

**EMPLOYEE'S ETHICAL BEHAVIOR OF LOCAL GOVERNMENT OF
SURYABINAYAK MUNICIPALITY, BHAKTAPUR**

Submitted to:

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**In the partial Fulfillment of the Requirement for the Degree of Master of
philosophy (M .Phil.) in Public Administration.**

November, 2022

DECLARATION

I hereby declare that the thesis entitled "**Employee's Ethical Behavior of Local Government of Suryabinayak Municipality, Bhaktapur**" is all my own work and the resources of information and material I have used are fully identified and properly acknowledged as and when required. I affirm that it is a pioneering and deserving work for award of Master of Philosophy (M. Phil.) degree.

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Recommendation Letter

This is to certify that **Mrs, Rita Bhandari** has completed M.Phil. Dissertation on "**Employee's Ethical Behavior of Local Government of Suryabinayak Municipality, Bhaktapur**" under my supervision and guidance. She made this thesis ready as per the prescribed format of Central Department of Public Administration, Faculty of Management, Tribhuvan University, Kathmandu, Nepal. Therefore, I recommend this thesis for the evaluation.

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VIVA-VOCE

ACKNOWLEDGEMENT

While exploring and jotting down this dissertation, I got constructive and insightful academic assistance from professors, people and organizations from different sector relating to the policy implementation and public enterprises. I want to recognize and thank them for their contribution. I firmly acknowledge all extant exponents of policy implementation theories whose academic and practical discussions on policy implementation helped me out in designing conceptual framework of my study.

I am sincerely indebted to my respected supervisor, Associate Professor, Dr. Hari Bhakta Shahi, Campus Chief, Public Administration Campus, Tribhuvan University, Kathmandu for his continuous, generous and meticulous guidance and encouragements.

Moreover, I am deeply thankful to Prof. Dr. Shree Krishna Shrestha, Professor YeshodaKumariKafle, Head of Department, M.Phil. in Public Administration, Central department of Public Administration, Dr. Buddhi Man Shrestha, Program Coordinator, M.Phil. in Public Administration, Central department of Public Administration, Assistant Professor Dr. BijayLal Pradhan, Associate Professor Dr. Narendra Raj Poudel, Professor. Dr. Sushmita Acharya, Prof. Dr. Purushottam Sharma and other professors of Central Department of Public Administration for their academic guidance. I owe gratitude to the staffs of the Central Department of Public Administration, Balkhu, Kathmandu, who helped and provided facilities during my study and report writing phase.

Finally, I am also grateful to my colleagues, friends, family members, especially Thanks Mr. Amin Palikhe, Mr. ShreeramPhuyal, Mr. BhimRegmi, Ms. Hira Shrestha Mrs. Rita Parajuli and my lovely son GauranbitRijal and my dearest sister Mrs. Teeka Bhandari who always stood by me in course of my study and preparation of this thesis.

Mrs. Rita Bhandari
Kathmandu, Nepal
November, 2022

ABSTRACT

In the contemporary world, ethics has been a major subject of political and economic domain. There has been a lot of discussion about the negative repercussions of unethical behavior by executives and employees and collapse of multinational businesses and public enterprises. Therefore, the main purpose of the study is to assess the ethical behavior of employees on local government of Suryabinayak Municipality, Bhaktapur to make recommendations for ways to enhance service delivery in local level government. On ontological perspective, this research was based on objectivist and subjectivist philosophical paradigm followed by positivist and interpretive mode of epistemological reasoning. It is the deductive research and its research methodology comprises descriptive research design. The primary source of data were collected through questionnaire and semi-structured interview. Purposive or judgmental sampling was applied in this research. The quantitative data has been presented in table including frequency and percentage. The qualitative data was analyzed thematically in descriptive way. The study reveals that employees' ethical practices in local government in Suryabinayak Municipality are satisfactory. Level of awareness on good governance practices in the local level is high. The value of ethics in employee for doing work is found to be fair. Levels of courtesy, informed accessibility and transparency are satisfactory. Majority of the employees were aware about the code of ethics of organization and while implementing them. The available codes of conduct are found to be sufficient while addressing the unethical practices of service delivery in local governance. The qualitative and quantitative result depicted that there were major challenges which hinder good governance practices in local level viz. corruption, bureaucracy, political interference, delays, incompetence, and nepotism, lack of funds, poor management and lack of technology. It is concluded that corruption is chronic problems of local governance practices in local level. So, public service institutions should give due attention to such issues. The research concludes that effectiveness, fairness, competition and transparency in government service delivery processes can be best achieved by strong ethical conduct of public servant officials.

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ABBREVIATION

M.Phil.	-	Master of Philosophy
LED	-	Local Economic Development
USAID	-	United State Agency for International Development
%	-	Percent
SD	-	Strongly Disagree
D	-	Disagree
N	-	Neutral
A	-	Agree
SA	-	Strongly Agree
Prof	-	Professor
Dr.	-	Doctor
B.S.	-	BikramSambat
et. al	-	And and Others
I	-	First
II	-	Second
III	-	Third
IV	-	Fourth
V	-	Fifth

CHAPTER I

INTRODUCTION

1.1. Background of the Study

Over the past five decades, the topic of ethics has dominated the politics and the economic world. There has been a lot of media coverage and academic study on the negative repercussions of unethical behavior by executives and employees alike following the collapse of multinational businesses and public enterprises like Enron, WorldCom, and Tyco and the subsequent financial crisis in the world of business. (Sauser,2013). In private sector businesses, research on ethical conduct has prioritized researching cultural elements that affect employees' ethical behavior and ethical decision-making (Verschoor, 2006). Although more research has been done in the private sector on this topic, unethical employee behavior is not unique to this industry (Meyers, 2004). There are also reports of unethical behavior by civil servants and government officials (Cooper, 2006). Accepting the link between an organization's cultural values and the ethical behavior of its employees in a public sector organization can provide a pathway to cultivating a strong ethical culture in an organization because the organization provides insight into employees' behaviors, beliefs, and values in the workplace. (Bowman, West, Berman and Van Wart, 2004). An organization's internal culture has the power to influence attitudes, control behavior, establish ethical expectations, and the will to meet them. The culture of an organization has a significant impact on the ethical behavior that occurs in it and the issue of ethics within the organization can be considered a cultural issue. A corporate culture is strongly rooted in ethical principles and compliance initiatives. Employees believe that their company is an ethical workplace, and they are favorable about the organization's attempts to promote ethical behavior (Ethics Resource Center: 2009). As a result, research on ethical conduct has concentrated on the cultural elements that influence employees' ethical behavior and ethical decision-making in various firms. (Venkatarangaiya, (1995). On the other side, it is generally expected by the citizen that the government employees deliver the services in honest, fair and efficient way. Only delivering the services based upon public service ethics and their behavior based upon the code of conduct, citizen's trust upon the public employees and public

organizations could be uphold. It remains always a question in the mind of the people that how far government employees are aquatinted with public service ethics and code of conduct and how far they are practicing in their daily operational activities.

Nepal experienced different political movements and Nepalese people were ruled by different Constitutions i.e. Interim Constitution 2007 BS, the Constitution of 2015 BS, 2019 BS, 2047 BS, Interim Constitution of 2063 BS and the Constitution of 2073 BS with the downfall of Panchayat Regime (1961-1991). After the initiation of 'Peace Process' in 2006 the unethical behavior was like curse in the society. A decade long conflict that lasted from 1996 to 2006 raised many fundamental issues on unethical issues. For this, the political leaders and employees had to respect the norms of ethical values in every sector of life. In the case of the least developing country like Nepal, the increase in employees' unethical behavior is exclusively a problem. Employees' unethical behavior is often reported from within officials and civil servants.

Local governments were the bodies that set and enforce policy within states and within restricted areas smaller than the state as a whole. A municipality is a place (village, town, or other area smaller than a state) by a body representing the local population that has considerable autonomy and receives at least a portion of the income from the local people who collect taxes) management. And they spend that income on services that are considered local and distinct from state and central services. Local government is the government of a given place by the local population through elected representatives. Local development, color and creed by removing all sorts of existing economics and social inequalities and to set up and develop their healthy social life based on justice and morality consolidating the national integrity, Preserving people's identity and cultural diversities by developing their language, literature, art, script, religion and culture and by creating special opportunities is a relatively young theory in social sciences based on the identification and use of the sources and endogenous potentialities of a community, neighborhood, city, municipality or equivalent. The culture of government employees' is concerned with the day-to-day services to satisfy the common people. The culture of employees at local level should plays the major role in succeeding the government organizations at local level of Nepal. For this, Government cultural values aimed at promoting ethical behavior among employees should be managed in an efficient and transparent manner. (Ashkenazy et. al., 2000).

Therefore, the objective of this research study is to address an impact on employees' ethical behavior in practice in local government. This study's specific goal is to investigate how employees' ethical behavior and code of conduct particularly drives the "core public service values" of integrity, fairness, accountability, responsiveness, Honesty, impartiality, accountability, responsiveness, effectiveness, efficiency, neutrality and representation in local governments like Surya Binayak Municipality.

1.2. Statement of the Problem

In the public sector, especially in the government organizations at local level, the common people have to rely most of their required services. It is generally expected by the citizen that the government employees deliver the services in honest, fair and efficient way. Only delivering the services based upon public service ethics and their behavior based upon the code of conduct, citizen's trust upon the public employees and public organizations could be uphold. It remains always a question in the mind of the people that how far government employees are aquatinted with public service ethics and code of conduct and how far they are practicing in their daily operational activities. It is also claimed that the attitude and behavior are majorly influenced by the organization climate. It is area of interest and curiosity that how far the organization cultures influence the attitude and behavior of government employees working at local level and how far the public service ethics and code of conduct for which they are responsible influence their attitude and behavior. Despite repeated media reports of the lack of ethical standards in both private and public organizations over the past 30 to 50 years, most public and government agencies have committed ethical violations continue to struggle with (Kernaghan& Langford, 1990). Employees of local government answered that the organization's ethical ideals were strongly upheld in daily decision-making and behavior at their workplace (ERC, 2009). The fundamental issue is that there is no organized framework to demonstrate how cultural values are changed and how employees are affected by formal code of ethics, authority, or informal employees' ethical behavior of the firm. This study mainly focuses upon the practices of local level employees on these aspects.

Therefore, the current study's main objective is to investigate how employees' ethical behavior affects in order to provide empirical support to make recommendations for ways to enhance service delivery in local level government.

Research Questions are:

-) Do government employees understand the public service ethics in Suryabinayak Municipality?
-) Does code of conduct able to address the unethical practices of the local level government employees?
-) What are the key problems and challenges in ethical practices of local level governance?

1.3. Objectives of the Study

The purpose of this study is to explore the public service ethical values of the local government's employees' behavior towards the common people. Its objectives are as follows:

- To describe the government employees understanding the public service ethics in Suryabinayak Municipality.
- To analyze code of conduct be able to address the unethical practices of the local level government employees.
- To analyze key problems and challenges of ethical practice in local level governance.

1.4. Significance of the Study

Local government agencies continuously provide services to the general people. It makes certain that service delivery complies with accountability, equity, and integrity. Furthermore challenged by forces of change including technological development, globalization, and rivalry from the private sector, public sector enterprises must foster ethical behavior within their workforce. The goal of this study is to offer a more comprehensive knowledge of how employees' ethical values impact the operations of local governments. By providing practitioners and academics with some of the organizational culture's values and norms that may work as a catalyst for employees' ethical behavior in public sector firms, this study seeks to fill in some of the gaps in the literature on human resource development. This research study will provide a detailed illustration of ethical behavior as a critical imperative in public sector organizations. Local government employees are responsible and accountable for developing local areas. The study on employee ethical behavior helps understand

behaviors of local government. Again, this study is useful to scholars, academicians, administrators and policy makers of the government. The study's findings will provide the general public with an overview of the field and ethical standards in relation to the level of service delivery in local government administration. It will make it possible for the state government to acknowledge the need of sustaining moral standards for efficient municipal service delivery. The outcome of this effort is that accountable local government agencies understand their role as development actors and are free to apply a number of codes of ethics and standards to implement effective and meaningful community service delivery. It also helps to finally, we offer suggestions on how to deal with dishonest public officials and how to end disorderly and unethical behavior in local government administration. Researchers in the subject of public administration in general and local government administration in particular will find this work beneficial because it can be used as a resource for future research. It will also be advantageous to public administration clients.

1.5. Limitation of the Study

. There are certain limitations of the study because of certain resources and time framework with less keen of candidates in the academics. This present study was based Suryabinayak district, the case study of Suryabinayak district at local level government, it covers only two ward of Suryabinayak district, the conclusion was drawn from the study might not be conclusive. The interferences might be valid to some extent to those areas and the researchers' bias, limited respondent and officer and time and money constraints.

1.6. Organization of the Study

This dissertation is arranged into five chapters. Among them, the following chapter includes as follow:

Chapter I

The background of the study,

Statement of the problem,

Research objective of the study,

Significant of the study and organization of the study.

Chapter II Literature Review: It explains the conceptual review, Theoretical discussions and related review.

Chapter III Research Methodology: Selection of the study area, method of data collection, universe and sampling.

Chapter IV: Data presentation and analysis.

Chapter V: Summary, conclusion, implication and further Research.

CHAPTER II

LITERATURE REVIEW

Public service ethics are being held to higher standards every day. Without exception, every nation is impacted by this change in ethical standards. That change is the only constant in life, as a philosopher once stated, makes sense. Life is never static. Given the dynamic and complex concerns local government workplaces deal with every day, they are consequently susceptible to ethical transformation. The extent to which work ethics are ingrained in local government organizations is a recent global trend in public works. Local governments are required to meet the demands of the populace in democracies. Achieving these expectations frequently rests on public servants' dedication to upholding acceptable service delivery standards. Since that local government is the main tool of a democratic state, it is neither necessary to supply nor constant supervision. They are self-motivated and valuable to the organization. These workers are very trustworthy and highly regarded by their superiors for what they bring to the workplace.

Ethics is about action and thought, particularly in circumstances where our choices could have an impact on the respect and welfare of others. Ethics cannot be codified in rules since it involves free will. Since the ethical benchmark must exist "beyond the human definition," it cannot be subject to human bargaining. Although frequently used synonymously, morality and ethics can nevertheless be distinguished. The traditions of laws, regulations, and customs that are present in all cultures and that aim to justify, convince, and promote some acts while forbidding others are referred to as morality. On the other hand, when we talk about ethics, we mean the methodical consideration of morality that makes up the area of philosophy that deals with moral questions considering if a certain deed, law, or regulation is right or incorrect (Ajayi&Adeniji, 2009).

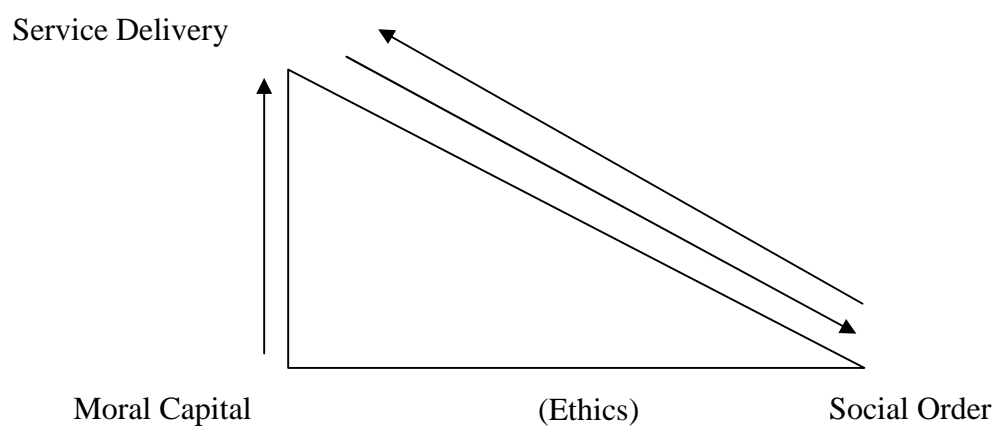
The study of good and wrong is known as ethics. According to Omoregbe (1990), ethics is the study of how people interact with one another in terms of what is morally right and bad. According to Velasquez (2002), morality is a set of behavioral norms that directs both individual and group conduct. They relate to accepted norms for social and personal well-being.

On the other hand, discipline and a lack of discipline are the disclaimers of ethical behavior, according to Ogundele, Hassah, and Okafor (2009). The wellbeing and survival of individuals, small groups, businesses, and nations depend on disciplined conduct. In a larger sense, discipline refers to order, which is the antithesis of chaos. This is a fundamental requirement for every group in society. Discipline and a lack of it might be strongly related.

Observe each person's fundamental rights to life, property, and political participation. Usually, breaking the law is unethical. When someone is purposely offended for no other reason than for one's own entertainment, etiquette infractions can also be immoral (Perry, 2000).

The United Nations Administrative Program claimed in 1997 that character is essential to the study and application of administrative ethics and that the biggest issue is the dearth of morally upright men and women in positions of authority, religion, education, etc. For too long, management orthodoxy has taken for granted the thesis that good systems make good people. But it is clear that a just society depends more on the moral integrity of its citizens and leaders than on its structures and systems. Costly ethical mistakes by organizational leaders have caused irreparable damage.

This is easier when we understand that there is a direct link between moral capital, service delivery and social order. This link is fully captured in the figure below.



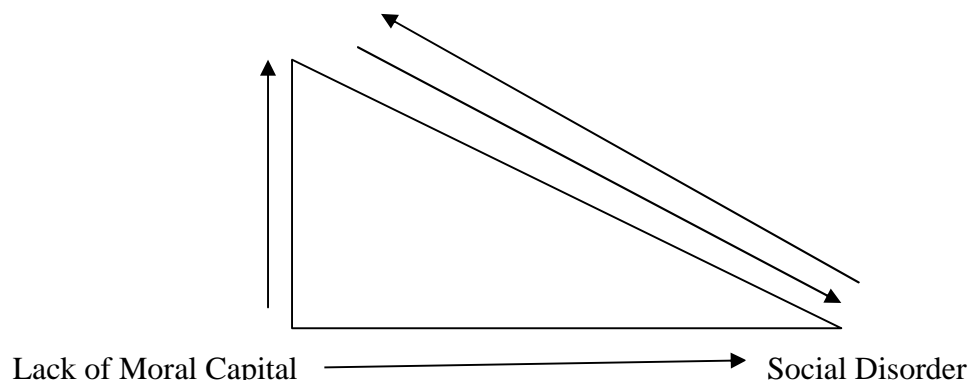
Source: The Researcher, 2023

Figure 2.1: Link between Moral Capital to Service Delivery and Social Order

This link shows that moral capital is the touch, base, and foundation that leads to efficient service delivery and social order in public institutions. When ethics provides sufficient moral capital, it improves the quality of service delivery and ensures or guarantees social order.

On the other hand, a culture of efficient performance creates social order, so social order guarantees performance, but both are rooted in the high moral capital that ethics provides. The fundamental role of ethics is therefore to continuously provide the moral capital necessary to improve service delivery and ensure social order in Nigeria's public institutions. Without sufficient moral capital provided by ethics, it is difficult, if not impossible, to maintain a culture of service delivery, let alone ensure social order in public institutions. Lack of moral capital leads to inefficient service delivery and ethical consequences of social disruption. Also, social chaos can create an atmosphere of inefficient service delivery, while lack of service delivery can create an atmosphere of social chaos, which is shown in the image below.

Inefficient Service Delivery



Source: Researcher, 2023

Figure 2.2: Link between Lacks of moral capital to inefficient service delivery

The above figure shows that ethics holds the key to efficient service delivery and effective management of public institutions. As it is concerned with the way men ought to behave or the norms to which human actions ought to conform, ethics provides the needed morality to guide human behavior and ensure efficient service delivery in public institutions.

Ethics deals with right and wrong. For better or worse; duties and obligations and morals and responsibilities. Certain actions and actions are generally considered morally wrong and should not be performed by anyone in society (Oluya, 1998).

Oluya describes such behavior as follows: Murder, armed robbery, fraud, corruption, and other crimes. He also says that some deeds are morally right. Honesty, goodness, reverence for life, restraint, loyalty, etc. Why do we perceive some activities as positive and others as negative? What exactly do we mean when we claim that a particular activity is bad? Is it accurate to say that if you consider it, you will? Or are certain things, independent of what we believe, good or bad? What are the fundamental moral precepts, and how can we know what they are? These and other comparable topics are covered by ethics. What is morality? Ethics is "the science of morality that explores the nature of moral ideals and judgments of human action," according to Oluya (Oluya, 1998). He continues to contend that normative science investigates ethics.

A simple definition of work ethics is a set of moral principles, particularly those that apply to human behavior. Work ethics are specifically concerned with what is ethically right, honorable, and deemed acceptable by the vast majority of members of a company, society, or group. It also refers to a collection of acceptable norms of conduct for a society, a community, or an organization. What is good and wrong, as well as moral obligations and duties, are all topics in ethics. Work ethics can be summed up as a collection of principles that encompass the proper mindset, proper conduct, respect for others, and efficient workplace communication. In essence, work ethics dictate how employees behave within a variety of contexts. It is crucial to put solid work ethics into practice. She arrives from within. The ideals that a person holds are what drive their work ethic. Our values are a product of our upbringing, lifelong influences, and experiences. These influences can be from our parents, coworkers, friends, competitors, or anybody else who has influenced how we view the world. Employees with strong work ethics are viewed as capable of taking on more challenging roles. They are aware of the direct impact their activities have on others at work. She is motivated to perform responsibly in all of her decisions because of her honesty. These people don't require frequent prodding or oversight. They have a strong work ethic and add value to the company. These employees have a great deal of integrity, and their supervisors value what they provide to the office.

Definitions are only one part of ethics. It doesn't specify a code of ethics or offer instructions on how to make one. According to Bowen et al. (2007), determining

whether a goal is good or bad is only one aspect of ethics. Another important aspect of ethics is making wise decisions and determining if a decision is correct or wrong. According to RICS (2000), acting ethically in the construction sector means "doing our utmost to ensure that the interests of our clients are duly acknowledged, while recognizing and respecting the broader public interest! The ability to act in the public interest, which necessitates a deliberate commitment by attachment to submitting people to scrutiny, is emphasized by Mansfield (2000) and others as a distinguishing feature of the profession.

The Oxford English Dictionary describes ethics as the study of morals. Morality is "concerning the right and wrong of human character and behavior," "concerning the distinction between right and wrong," or "concerning the recognized laws and standards of human behavior" (Allen, 1990). Robinson, Dixon, Preece, and Moodley (2007) describe ethics as the right and wrong in human action as well as the norms or principles that ought to guide it. Considered to be a philosophical investigation of the morality of human behavior and the principles or laws that ought to control it.

Ethics according to Mansfield (2008), is a separate philosophical meditation on moral principles and behavior. According to Prisms Business Media (2006), the majority of industry experts are very concerned about ethics, although the topic rarely receives much attention. According to RICS (2000), numerous organizations and authors are attempting to define ethics in their respective contexts, including those of business, organizations, politics, individuals, and the workplace. Wasserman backs up this assertion (2000). He stated that studying thoughts, language, reasoning, processes, and judgments that affect people's daily decisions, which in turn affect their own well-being and influence, is a crucial component of ethics.

Ethics according to Charles (2015), are moral norms or principles of conduct that are used to control how people behave either individually or in communities. Ethics, according to him, is about daily conduct, right and wrong, or moral duties at work. Moral principles can be seen as either a set of expectations that people have for their own conduct or as a set of requirements that a particular society or organization places on its members.

In Lithuania, the significance of touchy ethical concerns has traditionally been open to personal interpretation. It has only lately been clear how important phrases like abuse

of power, corruption, and conflict of interest are defined in Lithuanian law. Researchers have connected misconduct, misuse of internal or secret information from the government, misuse of assets, rules violations, ineptitude, and abuse of power. One of the characteristics of administrative corruption is abuse of power (Van Wart and Denhardt, 2001; Caiden, 2001). This term's definition in Lithuanian law closely reflects its meaning. To deal with this, a number of obligations and principles are emphasized. Politicians can misuse their position, but civil workers abuse power more frequently in their daily work. A prime example of this is the scandalous privilege of private use of congressional activity funds and private use of public vehicles.

A conflict of interest arises when a public official has a private interest that may unduly influence his or her official duties and performance of responsibilities (OECD, 2004). Such conflicts can take several forms.

In addition to the conflict of interest definition, Lithuanian law contains provisions regarding public and private interests. Gifts and favors are not defined, but their importance becomes apparent when reading the Conflict of Interest and Corruption Law.

We recognize that conflicts of interest can lead to corruption and have taken great care to prevent them. The Lithuanian Law on Balancing Public and Private Interests in Public Services (1997, updated 2000, 2009) emphasizes that all decisions should be made only in the public interest. Duty to perform public duties impartially, honestly and competently. Avoid conflicts of interest and related allegations, and do not use official positions for personal gain based on the law and the principle of equality for all.

Ethics are dynamic and cannot even be learned. This is a way of checking behavior against ever-changing criteria. What is ethically justified today or in a particular society may be viewed differently by others or at different times. Unethical or ethical human behavior always has a motive. For example, financial gain, power, and compassion.

There is causality. Also, by analogy to Newton's third law of physics, all forces have equal and opposite reactions. This is subject to various factors, including published code and statements. Each of us is vulnerable to the actions of others and how we are

treated depends on how we treat others. Respect is not a right, it must be earned. Therefore, the need for professional ethics is based on the vulnerability of others. For example, clients need protection from exploitation in situations where they are unable to protect themselves due to lack of proper knowledge.

2.2. Ethics of Public Service

In rich countries, services make up more than 80% of GDP, while in poor countries, they make about 50%. (Sayeda, Rajendran and Lokachari, 2010). In industrialized economies, the service sector is a significant employment and source of income (Piercy & Rich, 2009). A service is "basically intangible, non-proprietary act or performance that one party can make available to another party," according to Kettler (2003: 97). According to Palmer (2011), a service is a good that is given in the form of a performance, an act, or an action that satisfies a demand. Services are produced, delivered, and consumed through interactions between service providers and customers, claims Svensson (2004). In contrast to products, services, according to Theron, Bothma, and Du Toit (2003), encompass acts, procedures, and customers. In contrast to products, services, according to Theron, Bothma, and Du Toit (2003), encompass actions, processes, and deliverables. The concept of service quality is complicated and challenging to quantify due to the nature and features of services, which has an impact on the delivery of quality services (Woodruffe, 1995).

Agba, Akwara, and Idu (2013) contend that the state's main purpose is to offer services that are essential to human survival. As a result, local administrations are established as a third level of government in order to increase government accessibility to the general populace and improve rural life. Delivering services in a satisfying, timely, efficient, and appropriate manner is one method to bring the government closer to the people. They contend that municipal governments' constitutional duty to "function" has not materialized. The paper therefore concludes and recommends that local governments must try to address the challenges that have missed their performance. Only in this way can they provide pruning services in a timely, effective, appropriate, timely and satisfactory manner, justifying their continued existence and the enormous financial allocation to them. Can be done.

Immateriality, indivisibility, heterogeneity, and non-permanence have been highlighted as the four fundamental general qualities that separate services from

products in the context of marketing (Du Plessis, Rousseau & Blem, 1995; Theron et al., 2003; Woodruffe 1995). Anything that cannot be seen, handled, or appraised before being received is referred to as being intangible. Only the result of a service, not the service itself, is seen by the five senses. Benefits are frequently unknown, and service levels are frequently ambiguous (Theron et al., 2003). Refers to the common practice of simultaneous production and consumption (Kotler, 2003). The consumer receiving services is intimately involved in and has influence over the service delivery process, according to Fisk, Brown, and Bitner (1993). Kotler (2003) claims that service heterogeneity reflects how the feature of services, non-persistence, alludes to the fact that services exist in real time. These characteristics pose different challenges for service her marketers and require unique marketing approaches (Boshoff & Du Plessis, 2009).

Rural areas can lessen the worst types of poverty by efficiently delivering basic services, employing local government investment to create local jobs, and fostering local economic development (LED). It should be emphasized, nevertheless, that local governments are not the only ones in charge of addressing the significant issues of rural poverty and rural development has to be in actuality, the growth of the rural economy and the general rural policy of the government are what determine the viability of rural towns itself.

The issue of quality control in the public sector has not been definitively answered in the scientific literature, despite the fact that this is a fairly extensive area of research. Furthermore, various scientists have varied perspectives on the nature and content of quality control. It just shows that the methodological requirements for quality control still need to be addressed. In specific areas of public administration performance evaluation, there is no empirical research.

In addition to this, poor families generally do not have affordable prices. These factors have reduced the flow of funds for service delivery to local governments, making their task of addressing the backlog of basic social services very difficult.

Local governments are therefore considered by the state to be the most appropriate level of government for implementing the goals of service delivery and local economic development. There are three reasons for this:

- The nation-state argues that local governments have an advantage in knowing what people need because they are said to be institutionally closer to local governments.
- Nation-states claim that local governments are institutionally closer to local governments, so decision-making through council systems is considered more participatory.
- Nation-states argue that, given the above, they can apply policies more effectively at the local level than at the national level.

The interests and obligations of government officials at the national, state, and local levels, however, can be strongly argued to be at odds with those of the poor and working class, as I have already stated. The state at all levels views the interests of capitalists and political elites as all interests. Some governmental leaders could truly want to be liberal or egalitarian in terms of social classes. For a structured organization, it can never be expressed in a meaningful, cohesive, or long-lasting manner. Moreover, government policies that appear to serve the interests of the masses, however well-intentioned, are always thwarted by the prejudices of the state's ruling class. In other words, the interests of the ruling class always take precedence over those of the popular class, because the state exists only to protect the interests of the ruling class.

There cannot be a really unified "national interest" fostered by the ruling class through the state and fully embraced by the popular class given the class prejudices inherent in the state. This is evident in the policies developed by elites who do not experience oppression, do not live in squalor, and have little knowledge of the problems that poor populations face on a daily basis. Because of the state's hierarchical structure, citizens cannot effectively engage in policymaking and it is not a democratic process. The inference is that the government would never be able to satisfy the needs of the people.

In particular, claims about the democratic character of local government should be challenged. In fact, most local government employees are not elected. For example, a mayor retains power regardless of the incumbent mayor's political party. All high-ranking members of local government are actually members of the ruling class, either for personal gain or to advance their own class agenda (e.g., through so-called "tenderpreneurship"). I have taken advantage of that position. This means that the

structure of local government itself is not democratic or participatory (Nathan, 2013).

Effective delivery of municipal services is essential to creating a functioning city. Households and businesses in both developing and developed countries depend on the provision of basic municipal services such as water, sanitation, solid waste, district heating and roads. These services support the economic development of local communities. Poor service quality, disruption, poor coverage and other issues can affect the quality of life of communities and undermine confidence in local government. Many local governments and cities around the world struggle to provide affordable services to all citizens in a financially sustainable manner. Local government service delivery management assessments are divided into four categories covering basic service delivery issues for USAID missions to consider.

The fundamental technical aspects of local government service delivery includes: coverage and level of service (how many people are served in percentage of population, in what areas of the city are they served by type of service), performance (service reliable, meets customer needs, is of sufficient quality, operates correctly and maintenance) and capital investment planning (to what extent communities and MSPs plan future investments).

Another similarity to Newton's third law of physics is that all forces respond in an equal and opposite manner. This is dependent on a number of variables, such as published code and statements. Each of us is susceptible to the deeds of others, and how others treat us affects how they treat us. Respect must be earned; it is not a given. As others are vulnerable, there is a need for professional ethics. Clients, for instance, require protection from exploitation in circumstances where they are unable to defend themselves because they lack the necessary information. Legal and regulatory frameworks and institutional issues:

This section looks at how the community offers services, what is monitored and regulated for services, and how much control service providers have over setting prices and staffing patterns. We'll check to see if it's autonomous. Institutional problems that influence the MSP's daily operations as well as problems with capacity and human resources are also examined. Community Participation and Customer Relationships:

This section examines the extent to which members of the community are involved in the delivery of the community's services in the form of community involvement in the initial identification, project development, and operation of infrastructure-her projects. It also examines the use of willingness to pay and demand assessments, and social and cultural issues and community building (USAID, 2015).

2.3 Public Service Ethics vs. Delivery of Government Employee

Cloete (1995) is a person employed by a public agency, such as the Department of State, but not a political party. A high-ranking official employed by the State Department or public agency is called an administrator (Cloete, 1995). According to Fox and Meyer(1995), an administrative manager is a civil servant in a managerial position. These classifications have led to the conclusion that a civil service manager is a government-appointed official responsible for carrying out administrative tasks and decisions to effectively and efficiently achieve objectives. Successful public service outcomes

Therefore, the value of society is closely related to the quality of management. Civil servants as a means of governance "must faithfully carry out the legitimate policies of the governments concerned". In addition to our core values and principles, we also require:

- Promote and maintain high standards of professional ethics.
- Encourage the efficient, economical and effective use of resources.
- Government should be development oriented and servicedelivery must be ethical.
- Services must be provided fairly.
- People's aspirations need to be addressed, and so should the public.
- Encourage participation in policy making.
- Government must be held accountable.
- Transparency should be promoted by providing timely information to the public.
- Accessible and accurate information and
- To maximize human potential, we must cultivate good people management and career development practices. And the administration must broadly represent the people of South Africa, and to achieve broad representation,

employ and human resources based on competence, objectivity, impartiality, and the need to redress past imbalances. You need to practice management.

As noted above, the role of public service is to support a particular government, so the best way to understand the role expected of public service managers is to look at laws, ethical behavior, and service delivery. That's it.

Legal policies to improve public service delivery there are clearly a number of legal guidelines to promote ethical behavior and quality of service delivery by public service managers, but this does not necessarily guarantee a corruption-free public service. It is not intended to However, it is important to provide an overview of key legal guidelines to show how these guidelines can indeed serve as supporting mechanisms for the development and maintenance of high levels of ethical behavior in public service organizations.

Every country has emerged from racial strife, distrust, widespread poverty and human rights abuses. These countries are making progress through individual and collective efforts by citizens and government initiatives. These initiatives relate to the work of laws, commissions, structures and government officials that serve the interests of the country. Following this period, there was a clear focus on improving service delivery and ethical behavior.

Under constitutional sovereignty, the constitution is the supreme norm and can therefore be identified as the basis for service provision. In practice, this means that all laws, acts, and institutions that exercise the powers of government are subject to the Constitution. According to the Constitution, the general functions of government are:

The three realms (national, state, and local) were assigned separate powers called legislative, executive, and judicial. The public service manager's leadership role includes the portion of executive power that this article focuses on. To maintain effective service delivery and to regulate discipline, Congress prescribes. The legislation required specific results-oriented strategies as part of the department's management plan. These include strategic management plans aligned with the medium-term spending framework, organizational structures aligned with the strategic management plans, strategies for improving service delivery, and human resource development strategies.

Also on October 1, 1997, the White Paper on Transforming Public Service Delivery (Batho Pele) was published, providing a framework for improving public services. Service Delivery and Ethical Conduct in Public Service:

Ethical yet provides the missing link. This framework can be implemented in practice. Government agencies should take the following actions:

- Identify important improvements for immediate implementation (no matter how important they may seem).
- follow the implementation strategy outlined in the white paper;
- Create and write down a plan to improve service delivery. • Publish standards for the services provided.
- Monitor service delivery standards.
- Fix errors and glitches.

To serve the public in a time of change, public service managers must work to remove obstacles to effective service delivery. The white paper plans to encourage innovation and reward civil servants who have demonstrated a commitment to providing quality services. We are committed to partnerships between public service and the wider community to develop a service-oriented culture. Additional legislation on service provision is included in the White Paper on Public Sector Assistance, published in April 1998. This law focuses on the accountability, oversight, coordination, and reporting obligations of various parties in funding programs.

2.4 Local Government in Nepal

Local government leaders play a vital role in enforcing ethical principles. This will not compromise the ethical behavior of local authorities and will not affect the quality of service delivery. In Nigeria, the gradual degeneration of many local government institutions may also be due to the declining commitment or inability of local officials to perform their duties, performing their duties amidst many ethical compromises. Doing. Lack of public-minded leaders whose energies are not directed towards organizational objectives affects the quality of service delivery by local authorities (Dorasamy, 2010).

Leadership in local government must uphold moral principles, fostering an organizational culture that directs local government service facilities in attaining their goals. To prevent inefficiencies and poor management, executives must have a

comprehensive understanding of the organization's priorities and the ability to make informed decisions. The culture that directs decision-making and action for high-quality public services should be actively developed by local governments. According to Trevino and Nelson (2004), organizational systems must be in harmony for the entire organization to be dedicated to a culture of effectiveness and efficiency.

Officials from local governments must create strategies that can persuade others to take action in support of accomplishing well defined and effectively communicated ethical goals. As a result of this common vision and pursuit of moral principles, local government employees who are driven by purpose exhibit moral behavior. Local governments' legitimacy is weakened by a lack of moral principles and discipline, as is seen in many African and European public institutions (Mollo, 2010).

Also, a lack of established ethical behavior frequently serves as the foundation for an unethical municipal government. Onsite services are not delivered effectively or efficiently when unethical behavior is present. Municipalities' character and nature are heavily influenced by their environmental circumstances. Performance of local governments is therefore evaluated in light of the socio-political milieu in which they function.

In other words, a municipal government's performance or decline depends on the moral climate in which it operates. Municipalities in a nation are effective at providing services because of an effective, corrupt-free environment. This means that a local government cannot be superior to or detached from its surroundings, and as a result, the environment constantly influences the way it conducts its business. Drafting norms, ethics, and standards to assure the ethical effectiveness and efficient provision of local government services will free the local government from this environmental influence and help it achieve its core objective. Other tactics must be created (Ajayi&Adeniji, 2009). This supported the decision made by the majority of developed nations to include ethics and values into municipal administration. In addition to ensuring performance, ethics or work ethics also mitigate environmental effects, prejudices, partiality, and other critical elements that may have an impact on the performance of local government employees is intended to This clearly illustrates the link between ethics and the effectiveness of local administration. Any organization can readily produce results provided work ethics are carefully followed. Unethical behavior reduces performance (Adegoroye, 2010). While accepting government

employment, it is crucial that all local government personnel understand that they have a unique responsibility to interact with public in an honest, impartial, and open manner. Common interests must always take precedence over individual self-interest, especially in instances where potential conflicts of interest can become ethical dilemmas (Yahya, 2006).

When we see ethics from this angle, we can see that people are forced to make decisions that allow them to live morally in the context of their relationships with others while carrying out their obligations. This implies that individuals might have an ethical conundrum. Situations when you are required to choose between conflicting principles give birth to ethical quandaries. Hence, ethical dilemmas in municipal governance might be defined as instances where a decision must be made between conflicting principles under specific, typically unfavorable or perplexing conditions. Perhaps the clearest illustration of how ethical dilemmas arise for public sector CEOs is conflicts of interest. Conflicts between administrative values are another kind of ethical conundrum that administrators may experience. Accordance with moral standards, regulations set forth by local government organizations, one's own principles, and government or supervisory orders. Governmental requirements versus personal ideals and professional ethics. Professional standards and administrative or governmental directives. Competing or ambiguous liability. Elements of Ethical Conduct (Simeon, 2015). All of this has an impact on how local government workers carry out their regular tasks. In light of this, this paper considers its moral worth as a useful local government tool in Nepal.

Sectors of municipal government are especially susceptible to corruption and unethical behavior. In developing countries, corruption results in the loss of 10–25% of public procurement spending, including local government spending (Omisore&Adeleke, 2015). Corruption, restricted availability of essential facilities, and persistence wasted sources of knowledge that could have been utilized to buy helpful supplies or to hire desperately needed local government professionals. Can lead to significant social issues. The levels of population development and service systems can be significantly impacted by unethical behaviors in local governments. This can manifest as the misuse of public funds, which erodes the capacity of local governments to supply subpar infrastructure and services. Moreover, it results in increased irrational spending of money when big sums are wasted.

Wasteful spending due to poor ethical standards and compromises in low-income countries is estimated to account for 65% of total spending and can result in significant economic losses. Image and trust effects because inefficiency and lack of transparency undermine public trust, undermine public and donor trust, and reduce investment in local governments (World Health Organization, 2006). . Some of the most common ethical issues faced by local government officials revolve around aspects such as administrative discretion, corruption, nepotism, health care secrecy, privacy leaks, public accountability, and political issues.

Moreover, improper methods, a lack of discipline, and unethical policies in the public local government administration can actively support fraud that jeopardizes professionalism, moral behavior, and transparency. Failure to articulate and implement fundamental ethical/integrity principles in the overall service delivery as well as regulations that deprive local government employees of ethical/integrity guidance are examples of institutional flaws in the local government system that contribute to malpractices. Additionally, it has been observed that local governments fail to define and uphold restrictions on political and personal pressures, which permits these influences to affect the employees' public decisions. The entire local government system is susceptible to fraud and corruption in the absence of clearly established and implemented regulations to encourage ethical values delivery to implement a code of ethics, directing and enforcing performance standards that can cause employees to lack accountability and lose their moral principles.

Another important instrument of strengthening local democracy and good governance is the formation of an effective local bureaucracy. The two goals of local government are to involve people in decision-making processes and to provide goods and services to people. The former concerns the political functions of the system carried out by elected representatives. However, the administrative functions of the service department should be handled by a carefully recruited team of individuals. In most countries where local autonomy is the basic unit of the system, local bureaucracy is centralized and adopted locally. They are independent of the national bureaucracy. This kind of arrangement can make administrative staff more accountable to local institutions and more accountable to local people as they are from the same people.

Regarding the human resource system of local governments in Nepal, there is provision for the creation of a separate Local Government Service and Local

Government Service Commission. Local governments have the power to create posts and hire full-time staff from local governments as needed. There is also provision for the central government to appoint a local development officer (GDO) to the district, a chief executive officer (CEO) to the local government, and a secretary to the local government. In addition, local government agencies are also empowered to hire temporary workers for projects they carry out in their areas of responsibility. However, local governments do not have complete freedom to operate local bureaucracies, as legal provisions stipulate that the chief executives of all levels of the system are appointed by the central government. On the other hand, many of the clauses are identified with the phrase "as applicable." This means that central government officials should be included in the organization.

The current personnel management system of local governments is a measure planned by the central government. The central government has not yet placed full trust in local governments, which could lead to further misunderstandings between local and central governments in the long run. Central bureaucrats were unable to relinquish their traditional power over the country and used it as they pleased. However, full freedom in the selection, recruitment and management of staff by local agencies would provide the necessary foundation for local democracy (Khanal, 2001).

Local governments have many characteristics. In addition to having a fixed territory and population, it has a government organization responsible for responding to the needs and desires of the community. But it is not sovereign but subordinate to the higher authorities of the country. His powers and powers are limited and he operates within the limits set by the laws of the state government. GM Harris (2000) defines local autonomy as "government by local, freely elected agencies, subject to the supremacy of the central government, but endowed with certain points of power, discretion, and responsibility." it can run without it." Control of his decisions by a higher authority. In general, we can say that W.A. Rabson's idea of local government entails the concept of a territorial, non-sovereign community that owns the legal rights and institutions necessary to manage its own affairs. L. Golding (1997) gave the simplest definition of local government. For him, "local government is the administration of its own affairs by the people of the place".

Also, some Indian scholars have attempted to define local government, with Gokhale (1975) using the term 'local government'. For him, "local autonomy is the government

of a given place by the local people with elected representatives. K Venkatarangaiya (1962) goes further and states that local autonomy is the management of a place by an agency representing the local population with considerable autonomy. Increase at least a portion of revenues through local taxes and spend those revenues on services that are local and therefore distinguishable from those of the central government.

2.4.1 Characteristics of Local Government

The concept of Local Government makes it clear that there are certain characteristics on which the system of Local Government is based. Some of its important characteristics are as follows: 1) Local Area: the study where ethical concept in the service delivery are found and the respondents get chance to exchange the official and non- official tasks on the basis of ethics. 2) Local Accountability: the responsibility of the place that governs new mechanisms to gain service in the fast track to uphold politician, common people and employees. 3) Local Leadership: the politicians that regulate the virtual and general tasks of the same area is known as local leadership. 4) Local development: the development of the same area where politicians, civilians and employees lurk for the escalation of development.

2.5 Review of Related Studies

Madsen and Shafritz (1992) identified four levels of ethics and found that each level has standards that impose sufficient accountability on individuals to act in specific ways. Levels include (a) personal ethics, (b) professional ethics, (c) social ethics, and (d) organizational ethics. Civil servants often face ethical dilemmas that make decision-making more cumbersome in the workplace. It highlighted her three phases of the ethical dilemma facing civil servants.

Lesser evil dilemma (when a public manager is faced with some undesirable choices, he or she must make the least harmful choice), ethical choice dilemma (when has several viable options and must choose the most desirable option)) , value issues (public managers can choose from alternatives based on a range of values that most people agree are desirable) facing a choice).

Elia and Erasmus (2015) has published an article on the title of “Ethical conduct of procurement officials and implications on service delivery: A case study of Limpopo provincial treasury” According to section 100 (1) (b) of the Constitution of the Republic of South Africa, five ministries of the Limpopo Provincial Government were

placed under administration in the year 2011. (1996). the provincial Treasury of Limpopo was one of the entities placed under management. One of the flaws that contributed to the deadlock was procurement. A cross-cutting duty of the Limpopo Provincial Treasury is to assist the Provincial Departments in their purchases of goods and services. Ethics, according to academics, refers to the moral standards that people use to make decisions about their actions. Additionally, it is linked to a set of moral commitments, obligations, moral principles, attitudes, and conventions that serve as a code of conduct and behavioral standards for public servants. Investigating the effects of unethical behavior by procurement authorities on service delivery was the goal of this article. This paper's mixed-method approach to gathering primary data—which included semi-structured interviews and structured questionnaires—showed that ethics is a pertinent notion for the procurement environment and that it affects service delivery. The study also demonstrated the degree to which unethical behavior has a detrimental impact on service delivery. The opinions expressed in the comments, however, varied as to whether the codes of conduct were adequate to address the unethical behavior of procurement officers at the Limpopo Provincial Treasury. The study comes to the conclusion that the integrity of the government can be rebuilt through the employment of ethical behavior among procurement authorities, as well as by addressing the socioeconomic problems that South Africa is currently experiencing. In order to improve service delivery, this article suggests specific actions that procurement officials might take.

Bernard & Oyende (2015) state that the performance of public services in Nigeria is a major concern for both policy makers and researchers. Because despite every step taken to stem the ugly trend, it appears to have resisted every attempt to solve the problem of inefficiency and capacity collapse. , can be influenced by the organization through interventions such as training, motivation and coaching. However, they are unique and cannot be forced to change. Therefore, it is imperative that public officials treat all people fairly and equitably, ensuring that ethical behavior is not just lip service, but that it is openly and unmistakably recognized. This paper discusses work ethics, values, attitudes and performance challenges in public services in Nigeria. The main causes of unethical behavior in the public sector were identified and the institutional mechanisms put in place by governments to curb these unethical behaviors were investigated. In this paper, we adopted content analysis as a data

collection and analysis method. It proposed viable options for effective and efficient service-oriented public services.

Lues (2007) explains that there are numerous policies, strategies and programs. It aims to provide effective services to South African citizens by Public Service Managers. But scandals still erupt and allegations continue to be made, despite quests to validate and condemn unethical behavior by public service managers. So where the missing links are? This article briefly discusses some ethical concepts that are considered important in answering the questions posed. His two conclusions are:

Public service organizations must provide ongoing engagement, implementation and modeling of leadership in professional ethics, including through political structures. Public service managers must also recognize the importance of changing their mindset and accepting the ethical standards set by public service organizations, even if they differ from their own beliefs and culture. Onwchekwa (n.d.) explained the role of ethics in service delivery by public authorities in Nigeria. Researchers thought humans were very complex creatures. His nature is to act in certain ways and act in others in order to maintain inner peace and harmony, to ensure happiness and contentment, to increase productivity and creativity, and to serve humanity adequately. It is something that must be refrained from. In the administration of institutions, the survival and success of such institutions depends on human action. Ethics therefore becomes important in this regard as it deals with the question of right and wrong, right and wrong in human behavior. That's how men should behave. As the title suggests, this paper examines the role of ethics in service delivery by public institutions in Nigeria. It demonstrates the importance of ethical behavior in the management of public institutions and the danger of disregarding it to the detriment of society. Finally, we provide solutions or recommendations on how to curb unethical behavior and maintain efficient service delivery in public facilities.

WTO (2006) prepared a working draft on an ethical infrastructure for good governance in the public pharmaceutical sector, and the development and management of an ethical infrastructure in the pharmaceutical sector of the Ministry of Health requires concomitant development. Said to be a process. Infrastructure components, management skills, and moral leadership required for sustained and effective operations. There is no easy or quick solution to the corruption problem in

the pharmaceutical industry. Establishing ethical practices in the governance of this sector requires creating an effective ethical infrastructure. This requires the investment of public funds for the development and socialization of its components and the allocation of appropriate operating budgets for their implementation. Political will is essential to make the necessary investments in resources.

Jimenez (2019) has made an unpublished dissertation on the entitled of “Ethics in the public sector: Analyzing the ethical behavior of public sector employees”. He has seen a lot of high-profile instances of wrongdoing and corruption in government agencies. The fact that unethical behavior is a big issue affecting many firms globally is further supported by news media stories on such incidents. Nevertheless, ethical crises have occurred at a number of public sector entities in Los Angeles County. But in recent years, there have been so many scandals that they have overtaken the Los Angeles Sheriff's Department. As already said, the researcher decided to concentrate on the ongoing ethical problems inside the Sheriff's department. Examining the causes of unethical behavior in the public sector was the aim of this project. In other words, what are the fundamental factors that might motivate people to act immorally? This study adopted a qualitative methodology to assess how public sector personnel behave ethically. Purposive sampling was used to acquire the data for this study. Ten in-person interviews with selected members of the Los Angeles County Sheriff's Department were conducted by the researcher. Twelve open-ended questions for interviews were created by the researcher. According to data, social influences such as avarice, dishonesty, and egocentrism, which gain from immoral activity by in-group members, encourage unethical behavior. This may help to explain the acts of some Sheriff's officers. Codes of behavior may also be effective, depending on the organizational culture. The implementation of ethics codes, which can be used to improve the ethical milieu and ethical decision-making of public officials, depends critically on the involvement of leaders. Future studies in this area may be required since, according to one study, codes of conduct may not be a useful tool for reducing corruption issues in the public domain. It's possible that ethical leadership will support ethical behavior in businesses. Effective leaders are morally upright people who take unbiased positions. Since they have the power to affect how their subordinates behave, leaders can act as role models. Despite this evidence, data has also shown that organizations frequently fall short of their objectives. The ongoing corruption

scandals involving the Sheriff's office may be the result of ineffective leaders who are not putting ethical standards into practice or enforcing them. Leaders who lack moral character and take immoral actions for their own benefit are likely to influence lower-level managers and staff members in the same way. As a result, this can lead to a rise in unethical behavior and have an impact on the workplace's ethical atmosphere and culture. Future research on the subject is required to better understand why public sector employees continue to engage in misbehavior and corruption.

Resmawan, Surya and Anwar (2022) have published an article on the entitled of "Factors affecting the ethical conduct of local government officers": study case of the behavior agency of Yogyakarta City civil servants. A component of the state machinery, state officers are responsible for coordinating the responsibilities of the state, the government, and development while delivering professional services to the community. The study found a number of variables that affect how ethically compliant employees are. Spreading the questionnaire across Yogyakarta's five offices and two sub-districts, then processing the data using the questionnaire processing application smartPLS, is a quantitative research method. Honesty, incentive, environmental circumstances, a code of ethics, and an employee's own ethics are all factors that influence how ethically employees behave. The state civil apparatus must understand the responsibilities and associations of daily living, including ethics in the State, ethics in Organization, ethics in Society, ethics, and ethics towards Coworkers, in order to adopt and apply behavioral ethics. Personnel of the Yogyakarta agency, who set the standard for employees doing their tasks in the public sector, are impacted in terms of their ethics by this aspect. Even though public services are not functioning well, there are still problems.

2.6 Theoretical Framework

The discipline of academic research is still developing in the subject of ethical behavior. It has touched on a number of theoretical bases and is discussed as part of the employees' behavior towards the ethics. Multiple theoretical frameworks support this study in light of this. The research also drew on the conceptual underpinnings of utilitarianism, deontology, virtue-character, social learning theory, and need theories among other ethical theories. Aristotle promoted virtue-character ethics, which put the emphasis on a person's moral character. The character-based theorists place special emphasis on the qualities people should possess in order to behave morally or make

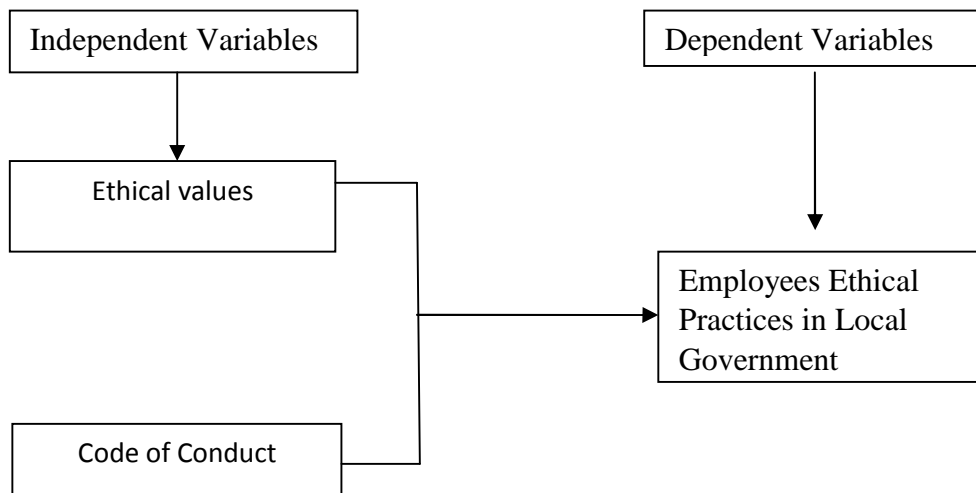
moral decisions (Geirsson& Holmgren, 2000).According to the theory of need, people require things for their basic needs, physiological needs, safety needs, wants for belongingness, love, and respect, as well as needs for self-fulfillment and actualization (Lynch & Lynch, 2019). According to Maslow, needs fall into this exact spectrum, and each level must be met before moving on to the next. Most importantly, Maslow asserted that a person's position in their hierarchy of needs will affect their choice if presented with a moral dilemma. According to the theory of social learning, people pick up on appropriate behavior through seeing how role models act. Therefore, managers can act as an example of acceptable behavior. Moreover, managers can successfully persuade subordinates to refrain from unethical behavior if leaders act morally and are stringent about holding people accountable for their deeds (Hassan et al., 2014). The ethical theory of utilitarianism was developed by Mill and other utilitarian's. According to utilitarian ethics, the proper course of conduct is the one that results in the largest amount of benefits for the greatest number of people, while any course of action or decision that causes the greatest number of people's benefits or happiness to decline is regarded as unethical. According to utilitarian's, no action is inherently right or bad; rather, whether an action is right or wrong depends on its result. The Kantian deontological ethical theory held that morally right actions are those that are required to uphold moral laws or principles. Compliance with these unchangeable universal norms informs one's ethical decisions (Garofalo andGeuras, 2007). It is wrong and unethical to act in a way that does not abide by these rules or values. The deontologists hold that some behaviors are inherently bad and need to be avoided.

The "body and soul" of public administration is made up of crucial components such as ethics and public service values. A number of academics and professionals have endeavored to define and comprehend the ethical duty of the public administrator as well as to provide practical ethical advice and organized theoretical frameworks for application in the field. Scholars and practitioners have made an effort to categorize what are, or should be, the foundations of administrative ethics, the proper ethical actions of public leaders, and the ethical function of the public administrator. These efforts range from ethical principles to recommendations. However, administrative ethics and the moral attributes that are essential to the job of a public administrator are

frequently discussed separately from the principles that are also connected to leadership (Bowman, 2000).

2.7 Conceptual Framework and Operationalized of the Study

Figure 2.3: Conceptual framework for employees' ethical behavior and practice in local government



Source: Researcher, 2023

2.8 Operational Key Terms:

Ethics: Work ethics can easily be defined as a set of principles related to ethics, especially human behavior. Ethics is what is morally right, honorable and accepted by the majority of people in an organization, society or group.

Delivery service: Service delivery is a term used to describe the distribution of basic resources on which people depend, such as water, electricity, sanitation, land, and housing. Service Delivery is a set of principles, standards, guidelines, and constraints used to guide the design, development, implementation, operation, and termination of government-provided services. **Local Government:** This is the system of government closest to the people on the ground. The government provides and maintains most of the necessities of life for the people living in the community. Government includes publicly funded or controlled organizations that provide public goods, services, or programs

Ethical behavior: This is what is considered morally "good" and "right" in a particular setting, as opposed to "bad" or "wrong".

Unethical Behavior: Ethical behavior as good or expected behavior, which is desirable moral or legal behavior by professionals. Unethical behavior may simply mean unacceptable behavior. Acts not in good faith, bad acts or illegal acts punishable by law. There is absolutely no place in the professional world where unethical behavior is acceptable. This statement is of great importance to publicly traded companies and

their accounting practices. From tax authorities to accountants to auditors, these individuals act unethically without significant stakeholder consequences.

Code of Ethics:

They represent organizational patterns of values, assumptions, beliefs, and feelings that have grown over time to address issues within and outside the organization and have been accepted as the correct way to respond to problems of thinking, feeling, and acting. It's an implicit expectation.

Ethical Values: For all of the employees, values provide a feeling of shared purpose and act as a behavioral manual for daily living.

Code of Conduct: the ways/ procedures on the basis of moral capital is referred code of conduct. It covers the, means, resources and output of the tasks.

2.9 Research Gap

The majority of researches studying how organizational culture affects ethical behavior have been carried out in private sector businesses either or regarding leadership and ethics, code of ethics or performance and ethics. Many of these studies were over ten years old and do not take recent global socio-economic changes into account, which have a substantial impact on employees' ethical behavior and ethics. Due to the paucity of viewpoints on employees' ethical behavior and ethics in public organizations in the literature, this study offers a detailed investigation of how employees' ethical behavior effect on practices of service delivery in sampled municipality. This study thus adds to the body of knowledge on employees' ethical behavior and the systematic effects that employees' ethical behavior have on service delivery. This study will look at public organizational employees' ethical behavior in relation to values like honesty, equity, fairness, accountability, representativeness, efficiency and effectiveness. Additionally, the study will address some of the gaps in the HRD literature about the influence and contribution of employees' ethical behavior to the growth of morally upright people within the business. However, such studies are not available in the context of Nepal therefore this kind of study is important for Nepal where much diversities and varied practices are seen. Therefore, researcher believed that this research becomes a milestone to the concerned administration regarding individual municipality as well as government of Nepal.

CHAPTER III

RESEARCH METHODOLOGY

This methodology chapter contains philosophical foundation, research design, nature and sources of data, data collection techniques, data analysis including measurement of variables, validity and reliability and ethical considerations of the study.

3.1 Philosophical Foundation

Ontology and epistemology are the two basic schools of thought that underpin inquiry. Ontology, which is concerned with what makes reality real, is the first component of study philosophy. Epistemology, which is concerned with how to produce knowledge, is the second component of research philosophy. Although philosophical concepts are still mainly hidden in research, they nonetheless have an impact on how research is conducted and must be recognized. As a researcher's overarching philosophical perspective on the world and the nature of research that they bring to a study. Based on their disciplinary orientations, research communities, advisors and mentors, and prior research experiences, people form worldviews. Based on their convictions, individual researchers will frequently adopt a strong qualitative, quantitative, or mixed methodologies approach in their research. The researchers' choice of the ontological view was objectivism and subjectivism. The choice of the epistemology view was positivism with interpretivism, which can only get knowledge about reality by following a scientific method. This study employed a quantitative and qualitative approach. A mix method was used in research that is primarily concerned with creating quantitative data following qualitative data. This method's selection was motivated by objectivist and subjectivist ontological perspective, positivist and interpretive epistemological position, and deductive research. Additionally, it was because it used a quantitative cum qualitative analytical method and collected quantitatively following qualitative data.

The axiological position is that the research has a value. It is based on the principles that all unethical behavior is wrong, regardless of the situation, and that employees can act morally even if doing so goes against the grain of society at large. Value-driven research aims to comprehend how individuals view, comprehend, and apply ethics in the workplace. As a researcher, consultant for the organization, and like the participants, perceptions were more subjective interpretation than objective.

3.2 Research Design

Both qualitative and quantitative research methodologies were used in this study. Research used descriptive data, typically people's own written or spoken words, is referred to as a qualitative study. This makes it possible for the researcher to interpret and explain the behavior of individuals using a range of techniques that are pertinent to the design as described in the relevant paragraph below by participant. A descriptive study is aimed to create an accurate profile of persons, events, or situations. To fully comprehend the impacts of local level employees' ethical behavior on service delivery in the Surya Binayak municipality, the qualitative technique used semi-structured interviews to gather primary data. On the other hand, a quantitative study is typically designed to assure objectivity, precision, validity, and dependability while documenting subject traits represented in amount, extent, or strength. The purpose of this is to measure the variables in question and generate data that will enable assessments of their status, which in turn enables additional processing, comparisons, and reliability. To gather primary quantitative data, a structured questionnaire was employed as a quantitative data gathering instrument.

3.3 Nature and Sources of Data

The collected data was both qualitative and quantitative in nature. Primary data was used to describe and analyze the study area. The primary data was collected through structured questionnaire and semi-interview.

3.4 Populations and Sampling

The employee of the Surya Binayak municipality, client, and the leaders was the universe of this study. There are numerous sample methods that can be utilized. Purposive or judgmental sampling was applied in this research for selection of employees and leader of Surya Binayak municipality. The researcher chooses a purposeful or judgmental sample approach based on their understanding of the population, its elements, and the nature of their objectives. The main goals of purposeful sampling were to "find, understand, and obtain insight." The convenience sampling was used for collecting information from the clients. It was used because of diverse location of client and those who was coming to receive for service in the ward. The total population was 4057 people of ward number 3 and 5 in Surya Binayak

district. From the both sample, 15 participator from wards those covered each five-five office employees and three-three political leaders respectively and, 70 clients was taken as sample from ward 3 and ward 5. The designations of the participants were given in the table.

Table 1: Number of Interview Participants

Level	Employees	Ward 3	Ward 5
Ward President and Member		4	6
Past ward member		1	2
Social Leader		3	4
Total		8	12
Officer	3	2	1
Accountant	3	2	1
MIS Operator	3	2	1
Engineer	3	1	2
Subba	1		1
Other	2	1	1
Total	15	8	7

Source: Field Survey, 2022

3.5 Data Collection Tools and Techniques

Structured questionnaires and semi-structured interviews were used to collect data for this thesis. Interviews are most frequently utilized by researchers as a form of data collecting because they are flexible and allow the researcher to explain the questions to respondents if they do not understand them. To ensure uniform guidance on how to answer the questions and make clear what is expected of respondents, a structured questionnaire was utilized for the objectives of this study. This technique was utilized to elicit answers to questions that were already asked but were crucial to the study. Senior municipal officials were interviewed privately, both formal and unstructured, about public service delivery and ethics in Surya Binayak. Numerous levels of employees were interviewed. The decision to interview various groups of staff at various levels in the wards was made in order to obtain a variety of viewpoints from participants. Additionally, there was a good reason for choosing individuals who were

knowledgeable about the ethical standards, principles, and code of ethics and could serve as a reliable source of information. The participants were asked to list significant facets of workers' ethical conduct. Within a four-week period, the interviews and other data collecting were done, and the structure questionnaires were distributed to the respondents.

3.6 Method of Data Analysis

The research topic, the research questions and objectives, the data's contribution to the study, and the connection between the data and the study's issue were always kept in mind, when gathering and analysis of data. The qualitative data was analyzed into thematically descriptive way. Descriptive analysis consists of concrete description about available of data. Finding significant meanings, patterns, and themes in what the researcher has heard and observed is the goal of data analysis. Additionally, data analysis aids in coordinating interviews to accurately describe events or comprehend the "norms and values that drive employees' ethical behavior." Prior to beginning the data analysis, the researcher carefully reviewed each interview, writing notes and observations next to them. Data analysis was done while the data were being gathered. The interviews were listened to and typed up as the first step in the data analysis process. Reading interview transcripts and written field notes of observations made during interviews made up the second step. The data were coded into themes in the third stage. The purpose of coding is to categorize and arrange the data into relevant themes that support the study's theoretical ideas. The researcher organized the data according to well-known patterns, labeled the categories, and then looked closely at the data to identify the themes and patterns. The quantitative data has been presented in table including frequency and percentage. It describes the pattern, and situation of the respondents' profile regarding to employees' ethical behavior.

3.7 Reliability and Validity of the Data

Every type of research project needs validity and reliability since readers and researchers alike want to know that the results are reliable.

Validity is concerned with the integrity of the conclusions that are derived from a piece of study" in qualitative research. By taking into account the elements that can affect the participants' responses, an effort was made to answer the validity question. To assure the study's validity, first, during the interview procedure, participants' body

language and nonverbal reactions were observed by the researcher. Participants' nonverbal cues and body language reactions offered ample indications of whether they were being honest or making an effort to hide facts related to the subject posed. Second, memos were employed to support the study's content validity. Memos "act as reminders regarding what is intended by the terminology being used and provide the building blocks for a certain amount of contemplation. In general, the memos prevented forgetting important details, especially when it came to the questions, observations, and biases that are likely to arise throughout the course of the study. Finally, depending on the information gathered from the pilot study, the questions may have been improved over a longer period of time with the help of the pilot study. The pilot study aided in maintaining the study's validity by directing the questions toward its unique research questions.

Some of the usual mistakes, like assuming specific responses from the subjects throughout the interviews, were documented in a memo to the researcher in order to assure reliability. Triangulation was used throughout the investigation to maintain dependability. Utilizing several methodologies, sources of data collection to confirm emergent conclusions" is known as triangulation. To increase reliability, all of the obtained data were compared to one another using triangulation. This information includes field notes from observations, and interviews.

3.8 Justification of Study Areas

This study is done to justify the ethical behavior of employees working in Surya Binayak Municipality. There are some loopholes and limitations in the working culture and regulating code of conduct in employees that alters the employees' behaviors. This shortcoming must be corrected in time so that the essence of local governance can be achieved. This research plays an important role to qualitatively enhance the ethical and moral behavior of employees working in the research site.

3.9 Ethical Considerations

Today, ethical concerns in research are receiving more attention. Numerous ethical factors must be taken into account, and these factors are represented in the research process. These problems pertain to all phases of the research process and to qualitative, quantitative, and mixed methodologies research. Prior to starting a study,

during data collecting and analysis, and when reporting, distributing, and preserving the data, ethical considerations need to be given careful thought. First, the researcher consults with the supervisor for the topic, get approval from the department and go to the field and get approval from the concern office and the department for obtaining data. Secondly, researcher contacts with the office personnel for data collection and informs them of the general purpose of the study and tells them for participation. Thirdly, cultural and religious concerns are also maintained. During data collection, build trust, discuss the purpose, avoid leading questions, avoiding disclose of personal information. Fourthly, composite the profile of participants, thing about contradictory finding and finally use of APA guidelines, follow formats of concern department, use of citation, use of unbiased language, and report the finding honestly.

3.10 Quality Problem

A methodical and rigorous strategy is necessary for high-quality research in order to support the findings. It is not required to use a specific method or approach to ensure the quality of research; instead, the evaluation standards should be consistent with the philosophical paradigm and should attempt to influence the research methodology. The applicability of the validity idea in a qualitative investigation has recently been the subject of controversy among some researchers in qualitative research technique. In contrast to quantitative research, , qualitative research's goal is not to measure but rather to understand, represent, or explain typically some fairly complex social phenomenon. This understanding does suggest that the qualitative research paradigm does not work well with the concept of validity as it is used in the quantitative positive school. Despite this, some qualitative researchers continue to support the words' use. However, the concepts like credibility, authenticity, transferability, dependability, and conformability were more closely associated with qualitative research. A number of solutions were provided quality control in a qualitative investigation. Triangulation, the use of multiple sources to gather data, thick descriptions, the provision of rich and thorough detail descriptions of the event, feedback from others, receiving peer review from colleagues, and respondent validation, the follow-up with research participants to confirm the study's findings, are a few of them. It is important to consider whether participants perspectives have been authentically represented in the research process and the interpretations made from

information gathered (authenticity) and whether the findings are coherent in the sense that they "fit" the data and social context from which they were derived" when assessing the value of a qualitative study. In this study, the necessary quality control procedures for qualitative research were evident. The information for this study was compiled from several sources. The participants had access to the script that had been transcribed for their consideration. The comments from people who gave their opinions and suggestions were taken into account for the study's final narrative.

CHAPTER-IV
DATA PRESENTATION AND ANALYSIS

4.1 Presentation and Analysis of Data

It covers the respondents' biographical details, including their location, gender, degree of education, and employment experience. It is crucial to note that what backgrounds' respondent are engaged in the public service delivery in the Suryabinayak Municipality for providing better service.

4.1.1 Demographic Characteristics of Clients, Employee and Leaders

Nepal is a nation characterized by great sociocultural variety. At least 125 distinct caste and ethnic groupings, both known and unknown, within its population have been formally identified. They are divided into four primary castes according to the most common and old classification. Brahmins come in first, followed by Kshatriyas, Vaisyas, and Sudras in that order. Four main castes and 36 subcases coexist in Nepal as a shared garden. There are people from different castes in the study area. The sampled demographic background in the study area is shown in the statistics below.

Table 4.1: Demographic Characteristics of the Respondents

Background characteristics	Frequency	Percent
Gender		
female	39	55.7
male	31	44.3
total	70	100.0
Age group		
20 - 30	21	30.0
30 - 40	20	28.6
40 - 50	18	25.6
50 and over	11	15.8
Total	70	100.0
Cast		
Chettri	33	47.1
Brahamin	15	21.4
Janajati	10	14.3

Dalit	8	11.4
Madhesi	3	4.3
Christian	1	1.4
total	70	100.0
Marital Status		
Unmarried	22	31.4
Married	48	68.6
Total	70	100.0
family		
Nuclear	51	72.86
Joint	19	27.14
total		
Education level		
SLC	1	1.4
+2	17	24.3
Bachelor	29	41.4
Master	23	32.9
Total	70	100.0
Types of Faculty		
Management	16	22.9
Humanities	32	45.7
Science	4	5.7
Education	4	5.7
Technology	11	15.7
Others	3	4.3
Total	70	100.0

Source: Field Survey, 2022

Age and sex structure is an important aspect of population. The development of society depends on its active and healthy population. The following table shows the age and sex composition of the respondents. There are different age groups of respondents between 20-30 years. The majority of age group of the respondents are between 30-40 years from sides. Table 4.6 shows that 40-50 years old group are mostly involved to talk about ethics. 30% age group by 20-30 years old, 28.6%

figures of 30-40 years old interact about ethics in local government to work out in the municipality. 25.6% age group of municipality run their standard in the office for further tasks. 50 years above respondents mark the development and government ethically. Table 4.1 shows that majority of respondent 50 percent were Chettri, Bhraminm, Janajati, Dalit, Madhesi and Christianisty. It can be concluded that most of the respondents were Chettri and Bhramin caste. It means majority of service receiver was fallen in that group. Religion can be defined as believe system. In Nepal most of people follow the religion what their forefather has adopted. It is a social institution which plays the vital role in human society. Belief over the supernatural power in order to achieve peace, salvation is taken as religion. Religious activities may differ from culture to culture and religion to religion. Respondents believe in different religion and follow distinct cultural behavior. Most of the population believes in Hinduism then other religious faith. Nepal is multiethnic and multi religious country. Many people follow different religion in Nepal. Major religions are Hindu, Buddhist, Christian etc. According to census 2011 there are ten types of religion categories reported in the census. Hinduism is followed by 81.3 percent of the population Family is a social institution. It is a group of people united by the ties of marriage, blood constitution or single household, interacting and inter, communicating with each other in their respective and father, son and daughter, brother and sister creating a common culture, under the study area, mainly there are two type of family, i.e., nuclear and joint family. The nature of households in the study area was belongs to nuclear family. This contains 72.86 percent. As presented in the table 55.7% females are involved in the questionnaire to answer on the ethical behavior in local government. 44.3% males are found to respond on the local government. Table 4.1 concerning to marital status, 31.4 % respondents is unmarried and 68. 6% are married. Married employees are taken responsible rather than unmarried. In context of Nepal, married persons are considered as serious to duty and right for the position. Education is the key of standard life to notify the moral, ethics, and civil functions. In Suryabinayak, people are educated. Bachelor degree holders are in high number. 41.4% respondents received bachelor degree, 32.9% respondents has received Master degree. +2 degree are received by 24.3% respondents and 1.4% respondents have got SLC. Education is our organizer. It is a way of socio-economic transformation. It is a single panacea against the ignorance. Degree of social development of any society determine by the educational status of the population.

Literacy is an important indicator of Human Development Index (HDI). According to faculty, Management in 22.98 percent, Humanities in 45.7 percent, 5.7 percent in Science, Education stream by 5.7 with 15.7 percent in technology faculty started their tasks of life and 4.3 percent are in other faculty leads.

Table 4.2: Public Service Situation in Municipality

Service delivery	SD	D	N	S	SS	total
Traffic-Transportation	8	6	7	34	15	70
Unemployment	5	10	5	15	35	70
Parking	5	5	5	15	40	70
Education	5	10	5	20	30	70
Air pollution	8	6	7	34	15	70
Garbage and cleaning services	5	5	5	15	40	70
Park and gardens	10	2	3	20	35	70
Security	10	10	10	20	20	70
Noise creation	10	10	2	13	35	70
Lack of health services	20	15	5	15	15	70
Electricity problem	30	5	10	10	15	70
Water problem	10	2	3	20	35	70
Overall, there is no problem in service delivery			15	15	40	70

Source: Field Survey, 2022.

SD= Strongly Dissatisfied, D=Dissatisfied, N=Neutral, S=Satisfied, SS= Strongly Satisfied

Table 4.32 shows Traffic transportation shows SD-8, D-6, N-7, A-34, SA-15, Unemployment shows SD-5,D-10 ,N-5,A-15,SA-35,Parking shows SD-5,D-5,N-5, A-15, SA-40 ,Education shows SD-5,D-10, N-5, A-20, SA-30,Air pollution shows SD-8 D-6 ,N-7, A-34, SA-15, Garbage and cleaning service shows SD-5, D-5, N-5,A-15,

SA-40, Park and gardens shows SD-10, D-2, N-3, A-20, SA-35, Security shows SD-10, D-10, N-10, A-20, SA-20, Noise creation SD-10, D-10, N-2, A-13, SA-35, Lack of health service shows SD-20, D-15, N-5, A-15, SA-15, Electricity problem SD-30, D-5, N-10, A-10, SA-15, Water problem SD-10, D-2, N-3, A-20, SA-35, Overall there is no problem in service delivery shows SD -0, D-0, N-15, A-15, SA-40 respondents in the number respond for service delivery.

Table 4.3: Ethical practices in different public sectors by Employees

The given table is attached in Appendix -IV

Table 4.3 shows different public sectors and employees ethical practices in local government in Suryabinayak Municipality. Civil registry is well provided in this area. Most of the respondents are satisfied to get the registration. Table shows urban infrastructure is highly developed for excellent services. 67 percent respondents are satisfied. Likewise, table also shows public security services are provided by employees and the ethics of respondents are high. Table shows many numbers of respondents are educated in the area. Table reveals elders’ oriented service in high numbers to underscore the elders covered services. Table also shows fire brigade in high number to maximize the fire status.

Table shows ambulance services in this area. The health services are regular to respondents. Table shows the social aids make a man ethical and moral. Number of respondents is equal in social actions. Likewise, table shows the status of transportation to involve the ethics while delivering services. Table shows very low are unemployed in this area to get ethics for services. 16.66 percent respondents are medium in regard to employment. Table shows equal coverage of parking. It is necessary to adopt parking publically. Above table shows 50 percent respondents are highly educated and very less are uneducated in this area. Table reveals that 30 percent respondents are ignorant about pollution. They do not find knowledge of pollution in the city.

Table 4.4: Clients regarding to different public Service Situation in Municipality

Service delivery	SD	D	N	S	SS	
Urban Infrastructure	8	6	7	34	15	70
Percentage	11.42	8.57	10	48.57	21.42	100
Public Security Services	5	6	7	40	12	70
Percentage	7.14	8.57	10	57.14	17.14	100
Education in Schools	7	8	17	30	8	70
Percentage	10	11.42	24.28	42.85	11.42	100
Civil Registry and Citizenship Services	5	6	4	35	20	70
Percentage	7.14	8.57	5.71	50	28.57	100
Fire Brigade Services	10	21	27	8	4	70
Percentage	14.28	30	38.57	11.42	5.71	100
Emergency Health/Ambulance Services	13	5	3	35	14	70
Percentage	18.57	7.14	4.28	50	20	100
Social Services directed to Women	11	8	13	26	12	70
Percentage	15.71	11.42	18.57	37.14	17.14	100
Title Deed Services	14	21	21	12	2	70
Percentage	20	30	30	17.14	2.85	100
Elders-Oriented Services	3	9	10	38	10	70
Percentage	4.28	21.85	14.28	54.28	14.28	100
Services Oriented to Children	6	8	12	31	13	70
Percentage	8.57	11.42	17.14	44.28	18.57	100
Services Oriented to Disables	16	16	13	19	6	70
Percentage	22.85	22.85	18.57	27.14	8.57	100
Services directed to youth	17	17	6	21	9	70
Percentage	24.28	24.28	8.57	38.57	12.85	100
Social Aids	9	8	21	25	7	70
Percentage	12.85	11.42	30	35.71	10	100
Traffic Arrangement	7	10	7	22	24	70
Percentage	10	14.28	10	31.42	34.28	100

Source: Field Survey, 2022.

SD= Strongly Dissatisfied, D=Dissatisfied, N=Neutral, S=Satisfied, SS= Strongly Satisfied

Above table on different ethical issues as Urban Infrastructure, Public Security Services: SD-(5) 7.14, D-(6), N-(7), A-(40) and SA-(12) numbers are found for the study. Education in Schools: SD-(7), D-(8), N-(17), A-(30) and SA-(8) numbers are appeared in the survey. Civil Registry and Citizenship Services: SD-(5), D-(6), N-(4), A-(35) and SA-(20) numbers are found. Fire Brigade Services: SD-(10), D-(21), N-(27), A-(8) and SA-(4) number respondents are present. Emergency

Health/Ambulance Services: SD-3-D-(5), N-(3), A-(35) and SA-(14) are in studies. Social Services directed to Women: SD-(11), D-(8), N-(13), A-(26) and SA-(12) respondents are in this study. Title Deed Services: SD-(14), D-(21), N-(21), A-(12) and SA-(2) respondents are on the government ethical behavior. Elders-Oriented Services: SD-(3), D-(9), N-(10), A-(38) and SA-(10) respondent react. Services Oriented to Children: SD-(6), D-(8), N-(12), A-(31) and SA-(13) respondents involve. Services Oriented to Disables: SD-(16), D-(16), N-(13), A-(19) and SA-(6) respondents are on the same topic. Services directed to youth: SD-(17), D-(17), N-(6), A-(21) and SA-(9) respondents are ready to address the ethics. Social Aids: SD-(9), D-(8), N-(21), A-(25) and SA-(7) respondents are taking response. Traffic Arrangement: SD-(7), D-(10), N-(7), A-(22) and SA-(24) respondents get involved.

Table 4.5 Demographic characteristics by Employees and leader

Background characteristics	Employees		Leader	
	Frequency	Percent	Frequency	Percent
Gender				
Female	8	53.3	7	35.0
Male	7	46.7	13	65.0
Total	15	100.0	20	100.0
Age group				
20 - 30	3	20.0		
30 - 40	2	13.3	7	35.0
40 - 50	8	53.3	7	35.0
50 and over	2	13.3	6	30.0
Total	15	100.0	20	100.0
Cast				
Chettri	6	40.0	9	45.0
Brahamin	6	40.0	8	40.0
Janajati	3	20.0	2	10.0
Dalit			1	5.0
Madhesi				
Christian				
total	15	100	20	100
Marital Status				
Unmarried	2	13.3	1	5.0
Married	13	86.7	19	95.0
Total	15	100.0	20	100.0
Ward				
3			8	40.0
5			12	60.0
Total			20	100.0
Education level				
SLC				
+2	3	20.0	6	30.0

Bachelor	6	40.0	9	45.0
Master	6	40.0	4	20.0
Mphil			1	5.0
Total	15	100.0	20	100
Types of Faculty				
Management	4	26.7	4	20.0
Humanities	6	40.0	14	70.0
Science			2	10.0
Technology/	3	20.0		
Nursing	1	6.7		
Others	1	6.7		
Total	15	100	20	100
Position of Employee				
Officer	3	20.0		
Accountant	3	20.0		
MIS Operator	3	20.0		
Engineer	3	20.0		
Subba	1	6.6		
Other	2	13.4		
total	15	100.0		
Leaders				
Ward President and Member			10	50.0
Past ward member			3	15.0
Social Leader			7	35.0
Total			20	100.0

Source: Field Survey, 2022.

As above table accountant, operator and engineer in same ratio are involved in the municipal jobs. 20% officer, engineer, and operator are working in municipality for future administrative functions. *Subba* by 6.6% employees are same position and other employees are 13.4% in required tasks. The table shows that 53.3%, female employee and 35% female leaders participate, 46.7% male employee and 65% male leaders attain to work out.

The people who teach in a university, college, or US high school, or in one of its departments, a faculty refers to the broader organizational structure of academic administration at the University. A faculty will be responsible for a portfolio of academic schools. The University is organized into three separate faculties: The Faculty of Humanities, Arts, Social Sciences, and Education. Faculty is the branch to separate the institutional knowledge and plans. According to Suryabinayak municipality, management, Humanities, Technology are in 26.7%, 40% and 20% for different balanced works. Leaders by 20%, 70% in Management and Humanities

respectively with 10% in science faculty presents. In ward no. 3 40% respondents attain to reply and 60% in ward no. 5 to address the question.

The processes and practices used in institutions to achieve the optimum use of resources and satisfaction of members' interests are considered effective and efficient. This can be viewed in relation to the affordability of long-term service delivery that upholds equity and impartiality, as well as the overall care given to governance assets and the mobilization of both internal and external resources for the good of the populace.

The guiding principles of governance place a strong emphasis on local entities as self-help groups. Only if the owners are very engaged in their own interests is this achieved. The two most important elements of good governance at the local level are efficiency and effectiveness. The effectiveness and efficiency of local government practices are shown in the table below.

Table 4.6 Efficiency Measures of Governance Practices

Response types	Effective and Efficient in Governance Practices	
	Response	Percentage
Very high	4	3.5
High	7	8.5
Medium	12	17
Low	29	45
Very Low	17	25
total	70	100

Source: Field Survey, 2022.

The survey result shows that the majority 45 percent of the respondents' said the existing governance practice is low, 25 percent is very low, 17 percent is medium, 8.5 percent is high and only 3.5 percent is very high. This shows that local people are not much interested about the local governance practice while service delivering practices in the study area. Respondents, there is no effective and efficient utilization of local sources. This ensures that the sources of the society are used unproductively; this spoiled the image of the local bodies, so that, the reliability and the confidence of non-members to be a member is devastating. This is also an indication or the result of poor governance.

The management of local resources by the people is a pure democratic self-governance system founded on and in accordance with the principles, values, and philosophy of inclusive democracy. The idea of inclusive governance has to do with how well the public and governmental entities get along. The way persons in positions of authority use or execute their power is referred to as governance. The following table can be used to show how knowledgeable locals are about effective governance techniques.

Table 4.7 Level of Awareness of Local People's on Governance Practices

Response types	Level of Awareness	
	Response	Percentage
Very high	16	23
High	23	25
Medium	12	17
Low	14	21.5
Very Low	4	3.5
total	70	100

Source: Field Survey, 2022.

What degree of local government good governance practices awareness is being questioned here? As the most powerful organ, the local populace has a significant role to play in promoting good government and reestablishing the rule of law. According to the survey's findings, the majority of respondents (25%) have their security settings at high, very high, medium, low, and very low, respectively.

Table 4.8 Code of Ethics, Code of Conduct, Policies

Response types	Consistent adherence to the Code of Ethics, Code of Conduct, policies and legislation	
	Response	Percentage
Fully consistent	27	41.66
Consistent	17	25
Less consistent	14	20
Not at all	12	13.33
total	70	100

Source: Field Survey, 2022.

Above table shows code of ethics is consistent as respondents react and connects for nation.

Table 4.9 Act in a Fair and Impartial Manner

Response types	Act in a Fair and Impartial Manner	
	Response	Percentage
Fully Fair	22	33.33
Fair	32	50
Less fair	5	5
Unfair	7	8.33
Fully unfair	4	3.33
Total	70	100

Source: Field Survey, 2022.

Above table shows that the action is done fairly and understands the value of ethics in employee for ding other.

Table 4.10 Respondents other than Employees

Response types	Employees do not merely consider what is good for oneself, but also consider what is good for others	
	Response	Percentage
Totally agree	17	24.28
Agree	33	47.14
Neutral	7	10
Disagree	6	8.57
Totally disagree	7	10
Total	70	100

Source: Field Survey, 2022.

Above table shows that employee works for other. 47.14 percent respondents are agreed by this statement because the service is for other. 24.28% respondents are totally agreed, 10% are neutral, 8.57% are disagree and 10% are totally disagree in response to the employees for others Public Service Ethics. The question of whether ethical relevance is understood in the delivery of local governance services is a key question relevant to research on city employees. Respondents were asked whether they think ethics is an appropriate concept in service delivery in local government. The answer is that public administration should be governed by democratic principles and values and one of the principles contained therein is; a high level of professional

ethics must be promoted and maintained. In addition, all officials and other actors in local government must adhere to the highest ethical standards to promote mutual trust and respect; and an environment where services must be provided with integrity and in a fair and reasonable manner. Respondents agree that ethics prevails in the delivery of local governance services. Therefore, it can be said that ethics is still a relevant concept in the service delivery system of local government.

Table 4.11 Response regarding Accessibility

Response types	Level of Accessibility	
	Response	Percentage
Very easy	16	22.85
Easy	42	60
Less easy	12	17.14
Total	70	100

Source: Field Survey, 2022.

Table 4.11 shows that 22.85% clients are able to feel very easy, 60% respondents get easy, 17.14% have less easy to cover response of clients on service.

Table 4.12 Response regarding Level of Courtesy

Response types	Level of Courtesy	
	Response	Percentage
Very nice	5	7.14
Nice	53	75.71
Less nice	12	17.14
Total	70	100

Source: Field Survey, 2022.

Table 4.12 shows that 7.14% respondents get very nice to behavior of client in Service, 75.71% respondents have idea of nice and 17.14% respondents feel less nice while doing behavior with clients.

Table 4.13 Response regarding Level of information

Response types	Level of information	
	Response	Percentage
Fully informed	11	15.71
Informed	13	18.57
Less informed	28	40
Closed one	14	20
Fully Closed one	4	5.71
total	70	100

Source: Field Survey, 2022.

Table 4.13 on the topic of Clients' closeness in Service shows that 15.71% are fully informed, 18.57% are informed, 40% respondents are less informed, 20% are respondents are closed and 5.71% are fully closed to continue the job in local government.

Table 4.14 Response regarding Level of openness and transparency

Response types	Level of openness and transparency	
	Response	Percentage
Very high	4	5.72
High	23	32.85
Less low	13	18.57
Low	14	20
Very Low	16	22.85
Total	70	100

Source: Field Survey, 2022.

Table 4.14 on the regard of Transparency of Client in Service, 5.72% are very high, 32.85% are high, 18.57% respondents are less low, 20% are low and 22.85% respondents are very low to answer on the transparency.

Table 4.15 Response regarding Financial Interest of Employees

Response types	Financial interest of employees	
	Response	Percentage
Very high	2	2.85
High	5	7.15
Low	22	31.42
Not at all	41	58.57
Total	70	100

Source: Field Survey, 2022.

Table 4.15 shows that financial of client in Service by 2.85% are very high, 7.15% respondents get high, 31.42% feel low and 58.57% don't feel anything while service delivery

4.2 Government employee understands the public service ethics.

Employees in public offices should do everything necessary to avoid putting themselves under any obligations, financial or otherwise, to individuals or organizations that will influence them in the performance of their official functions. Therefore, this section deals with the different aspects of ethical practices including work satisfaction of employees.

Most of the employees (10 out of 15) belonging to the government have admitted that they are satisfied with the work, which represents 66.66% while the remaining (33.33%) were not satisfied.

Table 4.16 Basic Values Important by Employee and Leader

Reaction	Leader	Percentage
Service to people	5	25
Impartiality	1	5
Political neutrality	1	5
Professional competence	1	5
Lawfulness	3	15
Confidentiality	1	5
Efficient utilization of resources	6	30
Others (party politics, social welfare)	2	10
Total	20	100

Source: Field Survey, 2022.

The basic value for public service delivery, employees focus on service to people. It represent 26.66% (4 out of 15). Similarly impartiality, political neutrality & professional competence are import value for public service delivery. it explain (2 out of 15 each) by employee respectively. Whereas table 4.16 shows that ethical values are mosaic for Leader. According to table, 25 percent of leader focus on service to people. Similarly, 30 of leader focus on efficient utilization of researches. Whereas, 15% of leaders focus on lawfulness. Likewise, Impartiality, Political neutrality, professions competence are other important values for public service delivery. Leader also focus on service on party politics, social welfare and so on. It represents 10%.

Table 4.17 Ethical Codes in Your Organization

Response	Leader	Percentage
Yes I know	14	70
Not fully known	5	25
No, I don't	1	5
Total	20	100

Source: Field Survey, 2022.

Regarding the code of ethics of organizations (10 out of 15). That know about the code of ethics in their organizations. Some employees does not know about fully code of ethics on their organizations. Employee's opinions 4 out of 15. One employees do not about the code of conduct about the organizations. Whereas table 4.17 shows that ethical Codes in organization by leader respond yes in 70%. And 25% leaders respond in not fully known and 5% leaders leader does not on the ethical codes.

Table 4.18 Awareness of Code of Conduct by Employees and Situation of Implementation

Response	Leader	Percentage
Yes, they aware and implement	14	70
Yes, they are aware and but not fully Implement	5	25
No, they don't	1	5
Total	20	100

Source: Field Survey, 2022.

Regarding to awareness of Code of Conduct by Employees and Situation of Implementation, 10 out of 15 employees aware and implications code of conduct. Whereas 4 out 15 employee aware but not fully implement it. One employees does

not aware code of conduct in organizations. Table 4.18 is close to code of conduct thought by leaders in aware and implementation 70%. Leaders aware and implementations 25% leaders are fully aware but don't not fully implement. And 5% leaders don't touch any code of conduct.

Table 4.19 Response of Employees about Public Service Ethics

Statements		S	D	N	A	S A	Total
I am willing to do extra work for my job that isn't really expected of me	R				9	6	15
	%				60	40	
I put forth my best effort to get my job done regardless of any difficulties	R		1		3	11	15
	%		6.7		20	73.3	
I am willing to start work early or stay late to finish my job	R				8	7	
	%				53.3	46.7	
I trust my colleagues	R				7	8	
	%				46.7	46.7	
I trust my superior	R			1	10	4	
	%			6.7	66.7	26.7	
I feel a strong sense of belonging to this municipality	R			1	5	9	
	%			6.7	33.3	60	
I want to leave the municipality within the next two years	R	5	7		2	1	
	%	33.3	46.7		13.3	6.7	
When a decision has ethical implications, I follow the guidance in the civil service and codes of conduct in my decision-making	R				12	3	
	%				80	20	
The codes of conduct are just a piece of paper, without any power in practice	R	8	7				
	%	53.3	46.7				
The culture in my office (municipality) is not always consistent with what the Civil Service and codes of conduct expect	R	3	4	1	6	1	
	%	20	26.7	6.7	40	6.7	
Ethics and integrity of officials is an important priority for the leadership	R				8	7	
	%				53.3	46.7	
The leadership communicates clear ethical standards to the officials	R				9	6	15
	%				60	40	

Source: Field Survey, 2022

Table 4.19 shows that response of Employees about Public Service Ethics. Employees respond that I am willing to do extra work for my job that isn't really expected of me shows agree 9 out of 15 are agree and rest up said strongly agree.

The study put forth my best effort to get my job done regardless of any difficulties shows disagree one person disagree about the statement. 3 out of 15 agree about the statement. I am willing to start work early or stay late to finish my job 8 out of 15 agree about the statement.

The study trust my colleagues agree about 7 out of 15. Likewise rest of the employees said strongly agree .Regarding I trust my superior, 10 out of 15 agree, 4 out of 15 strangely agree and one is neutral in this statement.

The study feel a strong sense of belonging to this municipality shows, one person is neutral, 5 out of 15 employee are agree and 9 out of 15 employees are strongly agree about this statement.

I want to leave the municipality within the next two years shows that, 5 out of 15 employees are strongly disagree and 7 out of 15 employees are disagree, 2 out of 15 employees are agree and one employees is strongly agree about this statement.

When a decision has ethical implications, I follow the guidance in the civil service and codes of conduct in my decision-making shows strangely disagree-agree and 9 out of 15 are strongly agree about this statement.

The codes of conduct are just a piece of paper, without any power in practice shows that 8 out of 15 employees are strongly disagree, and 7 out of 15 employees are disagree about this statement.

The culture in my office (municipality) is not always consistent with what the Civil Service and codes of conduct expect shows that, 3 out of 15 employees are strongly disagree and 4 out of 15 employees are disagree, one employee is neutral, 6 out of 15 employees are agree and one employees is strongly agree in this statement.

Ethics and integrity of officials is an important priority for the leadership shows that 8 out of 15 employees are agree in this statement and 7 out of 15 employee are strongly agree in the same statement.

The leadership communicates clear ethical standards to the officials shows that, 9 out of 15 employees are agree and 6 out of 15 employee are strongly agree in this statement.

4.3 Code of Conduct addressing unethical practices in Local Governance

Codes of ethics support the premise that those in public service must uphold higher moral standards than the rest of society. By praising democratic principles and public service as an act of public trust, they strengthen the legitimacy of public administration. A useful instrument for outlining the principles and expectations of official conduct is a well-written and effectively implemented code of ethics or code of conduct. The code typically reiterates and clarifies the ideals and principles already included in the law. **Table 4.20 Codes of conduct sufficient to address the ethical conduct.**

Response	Leader	Percent
Yes	8	40
Neutral	4	20
No	8	40
Total	20	100

Source: Field Survey, 2022.

According to Table 4.20, 5 out of 15 employees believe that the code of conduct is sufficient to address ethical behavior. Ten out of fifteen workers disagree with this statement. 4 out of 20 leaders are unbiased, 8 out of 20 leaders ignore the problems, and 8 out of 20 leaders believe that rules of conduct are sufficient to handle ethical behavior. A local level official's unethical service delivery practices are addressed under the code of conduct. This section's question sought to determine whether the existing standards of conduct are adequate to address the unethical service delivery practices in local government. According to respondents, using rules of conduct alone is insufficient to prevent unethical behavior conduct of service delivery of local level officials at the Surya Binayak Municipality. According to the respondents, standards of conduct can be utilized to prevent unethical behavior. According to the conclusion, the current code of conduct for service delivery officials is insufficient to address the ethical behavior of service delivery officials. Therefore, rather than imposing merely procedures, government needs to implement other practical and punitive measures to

ensure that public servants adhere to ethics and working standards. Training, workshops, punitive measures, and a clear separation of duties and responsibilities can all help to improve public servants' ethical behavior, while top management must set combating fraud and corruption as goals. It demonstrates that codes of conduct are required to encourage and uphold the ethical behavior of public employees, giving them direction in their relationships with fellow public employees, elected representatives and members of the public.

A violation of the code of conduct by public servant authorities is addressed. There is more work to be done in this area, despite the fact that the current code of conduct has a significant impact on how public servant officials behave. The government must enact disciplinary measures against officials who behave unethically in addition to the training and seminars that must be offered in order to deter such unethical behavioral patterns.

Table 4.21 Unethical practice exists in the municipal office.

Response	Leader	Percentage
Yes	16	80
Little	2	10
No	2	10
Total	20	100

Source: Field Survey, 2022.

Table 4.21 shows that unethical practice that exist in the municipal office is 10 out of 15 employees are agree and 16 out of 20 leaders fully response but 2 out of 15 employees and 2 out of 20 leaders know little, and 3 out of 15 employees and 2 out of 20 leaders are responds negatively.

Table 4.22 Ethical Dilemma in the course of doing your job.

Response	Leader	Percentage
Yes	6	30
Little	2	10
No	12	60
Total	20	100

Source: Field Survey, 2022.

Table 4.22 shows that, about ethical dilemma in the course of doing job, 7 out of 15 employees and 6 out of 20 leaders respond positively, 2 out of 15 employees and 2 out of 20 leaders know little about ethical dilemma and 6 out of 15 employees, and 12 out of 20 leaders don't concern to the ethical approach.

When asked if there would be any disruption in the delivery of municipal services owing to ethical concerns or the occurrence of unethical behaviors, the respondents said that both would impair service delivery and would lower the quality of service delivery.

The impact of unethical behavior on service delivery was a question posed to the respondent. The purpose of the survey was for participants to comprehend how unethical service provider delivery officials' behavior affected local governance. Service delivery was impacted, according to respondents, by public officials' unethical behavior. The main driver of socio-economic disparities in Nepalese society was discovered to be unethical practices in local government service delivery. Government created a framework that governs socioeconomic status in order to solve these disparities, but it must be administered in a way that does not unfairly favor some and disfavor others. Thus, unethical behavior on the part of public servant authorities will result in some service providers receiving preferential treatment over others, which may have an impact on how services must be provided to the general public. Whenever a governmental body in the national, provincial, local, or any other institution specified by national law.

The respondents were questioned on the impact of unethical public servant behavior on service delivery in local governance, including the extent to which it has an impact.

Table 4.23 Impact on service delivery

	Leader	Percentage
High impact	2	10
Moderate	5	25
Less	12	60
Not	1	5
Total	20	100

Source: Field Survey, 2022.

Table 4.23 shows that, 10 out of 15 employees and 2 out of 20 leaders have impact on service delivery, 5 out of 15 employees and 5 out of 20 leaders in moderate form, 12 out of 20 in less perspective and 1 out of 20 leaders don't engage in service delivery.

4.4 Challenges and Problems of Ethical Behavior at Local Level Government

The study also wanted to know the challenges hindering good governance practices in the study area. The bases of challenges are; corruption, bureaucracy, political interference, delays, incompetence, nepotism.

Table 4.24 Necessity to Uphold a Higher Moral Standard in the Municipal Service

Response	Leader	Percentage
Yes	15	75
No	5	25
Total	20	100

Source: Field Survey, 2022.

Table 4.24 shows that, 13 out of 15 employees are yes, 2 out of 15 employees are no responses in this statement. Likewise, 2 out of 15 employee's responses are on the necessity to uphold a Higher Moral Standard in the Municipal Service. In the mean, yes leaders are 15 out of 20 and No-5 out of 20 leaders react to maintain the same topic.

Table 4.25 Encouraged by employees to report ethical issues

Response	leader	Percentage
Yes	13	65
Sometimes	5	25
No	2	10
Total	20	100

Source: Field Survey, 2022.

Table 4.25 connects that, 10 out of 15 employees encouraged by employees to report ethical issues, 13 out of 20 leaders do the same task, 3 out of 15 employees sometimes touch the response, and 5 out of 20 leaders are same and 2 out of 15 employees and 2 out of 20 leaders ignore the ethical issues.

Table 4.26 Ethical problem affects productivity

Response	leader	Percentage
Yes,	18	90
Little	2	10
Total	20	100

Source: Field Survey, 2022.

Table 4.26 shows that, 14 out of 15 employees are agree about ethical problem affects productivity and 18 out of 20 leaders' response positive and 2 out of 20 leaders and 1 out of 15 employees responds ethical problem affect productivity.

According to one definition, corruption is "the misuse of cooperative sources for private advantage." also describes any financial benefit, regardless of position, for an individual, a group, or people connected to such an individual or group. It can also involve "patronage, nepotism, embezzlement, using one's position for one's own wealth, pouring favors on family and friends, moonlighting, partiality, and abuse of shared property," in addition to bribes. Because development is mismanaged, squandered, or misappropriated, corruption makes it difficult for a "government" to use its resources to gradually realize all membership rights. The following table illustrates how the local population views corruption at the local level.

Table 4.27 Members Response on Corruption in Local Level Governance

Practices	leader	Percentage
People's Response on Corruption		
Yes	18	90
No		
Not Known	2	10
Total	20	

Source: Field Survey, 2022.

The existing challenge beyond the good governance practice in the study area is presented by the following table.

Table 4.28 Major Challenges of Good Governance Practices at Local Level

S.N.	Major Challenges	No. of Respondents	Percentage
1	Corruption	25	35.72
2	Bureaucracy	5	7.14
3	Political interference	15	21.43
4	Delays incompetence	5	7.15
5	Nepotism	5	7.15
6	Lack of funds	2	2.85
7	Misuse of funds	3	4.28
8	Poor management	5	7.14
9	Lack of technology	5	7.14
Total		70	100

Source: Field Survey, 2022.

Table 4.29 shows that the most prominent challenges which hinder good governance practices in local level are multiple. Among the variables mentioned in the table, the corruption has been seen more leading problems in local level governance system. Many problems like, corruption -35.72%, bureaucracy-7.14%, political interference - 21.43%, delays incompetence-7.15%, nepotism-7.15%, lack of funds-2.85%, misuse of funds-4.28%, poor management- 7.14%, lack of technology – 7.14%. It is concluded that corruption is chronic problems of local governance practices in local level.

The following are cited by the respondents as the cause for those factors that hinders governance practices.

Table 4.29 Key Problems of Governance Practices in Local Level by Ethics

S. N.	Major Problem	No. of Respondents	Percentage
1	Lack of knowledge on good governance values and principles	10	14.28
2	Poor service delivery by the local bodies to the local people	5	7.14
3	Unnecessary interference of the external body	10	14.28
4	Prevalence of corruption	5	7.14

5	Negligence of members about affairs of the good governance	5	7.14
6	Lack of knowledge, ideas and theoretical concept of governance for elected members.	25	35.71
7	Shortage of honesty between members and government personnel.	10	14.28
Total		70	100

Source: Field Survey, 2022.

Table 4.29 shows that the percentage of respondents regarding to problem of ethical practices in local governance. Among the respondents, 50% of respondents explain about the prevalence of corruption is the major issues in implementing the unethical practices in service delivery of local governance in Surya Binayak Municipality followed by negligence of members about affairs of the good governance, unnecessary interference of the external body and so on.

Table 4.30 Ethical Practice by Accessing Employees' Ethical Behavior

Response	Leaders	Percentage
Knowledge of organizational ethical codes	4	20
Whistleblowing policy in the organization	1	5
Communication, training	2	10
Person-organization fit in staff selection processes	1	5
Ethics Audit	2	10
Reduces challenges of ethical behavior		
Making of organization ethical climate and culture	6	30
Development of ethical team	2	10
Others	2	10
Total	20	

Source: Field Survey, 2022.

Table 4.30 shows that 3 out of 15 employees and 4 out of 20 leaders have the ethical practice by accessing employees' ethical code. 2 out of 15 employees and one leader Whistleblowing policy in the organization, 2 out of 15 employees and 2 out of 20 leaders through Communication, training affect the ethical behavior. Reduces challenges of ethical behavior by 2 out of 15 employees, in this section no leaders affect. 2 out of 15 employees and 6 out of 20 leaders make of organization ethical climate and culture and one employee and 2 out of 20 leaders do development of ethical team.

Table 4.31 Improvement in Current Municipal Service Delivery by Leaders

Table 4.31 can be reviewed in Appendix IV.

Table 4.31 shows that Traffic-Transportation is disagreed, neutrality, agree and strongly agreed by employees to improvement in current municipal service delivery. Unemployment by 2,5,4,9 % respectively, Education by 2, 3, 2, 5, 8% by same respondents.

Table 4.32 Enhancement of Ethical Conduct of Public

Response	Leader	Percent
Reward	3	15
Punishment	7	35
Training,	4	20
Motivation programs	6	30
Total	20	100

Source: Field Survey, 2022.

Likewise, what needs to be done to enhance ethical conduct of officials? Table 4.32 shows that, 7 out of 15 employee's reward and 3 out of 20 leaders on enhancement of Ethical Conduct of Public, 7 out of 20 leaders are punished, 2 out of 15 employees are trained, and 4 out of 20 leaders are the same and 6 out of 20 leaders and 6 out of 15 employees are motivated. The respondents explain that government has to invest more on reward, training and workshops, punishment, motivation and so on regarding ethical conduct of public servants and not only officials. Besides, they explained the need for leadership to start exemplifying good model of ethical conduct for junior officials to emulate. Therefore, it is important for government to consider reviewing service delivery process in order to establish the appropriateness to service delivery process. It enhances the ethical behavior in service delivery of local governance.

Table 4.33 Inputs on Other Control Measures

Response	Employees	Percentage	Leader	Percentage
Act	7	46.66	3	15
Rules	4	26.66	2	10
Regulation	3	20	6	30
Laws	1	6.66	2	10
Directives			7	35
Total	15	100	20	100

Source: Field Survey, 2022.

Table 4.33 shows that act, rules regulation and laws are followed by 7 out of 15, 4 out of 15, 3 out of 15, one employees and 3 out of 20, 2 out of 20, 6 out of 20, 2 out of 20 and 7 out of 20 leaders respectively on inputs on other control measures.

4.5 Findings

- Employees' ethical practices in local government in Suryabinayak Municipality are satisfactory situation.
- Level of the awareness on good governance practices in the in local level is high.
- Full consistent devotion to the Code of Ethics by employees, priority for Ethics and integrity of officials.
- Fairly understands the value of ethics in employee for doing work.
- Level of courtesy, informed, accessibility, and transparency is satisfactory condition.
- They understand the value of service to client.
- More than fifty percent are aware about the code of ethics of organization and implement it.
- The leadership communicates clear ethical standards to the officials.
- The available codes of conduct are sufficient to address the unethical practice of service delivery in local governance, different response from employees and leader.
- Unethical practice that exists in the municipal office, both argue.
- Ethical dilemma in the course of doing job, employees argue but leader are not argued.

- Understood the impact of unethical conduct of public service officials on service delivery like lack of efficiency, lack effectiveness, equity and equality, Seems more or less by employee and leader respectively.
- Necessity to uphold a Higher Moral Standard in the Municipal Service.
- Encouraged to report ethical issues during public service delivery.
- More or less, no doubt ethical problem affect productivity.
- Corruption is the chronic problem of local governance practices in local level.
- Lack of knowledge, ideas and theoretical concept of governance for elected members, good governance values and principles, unnecessary interference and lack of honesty between members and personnel for service delivery.
- Making of organization ethical climate and culture, code of ethics by assessing ethical practices in municipality.
- Reward and punishment including motivation program are major ways for enhancing ethical practice in municipality, Act and regulations, rule and regulation for other measures.

4.5.1 Convergent Finding:

- Most of the respondents from both groups (employees and leaders) have accepted the knowledge of code of conduct. However, majority of the leaders don't agree that is properly implemented in municipality.
- A large group of respondents (66.66% employees and 80 % leaders) opined that the unethical practice exist in the municipal office. Most of them have ethical dilemma in the course of doing job.
- Both employees and leaders viewed on the necessity to uphold a higher standard in the municipal service.
- Majority of the respondents (66.66% employees and 65% leaders) agreed that the employees are encouraged to report ethical issues.
- More than 90 percent leaders and employees agreed that ethical problem affects productivity and quality of service delivery.
- Out of many challenges, the most prominent challenges of local governance practices as viewed by the respondents are the corruption (35.72 %,) and political interference (21.43%) which have chronic problems in local level. Other major problems are Lack of knowledge, ideas and theoretical concept of governance for elected members followed by shortage of honesty between

members and government personnel, Lack of knowledge on good governance values and principles and unnecessary interference of the external body.

- Although there is problem of electricity and civil registry and citizenship service, there are no improvement in the current municipal service delivery.
- Most of the respondents expressed their view on satisfactory service in traffic transportation, unemployment, parking education, air pollution, and garbage and cleaning, park and gardens, security, water problem, and noise creation but there is problem in service delivery in lack of health service and electricity problem.
- Employees' ethical practices in local government of Surya Binayak Municipality are satisfactory towards civil registry and pollution control social actions, traffic arrangement, and unemployment selection but urban infrastructure development is highly dissatisfied. Likewise, public security services, soldiers'-oriented service, fire brigade, education in schools, ambulance services, and education facilities selections are not satisfied.

4.5.2 Divergent Finding:

-) Majority of the employees (66.66%) opined that ethical behavior has impact on service delivery. However, more than 50 % leaders opined that it has less impact on service delivery.
-) Most of employee's focus on reward for enhancement of ethical public service delivery.
-) Most of the employees are guided by act rules while most of the leaders are guided by directives in order to perform tasks ethically.

4.6 Discussion

This dissertation is studied the Surya Binayak Municipality, Bhaktapur. Similar types of study had been done by Adeyemi, (2016) in Riga and Vilnius Municipality of Latvia and Lithuania respectively regarding to ethical values as tools for effective service delivery at the local government in Riga, Latvia and Vilnius, Lithuania, European countries, Respawn et al. (2022) in Yogyakarta City.

Findings demonstrate the many public services and their agreement with relation to issues and customer satisfaction. Pande brought up some of the same problems with and satisfaction with public services (1010)

The results demonstrate a substantial link between unethical behavior and the provision of local government services in Surya Binayak Municipality. Situation claimed that Ogundele, Hassan, and Okafor's restoration of moral values in municipals, which would serve as the foundation for moral health, is the key to actual service delivery and national growth (2009). Overall, it was claimed that work ethics had an impact on organizational performance and service delivery. Simple laws and regulations that could improve good ethics and effectiveness in the administration of public services have been shown to be frequently disregarded, in addition to the absence of coordinated and harmonized roles, responsibilities and activities among institutions responsible for public service ethics. This was indicated by Omisore and Oyende (2015).

As municipalities decide on the degree of services to offer, they should carefully consider whether or not doing so will be profitable in the long run. The costs to deliver a service rise when a municipality offers it at a greater level. If the charges are too high and people are unable to pay, municipalities would suffer because they rely so largely on user money. Adeyemi lists the several essential services, such as water, sanitation, electricity, and roads, among others (2016). This research dissertation and this topic are related.

It observed the low level of unethical behavior and moral conundrums during the provision of services in Surya Binayak Municipality. Thus, this study is comparable to that conducted by Adeyemi (2016). According to the respondents, there are few immoral practices and moral conundrums in the municipalities of Riga and Vilnius. This improves the two studied municipals' service delivery. Also, it was discovered that in some cases, as documented in the past, working conditions are to blame for unethical standards and behaviors. As time, ethics improved as working conditions improved.

The Surya Binayak Municipality is the assurance of moral public service. The respondents express their views on situations in the public sector, organizational ethics cultures, and society at large. The enhancement of political and administrative

culture as well as ethical leadership are suggested as alternatives for the public sector. Such suggested techniques point to a flaw in the ethics infrastructure's external conditions. Rewriting current legislation was thought to be a preferable option for enhancing employees' ethical behavior. This is comparable to the OECD report that was released (1998).

The list of potential reasons for unethical behavior provided by interviewees was recorded, classified, and compiled as shown below. We conducted a content analysis of the interviewees' perspectives of the root reasons of unethical behavior in Riga and Vilnius. The classification provides a list of potential root causes of unethical behavior that may impede municipal service delivery. The majority of these causes are based on potential inducements and motives for public officials to carry out their obligations, and they vary from person to person. It includes political, economic, sociocultural, lack of training and development, value systems, and an absence of clearly defined ethical standards. Adeyemi completed this analysis in 2016. While the contents are quite comparable, this study's findings were similar to those in that dissertation, however it was dissimilar with that because of all possible causes of unethical behavior listed by interviewees were captured, coded, and summarized in the form of percentage and frequency.

The Surya Binayak Municipality has taken steps to improve ethical behavior, including training, incentives, prizes, norms, and directives. Adeyemi's (2016) analysis reveals similar outcomes in two distinct Riga and Vilnius Municipalities. The local government has been working to engage with NGOs and other interest groups to promote excellent ethical values in the daily work of public officials, as well as training public officials, in an effort to improve low ethical standards in the Riga and Vilnius Municipality. People demand quality services from the government since they pay taxes, which is a sign that there is a strong correlation between ethical ideals and service performance. It emphasizes respect for the citizens and the state, fairness, interestedness, impartiality, moral propriety, responsibility, transparency, and exemplariness.

Because development is mismanaged, squandered, or misappropriated, corruption makes it difficult for a "government" to use its resources to gradually realize all membership rights. Several high-profile instances of wrongdoing and corruption in public sector enterprises have been recorded. A critical issue affecting many

organizations around the world is unethical behavior. Nonetheless, ethical crises have occurred at a number of public sector entities in Los Angeles County. Jimenez came to an end (2019).

CHAPTER-V

SUMMARY AND CONCLUSION

5.1 Summary

Service delivery is the main key for employee to underscore the status of employee and political leaders in Surya Binayak. Good governance' is increasingly regarded as pivotal to development in developing countries. The six indicators recognized as the most effective measurement tools of 'good governance' across the world are: voice and accountability; political stability and absence of violence; government effectiveness; regulatory quality; rule of law and control of corruption. The problem and major issues are prevalence of corruption, negligence of members about affairs of the good governance, unnecessary interference of the external body etc. in implementing the unethical practices in service delivery of local governance in Surya Binayak Municipality.

The pressure on employees change in developing nations is brought on by increasing public awareness, expectations, and knowledge, which are supported by civic education, social media, and technical innovation. Citizens have the right to make claims for their benefits. Citizens must actively participate in the delivery of public services as the nature of public service is changing from that of passive recipients to that of co-producers of service. The extent to which Nepal's current public service delivery system permits citizen involvement in service design and delivery is a crucial concern. This study's focus has been narrowed to understanding user experiences with public services. This study might be viewed as pertinent to provide light on ethics, related to ethical concern.

This ensures that the sources of the society are used unproductively; this spoiled the image of the local bodies, so that, the reliability and the confidence of non-members to be a member is devastating. Efficiency and effectiveness both are the key components of local level good governance practices. It shows the effectiveness and efficiency governance practices of the local area. The corruption has been seen more leading problems in local level governance system. Besides that, bureaucracy), political interference, nepotism, misuse of funds and poor management are also seem as a problem in local level government system. It is concluded that corruption is

chronic problems of local governance practices in local level. Some do not know whether corruption exists or not. The problem and major issues are prevalence of corruption, negligence of members about affairs of the good governance, unnecessary interference of the external body etc. in implementing the unethical practices in service delivery of local governance in Surya Binayak Municipality.

5.2 Conclusion

Examining the key ethical principles of effective governance in the studied area is the study's central subject. It made an ethical analysis of the public's involvement in the political system. There are numerous difficulties over an extended length of time. The historical, sociocultural, political, and economic circumstances that hinder the development of the good governance that citizens have been working toward for many years, among other things, postpone the democratization process. The findings of the empirical data so gathered have been able to show that ethics is the cornerstone of the clauses that mandate that democratic norms and principles be applied to public administration. Promoting and upholding a high standard of professional ethics is necessary. In general, a relevant component of service delivery, ethics center of service delivery, a pertinent idea that can be applied to improve accountability, openness, and transparency. Hence, it may be argued that the integrity of government can be rebuilt through the ethical conduct of service delivery personnel, and that socioeconomic issues that developing nations are currently confronting can be addressed. The main issues are a lack of understanding of the values and principles of good governance, poor service delivery by local bodies to the community, unwarranted external interference, the prevalence of corruption, members' negligence of good governance, a lack of knowledge, ideas, and theoretical understanding of governance for elected members, a lack of honesty between members and government officials, and others. To make the code of conduct a tool that may help in addressing difficulties faced in carrying out the public service delivery role, it must be evaluated on a regular basis.

5.3 Recommendations

5.3.1 Concerning Policy

A government's policy is its plan of action for systematizing the actions of those who work in a given field. The government is pursuing this strategy. The study on the

research findings about the ethical conduct of local government employees will be very beneficial to Nepal's policy makers as they develop local government-related legislation. What follows is suggested by the study recommendation for the policy makers:

1. The policy should be familiar with the problem of clients on the part of service delivery. The government should formulate the policies which foster employees' knowledge in service applying new techniques
2. Federal government should reform old policies including extra service materials so that the clients would be got great exposure in service.

5.3.2 Practice Related

The application of research studies to real-world situations is referred to as the practical level. The research's investigations have direct application to the real-world setting of local government. As a result, those who are interested in local government would find these to be quite helpful.

1. Employees should not follow the traditional way of delivery rather they should think of modifying by using local available service delivery to make the classroom environment lively.
2. Employees in general and in particular should not adopt particular fixed method as granted rather they should use the appropriate service delivery for speaking and listening so that the clients can learn easily and clearly.
3. The teacher educators who have been involved and who would involve in training employees should motivate the employees.

5.3.3 Further Research Related

The present study is an experimental study based on a single school. This study mainly focused on use of service delivery to enhance ethics.

5.4. Implications

Overall, research indicates that unethical choices motivated by self-interest are what lead to misbehavior and corruption in the public sector. The absence of sufficient ethical standards and the application of rules of conduct, however, can also have an impact on these behaviors. The ethical atmosphere may be impacted by a bad work environment, which may also persuade people to act unethically. It is significant to

emphasize that study on wrongdoing in the public sector, such as municipalities, is a priority. The municipality's unethical behavior is the focus of the current research design. Direct feedback from officers can help us understand their perspectives on morality and unethical workplace behavior. The significance of ethical standards and behavior in the public sector is highlighted by this study. Employees who practice ethical conduct and uphold ethical standards at work will not only enhance the organizational culture but also encourage productive employee behavior.

The municipality may be impacted by this research since new tactics and procedures can be used to cut down on wrongdoing. The municipality can develop a program that instructs staff members on how to act ethically, forge trustworthy connections, and uphold moral principles.

This study first looked at how workers' ethical behavior affects in serving the public interest. This study was carried out in a local government organization to enhance the ethical behavior of the staff. Further investigation is needed in other municipal organizations or departments of the federal government that have implemented ethical programs in order to increase the validity of this study and develop other positive cultural frameworks based on the findings of the research on how employees' ethical behavior affects at work.

Second, among the 15 employees who were interviewed, it was not planned to choose just specialist. At the time of this interview, all types of supporting staff members were involved in research. So, future study should include HRD professionals and staff who process ethics and train employees. HRD professionals are required to provide training interventions for diverse groups of employees in regard to ethnicity, gender, and sexual orientation, particular attention should be paid to this research area. In summary, HRD professional can be aware of the organization's resources and how they can be used wisely to advance the organization.

Third, to acquire information on how employees' ethical culture affects within the organization, semi-structured interviews were combined with on-site observations and artifacts. To find out how employees' ethical behavior within the organization, more research is needed using focus groups research designs at a federal agency and a comparable sizable local government beset by ethical scandals.

Fourth, Brahmin and Chettri was covered 80% of the people that were interviewed. By focusing on their own personal spirituality and moral principles from their parents, these employees gave their opinions on workplace ethics. To fully understand how other minority groups experience spiritual life and moral ideals from home in their professional lives, more research is needed.

Finally, more study is required in the subject of human resource development, primarily to provide knowledge and discussion on organizational employees' ethical behavior in relation to the function of HRD practitioners in promoting ethical culture at the workplace. The insights this study offers on how HRD curricula in community colleges and higher education prepare HRD clients to take the lead in enforcing ethics at work are the final research implications for this study.

Future research should concentrate on the effects of how these elements can encourage ethical behavior in workers. However, it is crucial that research focus on elements that might be responsible for employees' propensity for unethical behavior.

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Appendix– I

Questionnairefor Employees

Dear Sir/Madam,

I am an M.Phil. Student of Central Department of Public Administration. I am working on Employees' Ethical Behavior in Local Government in Suryabinayak Municipality. This interview is meant to obtain data that will help in achieving the research objectives. I kindly implore you to assist in answering the questions as truthful as possible. All information given will remain anonymous and shall be treated with upmost confidentially.

Thank you for your cooperation

Mrs. Rita Bhandari

Section A:Socio- Economic Characteristics of Interviewee(S)

Personal information Factors

-) Sex of respondent (a) male (b) female
 -) Age:
 -) Job position:
 -) Department/ Section:
 -) How long have you been working in the municipal? (a) 1-5yrs (b) 5-above
1. Are you satisfied with your work?
Yes No
 2. As a public servant, what are basic values you give more importance
Service to people
Impartiality
Political neutrality
Professional competence
Lawfulness
Confidentiality
Efficient utilization of Office sources
Others
 3. What do you know about the ethical codes in your organization?
(Yes I Know) (Not fully known) (No, I don't).

4. Does your municipality have code of conduct? Please tell what major codes are.
- A
B
C
D
E
F
G
H
5. Do you think employees are aware of the codes and implement them?
(Yes, they aware and Implement)
(Yes, they aware and but not fully Implement)
(No they don't)
6. Does the municipality encourage employees to report ethical issues and does it listen when they do that?
(Yes) (Sometimes) (No)
7. Does ethical problem affect productivity?
(Yes) (Little) (No)
8. If yes, what are the specific effects of ethical problem on municipal service delivery? If no, move to next questions.
9. Does unethical practice exist in the municipal office?
(Yes) (Little) (No)
10. Have you had any ethical dilemma in the course of doing your job?
(Yes) (little) (No)
11. Was there any disruption in accessing to municipal services due to the ethical issue?
- Lack of knowledge on good governance values and principles
Poor service delivery by the local bodies to the local people
Unnecessary interference of the external body
Prevalence of corruption
Negligence of members about affairs of the good governance

Lack of knowledge, ideas and theoretical concept of governance for elected members

Shortage of honesty between members and government personnel

12. Does the existence of unethical practices reduce the quality of service delivery?
(Yes) (Little) (No) (Increase Service delivery)
13. Do you understand the impact of unethical conduct of public service officials on service delivery? Give your opinion.
14. To what and which extent does unethical conduct of officials' impact on service delivery?
(High impact) (Moderate) (Less impact) (No impact)
15. Does unethical practices include bribery and corruption?
(Yes) (No) (Others)
16. In your opinions, what is the major challenge of good governance practices at local level?
Corruption
Bureaucracy
Political interference
Delays incompetence
Nepotism
Lack of funds
Misuse of funds
Poor management
Lack of technology
17. In your opinions, what are the causes of ethical problems/unethical practice in your municipal?
Specify...
18. To what extent the municipality uses to develop an ethical practice by accessing employees' ethical behavior.
(Knowledge of organizational ethical codes)
(Whistleblowing policy in the organization)
(Communication, training)
(Person-organization fit in staff selection processes)
(Ethics Audit)

- (Reduces challenges of ethical behavior)
- (Making of Organization ethical climate and culture)
- (Development of ethical team)
- (Others....)

19. Does the available codes of conduct sufficient to address the ethical conduct of public servant officials?

- (Yes) (Natural) (No)

20. What needs to be done to enhance ethical conduct of public service officials?

- (Reward)
- (Punishment)
- (Training)
- (Motivation Programs)
- (Others)

21. Can you provide inputs on other control measures other than the codes of conduct that can be put in place to curb or reduce unethical conduct of public servant officials?

- (Act) (Rules) (Regulations) (Laws) (Directives)

22. Do you think there is need to uphold a higher moral standard in the municipal service?

- (Yes) (No)

23. To what extent do you agree with the following statements?

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am willing to do extra work for my job that isn't really expected of me					
I put forth my best effort to get my job done regardless of any difficulties					
I am willing to start work early or stay late to finish my job					
I trust my colleagues					
I trust my superior					
I feel a strong sense of					

belonging to this municipality					
I want to leave the municipality within the next two years					
When a decision has ethical implications, I follow the guidance in the civil service and codes of conduct in my decision-making					
The codes of conduct are just a piece of paper, without any power in practice					
The culture in my office (municipality) is not always consistent with what the Civil Service and codes of conduct expect					
Ethics and integrity of officials is an important priority for the leadership					
The leadership communicates clear ethical standards to the officials					

Appendix-II
Questionnaire for Clients

Dear Sir/Madam,

I am an M.Phil. Student of Central Department of Public Administration. I am working on Employees' Ethical Behavior in Local Government in Suryabinayak Municipality. This interview is meant to obtain data that will help in achieving the research objectives. I kindly implore you to assist in answering the questions as truthful as possible. All information given will remain anonymous and shall be treated with utmost confidentiality.

Thank you for your cooperation

Rita Bhandari

Personal information

) Sex of respondent: (a) male (b) female

) Age:

) Family:

) Cast:

) Religion:

) Occupation:

) Education:

) Faculty:

1. What type of service do you receive to the municipal dwellers? Specify.....
2. Do you think municipal employees ask for inducement in the discharge of their duties?
3. What is the common cause of unethical practice in the public service?
4. To what extent do you agree with the following statements regarding to most significant problem?

Service delivery	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Traffic-Transportation					
Unemployment					
Parking					
Education					
Air pollution					
Garbage and cleaning services					
Park and gardens					
Security					
Noise creation					
Lack of health services					
Electricity problem					
Water problem					
Overall, there is no problem in service delivery					

5. To what extent do you agree with the following statements regarding satisfaction about local services?

Service delivery	Strongly Dissatisfied	Dissatisfied	Neutral	satisfied	Strongly satisfied
Urban Infrastructure					
Public Security Services					
Education in Schools					
Civil Registry and Citizenship Services					
Fire Brigade Services					
Emergency Health/Ambulance Services					

Social Services directed to Women					
Title Deed Services					
Elders-Oriented Services					
Services Oriented to Children					
Services Oriented to Disables					
Services directed to youth					
Social Aids					
Traffic Arrangement					

6. How much do you know about the following aspects of your municipality?

Service Standards	Not fully known	fully known	Less known	known	Fully known
Effective and Efficient	Very high	High	Medium	Low	Very low
Awareness	Very high	High	Medium	Low	Very low
Access	Very easy	Easy	Less easy	Difficult	Very difficult
Courtesy	Very nice	Nice	Less nice	Bad	Very bad
Information	Fully informed	Informed	Less informed	Closed one	Fully Closed one
Openness and transparency	Very high	High	Less low	Low	Very low
Consistent adherence to the Code of Ethics, Code of Conduct, policies and legislation	Fully consistent	Consistent	Less consistent	Not at all	
Act in a fair and impartial manner	Fully fair	Fair	Less fair	Unfair	Fully unfair

Employees do not merely consider what is good for oneself, but also consider what is good for others	Totally agree	Agree	Neutral	Disagree	Totally disagree
Financial interests of employees	Very high	High	-	Low	Not at all

Appendix-III
Questionnaire for Leaders

Dear Sir/Madam,

I am an M.Phil. student of Central Department of Public Administration. I am working on employees' Ethical Behavior in Local Government in Suryabinayak Municipality. This interview is meant to obtain data that will help in achieving the research objectives. I kindly implore you to assist in answering the questions as truthful as possible. All information given will remain anonymous and shall be treated with upmost confidentiality.

Thank you for your cooperation

Mrs. Rita Bhandari

1. Personal information

-) Sex of respondent: (a) male (b) female
-) Age:
-) Position in Ward:

2. Interview questions

24. According to you what are the major obstacles for the community development?
25. Name the social responsibilities of an effective leader?
26. Name the Economics responsibilities of an effective leader?
27. What are the conflict you have been facing to become successful leader?
28. Which approach/ technique have you preferred to induce participation in the development activities?
29. Most primary responsibility of the community you represent.
30. As a public servant, what are basic values you give more importance
- (Service to people)
- (Impartiality)
- (Political neutrality)

(Professional competence)

(Lawfulness)

(Confidentiality)

(Efficient utilization of Office sources)

(Others.....)

31. What do you know about the ethical codes in your organization?

(Yes I Know) (Not fully known) (No, I don't)

32. Does your municipality have code of conduct? Please tell what major codes are.

A

B

C

D

E

F

G

H

33. Do you think employees are aware of the codes and implement them?

(Yes, they aware and Implement)

(Yes, they aware and but not fully Implement)

(No they don't)

34. Does the municipality encourage employees to report ethical issues and does it listen when they do that?

(Yes) (Sometimes) (No)

35. Does ethical problem affect productivity?

(Yes) (Little) (No)

36. If yes, what are the specific effects of ethical problem on municipal service delivery? If no, move to next question.

37. Does unethical practice exist in the municipal office?
 (Yes) (Little) (No)
38. Have you had any ethical dilemma in the course of doing your job?
 (Yes) (little) (No)
39. Was there any disruption in accessing to municipal services due to the ethical issue?
- a) Lack of knowledge on good governance values and principles
 - b) Poor service delivery by the local bodies to the local people
 - c) Unnecessary interference of the external body
 - d) Prevalence of corruption
 - e) Negligence of members about affairs of the good governance
 - f) Lack of knowledge, ideas and theoretical concept of governance for elected members
 - g) Shortage of honesty between members and government personnel
40. Does the existence of unethical practices reduce the quality of service delivery?
 (Yes) (Little) (No) (Increase Service delivery)
41. Do you understand the impact of unethical conduct of public service officials on service delivery? Give your opinion.
42. To what and which extent does unethical conduct of officials' impact on service delivery?
 (High impact) (Moderate) (Less impact) (No impact)
43. Does unethical practices include bribery and corruption?
 (Yes) (No) (Others)
44. In your opinions, what is the major challenge of good governance practices at local level?
- a) Corruption
 - b) Bureaucracy
 - c) Political interference
 - d) Delays incompetence
 - e) Nepotism
 - f) Lack of funds
 - g) Misuse of funds
 - h) Poor management

i) Lack of technology

45. In your opinions, what are the causes of ethical problems/ unethical practice in your municipal?

Specify:.....

46. To what extent the municipality uses to develop an ethical practice by accessing employees' ethical behavior.

- a) Knowledge of organizational ethical codes
- b) Whistleblowing policy in the organization
- c) Communication, training
- d) Person-organization fit in staff selection processes
- e) Ethics Audit
- f) Reduces challenges of ethical behavior
- g) Making of Organization ethical climate and culture
- h) Development of ethical team
- i) Others....

47. What are the major areas you think need to be improved in current municipal service delivery?

Service delivery	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	total
Traffic-Transportation						
Unemployment						
Parking						
Education						
Air pollution						
Garbage and cleaning services						
Park and gardens						
Security						
Noise creation						
Lack of health services						
Electricity problem						
Water problem						
Urban Infrastructure						
Public Security						

Services						
Education in Schools						
Civil Registry and Citizenship Services						
Fire Brigade Services						
Emergency Health/Ambulance Services						
Social Services directed to Women						
Title Deed Services						
Elders-Oriented Services						
Services Oriented to Children						
Services Oriented to Disables						
Services directed to youth						
Social Aids						

48. Does the available codes of conduct sufficient to address the ethical conduct of public servant officials?

(Yes) (Neutral) (No)

49. What needs to be done to enhance ethical conduct of public service officials?

(Reward) (Punishment) (Training) (Motivation Programs)

(Others)

50. Can you provide inputs on other control measures other than the codes of conduct that can be put in place to curb or reduce unethical conduct of public servant officials?

(Act) (Rules) (Regulations) (Laws) (Directives)

51. Do you think there is need to uphold a higher moral standard in the municipal service?

(yes) (No)

Appendix-IV

Table 4.3: Ethical practices in different public sectors by Employees

Ethical practices in different public sectors by Employees		SD	D	N	S	S A	Total
Civil Registry and Citizenship Services	Responses	4	7	5	42	12	70
	Percentage	3.34	8.33	5	66.66	16.66	100
Urban Infrastructure	Responses	7	42	7	7	7	70
	Percentage	8.33	66.66	8.34	8.33	8.33	100
Public Security Services	Responses	22	27	12	5	4	70
	Percentage	33.34	41.66	16.66	5	3.34	100
Education in Schools	Responses	27	22	5	12	4	70
	Percentage	41.66	33.34	5	16.66	3.34	100
Elders-Oriented Services	Responses	27	22	5	12	4	70
	Percentage	41.66	33	5	16.66	3.34	100
Fire Brigade Services	Responses	24	25	12	5	4	70
	Percentage	33.33	41.66	16.66	5	3.33	100
Emergency Health/Ambulance Services	Responses	22	27	12	5	4	70
	Percentage	33.34	41.66	16.66	5.00	3.34	100
Social Aids	Responses	10	4	12	22	22	70
	Percentage	13.34	3.34	16.66	33.33	33.33	100
Traffic-arrangement	Responses	7	12	17	17	17	70
	Percentage	8.33	16.66	25	25	25	100
Unemployment selection procedures	Responses	10	4	12	22	22	70
	Percentage	13.34	3.34	16.66	33.33	33.33	100

Parking contract	Responses	14	8	22	12	14	70
	Percentage	20	11.43	31.43	17.14	20	100
Education facilities and selection	Responses	32	24		7	7	70
	Percentage	45.71	34.28		10	10	100
Air pollution control	Responses	12	14	10	14	20	70
	Percentage	17.14	20	14.28	20	28.57	100

Source: Field Survey, 2022.

SD= Strongly Dissatisfied, D=Dissatisfied, N=Neutral, S=Satisfied, SS= Strongly Satisfied

Appendix-V

Statements	S d	D	N	A	S A	T
I am willing to do extra work for my job that isn't really expected of me				9	6	15
				60	40	100
I put forth my best effort to get my job done regardless of any difficulties		1		3	11	15
		6.7		20	73.3	100
I am willing to start work early or stay late to finish my job				8	7	15
				53.3	46.7	100
I trust my colleagues				7	8	154
				46.7	46.7	100
I trust my superior			1	10	4	15
			6.7	66.7	26.7	100
I feel a strong sense of belonging to this municipality			1	5	9	15
			6.7	33.3	60	100
I want to leave the municipality within the next two years	5	7		2	1	15
	33.3	46.7		133.	6.7	100
When a decision has ethical implications, I follow the guidance in the civil service and codes of conduct in my decision-making				12	3	15
				80	20	100
The codes of conduct are just a piece of paper, without any power in practice	8	7				15
	53.3	46.7				100
The culture in my office (municipality) is not always consistent with what the Civil Service and codes of conduct expect	3	4	1	6	1	15
	20	26.7	6.7	40	6.7	100
Ethics and integrity of officials is an important				8	7	15

priority for the leadership						
				53.3	46.7	100
The leadership communicates clear ethical standards to the officials				9	6	15
				60	40	100

Source: Field Survey, 2022.

Appendix-VI

Table 4.31 Improvement in Current Municipal Service Delivery by Leaders

Service delivery		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Traffic-Transportation	R		2	4	2	12	20
	%		10	20	10	60	100
Unemployment	R		2	5	4	9	20
	%		10	25	20	45	100
Parking	R	2	3	2	5	8	20
	%	10	15	10	25	40	100
Education	R	1	2	7	5	5	20
	%	5	10	35	25	25	100
Air pollution	R	3	2	5	5	5	20
	%	15	10	25	25	25	100
Garbage and cleaning services	R	2	3	4	5	6	20
	%	10	15	20	25	30	100
Park and gardens	R	1	1	2	7	9	20
	%	5	5	10	35	45	100
Security	R		3	2	5	10	20
	%		15	10	25	50	100
Noise creation	R	3	4	3	5	5	20
	%	15	20	15	25	25	100
Lack of health services	R		2	2	4	12	20
	%		10	10	20	60	100
Electricity problem	R	10	3	2	4	1	20
	%	50	15	10	20	5	100
Water problem	R	1	4	2	3	10	20
	%	5	20	10	15	50	100
Urban Infrastructure	R	2	3	2	4	9	20

		%	10	15	10	20	45	100
Public Services	Security	R	7	3	3	2	5	20
		%	35	15	15	10	25	100
Education Schools	in	R	6	5	2	3	4	20
		%	30	25	10	15	20	100
Civil Registry and Citizenship Services		R	7	3	3	2	5	20
		%	35	15	15	10	25	100
Fire Services	Brigade	R		2	3	4	11	20
		%		10	15	20	55	100
Emergency Health/Ambulance Services		R		3	4	3	10	20
		%		15	20	15	50	100
Social Services directed to Women		R		3	4	3	10	20
		%		15	20	15	50	100
Title Deed Services		R		2	15	2	1	20
		%		10	75	10	5	100
Elders-Oriented Services		R	1	4	2	3	10	20
		%	5	20	10	15	50	100
Services Oriented to Children		R		2	3	4	11	20
		%		10	15	20	55	100
Services Oriented to Disables		R			3	3	14	20
		%			15	15	70	100

Services directed to youth	R		5	5	4	6	20
	%		25	25	20	30	100
Social Aids	R	3	3	4	3	7	20
	%	15	15	20	15	35	100

Source: Field Survey, 2022.

Appendix-VII

Table 4.34: Improvement in Current Municipal Service Delivery by Leaders

Service delivery		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Traffic-Transportation	R		2	4	2	12	20
	%		10	20	10	60	100
Unemployment	R		2	5	4	9	20
	%		10	25	20	45	100
Parking	R	2	3	2	5	8	20
	%	10	15	10	25	40	100
Education	R	1	2	7	5	5	20
	%	5	10	35	25	25	100
Air pollution	R	3	2	5	5	5	20
	%	15	10	25	25	25	100
Garbage and cleaning services	R	2	3	4	5	6	20
	%	10	15	20	25	30	100
Park and gardens	R	1	1	2	7	9	20
	%	5	5	10	35	45	100
Security	R		3	2	5	10	20
	%		15	10	25	50	100
Noise creation	R	3	4	3	5	5	20
	%	15	20	15	25	25	100
Lack of health services	R		2	2	4	12	20
	%		10	10	20	60	100
Electricity problem	R	10	3	2	4	1	20
	%	50	15	10	20	5	100
Water problem	R	1	4	2	3	10	20
	%	5	20	10	15	50	100
Urban Infrastructure	R	2	3	2	4	9	20
	%	10	15	10	20	45	100
Public Security Services	R	7	3	3	2	5	20
	%	35	15	15	10	25	100
Education in Schools	R	6	5	2	3	4	20
	%	30	25	10	15	20	100
Civil Registry and Citizenship Services	R	7	3	3	2	5	20
	%	35	15	15	10	25	100
Fire Brigade Services	R		2	3	4	11	20
	%		10	15	20	55	100

Emergency Health/Ambulance Services	R		3	4	3	10	20
	%		15	20	15	50	100
Social Services directed to Women	R		3	4	3	10	20
	%		15	20	15	50	100
Title Deed Services	R		2	15	2	1	20
	%		10	75	10	5	100
Elders-Oriented Services	R	1	4	2	3	10	20
	%	5	20	10	15	50	100
Services Oriented to Children	R		2	3	4	11	20
	%		10	15	20	55	100
Services Oriented to Disables	R			3	3	14	20
	%			15	15	70	100
Services directed to youth	R		5	5	4	6	20
	%		25	25	20	30	100
Social Aids	R	3	3	4	3	7	20
	%	15	15	20	15	35	100

Source: Field Survey, 2022.