014) discusses the factors affecting police officers' job satisfaction, highlighting management support and a sense of belonging as essential. Ojha (2016) examines job satisfaction and retention among teachers in Nepal, noting the importance of salary, job security, professional development, and work-life balance. Similarly, Adhikari (2019) identifies job security, pay, promotion, coworker relationships, and physical work conditions as key factors influencing job satisfaction in Nepalese commercial banks.

Katou and Bedhwar (2006) and Singh (2003) highlight the positive relationship between HRM practices and organizational performance. Lee and Lee (2007) emphasize that effective workforce planning, teamwork, training, compensation, and employee security significantly enhance productivity and performance.

Schein (1990) posits that organizational culture, shaped by leadership, profoundly influences change dynamics and organizational performance. Bartels and Liu (2017) underscore the importance of managing organizational change within law enforcement agencies to foster a culture of adaptability.

Paudel and Pahari (2018) highlight the negative impact of low salaries on morale and motivation among Armed Police Force (APF) personnel. Raju and Rajbhandary (2018) note that Nepal's labor laws have been ineffective in influencing labor decisions and outcomes due to poor implementation. Niraula (2017) discusses the issues of bureaucratic tendencies, political influence, and corruption within Nepalese security forces.

### **Findings from Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs)**

Participants in KIIs noted that Nepal's security sector includes the Army, Nepal Police, and Armed Police Force, with a total manpower of around 222,000. However, the recruitment process is limited and cannot address a large proportion of the population. Challenges include a lack of interest in security jobs among educated youth due to low benefits, strict responsibilities, and early termination trends. Recruitment limitations are further exacerbated by stringent physical and educational requirements, limited recruitment centers, and a lengthy process managed by the Public Service Commission. Financial difficulties, political interference, and the perception that quality education offers better opportunities outside the security sector are significant barriers.

Existing policies are deemed inadequate in attracting qualified personnel due to political interference, lack of career planning, and insufficient facilities. Suggestions

for improvement include increasing the age limit for entry, providing better service facilities, and ensuring transparent recruitment processes.

Enhancing training programs, improving working conditions, offering better pay and career progression opportunities, and establishing partnerships with international security organizations were suggested. Promoting a clear career path, addressing the perception of the security sector, and implementing welfare programs were emphasized as crucial.

Key recommendations include addressing political interference, ensuring fair and transparent evaluation systems, and improving facilities and welfare programs. Emphasizing the importance of security for national development, aligning educational systems with security needs, and introducing modern technologies and training programs were also highlighted.

#### **4.6 Discussion**

Nepal's security sector consists of three primary agencies: the Nepal Army, the Nepal Police, and the Armed Police Force (APF), which collectively employ around 222,000 personnel, a small fraction relative to the country's population. These agencies face several employment challenges, including limited recruitment opportunities, a bias toward urban recruitment over remote areas, and a trend of early resignation due to low pay and stringent responsibilities. Recruitment criteria are strict, excluding many potential candidates, and the lengthy, bureaucratic process further deters applicants. Socio-economic factors such as low compensation, political interference, and better opportunities abroad contribute to job dissatisfaction and mistrust in the system. Additionally, outdated policies and inadequate facilities reduce job attractiveness, and a lack of clear career progression paths exacerbates the problem. Despite efforts to ensure transparency, perceptions of nepotism persist, and restrictive age and educational requirements limit candidate pools, especially for technical roles. Overall, inadequate incentives and pension schemes further undermine the effectiveness of current employment policies in these organizations.

Primary challenges hindering the growth of employment in Nepal's security sector include stringent recruitment criteria and socio-economic factors. Stringent physical

and educational requirements exclude a significant portion of the population, and the lengthy, bureaucratic recruitment process managed by the Public Service Commission deters many potential candidates. Socio-economic issues such as low pay, inadequate benefits, and political interference in recruitment and transfers create job dissatisfaction and mistrust. Additionally, many well-educated youths prefer to seek education or employment abroad due to better opportunities. Outdated policies and inadequate facilities diminish job attractiveness, and the lack of career planning and clear progression pathways further exacerbate the problem. Current employment policies are ineffective, as perceptions of nepotism persist despite efforts to ensure transparency, and restrictive age and educational requirements limit candidate pools. Furthermore, inadequate pension and retirement laws and low financial compensation undermine job security and satisfaction.

# CHAPTER V

## SUMMARY AND CONCLUSION

### 5.1 Summary

Nepal is a diverse, landlocked country in South Asia, bordered by China and India. It features varied geography, from the lowlands to the Himalayan peaks, including Mount Everest. Historically, Nepal was unified by the Shah dynasty in the 18th century and transitioned to a federal democratic republic in 2008 after a decade-long civil conflict. Its economy is primarily agricultural, with significant contributions from tourism. Nepal is culturally diverse, with over 120 spoken languages and a rich tapestry of ethnic groups, predominantly Hindu and Buddhist. Nepal's security forces, encompassing various organizations like the Nepal Army, Nepal Police, and Armed Police Force (APF), are tasked with protecting the country's sovereignty, maintaining internal stability, and ensuring law and order. The security forces play a crucial role in disaster response and international peacekeeping. Maintaining national security involves complex strategic imperatives due to Nepal's historical context, geographic location, and relations with neighboring countries. Nepal Army established in 1762, it protects national sovereignty and participates in UN peacekeeping missions. It also assists in development, construction, and disaster management. Nepal Police formed in 1951, it maintains law and order, prevents crime, and provides public safety. It plays a significant role in disaster response and engages in community policing.

Armed Police Force (APF) established in 2001, the APF handles internal security, protects borders, and responds to emergencies. It operates under the Ministry of Home Affairs and collaborates with other security agencies. National Investigation Department (NID) Focuses on intelligence collection, counterterrorism, and addressing transnational crimes to ensure national security. National Security Council (NSC) chaired by the Prime Minister, the NSC formulates and coordinates national security policies, integrating various aspects of national interest.

The study identifies a gap in understanding employment opportunities within Nepal's security organizations. It aims to investigate the current state of these opportunities, the influencing factors, challenges faced by job seekers, and potential improvement strategies. Understand the nature, availability, and distribution of employment

opportunities. Assess challenges faced by job seekers. Examine socio-economic, political, and organizational factors affecting employment dynamics.

This study is crucial for policymakers, researchers, and job seekers. It aims to provide insights into the employment landscape, inform strategies for organizational improvement, and enhance recruitment processes. By exploring socio-economic and political dimensions, the study seeks to align security sector strategies with broader national interests. The study focuses on employment opportunities within the Nepal Police and APF, Nepal considering all ranks, genders, and locations within Nepal. It involves questionnaires to current employees and theoretical assumptions.

The methodology for examining employment opportunities in Nepal's security organizations using both qualitative and quantitative approaches. The study aims to understand the employment landscape within these organizations. Primary data was collected from 200 individuals (50 from Nepal Police and 150 from the Armed Police Force) through interviews and surveys. Participants included men and women of various ranks, aged 20-60, with diverse educational backgrounds. Additionally, key informant interviews and telephone inquiries with security personnel and retired professionals were conducted. Secondary data was sourced from books, journals, news articles, handbooks, and reports. Collected data was analyzed by organizing and coding it into themes and sub-themes. Both qualitative and quantitative data were used to provide explanatory and descriptive insights.

The study employs a mixed-methods approach to achieve comprehensive results. Information was gathered through interviews, observation, and focus group discussions (FGDs), supported by secondary sources such as journal articles and books. The study focused on laws, policies, recruitment processes, job trends, career planning, motivational factors, and challenges in Nepal's security organizations. Data was collected from various locations, including Kathmandu and surrounding areas, through interviews and surveys. Primary data collection involved visits to Nepal Police and APF units, hospitals, and training centers. Secondary data came from academic research, government reports, books, online databases, and archives. Data was gathered using interviews, observations, mobile phones, WhatsApp, and email. Questionnaires were distributed to senior and retired officers, junior commissioned officers, and non-

commissioned officers. Secondary data was obtained from relevant literature. The study utilized descriptive and narrative analyses, categorizing data into themes and patterns. Statistical software was employed for complex analyses, ensuring robust data interpretation and evidence-based conclusions. Ethical standards were strictly followed, ensuring confidentiality, honesty, integrity, and respect for participants' rights. The study adhered to the APA 7th edition code of ethics.

This study focused on employment opportunities in Nepal's security organizations, specifically the Armed Police Force (APF) and Nepal Police. Using a mixed research design, data was collected from 163 personnel through Key Informant Interviews (KII), Focus Group Discussions (FGD), and an online survey. The study's participants were predominantly male (83.9%), aged 20-58, with most working for APF (63%). Rank distribution included Senior Officers (49.69%), Junior Officers (35.58%), NCOs (7.9%), and others. Educational levels varied, with many holding Bachelor's (28.22%) and master's degrees (17.79%). The majority were married (79.75%) and primarily from the Brahmin/Kshatriya caste (72.39%), with the highest representation from Province 6 (22.69%). Employment trends highlighted various laws and policies.

Employment opportunities in Nepal's security organizations are shaped by multiple factors, including job enrolment, career development, work-life balance, welfare, organizational culture and behaviors, job satisfaction, and retention laws and policies. Ensuring employee engagement and commitment is crucial for security organizations, as it minimizes turnover and enhances productivity. Creating a positive work environment that meets employees' needs and fosters growth opportunities is essential. Competitive salaries, comprehensive compensation packages, and fairness in pay significantly impact job satisfaction and retention. Current compensation packages in Nepal's security sector need to be evaluated against other industries and international standards to attract and retain qualified personnel. Opportunities for career advancement, performance-based incentives, and recognition programs are critical. Establishing clear promotion structures and offering specialized training can motivate employees and enhance job satisfaction. Providing assurance about employment continuity is vital for job satisfaction. Transparent policies and practices that ensure job security can foster loyalty and stability within the workforce. The current salary levels in Nepal's security sector are relatively low compared to international standards,

which affects job satisfaction and the ability to attract youth. Improving salary structures is necessary to enhance employment opportunities. A positive organizational culture that values employee contributions and fosters cooperation and respect increases job satisfaction. Ensuring a supportive work environment is essential for retaining skilled personnel. Effective training programs are crucial for employee satisfaction. Enhancing these programs by updating the curriculum and offering advanced training options can lead to a more skilled and content workforce. Addressing challenges such as inadequate implementation of security sector reforms and weak coordination between agencies can improve the work environment. Ensuring occupational health and safety is also important. Balancing work schedules and supporting personal or family needs can improve job satisfaction. Addressing work-life balance issues is crucial for attracting and retaining skilled professionals. Comprehensive welfare programs, including education scholarships, health subsidies, and financial loans, contribute to employee satisfaction. Enhancing these programs can improve the attractiveness of employment opportunities.

Nepal's security sector holds significant potential for growth and offers promising career paths. The following strategies and initiatives are proposed to enhance employment opportunities and professionalize the sector. Firstly, skill development and training are crucial. The government, in collaboration with private security firms, should develop standardized security guard training programs to ensure a baseline level of competency and create a pool of qualified candidates. Encouraging and incentivizing specialized training in areas like cybersecurity, close protection, and risk management will cater to the evolving security landscape and offer career specialized opportunities. Partnering with vocational training institutes and security firms to offer subsidized training programs can increase accessibility for aspiring security professionals and address skill gaps.

Professionalization and recognition are also essential. Implementing a licensing system for security guards, requiring basic training and ongoing education for license renewal, will elevate the profession and attract a more qualified workforce. Establishing clear career progression paths with defined skill requirements for each level will motivate employees and guide their professional development. Creating award programs or recognition initiatives to acknowledge outstanding security professionals and

organizations will foster a sense of pride within the sector and attract talent. Improved working conditions and compensation are necessary to attract and retain security personnel. Security companies need to offer competitive salaries and benefits packages comparable to other industries requiring similar skills, incentivizing individuals to pursue careers in security. Promoting work-life balance and mental health initiatives, such as flexible work arrangements and access to counseling services, will lead to a more engaged and productive workforce. Discouraging the use of informal security personnel by implementing stricter regulations and promoting the benefits of working with licensed security firms will ensure proper training, fair compensation, and adherence to labor laws.

Technological innovation is another critical area. Encouraging security firms to adopt technology solutions like CCTV surveillance and access control systems will improve efficiency and create job opportunities in the installation, maintenance, and monitoring of such systems. Integrating basic cybersecurity awareness training into all levels of security personnel training will equip them to identify and respond to potential cyber threats in today's digital age. By implementing these strategies, Nepal's security sector can become more professional, skilled, and attractive to potential employees. Enhanced training programs, professional recognition, improved working conditions, competitive compensation, and technological adoption are critical to achieving this transformation. These initiatives will benefit individuals seeking careers in security and enhance the overall effectiveness and reputation of the security industry in Nepal.

## **5.2 Conclusion**

The study provides a comprehensive overview of employment opportunities in Nepal's security organizations, highlighting demographic characteristics, legal frameworks, rank structures, salary scales, and welfare programs. It identifies challenges in the recruitment process, such as lengthy procedures, high competition, and qualification requirements. To enhance employment opportunities, it is recommended that security agencies streamline the recruitment process, improve transparency, simplify application procedures, and offer training programs to help potential applicants meet qualifications. Additionally, addressing the high competition through expanded employment opportunities and clearer career progression pathways could attract and retain quality personnel in Nepal's security organizations. Ensuring the right to

employment, fair recruitment, and structured career paths. The study detailed the ranks, salary scales, and extensive welfare programs in these organizations. Despite a clear recruitment process, there has been a noted decrease in applications for police positions, attributed to better opportunities abroad and inadequate service facilities. Efforts to improve transparency and feedback mechanisms in recruitment were suggested to enhance employment opportunities in these vital security sectors.

Employment opportunities in Nepal's security organizations depend on a combination of factors that influence job satisfaction and retention. Improving compensation, career development, job security, organizational culture, training programs, work environment, work-life balance, and welfare programs can significantly enhance the attractiveness of these roles. By addressing these key factors, security organizations in Nepal can create a more engaging and supportive work environment, leading to higher employee satisfaction and better retention rates. These improvements are essential for building a skilled and committed workforce that can meet the evolving security needs of the country.

By implementing these strategies, Nepal's security sector can become more professional, skilled, and attractive to potential employees. Enhanced training programs, professional recognition, improved working conditions, competitive compensation, and technological adoption are critical to achieving this transformation. These initiatives will benefit individuals seeking careers in security and enhance the overall effectiveness and reputation of the security industry in Nepal.

### **5.3 Recommendations**

To enhance employment opportunities and professionalize Nepal's security sector, several key recommendations are proposed.

First, the recruitment process needs to be streamlined and made more transparent, reducing bureaucratic delays and bias toward urban centers. Establishing clear and equitable career progression paths will motivate personnel and reduce early resignations. Competitive salaries and benefits packages, aligned with international standards, are essential to attract and retain talent. Additionally, implementing comprehensive training programs, particularly in specialized fields such as cybersecurity, will help address skill gaps and improve job satisfaction.

To address socio-economic challenges, the government should introduce policies to minimize political interference and corruption in recruitment and transfers, fostering trust within the system. Enhancing job attractiveness through updated policies and improved facilities is crucial. This includes modernizing infrastructure, ensuring occupational health and safety, and offering robust welfare programs such as education scholarships and health subsidies.

Furthermore, promoting a positive organizational culture that values employee contributions and supports work-life balance will enhance job satisfaction. Introducing recognition programs and awards for outstanding performance can foster a sense of pride and commitment among security personnel.

Finally, technological innovation should be encouraged, with security firms adopting advanced solutions like CCTV surveillance and access control systems. This will not only improve operational efficiency but also create new job opportunities in the installation, maintenance, and monitoring of these systems. By implementing these strategies, Nepal's security sector can become more professional, skilled, and attractive to potential employees, ultimately enhancing the overall effectiveness and reputation of the industry.

## REFERENCES

- Adhikari, P. (2019). Determinants of Job Satisfaction and Its Impact on Employee Performance in Nepalese Commercial Banks. *NECS, NEPAL*, Vol. 10, No. 1, 2019.
- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278.
- Amundsen, E. (1987). *Job Satisfaction for Male and Female U.S. Air Force Officers*.
- APF Act. (2001). Nepal Armed Police Force Act, 2058 (2001).
- Aristovnik, A. (2014). Factors influencing employee satisfaction in the police service: The case of Slovenia. *Personnel Review*, 43(2), 209-227.
- Armed Police Force Act, 2058. (2001). Nepal Law Commission. Retrieved from Armed Police Force Act, 2058 (2001).
- Armed Police Force, Nepal. (2019). Retrieved from <https://www.apf.gov.np/Pages/Development>
- Armstrong, M. (2010). *Armstrong's handbook of reward management practice: Improving performance through reward*. Kogan Page Publishers.
- Bajracharya, M. B. (2014). "Community Policing in Nepal: An Overview." *Journal of Nepal Law Review*, 1(1), 149-162.
- Bajracharya, R. (2015). Gurkha Identity in the Nepal Army: Dynamics of Recruitment, Inclusion, and Exclusion. *European Bulletin of Himalayan Research*, 46-47, 123-152.
- Banks, S. (2018). *Ethics, accountability, and the social professions*. Bloomsbury Publishing.

- Bartels, L. K., & Liu, S. (2017). Police Organizational Culture and Job Satisfaction: A Comparison Study of Officers in Hong Kong and Beijing. *Journal of Police and Criminal Psychology*, 32(2), 173-185.
- Batura, N., Skordis-Worrall, J., Thapa, R., Basnyat, R., & Morrison, J. (2016). Is the Job Satisfaction Survey a good tool to measure job satisfaction amongst health workers in Nepal? Results of a validation analysis. *BMC Health Services Research*, 16, 1-13.
- Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*. National Bureau of Economic Research; distributed by Columbia University Press. Retrieved from
- Bista, D. B. (2014). Conflict management and peacebuilding in Nepal: Transition to a new era. *International Journal of Peace Studies*, 19(2), 53-76.
- Blustein, D. L., Kozan, S., and Connors-Kellgren, A. (2013). Unemployment and underemployment: a narrative analysis about loss. *J. Vocat. Behav.* 82, 256–265. doi: 10.1016/j.jvb.2013.02.005
- Board, N. T. (2024). *Geography of Nepal | Nepal Tourism Board*. <https://ntb.gov.np/plan-your-trip/about-nepal/geography>
- Brown, C. (2021). "Professionalism in Security Forces: The Role of Ethical Standards." *Police Professionalism Quarterly*, 14(4), 23-40. PXXxeXpeI4yykpFZf60
- Burchell, B. (2011). *Job Security and Well-Being*. SpringerLink. Retrieved from.
- Central Bureau of Statistics. (2019). *National Population and Housing Census 2011 (Vol. 1)*. Kathmandu: Author.
- Central Bureau of Statistics. (2019). *National Population and Housing Census 2011 (Vol. 1)*. Kathmandu: Author.
- Chase, K. (2023). *Predicting First-Year Employee Affective Commitment Based on Organizational Support Practices* [PhD Thesis]. Capella University.

- Collegenp. (2023, March 23). *Nepal Census 2078 Result Result in Full Details / Collegenp*. <https://www.collegenp.com/article/nepal-census-2078-result-result-in-full-details/>
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches (3rd ed.)*. Sage Publications, Inc.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approach (5th ed.)*. SAGE Publications.
- Dahal, A. K., Mishra, A. K., Chaudhary, M. K., & Aithal, P., S. (2021). Job Satisfaction in Federal Structure A Case of Bhojpur, Nepal. *International Journal of Applied Engineering and Management Letters*, 38-56.i.org/10.47992/IJAEML.2581 <https://doi.7000.0102>
- Dempsey, J. S. (2019). *An introduction to policing (Ninth edition)*. Cengage.
- Denison, D. R. (1990). *Corporate Culture and Organizational Effectiveness*. John Wiley & Sons. Development In Southern Africa
- Department of Survey, Nepal. (n.d.). *Map of Nepal showing 753 municipal units under 77 districts and seven provinces*. Department of Survey, Nepal. Retrieved May 21, 2024, from <http://dos.gov.np/download/news-events/shapefilegis-data-forpolitical-and-administrative-map-of-nepal>
- Dhungana, N., & Thapa, S. (2017). Conflict Transformation: Education and Training in Nepal Police. *Peace and Conflict Studies: An International Journal*, 24(1), 47-63.
- Drewnowski, Hess, j., Finley, J. W., & Ingrom, J. S, (2020). Towards Healthy Diets from sustainable Food systems. *Journal of current developments in Nutrition*. 10 (4).
- EFE. (2024, February 12). Over 20% of Nepal's population lives below poverty line: Survey. *EFE Noticias*. <https://efe.com/en/latest-news/2024-02-12/over-20-of-nepals-population-lives-below-poverty-line-survey/>

- Gellner, D. N., Pfaff-Czarnecka, J., & Whelpton, J. (Eds.). (2018). *Nationalism and Ethnicity in a Hindu Kingdom: The Politics of Culture in Contemporary Nepal*. Routledge.
- Ghimire, S. R. (2016). Identity, Belonging, and the Role of the Nepal Police. *Studies in Nepali History and Society*, 21(2), 381-410.
- GoN, G. o. (2018). *The Constitution of Nepal*. Kathmandu: *Law Books Management Board*
- Government of Nepal, Ministry of Home Affairs. (2015). *Armed Police Force, Nepal: Annual Report*.
- Gurung, R. R. (2010). "Nepal Army: *Organization, Roles and Future Challenges*." *Small Wars & Insurgencies*, 21(1), 161-176.
- Himalayan Security Academy (HSA) (2023). Security Management Courses in Nepal [[invalid URL removed]]. Retrieved May 10, 2024, from <https://himalayansafety.com.np/course/>.
- Hur, H. (2019). Job security matters: A systematic review and meta-analysis of the relationship between job security and work attitudes. *Journal of Management & Organization*, 28(5), 925-955. doi:10.1017/jmo.2019.31.
- Hur, H. (2019). Revised job security model for government context research [Figure]. ResearchGate. Retrieved from [URL]
- Jones, B. (2019). "Ethics, Values, and the Rule of Law: A Comparative Analysis of Security Forces." *International Journal of Law and Justice*, 12(2), 87-104.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). *The job satisfaction-job*
- Karki, A., & Seddon, D. (2003). The people's war in Nepal: Left perspectives. (No Title). <https://cir.nii.ac.jp/crid/1130000796393627392>
- Karki, S. (2021). Internal and External Security Challenges of Nepal. *Unity Journal*, 2, 251–262. <https://doi.org/10.3126/unityj.v2i0.38850>

- Katou, A. & Budhwar, P. (2006). The Effect of Human Resource Management Systems on Organizational Performance: *Test of a Mediating Model*, *International Journal of Human Resource Management*, 17(7), pp. 1223–1253.
- Kohn, A. (1993). Why incentive plans cannot work. *In Harvard business review* (Vol. 71, Issue 5, p. 54). SUBSCRIBER SERVICE, PO BOX 52623, BOULDER, CO 80322-2623.
- Koirala, A. (2022). *Impact of Job Design and Retention Practices on Employee Commitment Commercial Banks of Nepal* [PhD Theses]. Department of Management.
- Kristie, D. (2016). Social Inclusion and Social Protection in Nepal. *Research Journal of Business Management*, 11, 80–90. <https://doi.org/10.3923/rjbm.2017.80.90>
- Lawoti, M., & Hangen, S. (Eds.). (2013). *Nationalism and Ethnic Conflict in Nepal: Identities and Mobilization after 1990*. Routledge.
- Lee, Feng-Hui, & Lee, Fzai-Zang (2007). The relationships between HRM practices, Leadership style, competitive strategy and business performance in Taiwanese steel industry, *Proceedings of the 13th Asia Pacific Management Conference*, Australia: Melbourne, pp.pp. 953-971.
- Lee, Y.-K., Choi, J., Moon, B., & Babin, B. J. (2014). Codes of ethics, corporate philanthropy, and employee responses. *International Journal of Hospitality Management*, 39, 97–106.
- Locke, E. (1976). The Nature and Causes of Job Satisfaction. *The Handbook of Industrial and Organizational Psychology*, 31.
- Mahajan, S. (n.d.). A Study On Motivational Factors For Employee Motivation In Organisation. *International Journal of Science, Technology & Management*.
- Maier, M. B., Carol. (2011). Ethics in Interpreter & Translator Training: Critical Perspectives. *In Ethics and the Curriculum*. Routledge.

- McCracken, M., McIvor, R., Treacy, R., & Wall, T. (2017). Human capital theory: Assessing the evidence for the value and importance of people to organisational success. CIPD. Retrieved from .
- Narang, G. S. (2016). Relevance of Human Resource Practices in the Indian Defence Management.
- National Security Council Act, 2064 (2008). Government of Nepal. Retrieved from Nepal Law Commission.
- Nepal Armed Police Force Act, 2058. Government of Nepal. Retrieved from Nepal Law Commission.
- Nepal Law Commission. (2006). Army Act, 2063 [PDF file]. Retrieved from Nepalese Army Act, 2063 E
- Nepal Ministry of Home Affairs. (2016). "Community Policing and Conflict Resolution Guidelines." Kathmandu: Government of Nepal.
- Nepal Police (2024). Nepal Police Recruitment [nepalpolice.gov.np]. Retrieved May 10, 2024, from <https://www.nepalpolice.gov.np/career/vacancy/>.
- Nepal Police. (2021). *Annual Report. Kathmandu: Author.*
- Nepal Police. (2023). *About Us*. Retrieved from <https://www.nepalpolice.gov.np>.
- NID Act, 2067 (2010). Government of Nepal. Retrieved from Government of Nepal Official Website
- Niraula, B. B. (2017). Accountability of Security Sector in Nepal. *Friedrich Ebert Stiftung*. Retrieved from <https://library.fes.de/pdf-files/bueros/nepal/13737.pdf>
- Ojha, L. (2016). Teacher recruitment and retention in higher education institutions in Nepal. *Journal of Management and Development Economica*, 5, 100-108.
- Pathak, B. (2005). *Politics of People's war and human rights in nepal*.

- Paudel, N. R., & Pahari, S. (2018). Personnel Management System in Armed Police Force, Nepal. *Journal of APF Command and Staff College, 1(1)*, 13–20. <https://doi.org/10.3126/japfcsc.v1i1.26708>
- Police Act, 2012. (1955). Nepal Law Commission. Retrieved from Police Act, 2012 (1955).
- Prenzler, T. (2009). Police corruption: Preventing misconduct and maintaining integrity. CRC Press.
- Raju, D., & Rajbhandary, J. (2018). Youth Employment in Nepal. *Washington, DC: World Bank*. <https://doi.org/10.1596/978-1-4648-1276-7>
- Ramokgadi, S. B. (2019). Exploring The Military Role in Support Of
- Reader, T. W., Gillespie, A., & Hald, E. J. (2021). Causal and corrective organizational culture: A systematic review of case studies of institutional failure. *Journal of Business Ethics, 174*, 457-483.
- Sakes, A. M (2006). Antecedents and consequences of employment. *Journal of Managerial Psychology, 21(7)*,600-619.
- Salawu, R. O., Bolatitio, A.-O. S., & Masibo, S. (2023). *Theoretical and conceptual frameworks in research: Conceptual clarification*.
- Sapkota, A., Poudel, U. K., Pokharel, J., Ghimire, P., Sedhain, A., Bhattarai, G. R., Thapa, B., & KC, T. (2019). Factors associated with job satisfaction among graduate nursing faculties in Nepal. *BMC Nursing, 18(1)*, 1-10.
- Sapkota, B. (n.d.). The Nepali Security Sector: An Almanac.
- Schein, E. H. (1990). *Organizational Culture and Leadership: A Dynamic View*. San Francisco, CA: Jossey-Bass.
- Scott, W. R. (2014). *Institutions and Organizations: Ideas, Interests, and Identities*. SAGE Publications.

- Shahi, R.V. (2021). *Disaster Risk Governance in Nepal: A case study of shankharapur Municipality*. Unpublished Thesis. APF Command and staff Collage.
- Sharma, S. (2018). *Policing in Nepal: A Collection of Essays*. Kathmandu: Sajha Prakashan.
- Sharma, S. R., & Thapa, G. B. (2017). *Agricultural Economics and Agribusiness in Nepal*. Kathmandu: Sajha Prakashan.
- Sheridan, J. E. (1992). Organizational Culture and Employee Retention. *The Academy of Management Journal*, 35(5), 1036–1056. <https://doi.org/10.2307/256539>
- Singh, K. (2003). Strategic HR Orientation and Firm Performance in India. *International Journal of Human Resource Management*, 14(4), pp.530-543.
- Smith, A. (2020). "Building Trust: The Role of Ethics in Security Forces." *Journal of Security Studies*, 25(3), 45-62.
- Sthapit, P., & Shrestha, B. (2018). *Employee Retention Practices in Hospitality Industry in Nepal: Investigating the Moderating Effect of Management Hierarchy, Age Group and Gender* (SSRN Scholarly Paper No. 3521281). <https://doi.org/10.2139/ssrn.3521281> Studies: Capstone Project Papers.
- Syed, A., & Akhtar, N. (2014). The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees. *International Journal of Human Resource Studies*, 4. <https://doi.org/10.5296/ijhrs.v4i2.5667>
- Taherdoost, H. (2021). Data Collection Methods and Tools For Research; *A step by step Guide to choose Data Collection Techniques for Academic Research In Manarement* 10 (1):10-38
- Thapa, P., & Adhikari, B. (2019). *Disaster Management and the Role of Nepal Police*. Kathmandu: National Police Academy.
- The Labor Act, 2017. *Imperial Law Associates*. Retrieved from Labor law in Nepal: Highlights of the Labor Act, 2017.

- The Right to Employment Act, 2075. (2018). Nepal Law Commission. Retrieved from The Right to Employment Act, 2075 (2018).
- Timilsena, S. P. (2021). Role of Armed Police Force, Nepal to Protect and Promotion of Human Rights. *Journal of APF Command and Staff College*, 4(1), 120–130.
- Tyler, T. R. (2005). Policing in Black and White: Ethnic Group Differences in Trust and Confidence in the Police. *Police Quarterly*, 8(3), 322–342. <https://doi.org/10.1177/1098611104271105>
- UNDP (United Nations Development Programme). (2017). "Enhancing International Reputation: *The Role of Ethics in Security Forces*." Retrieved from <https://www.undp.org/publications/enhancing-international-reputation-ethics-security-forces>
- Upreti, Y. (n.d.). *Role of Security Forces in Disaster Management with references to Nepalese Security Forces*. Patan Pragya.
- Yukongdi, V., & Shrestha P. (2020). The Influence of affective commitment, job satisfaction and job stress on turnover intention: a study of Nepalese bank employees. *Review of integrative Business and Economics Research*, 9, 88-98.

## APPENDICES

### APPENDIX- "A"

#### QUESTIONIRE AND SURVEY

(Refer to Chapter page No 18)

#### **Total Respondents 163**

#### **Personal Detail of Respondent**

- 1 Name-
- 2 Rank
- 3 Age Groups
- 4 Gender
- 5 Marital status
- 6 Academic Qualifications
- 7 Organization
- 8 Cast /ethnicity.
- 9 Working Areas

#### **Subject Related Questionnaire**

- 10 Clear and understandable recruitment process and requirements.
  - a. Strongly agree.
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly disagree.
- 11 Fair recruitment process in Nepal's security Organization. On a scale of (1 -10 is very fair)
- 12 Job opportunities in security organizations in Nepal compared to other sectors.

- a. Strongly agree.
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly disagree.
- 13 Challenges faced while seeking employment in security organization in Nepal.
- a Complex Application processes
  - b High competitions
  - c Qualification and experience
  - d Long Recruitment process
  - e Unfair process
- 14 Happy with current Organization.
- a. High satisfaction
  - b. Satisfaction
  - c. Unsatisfaction
- 15 Policy related to recruitment and Training.
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 16 Working environment.
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 17 Current salary.

- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 18 Promotion and transfer
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 19 Family satisfaction.
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 20 Welfare works.
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 21 Career development and ability assessment.
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. strongly disagrees
- 22 Facilities After Retirement.
- a. Strongly agree
  - b. Agree
  - c. Neutral

- d. Disagree
- e. Strongly disagrees

23 Job security.

- a. strongly agrees
- b. Agree
- c. Neutral
- d. Disagree
- e. strongly disagrees

24 Motivation.

- a. strongly agrees
- b. Agree
- c. Neutral
- d. Disagree
- e. strongly disagrees

25 Job years exception

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. strongly disagrees

26 Accommodation

- a. strongly agrees
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagrees

27 Most important strategies for employment opportunities in security organization in Nepal.

- a. Continuing improvement in recruitment process
- b. Increasing computable salary
- c. Opportunities for career development
- d. Linkage with educational institutions

**APPENDIX- “B”**

**QUESTIONIRE FOR FGD**

((Refer to page No 51)

- 1. Tell us what challenges you faced while looking for a job in the security agencies, are there any need to be improved or anything else?

.....  
.....

- 2. Can you describe your experience about the recruitment process in security organizations of Nepal?

.....  
.....

- 3. What challenges did you face while seeking employment within a security organization?

.....  
.....

- 4. In your opinion, what strategies can be implemented to improve employment opportunities in security organizations in Nepal?

.....  
.....

**APPENDIX- “C”****QUESTIONIRE FOR KII**













(Refer to page No 51)

- 1 Could you share your insights on the current trends and overall landscape of employment opportunities within Nepal’s security sector?
- 2 What do you perceive as the primary challenges hindering the growth of employment in the security organizations in Nepal?
- 3 In your expert opinion, how effective are the current policies in place for fostering employment within security organizations, and what enhancements might be needed?
- 4 From your perspective, what strategies or initiatives could potentially lead to significant improvements in employment opportunities in this sector?
- 5 what is your suggestion and recommendation for betterment of Employment Opportunities in Security Organization In Nepal?

## APPENDIX- "D"

## RANKS OF NP AND APF, NEPAL

((Refer to page No 27))

APF, NEPAL	RANK	Nepal Police	STATUS	AT PAR
	IG		Gazetted Special Class	Lieutenant General
	AIG		Gazetted Special Class	Major General
	DIG		Gazetted 1st Class	Brigadier General
	SSP		Gazetted 1st Class	Colonel
	SP		Gazetted 2nd Class	Lieutenant Colonel
	DSP		Gazetted 2nd Class	Major

	INS		Gazetted 3rd Class	Lieutenant
	SSI		Non-Gazetted 1st Class	Subedar Major/ Senior Warrant Officer
	SI		Non-Gazetted 1st Class	Warrant Officer I
	ASI		Non-Gazetted 2nd Class	Warrant Officer II
	SHC		Non-Gazetted 3rd Class	Sergeant
	HC		Non-Gazetted 3rd Class	Corporal
	AHC		Non-Gazetted 3rd Class	Lance Corporal
	Constable		Non-Gazetted 4th Class	Rifleman
(No Insignia)	Follower		Unclassified	Non-Combatant Elements (NCE)

## APPENDIX- "E"

## TO WHOM IT CONCERN

(Refer to Chapter IV)



CUG No. :-9851272030  
 Email:- paacademic2015@gmail.com  
 Website : <https://esc.apf.gov.np>  
 Ref. No. :- (080/81)/665

Government of Nepal  
 Ministry of Home Affairs  
 Armed Police Force, Nepal  
 APF Command and Staff College

Academic Section,  
 Sanogaucharan,  
 Kathmandu

Date: 2080/10/29

Respected Sir/Madam,

TO WHOM IT MAY CONCERN

It is our pleasure to inform you that Armed Police Force, Nepal has been running APF Command and Staff College that concurrently conducts Command and Staff Course, and "Master of Security, Development and Peace (MSDPS)" a two-year, four semester Master's Level program, affiliated to the Tribhuvan University, Faculty of Humanities and Social Sciences.

In this regard, the Student Officers of 8<sup>th</sup> APF Command and Staff Course are undergoing a research-writing assignment according to the curriculum of this MSDPS study. Regarding our Student Officers, they are actively serving in Armed Police Force, Nepal for more than 15 years. They are all responsible government service holders and any information provided will be used for the research and study purpose only.

Therefore, I would highly appreciate it if you provided some relevant information and data that may be required for their research study.

For any further query, it would be my pleasure to avail my service.

Anticipating and appreciating your kind cooperation and assistance to the student concerned.


Any information regarding the subject can be obtained from its official website: - <http://esc.apf.gov.np>

Name of the Student : Nav Raj Bohara

Rank : Deputy Superintendent of APF, Nepal (DSP)

Thesis Title : Employment Opportunities in security Organizations in Nepal

Respectfully,

Narendra Sen   
 Senior Superintendent of APF, Nepal  
 Acting Commandant  
 APF Command and Staff College, Sanogaucharan, Kathmandu  
 Contact No. 9841374638

**APPENDIX- "F"**

**PARTICIPANTS OF KEY INFORMANT INTERVIEW**

**KII Participants**

(Refer to page No 18.)

S. No.	Rank	Name	Remarks
1	AIG	Narayan Datta Paudel	APF, Nepal
2	Rt. AIG	Narayan Babu Thapa	APF, Nepal
3	DIG	Bhim Prasad Dhakal	Nepal Police
4	SP	Dipak Thapa	APF, Nepal
5	INS	Sujan Pathak	Nepal Police