

**CAREER AND LIFE COPING STRATEGIES: A CASE STUDY
FROM MINISTRY OF PUBLIC ADMINISTRATION IN
BANGLADESH**

Mohammad Rezaul Karim

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration
2015**

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ABSTRACT

Title of Dissertation	Career and Life Coping Strategies: A Case Study from Ministry of Public Administration in Bangladesh
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This study was conducted to achieve the objectives of identifying the socio-economic factors that influence career choice, analyzing the organizational factors inhibiting professionals' career and life, and analyzing the coping strategies utilized by the professionals in encountering those barriers.

This is a qualitative study based on a case study research design. Eight cases on individuals in the Ministry of Public Administration were conducted. In-depth interviews were used to collect data from thirty-one professionals, including seventeen women that were purposively selected. Data were collected based on a checklist prepared to achieve the above-mentioned objectives. Data triangulation was maintained following the primary and secondary sources. Theoretical issues and supportive data were collected from the relevant literature, reports, research articles, and books. The research lacks the views of family members except service-holder spouses.

The choice of a career is influenced by a number factors; namely, family background, parents with higher education status, social values, social demand for a better bride and bridegroom, respect given to civil servants in the society, family financial crisis, and the professional's level of education. The case studies showed that organizational issues such as job security, inherent power and authority of civil service, desire for changing one's career based on previous experience in the private sector, different placement, prospects for promotion, and prospects for professional development affect their live and career. Parents, especially fathers, influence or

motivate women's career choices. For men, previous work experience, personal motivation, financial crisis in the family, demand for a bride or groom, and the bread winner concept influence their career choice. Civil service in Bangladesh is perceived as a sector with job security, social values, power and authority, and promotion prospects. Given a job in the civil service one is entitled to a good salary, accommodations, fringe benefits, and various allowances.

The following are the organizational factors influencing professionals' career and life and that force them to adapt certain coping strategies. Some of these factors limit the professionals' performance in the workplace and hinder the professionals' opportunity to spend quality time at home. The transfer of professionals relocates the family and reduces the time spent with family members and also creates an opportunity to live with family members for which they try to follow the strategy of being posted in desired places. The data showed that men were transferred more than women. This is because women have social connections; for instance, their husbands are working professionals and have influence on transfers. This means that a transfer is inflicted by among other things power and class. The fewer number of women compared to men is one of the considerations taken into account during transfers and they are found privileged in this regard.

Professionals with access to power have access to other benefits in the ministry, for example favorable placement. However, male professionals hold powerful positions in the ministry. As a result, the women in the ministry do not have access to these positions. These positions are important because they provide access to power and authority. Women may have access to these positions, but outside Dhaka, where challenges such as infrastructure, long working hours, social taboos, and organizational support are limited. Because of such disadvantages women accept the strategy of forgoing some placements.

As flexible work arrangements are not formally practiced among the Ministry of Public Administration (MoPA) professionals, women in particular adapt the informal flexibility of maintaining good relations with their colleagues and supervisors. The volume of work creates extra pressure on professionals that permeates family activities. Both practical and unseen reasons are found to discriminate professionals in terms of promotion. Because of informal reasons for

promotion, it is easy to discriminate. Professionals' connections with political parties escalate this problem. This practice leads to mistrust among professionals, keeps them without work, and to a large extent results in loss of public money. This culture affects the professional's personal and family life and performance at work.

As almost all male professionals are the only breadwinners in their families, they struggle to manage their family with one person's income, which creates the necessity of adapting the coping strategy of earning money from formal and informal sources. On the other hand, women professionals do not feel financial scarcity as their husbands are generally service holders. However, the financial scarcity forces professionals to restrict their movement in the public domain and in social gathering.

The coping strategies followed by professionals vary from men to women. They adapt good relations with colleagues, use the power of their spouses, informal flexibility, appoint domestic servants, get help from family members, financial help from general provident fund loans from friends or other sources, transfer to desired places or avoid uncomfortable transfers, live in low-rent housing or eat and save less money from their salary, avoiding training or obtain foreign training as key coping strategies.

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TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
ABBREVIATIONS	xv
CHAPTER 1 INTRODUCTION AND STATEMENT OF THE PROBLEM	1
1.1 Statement of the Problem	1
1.2 Research Questions	6
1.3 Objectives of the Study	6
1.4 The Reasons for Choosing the Issue for Research	6
1.5 Scope and Limitation of the Research	7
1.6 Benefits of the Study	8
1.6.1 Benefits for the Academic and Research Community	8
1.6.2 Contribution to the Field of Development Administration	8
1.6.3 Benefits for the Male Professionals and other Family Members	9
1.7 Structure of the Research Report	10
CHAPTER 2 LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Defining Coping Strategies	12
2.3 Professionals Bangladesh and in the Ministry of Public Administration	13
2.3.1 The Position of Women Professionals Working in Bangladesh Civil Service	16

2.3.2 Policies Which are Helpful for Coping with Career and Life	19
2.4 Which Policies are Helpful for Coping in MoPA	22
2.4.1 Maternity Issue	26
2.4.2 Medical Facility and Healthcare Benefits	26
2.4.3 Posting of Spouses in the Same Office or Area	26
2.4.4 Childcare Facility	27
2.4.5 Pension Policy	27
2.5 Research Conducted on Professionals in Bangladesh and Their Problems	28
2.6 Reasons for Choosing Jobs a Career	32
2.7 Problems They Face in Their Career: Why Do They Need to Adapt Strategies	33
2.8 Organizational Issues that Enhance and Impede Professionals' Career and Life	34
2.9 Coping in the Workplace in Bangladesh: External Issues that Impede Work Life	42
2.10 Research Gaps in the Literature	44
CHAPTER 3 RESEARCH METHODOLOGY	47
3.1 Introduction	47
3.2 Research Design: Qualitative Approach	47
3.3 Philosophical Paradigm	49
3.4 Research Strategy: Case Study	50
3.5 Why is the Case Study Selected?	51
3.6 Doing the Case Study Research: Necessary Steps Followed	52
3.7 Data Collection Area: Ministry of Public Administration	52
3.8 Data Collection Techniques	52
3.8.1 Knowing the Informants	53
3.8.2 Gaining Access to the Informants	54
3.8.3 Gaining Access to Secondary Data Source	56
3.8.4 Selection of Informants for Interview	56
3.8.5 Types of Informants	57

3.8.6 Detailed Description of Research Participants	58
3.9 Conducting in-depth Interview	59
3.10 Observation	62
3.11 Using the Instrument for Data Collection and Transcription	63
3.12 Data Analysis	63
3.13 Data Processing and Reduction	64
3.14 Data Display and Themes	64
3.15 Conclusion and Verification	65
3.16 Reliability in Qualitative Research	65
3.17 Ethical Issues and Building Trust	66
3.18 Carrying Out the Research Project	67
CHAPTER 4 MINISTRY OF PUBLIC ADMINISTRATION AND ISSUES LINKED TO COPING STRATEGIES	69
4.1 Ministry of Public Administration	69
4.1.1 Structural Influence	69
4.1.2 Selection and Appointment	71
4.1.3 Placement	72
4.1.4 Seniority and Promotion	77
4.1.5 Duty Allocation	80
4.1.5 Diversity and Volume of Jobs	83
4.1.6 Benefits Gained from Pay Scale	86
4.1.7 Training and Development	88
4.1.8 Pension Benefits	91
4.1.9 Dispute Resolution	91
CHAPTER 5 ANALYSIS AND INTERPRETATION OF MULTIPLE CASES OF PROFESSIONALS	93
5.1 Introduction	93
5.2 Case Studies on Professionals	93
5.2.1 Case of Ms. “A”, Senior Assistant Secretary	93
5.2.2 Case of Ms. “B”, Deputy Secretary	104
5.2.3 Case of Ms. “C”, Joint Secretary	108
5.2.4 Case of Ms. “D”, Additional Secretary	115

5.2.5 Case of Mr. “E”, Senior Assistant Secretary	121
5.2.6 Case of Mr. “F”, Deputy Secretary	127
5.2.7 Case of Mr. “G”, Joint Secretary, Officer on Special Duty (OSD)	134
5.2.8 Case of Mr. “H”, Additional Secretary	140
5.2.9 Common Features and Contradictory Issues of Cases	147
5.2.10 Time Spent for Family Purpose	155
5.2.11 Summary of the Case Studies	155
5.3 Analysis and Interpretation of Case Studies	156
5.3.1 Socio-economic Factors that Influence in Choosing Careers	157
5.3.2 Obstacles That Inhibit Professional’s Career and Life	167
5.3.3 Coping Strategies followed by the Officials of Ministry of Public Administration	183
CHAPTER 6 CONCLUSION AND RECOMMENDATIONS	193
6.1 Introduction	193
6.2 Findings of the Research	193
6.2.1 The Meaning of the Study	193
6.2.2 Findings of the Results	194
6.2.3 Explanation of Unanticipated Findings	198
6.2.4 Implications for Practice	200
6.3 Contribution of This Study	203
6.4 Further Research	204
BIBLIOGRAPHY	206
APPENDICES	222
Appendix A Detailed Description of Research Participants	223
Appendix B Administrative Hierarchy Ministries and Organogram of MoPA	226
Appendix C Male-Female Ratio of Officers at Managerial Level in MoPA (total) (as on 14 September 2014)	227

Appendix D	Male-Female Ration Currently Working in MoPA, Dhaka	228
Appendix E	Male Female Ratio in DC office: Districts in the Big Cities (divisional) or Nearest to Dhaka	229
Appendix F	Project Directors of Various Project Under Different Ministries	230
Appendix G	Personal Secretary to Secretaries, Ministers, Parliamentary Committees	231
Appendix H	List of Duty Posts and Promoted Posts	232
Appendix I	Number of OSD in MoPA: 2009-2013	233
Appendix J	Expenditure for OSD (in Taka): 2009-2013	234
Appendix K	Number of OSDs and Their Reasons- 2014	235
Appendix L	Professionals Attached to Different Ministries	236
Appendix M	Pay Scale for Managerial Level Officials	237
Appendix N	A Normal Day (twenty-four hour) of a WP	238
Appendix O	A Normal Day (twenty-four hour) of a Male Professional	241
Appendix P	Number of Children of Married Professionals (Male and Female)	243
Appendix Q	Role Model/ Inspiring Role for Professionals	244
Appendix R	Frequency of Transfer of Professionals	245
Appendix S	Number of Professionals and Salary They Received	246
Appendix T	Educational Qualification and Further Higher Studies	247
Appendix U	Required Years of Service to be Promoted to Higher Ranks	248
BIOGRAPHY		249

LIST OF TABLES

Table	Page
2.1 Male-female Ratio in the BCS Recruitment	15
2.2 Work-life Balance Options Frequently Practiced in Organizations	23
3.1 Category of Informants Interviewed	57
3.2 Salary Grades with Range of Professional	59
3.3 Carrying out Research	67
5.1 Variables that Affect the Life of Professionals	153

LIST OF FIGURES

Figures	Page
2.1 Work-Family Balance	40
4.1 Administrative Hierarchy in MOPA	70

ABBREVIATIONS

Abbreviations

Equivalence

AC (L)	Assistant Commissioner (Land)
AC	Assistant Commissioner
ADC	Additional Deputy Commissioner
Addl. Sec	Additional Secretary
AS	Assistant Secretary
BBS	Bangladesh Bureau of Statistics
BCS	Bangladesh Civil Service
BCSAA	Bangladesh Civil Service (Administration) Academy
BD	Bangladesh
BDT	Bangladeshi Taka (Bangladesh Currency)
BPATC	Bangladesh Public Administration Training Centre
CPT	Career, Planning and Training
DC	Deputy Commissioner
DS	Deputy Secretary
FFP	Family Friendly Policies
FTC	Foundation Training Course
FW	Flexible Working
FWA	Flexible Working Arrangement
GoB	Government of Bangladesh
GPF	General Provident Fund
HR(D)	Human Resource (Development)
HSC	Higher-secondary School Certificate
IT	Information Technology

JS	Joint Secretary
MATT2	Managing At The Top 2
MOE	Ministry of Education
MoPA	Ministry of Public Administration
MOWCA	Ministry of Women and Children Affairs
MP	Male/man Professional
NDC	Nezarat Deputy Collector
NGO	Non-government Organization
OSD	Officer on Special Duty
PD	Project Director
PRL	Post Retirement Leave
PS	Private Secretary
PSC	Bangladesh Public Service Commission
SAC	Senior Assistant Commissioner
SAS	Senior Assistant Secretary
Sr. SC	Senior Staff Course
SSB	Superior Selection Board
SSC	Secondary School Certificate
SSP	Superior Service Pool
UAEO	Upazilla Agriculture Extension Officer
UK	United Kingdom
UN	United Nations
UNO	Upazilla Nirbahi Officer
VIP	Very Important Person
WPs	Women Professionals

CHAPTER 1

INTRODUCTION AND STATEMENT OF THE PROBLEM

1.1 Statement of the Problem

There has been an increase in women's participation in employment in the public sector of Bangladesh through competitive examinations conducted by different government agencies, including the Bangladesh Public Service Commission (PSC). The PSC has been recruiting personnel since 1973 and women were first recruited in 1982; gradually the number increased from 2 in 1982 to 3068 in 2008 (Mahtab, 2007; Afroza, 2008). There are 3,068 positions in different ministries, departments, autonomous bodies occupied by women comprising 9.35 percent of total employment in class I positions compared to 90.65 positions filled by men (Afroza, 2008). In comparison of the several batches of different years of Bangladesh Civil Service (BCS) it was found that women's participation increased to 32.96 percent in the 26th BCS as against 10.67 percent in the 5th BCS examination in two decades, beginning in 1984 (Ministry of Public Administration [MoPA], 2013). Currently 5,236 civil servants, including 965 women, are working in the Ministry of Public Administration. They are mostly recruited as members of the BCS (Administration) cadre through the PSC.

The civil servants working as professionals in the MoPA are characterized as Class I officers holding managerial positions. They belong to from the 9th to the 1st grade of the national pay scale (Government of Bangladesh [GoB], 2009a). As this ensemble holds the leading positions, they are responsible for business outputs in the ministry. Socio-economic status depicts that this group belongs to the middle class and is associated with the social norms practiced in Bangladesh.

Women belonging to this group are encouraged to find ways to develop themselves, although women in Bangladesh usually have to face restrictions in terms of going out of the house following the values and norms practiced in society. As a

norm of the society and of the family, women, including members of the civil service, are encouraged to live in an extended family with other family members such as elderly people, sometimes with the siblings of their husband and young children. Traditionally it is a duty of the woman to do household activities and care for and rear the children and elderly people in Bangladesh (Zafarullah, 2000; Ward, Rahman, Islam, Akhter and Kamal, 2004; Jahan, 2010; Rimi, 2014). Besides the official jobs, women civil servants have to perform these family responsibilities, so the family activities create a burden for them and hamper their performance in the workplace. This can be solved by appointing domestic help and is done by many families. It also requires financial support, which comes with other constraints such as sources of money, disposable income, employment of other family members or other sources of family incomes, and high prices for necessary commodities. Appointing maids also can create some problems. They are appointed to look after their children during their office time. Researchers have found that the children of professionals have faced physical torture and verbal abuse from domestic servants. Children were also threatened not to talk about their torture or abuse to their mothers (Alam, Sattar and Chaudhury, 2011: 110). The negligence of the maid and rude behavior may badly affect children and create psychological problems. Women professionals (WPs) being the mother of those children experience mental pressure. It is also true that children are not sufficiently taken care of, which happens because of the mother's work. Another important issue is the scarcity of domestic servants due to the flourishing of the private sector, with opportunities for unskilled labor. This insufficiency makes WPs keep working with family activities after their office work.

The question is how this problem affects WPs. Family responsibilities and tension about the children create mental pressure for them and affects their work. There are two major dimensions to be considered here: work interfering with the family and the family interfering with work, which leads to work-family conflict and family-work conflict (Alam et al., 2011: 108). The increasing number of women in employment raises the concern of WPs in terms of coping with the challenges in the workplace as well as at home after work.

Jobs for civil servants have become more challenging because of huge workloads, increasing citizen demand, vacant posts, frequent transfer, excessive

promotion, fewer employees in the office, different working culture, the leadership style of the organization head, a male-dominated working environment, and lack of women-friendly policies (Zafarullah, 2000; G. Hofstede and G. J. Hofstede, 2005; Ittefaque Report, 2014). Professionals face copious challenges in the office and problems in their family lives. One of the major issues is that only 1.3 million employees are currently working in the government sectors, comprising 45¹ ministries, 16 divisions, 254 departments and 173 statutory bodies to serve more than 160 million people (Jahan, 2006; Jacobs, 2009; Islam, 2013; Tahmina, 2013). This indicates that public employees have to work more than the stipulated time, even though they are legally bound to provide service to the citizens on a twenty-four hour basis according to constitutional obligation (GoB, 1997; Zafarullah, 2000). A significant number of posts are vacant, of which 580 out of 3477 are at the central level and 945 out of 2585 at the field level (MoPA, 2013). This creates pressure and an extra burden on officials.

The environment of the workplace has also an effect on professionals. Public offices prefer the male-dominated working culture, as these organizations have the bureaucratic structures of power where women are excluded and the male preference of men for working with people like themselves creates a hindrance for women to find a woman-friendly environment (Crompton, 2006: 258). The Bangladeshi work culture is dominated by masculinity, which emphasizes assertiveness and work goals, whereas feminism emphasizes a quality of life that is lacking in organizations in Bangladesh (G. Hofstede and G. J. Hofstede, 2005: 143; Hatch, 2013: 167; Minokov and G. Hofstede, 2013: 211). The women in these organizations are the product of the traditional society of Bangladesh and face experiences that affect career progression; they need to cope with the male-dominated environment.

As government employees are bound to work at any place, either in rural or urban areas, either in the central ministry or offices in the periphery or in other attached departments, this creates various social and financial problems if their spouses are posted in two different places (Siddiquee, 2003; MoPA, 2013; Hossain, 2014). Although government policy encourages spouses of employees to be posted in

¹ www.bangladesh.gov.bd

the same office, area or district if they are service holders, it may not be possible for practical reasons. Government employees like to stay in the capital city because of the modern facilities that they enjoy, educational facilities for their children, and career development benefits such as opportunities for professional training, obtaining foreign study tours and training courses, and leading a big organization. On the other hand, rural areas still lack good facilities for living and have fewer organizational benefits or good educational institutes. Although women civil servants (interchangeably used with WPs) are also part of organizational power, they have to face problems because of their gender identity, which comes from male colleagues and male bosses in the leading position (Jahan, 2010). Even their ability is questioned, for which they have to work extra hours to prove their competency.

Women professionals are facing multi-dimensional pressure from inside and outside the office. They are now contributing a lot to economic activities along with their familial and social responsibilities. However, it becomes very difficult for women to spend more time in family activities after working hard at their official activities. There is therefore a role-conflict between their two “lives,” as working women have to play multiple roles such as wife, mother, homemaker, and a professional role. Multiple roles create multiple conflicts, and women need various strategies in order to reduce them (Ahmad, 1995). If their professional life is emphasized, their personal life is hampered. As a condition of their career, they have to complete the required trainings within the two years of their service, which can have some negative consequences such as late marriage, late children, less time for spouses or elders, etc. If they want to pay attention to their home life they cannot emphasize their job. The necessity of spending time with family members leads to adapting skills and training late, and restricts the ability to obtain a better position and subsequently these negative issues create a hindrance for promotion. Lack of organizational support such as absence of family-friendly policies, the negative attitude of colleagues, and vacant posts create a burden for WPs. Another significant issue that creates obstacles in their ability to perform their job in the workplace is workplace safety (Tahmina, 2013). These safety issues are related to physical harassment and an uncongenial working environment, hence demonstrating the necessity of creating a balance between the women’s personal and professional life through the adaptation of coping strategies.

Women professionals have a vital role in both the family and office, which is hampered by their multiple roles as a mother, professional, and social member. Lack of support from both sides creates role conflict that impedes their doing justice to their talent utilization and leading a blissful happy life (Alam et al., 2011). The demands from both sides create role conflicts among women professionals and conflicts in their personal and professional life. Social institutions, values, and norms encourage women to be economically empowered by being engaged in formal employment sectors. These sectors provide them with financial benefits and non-financial benefits with conditions to be followed. When these expected conditions are lopsided as a result of the increasing demand from two sides, or one area exploits another, it creates pressure on women and conflict arises. This conflict brings about myriad consequences that should be addressed. Studies have revealed that role conflict has increased in recent times among the women professionals at the managerial level (Jahan, 2010).

The women professionals belonging to the MoPA have the scope and organizational obligations of working at different levels, locations, and organizations and can be placed at any time. According to the service conditions and constitutional obligations, this placement can be at any place of the country at any time and must be obeyed. Encountering organizational decisions and official obligations, it is critical for these women to match their family needs. The multidimensional problems created by organizational factors and family issues also create multiplier effects for them, particularly regarding their career. After all, a discontinuity exists between organizational policy and practices in this regard, which as a negative effect on professionals (Allison, 1999). Furthermore, the literature reveals that women at the managerial level face a number of barriers within the organization, such as structural and cultural barriers, that affect their career progression, which can easily be identified from the fewer number of women professionals at the top-level positions (Jahan, 2006; Tlaiss and Kauser, 2010).

On this front, it is necessary to know the reasons for their choosing their careers, the obstacles that they face and manage through adaptation of coping strategies to the service and the way out from this dilemma for making a better life. It is also urgent to know the views of male professionals (MPs) and to provide a

comparative analysis in terms of the coping strategies of professionals at the MoPA. Coping with one's career and life is an important issue as it concerns how effectively an employee can manage his or her career, organizational benefits, and time with family members after his or her office work. It is a great concern when organizational benefits and issues of work permeate one's personal life. Professionals are also affected by social norms and family issues. It has become more difficult when they have to manage both lives.

1.2 Research Questions

This research was designed to explore answers to the following questions:

- 1) What are the socio-economic factors that influence professionals in choosing their career?
- 2) What are the organizational factors that inhibit professionals' career and life?
- 3) What are the coping strategies that they follow to counter those barriers?

1.3 Objectives of the Study

The specific objectives of this study were to:

- 1) Identify the socio-economic factors that influence the career choice of the professionals of the Ministry of Public Administration;
- 2) Analyze the organizational factors influencing professionals' career and life;
- 3) Analyze the coping strategies used by professionals to overcome the barriers.

1.4 The Reasons for Choosing This Issue for Research

This research carries a high level significance because it covers the whole ministry. Professionals of MoPA face numerous obstacles in their career. One of the

important implications of this research may be in the context of policy formulation, implementation, and evaluation related to employment policies such as promotion, transfer, and duty allocation. The study has great implications as the problems due to certain structural and systemic issues affect the performance of professionals and service for people. Professionals and their career have not been extensively studied in the public sector, particularly the MoPA. As the MoPA deals with employment policies, this research has wide scope. Both internal and external factors strongly influence jobs, influence the ability to obtain job benefits and thus create pressure on professionals. The study discusses career choice, the problems that professionals face in the workplace, and coping strategies, which will provide the insight and recommendations to think about employment policies. That is why it has value for the field of public administration in Bangladesh. As a trainer of civil servants, it is a positive role that I can play in motivating and convincing both males and females through propagating ideas in this regard. If I can better understand the problem of women and make male professionals also understand these problems it can have a tremendous impact on the development of employment-related policies. The women's development movement should move hand in hand with that of males. Success in women's development accelerates when men join together with women. This togetherness is the main issue I want to analyze in this research.

1.5 Scope and Limitation of the Research

The study area of this research is the Ministry of Public Administration. About six thousand professionals, including 965 WPs, were included in the total population. Socio-economic factors, organization issues inhibiting career and life, coping strategies overcoming those barriers have been included in the discussion. This research covers the professionals (both male and female) at the managerial level only because of time and financial constraints. Otherwise, I could cover all levels of employees of the MoPA to provide a holistic view.

This study did not examine the views of staff-level employees and only those family members (spouses only) that were double earners² and working in the Ministry of Public Administration. The professionals of the MoPA were the research participants. Hence, the findings will be applicable only to the ministries and employees working in other government offices. This research did not cover quality of life related to the social and family issues. This research was carried out in Bangladesh and was influenced by the context and the culture of the society, which may be similar at some level or different from other countries due to socio-cultural differences.

1.6 Benefits of the Study

1.6.1 Benefits for the Academic and Research Community

The issue of harmonizing work and life due to socio-economic and organization factors forces professionals to adapt strategies to overcome those barriers and to manage their lives. This is a relatively new issue in the academic and research area in Bangladesh. This research explored and produced a body of new knowledge in this area of career and coping strategies. The literature revealed that very little research has been conducted on professionals that are related to this research. The MoPa is responsible for formulating all policies related to employment. This study discussed such issues as organizational support, family-friendly policies, and struggles and coping strategies in the workplace and at home. As these were less captured in previous research, this study will create value in the academic area. As the study links to socio-economic and organizational issues, it will provide real life experience through a qualitative approach.

1.6.2 Contribution to the Field of Development Administration

The results of this research has provided information on the detailed issues and factors influencing the career and life of women and male professionals and has

² Double earners means both husband and wife are the earning members (service holders) of their family.

provided the necessary guidelines for higher officials of the MoPA to amend employment policies and to create new employment policies that will be effective for all professionals in the Ministry of Public Administration. As the MoPA is mandated to formulate all rules and regulations regarding employment, this research will guide them to think from the viewpoint of men as well as women.

Professionals have demonstrated the limitations, obstacles, and practical problems surrounding the practice of employment policies and job benefits. As this research consulted the main stakeholders of these policies, it will guide people (bureaucrats) involved in implementing, formulating, and amending these employment policies (Rossi, Lipsey & Freeman, 2004).

The professionals working in the government offices have a greater contribution to public service delivery and performing social and familial responsibilities (Jahan, 2010). Two major roles are performed: performing official activities for providing better services to the people and developing future human resources by nurturing their children at home and taking care of elderly people.

As this research represents the views of professionals sampled from 5,236 professionals, the findings will be helpful for both males and females. The Ministry of Public Administration may realize the limitations and obstacles because of which professionals, women in particular, cannot be engaged fully continuously. Other public organizations will benefit indirectly from this research since professionals are placed in those organizations.

This is an important issue to be researched since the number of women is increasing in employment, particularly in the public sector, professional challenges are growing faster, and organizations need to maintain diversity (Zafarullah, 2000). This research provides new insights for researchers to find out the reasons why women professionals in Bangladesh cannot harmonize their multiple roles in the context of the increased demands of paid work, family life, and the consequences that force them to find out their own strategies to cope with the workplace and life.

1.6.3 Benefits for Male Professionals and other Family Members

This research provides a detailed analysis about the socio-economic and organizational factors that inhibit the career and life of professionals. It captures the

importance and necessity of minimizing or reducing problems in the workplace. It is applicable to both. Male professionals can realize the real problem of the struggle of women in the workplace and what the women have to do and manage their household activities simultaneously. Male professionals as members of the social system and members of the administration can help in implementing the policies. If their wives are also service holders in the Ministry of Public Administration or other public service areas, they can also benefit. Other family members can also understand the pressures of professionals and can assist them in household activities.

Realization of the problems of women professionals in the workplace will have an indirect benefit for male professionals, who will incorporate gender issues into the decision making process. It is evident that preparing public policies or making decisions from the male perspective lacks the women's issues (Rahman, 2010; Naqvi, 2011; Ruxton & Van Der Gaag, 2013). When male professionals realize and think about, and act on women's issues regarding organizational policies and work conditions, it will provide a better understanding and more effective solutions.

1.7 Structure of the Research Report

This dissertation begins with an introductory chapter, including a statement of the problem, intended benefits, and scope and limitations. The second chapter is the literature review on the issues of coping, coping strategies, the importance of coping strategies, and professionals and their position in the Ministry of Public Administration, socio-economic issues related to career choice, and the organizational factors impeding professional's work and family life. It indicates the research gaps. In the third chapter, methodological issues have been explained, and how this research has been carried out with the best fit of research methods, tools, and techniques. Detailed descriptions of the data collection process and the researcher's involvement in the research are discussed. The next chapter presents a case study of the Ministry of Public Administration and captures the issues that affect professionals and that force them to adapt various strategies. The fifth chapter presents eight cases of professionals, including four on women professionals, which capture their struggle and strategies. This is deemed the important chapter of this paper since it makes

detailed analysis of the research, including the necessity for, and identification and adaptation of, coping strategies. This chapter was designed to answer the first three objectives of the research. The last chapter concludes with the findings, a roadmap of recommendations, and shows the way forward for future research. Supporting data, particularly quantitative data and documented information, have been attached in the appendices and are referred to in the text where necessary.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the concepts of coping, coping strategies and their necessity for professionals, women professionals in the context of Bangladesh Civil Service, the issues and factors influencing professionals' career life, and the organizational policy issues that influence their career and personal life. It provides a detailed picture of the above-mentioned issues in the context of Bangladesh. It also provides the reason for choosing jobs by professionals, and the barriers faced in the organization that impede career and life.

2.2 Defining Coping Strategies

Coping or adaptation refers to behavior that protects someone from being harmed by problematic experiences and a strategy is an action well designed for achieving the further pursuit of goals, objectives, intentions as well as wishes (Fritsch, 2015). A coping strategy is the use of techniques and strategies for problem solving, positive cognitive restricting, avoidance, support-seeking coping strategies, and involvement in the various activities in the workplace (Welbourne, Eggerth, Hartley, Andrew & Francisco, 2007). A coping strategy is also interchangeably used with the adaptation strategies in the organization. Lazarus (1991) in Tamres, Janicki and Helgeson (2002) defined coping strategies as “the constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person.” Coping in the workplace depends on the individual differences, choices, personality, capability which makes a difference between them. These strategies may be either active or

passive. In the active strategies people directly participate while in the passive strategies they are not directly involved. There are four kinds of adaptations strategies found; namely, avoidance that includes strategies aimed at escaping from or disengaging from the uncomfortable or undesirable situation; support-seeking adaptation strategies includes the focus on a problem that finds solution; problem-solving adaptation strategies which are called active coping and cognitive decision making; and positive cognitive restructuring, which is also called passive strategy focused on one's views of a stressful event (Welbourne et al., 2007). In the avoidance strategies professionals are more likely to face more challenges and stress for which they do not want to engage themselves or withdraw from the problems in the workplace. In problem solving strategies, professionals actively solve the problems arisen due to the working conditions and limitations. In the fourth adaptation strategy, professionals consult with others and try to solve the problems. Strategies may affect a career positively or negatively. Coping strategies are dynamic and they require accepting changes according to the context and the environment. Coping strategies in the workplace are linked to various issues such as the background of professionals, organizational policies and benefits, work conditions, and family and social role. The coping strategies of professionals are utilized in order to minimize or reduce the problem arisen in the workplace and at home. They adapt these strategies through active involvement for obtaining career benefits, avoiding the events directly or indirectly.

2.3 Professionals Bangladesh and in the Ministry of Public Administration

Professionals are generally highly educated and typically have graduated from a university, and are professionally trained on specific issues needed for their official performance. They are good in general and with the technical skills needed to accomplish their duties. Mostly they work in the vital positions in the hierarchy; generally they are mid-level and high-level bureaucrats. On the basis of placement criteria and organizational size, they work as the head of the organization, and exercise power and authority in dealing with financial, organizational and personnel management issues. This group consists of two classes (class I and II officials) among

the four classes that are entitled to work at the mid and above level, drawing a salary in the scale of 10 (mid) to 1 (top) on the Bangladesh Pay scale, ranging between 9000 to 41000 Bangladesh BDT (\$120-550). According to the responsibility they perform and the rules of business, this group plays a vital role as policy implementers and policy makers in the bureaucracy. They are the social elite, are valued in the society and in the organization and are frequently treated as middle class in Bangladesh society (Jahan, 1975). This social elite is considered as one of the powerful groups and deciding factors in the society, organizations, and economy of Bangladesh because this group has the skills, competency, and managerial role that makes a difference at all levels (Jahan, 2006). The higher education at the entry level is strengthened through the capacity building training throughout their career, with either on-the-job or off-the-job training.

The Bangladesh Public Service Commission as the constitutional body for the recruitment of civil servants in Bangladesh is assigned to recruit competent people from the qualified graduates through as many as 28 cadre services. There are 1.3 million people working in different government offices, which includes all public, corporations, autonomous, semi-autonomous, attached departments, subordinate offices (Senior Correspondence, 2013). Among the 1.3 million government employees, the representation of women was 8.2 in 1992 and about 10 percent in 2004, with less than 10 percent at the managerial level (United Nations, 2004). The managerial level employees are recruited the Bangladesh Public Service Commission. Bangladesh Civil Service was initiated first in 1973 when no woman was recruited. Women were included in the fifth BCS. The following table shows the recruitment of women particularly for professionals compared with the total and male:

Table 2.1 Male-female Ratio in BCS Recruitment

Sl. No.	Cadre Name	Total			Percentage	Percentage
		No.	Male	Female	of Male	of Female
1	BCS (Administration)	4634	4315	319	93.12	6.88
2	BCS (Police)	712	707	5	99.30	0.70
3	BCS (Foreign Affairs)	168	155	13	92.26	7.74
4	BCS (Audit & Accounts)	131	112	19	85.50	14.50
5	BCS (Economic)	204	139	65	68.14	31.86
6	BCS (Customs & Excise)	143	136	7	95.10	4.90
7	BCS (Taxation)	358	342	16	95.53	4.47
8	BCS (Food)	219	214	5	97.72	2.28
9	BCS (Cooperatives)	189	178	11	94.18	5.82
10	BCS (Trade)	112	111	1	99.11	0.89
11	BCS (Postal)	159	148	11	93.08	6.92
12	BCS (Railway Transportation & Commerce)	61	57	4	93.44	6.56
13	BCS (Ansar)	205	201	4	98.05	1.95
14	BCS (Information)	547	516	31	94.33	5.67
15	BCS (Health and Family Planning)	322	308	14	95.65	4.35
16	BCS (Public Works)	577	576	1	99.83	0.17
17	BCS (Roads & Highways)	524	523	1	99.81	0.19
18	BCS (Telecommunications)	476	471	5	98.95	1.05
19	BCS (Public Health Engineering)	112	111	1	99.11	0.89
20	BCS (Forestry)	114	110	4	96.49	3.51
21	BCS (Health)	8312	7257	1055	87.31	12.69
22	BCS (Railway Engineering)	242	221	21	91.32	8.68
23	BCS (Livestock)	1471	1460	11	99.25	0.75
24	BCS (Fisheries)	659	637	22	96.66	3.34
25	BCS (Statistics)	107	105	2	98.13	1.87
26	BCS (General Education)	9247	7869	1378	85.10	14.90
27	BCS (Technical Education)	762	762	0	100.00	0.00
28	BCS (Agriculture)	2049	2007	42	97.95	2.05
	Total	32816	29748	3068	90.65	9.35

Source: Afroza, 2008.

The MoPA is responsible for appointing all levels of employment through the PSC and other ministries. After the recruitment of professionals by the cadre-wise, employment is maintained by the concerned ministries whereas all career training must be done in the BPATC through this ministry. The MoPA also has the responsibility of transferring, posting, placing civil servants to its attachment departments situated from the central to the upazilla level. This ministry has direct control of managing its personnel, called the administration cadre, which can be posted to work in any other ministry, the Prime Minister's Office, the President's Office, and other autonomous bodies. There is a wide range of placement areas for these cadre officials. Diversity of positing in different positions brings different experiences with positive benefits and challenges as well. The MoPA is the coordinating ministry at the central level and its attached departments hold the coordinating role at different levels with other positions.

2.3.1 The Position of Women Professionals Working in Bangladesh Civil Service

Women professionals are recruited to be placed in designated positions in the hierarchy. Women civil servants are posted at the mid-level position of the hierarchy and upwards. As Class-I officers they are posted as the Assistant Secretary in the ministry or equivalent post in other organizations. This hierarchy consists of seven upward positions: Assistant Secretary (AS), Senior Assistant Secretary (SAS), Deputy Secretary (DS), Joint Secretary (JS), Additional Secretary (Addl. Sec), Secretary and Senior Secretary (SS). The Assistant Secretary is the entry level position, and then they to move through the hierarchy up to Secretary or SS through promotion. The hierarchical path follows the decision-making process. Four positions in the Bangladesh bureaucracy are in addition to the standard system comprising the Under Secretary, the DS, and Secretary (Maheshwari, 2002). Second-class officers are posted as the administrative officer in the ministry and as the head of the office at the upazilla level. Variation of positions signifies working in different positions with different responsibilities, whereas it takes much longer to reach the highest level of the bureaucracy. However, professionals can be posted in equivalent posts in other organizations. Professionals belong to the top two organizational classifications, i.e.

Class I and II. They exercise power and authority with a high degree of organizational responsibility, including both financial and administrative. They are liable for achieving the goals and objectives of the organization and the day-to-day functions. They are supported by the employees that are responsible only to provide constant support on the basis of the demands and decisions of the centralized power. The support staff, often called class III and IV employees, are provided according to the span of control (Hatch, 2013). Ultimately it is the duty of managerial level officials to lead and manage the organization. They receive a salary from grade 10 (9000 BDT³) to grade 1 (41000 BDT) with other fringe benefits on the basis of status and position held in the organization. However, the present study covers the civil servants whose salary begins from grade 7 and then goes upward. Training is often provided to these higher civil servants in Bangladesh. As the decision makers in the organization, and policy makers for the government, they should have the global knowledge needed to compete within the internal market and global market, which follows several administrative reforms and strengthens the bureaucracy (Jahan, 2006). In these circumstances, managerial-level employees are usually entitled to enjoy foreign tour programs in order to share and experience global knowledge, and other countries' experiences.

At the ministry level, this group is assigned to work at the desk level for assisting the top bureaucrats. They collect necessary information and put in the file and place to the immediate senior officers. They do not have the power to finalize any decision in the file. Decisions finally are the prerogative of the Secretary or Senior Secretary of the particular ministry. As there are seven tiers in the hierarchy in the ministry some ranks do not serve as vital positions. However, an AS can be highest decision maker if he is posted as the head of the organization. It depends on the placement and ranks of professionals. Bureaucrats of each level have different levels of decision making power which is well-stated and maintained according to the government rules and conditions. This process signifies a strong hierarchy, discipline, centralized power, and unity of command (Hatch, 2013). Outside the ministry, particularly working in the attached bodies, subordinate offices, and autonomous

³ Taka is Bangladeshi Currency (BDT). One BDT equals to 0.013 dollars.

organizations provide more freedom in work and in decision-making power. Being a Senior Assistant Secretary and above can mean that one is the head of the organization with full administrative and financial power. Working as the head of the organization brings more autonomy, freedom in work, and helps to develop and practice the leadership and to succeed in the competitive environment, where myriad challenges are faced in day-to-day life. It also brings financial benefits as well as fringe benefits.

Working as the head of an organization is supposed to stay in the rural, semi-urban or urban areas, whereas working in the ministry in the capital is a mandatory stay in Dhaka. This staying also comes with the size and structure of the organization. For example, the subordinate organizations of the MoPA at upazilla (sub-district) level are headed by the SAS as the Upazilla Nirbahi Officer (chief executive officer), at the district level headed by the DS as Deputy Commissioner⁴ (DC), the JS/

⁴ A DC, abbreviation for Deputy Commissioner, is the chief administrative and revenue officer of a district. The DC office traces its origin to the collector system of the early phase of British rule. S/he also holds the power of district magistrate. To that end, the deputy commissioner's role was conceived of as the general controlling authority for all other activities in the district. "The universality of the Deputy Commissioner's role since the early 20th century came to be affected by the introduction of elected legislatures and the creation of specialized departments having their own officers in the districts." The Deputy Commissioner is, however, still looked upon as the eyes and ears of the government in such areas as law and order, land administration, disaster management and elections, both general and local. The Deputy Commissioner works under the general guidance and supervision of the Divisional Commissioner. They are under the administrative control of the Cabinet Division although their posting and transfer are made by the then ministry of establishment, now Ministry of Public Administration. The Deputy Commissioners are drawn from the members of the Bangladesh Civil Service (Administration). The selection of Deputy Commissioners is made through a committee consisting of the cabinet secretary as chairman and secretaries of the Ministries of Public Administration, Home and Land as members. (Source: Banglapedia, http://www.banglapedia.org/HT/D_0306.htm)

Additional Secretary at division level as Divisional Commissioner⁵. Almost all of these decentralized offices are located outside the capital where upazillas are in most rural areas and others are in semi-urban and urban areas. The district and division level of other government organizations is also open for being posted, and these are not maintained by line ministries, i.e. the MoPA. There are some other government organizations at the district and upazilla level which are subordinate offices of the MoPA. These are coordinating agencies linked with other ministries. Working in the rural, semi-urban and urban areas is characterized by some benefits, authority and power, along with other benign and negative effects. The more rural are the organizations, the more challenges the office heads have to face as these are decentralized agencies and are more likely linked to the political elites. However, the chances to work with the people, and to bring about good for those tax payers' money, are also likely high.

2.3.2 Ministry of Public Administration: Vision, Mission, and Functions

The Ministry of Public Administration is mandated to formulate all employment-related policies. In line with that it has set its vision, mission, and objectives in order to create an efficient group of professionals to provide better service to the people as well as to create a better working environment for all employees.

2.3.2.1 Vision

“The Ministry of Public Administration envisions to become a key provider of high quality organizational, functional and human resource support to Bangladesh public service with a view to ensure efficient, professional, transparent and responsive public service delivery” (MoPA, 2013).

⁵ The divisional commissioner is the highest official among all the field level officers in the administrative structure below the central secretariat. In fact, a division is the apex field level administrative unit in Bangladesh. Its creation dates back to 1829. A senior Joint Secretary or Additional Secretary to the government is usually appointed for this lucrative post. (source: Banglapedia, http://www.banglapedia.org/HT/D_0306.htm)

2.3.2.2 Mission

“The Ministry of Public Administration contributes to the development of a competent and accountable public service system by attracting, developing, engaging and managing an efficient and innovative organizational, functional human resources support system” (MoPA, 2013).

2.3.2.3 Functions of Ministry of Public Administration

In terms of the allocation of the business of MoPA as per the rules of business, the responsibilities of MoPA are stated below (GoB, 1996):

1) Formulation of policy on the regulation of services and determination of their terms and conditions (policy on method of recruitment, age limit, qualification, reservation of posts for certain areas and sex, medical fitness, examinations, appointment, posting, transfer, deputation, leave, travel, seniority, promotion, selection, supersession, retirement, superannuation, re-employment, appointment on contract, conditions of pensions, determination of status, etc.)

2) Securing the rights and privileges of all government servants conferred on them by or under the Constitution of Bangladesh or any other law that is in force.

3) Providing interpretation of rules and orders on service conditions relating to matters allocated to this ministry.

4) Policy regarding employment of non-nationals in the service of the Republic and regulation of employment of foreigners in jobs in Bangladeshi enterprises.

5) Policy regarding classification of services and posts and determining their status.

6) Determination of the status of officers including status when posted to Bangladesh embassies or missions other than officers of the Ministry of Foreign Affairs, and the grant of ex-officio secretariat status to non-secretariat posts.

7) All matters regarding absorption/employment of surplus public servants.

8) All matters relating to formulation of policies, composition of cadre services and advising other ministries and divisions on proper management of cadre services under their control.

9) Appointment and transfer of officers in upazillas, districts, and divisions. All matters relating to recruitment rules for all services and posts under the Republic.

10) Nomination of government servants to work as experts/consultants in projects and jobs at home and abroad. Conditions of deputation to study or training purpose are also done.

11) Nomination of government servants to jobs in the UN system and to its various agencies as national representative.

12) Administrative research, management, and reforms for better and economic execution of government business.

13) Review and revision of the tables of the organogram and equipment (O&E) of public offices.

14) Review of organisations, functions, methods and procedures of ministries, divisions, departments, attached offices and subordinate offices.

15) Simplifications of systems, procedures and forms and preparing secretariat instructions in order to follow as similar system in public offices.

16) Periodic inspection and review of staff position in ministries, divisions, and attached and subordinate offices for optimum utilisation of manpower. Appointment of chairman and managing director who work as members of the board of directors or governors of managing boards by whatever name they are called, of the corporations, boards authorities. Statutory bodies, etc. excepting universities, higher and secondary education boards, banks and financing institutions.

17) Fixation of terms and conditions of all officers on deputation under administrative control of this ministry.

18) Appointment of all officers in the secretariat at ministry level from grade 1 to 9 and their inter-ministerial transfers.

19) Appointment and transfer of private secretary and assistant private secretary to members of the cabinet, other ministers and advisors.

2.4 Policies Which are Helpful for Coping with Career and Life

It is suggested that some policies help professionals enjoy benefits and avoid problems in organization (Hyman, Scholarios & Baldry, 2005). These policies give benefits to the employees, which assist them to work in the organization without any tension or problems that arise due to external and internal factors. These policies are broadly defined as arrangements designed to level the organizational playing field for professionals in the workplace, competing with the complex work environment and the demands of outside work (Newman and Mathews, 1999). Flexible working arrangements (FWAs) are interchangeably used as the strategy to balance between work and life. FWAs are the arrangements of annualized hours, compressed hours, flexible time, flextime, job rotation, job sharing, weekend working, evening working, and opportunities to work at home with the benefit of both employers and employees with or without children (Cully, Woodland, O'reilly and Dix, 1999: 143; Blyton, 1994; Walsh, 2005). It is an alternative to the traditional 9-5 work culture and is an important element to secure family friendly workplace. Many organizations are using this policy. Various types of FW time arrangements can be found in the organization. Holt and Thaulow (1996: 83-85) identified informal flexibility besides formal flexibility in their research that comprises the unwritten rules or working culture. These arrangements are made for the personal needs of parents and exist alongside the formal rules. Furthermore, informal flexibility is more widespread than formal flexibility. The research evidence identifies that flexible working brings benefits to potential employees and employers because it helps manage non-work demands, such as child care responsibilities, the following of non-work interests such as sports and hobbies, engaging with the community, for example, through volunteering, carrying out work in ways that suit one's personal work style and achieving a better balance between work and life. However, management fears adaptation and practice for certain reasons, such as lower hourly rates, less predictable hours, exclusion from training, promotional opportunities, support from the colleagues, supervisor and service seekers (Green, 2012). However, mainstreaming flexible work helps minimize negative responses from colleague and reduces resentment since these options are available for all. These packages include a number of options as shown in the table below:

Table 2.2 Flexible Working Arrangements Frequently Practiced in Organizations

Flexible working Options	Explanation
Flexitime	It provides employees the choice of actual working hour. They can start and finish times at work. They also can take break during working day. However, employees need to perform the agreed official working hours.
Staggered hours	It is a practice where employees within a workplace exercise different start, finish, and break times. However, employers, particularly in private organizations, may use staggered hours as a way of covering longer opening hours but it can also be a good opportunity to offer people more flexibility provided they are consulted first.
Time off in lieu	This is system where employees agree with supervisors to take time off at a mutually convenient time to make up for extra hours worked. It is often used as a way of compensating employees that have to attend meetings in the evenings or attend breast feeding babies.
Compressed working hours	It allows working people to work their total number of agreed hours over a shorter number of working days. For example, if someone is a full-time worker that works 40 hours a week, he or she can make up this time within three or four days.
Shift working	Here management or employers has the choice to extend the use of a plant or facilities in a factory or a supermarket or services that may need workers 24/7, where groups of working people have to work their hours on the same job one after another through a 24-hour period. It is created for business purposes as well as emergency services. It is also another type work-life balance where staying open longer can give more scope for flexibility about how shifts are organised, which means you can have more choices.

Table 2.2 (Continued)

Flexible working Options	Explanation
Shift swapping	This is one kind of flexibility that offers freedom to employees to rearrange the shifts among the team members. Employees reorganize these shifts for their needs.
Self-roistering	This has been introduced in some hospitals and other care services in the developed countries like the UK. It looks at the number of staff and skill mix required during each working day which are agreed on and then allows the individual to put forward the times he or she would like to work. . Individual preferences are emphasized in complying shift patterns.
Annual hours	These systems organise work time on the basis of the number of hours to be worked over a year rather than a week. It is usually used to fit in with peaks and troughs of work.

Source: Walsh, 2005.

The flexible working arrangements practiced in organizations provide numerous advantages to the organization with a benefit to the working people in the organizations. The options hence serve the coping strategy in official and family activities for greater satisfaction of life performed all together with the same weightage. These arrangements are adapted as the performing well in the workplace and at home issues which value spending more time for family activities while doing official activities. These policies are adapted for both working employees as well as organizational benefits as these initiatives accelerate performance (Doherty and Manfredi, 2006).

However, policies for coping at the workplace and in life are beyond the above-mentioned arrangements. It is important to have organizational financial, non-financial benefit packages, promotion systems, women-friendly working culture, women-friendly policies, working facility for spouses, children's education facilities,

and organizational practice for enjoying work and life. All of these issues come as a necessity for the employees when they counter problems in the organization, and need to emphasize or spend time with family and value their personal life. When employees cannot balance between their work and life because of huge workload and stress in the organization, it affects their performance. It also happens due to the structural and systemic issues of organizational policies. Then it shows the necessity of solving the problem, either by avoiding those organizational impediments or seeking help from internal and external sources (Fritsch, 2015). Although these arrangements are adapted as an issue for all employees working in the organization, it is much emphasized for women.

One of the important strategies of coping in the workplace is to exploit the benefits of policy issues. This includes employment-related policies such as promotion policy, transfer policy, employee development, and capacity building. Bangladesh also has formulated some policies which are related to the policies that are family friendly in nature. Family-friendly policies (FFPs) are defined as the provisions of traditional benefits, such as health insurance and paid vacations, and it may even be asserted. A secured job and adequate pay are considered as the important elements of FFPs (Kingston, 1990). The purpose of FFPs is to minimize the competing demands between office and family amidst the copious organizational initiatives intended to assist employees to maintain the balance and cope with the environment. These policies encompass many issues such as maternity leave, paternity leave, dependent care benefits, medical leave benefits, time-off and flexible work schedule benefits (GoB, 1997; 2005; 2009; 2013a). As a broad concept of public policy, it entails government actions, administrative rules, procedures, decisions, court opinions and orders which are directly the government's goals in dealing with a problem or matter of concern (Anderson, 1994: 5). Anderson (1994: 5) terms public policy as "a proposed course of action of a person, group, or government within the given environment providing obstacles and opportunities which the policy was proposed to utilize and overcome in an effort to reach a goal or realize an objective or purpose." From this point of view, the decisions, procedures, orders of bureaucrats, political leaders, executives, and judiciary will be public policies. According to this broad definition, some policies which are helpful for coping in life and career are discussed below:

2.4.1 Maternity Issue

This is a policy issue that emphasizes working women in public offices in order to provide facilities for childrearing and child caring, meaning that it will encourage women to enter jobs, and continue to nurture their children. It is a reproductive responsibility that must be carried out by women. However, they should be given support from the organization covered by public policies for the social wellbeing. This policy allows a woman to enjoy the benefit of a full 6-month leave with full payment. This benefit is given by the organization to every employee. The practice of granting a leave for all pregnant women is obligatory by law. Women can enjoy this benefit twice. It is a special type of leave which is not deducted from earned leave. This benefit is only for women employees. Although primarily this policy had so many conditions that were against of women, women's reproductive rights, now this policy is applicable for all women, including temporary employees. As a result, any woman within the probation period in the service can enjoy the benefit.

2.4.2 Medical Facility and Healthcare Benefits

This policy is embedded in the national pay scale to provide allowance to all public employees drawn as an allowance with a monthly salary. However, providing a leave or financial benefit for health care depends on the individual's needs. It is a leave with full pay or half-average pay and varies up to 4 months and 12 months in special cases, such as severe illness. As an employee any woman is entitled to enjoy this benefit. It is followed by every organization. However, it requires grounds for a medical leave such as sickness of oneself or family members, number of time enjoyed, past record of employees, salary payment issues, and medicare service with minimum charge for employees and family members, particularly in the government hospitals. Every professional enjoys free life insurance although it is limited to minimal payment.

2.4.3 Posting of Spouses in the Same Office or Area

This policy indicates the placement of the employee or her husband to the same place in which they are working if it is the same organization or the woman

being near her husband or *vice versa*. This decision is emphasized by the Prime Minister and indicates that the need is felt from the female perspective. It is carried out due to the pressure from women, particularly those that are dual earners and work at the managerial level with a high degree of organizational responsibility. It is a preferential policy decision that can provide benefit to both males and females and has positive effects on social and familial wellbeing. This policy is applicable for those spouses who are working in the similar organization in different places. However, this creates another problem: the external pressure to be posted in the capital city or a big city area where private jobs are available.

2.4.4 Childcare Facility

This is a policy decision and output of public administration reforms, where the organization provides a facility of caring for children below the age of 3 years of working women during the day time until the office hours end at 5 pm. After the interventions of Managing at The Top 2 (MATT2), this policy was initiated in MoPA. Then the initiative was adapted by most public offices to provide benefits to working mothers. It makes working mothers comfortable in the organization and brings their satisfaction. A sufficient number of experienced care givers are working in these childcare areas, and sufficient facilities such as toys for children are provided. Employees that do not have elderly family members or the ability to keep maids, they can utilize this facility with a minimum rate of charge. As it is done by the organization, authority tries to maintain enough space for children, a good ratio between the space and the children, a comfortable space for lactating babies, and emergency medicare services for children. This facility increases the productivity of women and creates a better understanding between organization and personnel.

2.4.5 Pension Policy

The Bangladesh government maintains the policy of providing financial benefits to all employees after they retire from the job.

In Bangladesh, FFPs comprise those policies from which working employees, including women, get receive the benefit of utilizing their time for family activities. These are formulated by the policy makers in order to be utilized by the bureaucrats in

government organizations. Typically these policies include the various options of obtaining a leave such as a maternity leave, a medical leave, getting the advantage of being posted in the same place as the spouse or close to their residences, enjoying the pension scheme, and utilizing flexible working. Here, flexible working is the combination of various outcomes of policy decisions and is practiced both formally and informally. This includes time-off, shifting jobs (job rotation), weekend working, and evening working. These policies have an impact on professionals' career and life. It depends on the behavior of the implementing bureaucrats—how they understand, interpret, and implement policies (Sorg, 1983).

2.5 Research Conducted on Professionals in Bangladesh and Their Problems

This part of the present study examines the literature in order to find the relevant research on these professional groups. This group covers civil servants, doctors, teachers, managers, bankers, and HR people. Some research on both private and public sectors was conducted on the following areas: women in civil service (Zafarullah, 2000), the problems of women civil servants at the field level in Bangladesh (Jahan, 2010), the work-life conflict of women managers (Alam, et al., 2011), the work-life balance in banking sector (Newaz and Zaman, 2012), the work-life balance of female teachers (Uddin et al., 2013), and balancing the work-life conflict through influences of family supportive HRM (2014). These researches explain the problems of women and men in the workplace and how they cope with problems.

Zafarullah (2000) found that women civil servants struggle in the workplace due to their family responsibilities, caring for elders, long work hour, posting in rural areas, and lack of day care centers. His research also links with the organizational culture that follows bureaucratic systems, long work hours, and informal relations with the supervisor to get benefits, lack of women-friendly policies, and male leadership as there are fewer women professionals in the higher positions that are normally assigned to formulate policies or work in the decision-making process with high authority. Jahan (2010) conducted a study on women civil servants at the field

level, which means outside Dhaka city. She conducted the study using a quantitative approach on a sample size of 64 women from six departments namely, administration, fisheries, postal, education, family planning, and agriculture. Her study revealed that the women civil servants working in the field at a disadvantageous position and encircled with so many problems from the office as well as due to family life. Compared to their male colleagues as well as compared to the officials of head offices, they are at a disadvantage. The reasons behind most of the problems are that they face male domination, patriarchal mentality, and the perceived lower social status of women, undermining their capability. She also found that there were other problems related to a conservative social view, lack of education among people, family role and the underdevelopment of the country. These problems have severe negative consequences in terms of lower performance, mental and physical stress, conflicting roles in the family, negative and psychological effects on children, disturbances in family life, broken families, impaired career development, and weakened initiative and innovativeness. This means that they need to cope with the problems in the workplace, either accepting those problems or denying them or finding out other mechanisms. Support from the family is very important for their functioning in the field level. This study was conducted only in rural areas, which may not provide an overall picture of professionals, for which she suggests doing a comparative study between rural and urban areas. Alam et al. (2011) examined the work-life conflict issues of women managers in Dhaka that created problems for women professionals and hindered the balance between work and family life. They used a quantitative approach, collecting data from four strata: doctors, teachers, bankers, and managers. The study revealed that longer work hours affect women's work life as well as family life where children are the worst victims of conflict between the two roles. Longer work hours prevent them from spending more quality time with their children, which is normally carried out by the maids. Further, women professionals fail to shoulder the responsibility of family and professional life with equal measure. Maids do not take care of children well; rather they misbehave with the children. It creates the necessity to know how professionals counter problems in the workplace in order to cope with those problems and to manage their personal life. Tabassum, Rahman and Jahan, (2011) and Newaz and Zaman (2012) conducted study

on the work-life balance in private sector commercial banks in order to conceptualize the issues. Tabassum et al. (2011) employed a quantitative approach and data were collected from 220 purposively-selected bankers including 71 female employees covering ten banks across Bangladesh. This research explored the idea whether the balancing between two roles is an inherent organizational policy linked with other issues or separately-developed policies as practiced in the west. Only one-third of the employees agreed on the separate policies while half of them could not separate the balancing issue as a distinct one. The research of Tabassum et al. (2011) also revealed that the work load created a work-life conflict where meetings and training were the main causes. Suggestions were made to customize organizational policies in order to create a balance between work and life and in order to cope with the environment. Uddin et al. (2013) conducted a survey among 320 female teachers of 62 private educational institutions of Bangladesh using a structured questionnaire. It explained the struggle of women in the workplace, which necessitates adaptation strategies.

Professionals need to balance between career and life in order to cope with the conditions of employment policies. The underlying principle of creating a balance between work and family life lies in the Constitution of the People's Republic of Bangladesh, where the professionals are emphasized at all levels in the society, including job, and it considers the political, social, and economic environment of organizations (GoB, 1997; Jahan, 2006). Equality is an issue at all levels, beginning with recruitment and continues to placement and promotion. The recruitment policy of Bangladesh emphasizes women's quota of 10 percent in every government job in order to minimize the gender gap and discrimination (GoB, 1981; Zafarullah and Khan, 1983; GoB, 1986; Karim, 2008). In the cadre service, there is no quota for promotion; there is a provision in the lateral entry in the higher position in the civil service to increase the quota for women providing opportunity to women professionals working outside cadre service. The underlying philosophy of policies and decisions for employment for public employees is to provide financial and non-financial benefits in order to maintain the standard of living in the society in the context of socio-economic conditions. It is also conspicuously stated in the policies related to the national pay scales adopted from 1977 that financial packages should be determined on the basis social context, the economic issues of the country, the present

cost of commodities, the need for a minimal livelihood, the status of the positions the professionals hold, external factors in the environment, private sector salary systems, and the conditions of the World Bank (WB) and the International Monetary Fund (IMF) (GoB, 1991; 1997; 2001; 2007). Recently the Bangladesh government has announced a 20 percent dearness allowance for all levels of government employees considering inflation and the issue of living conditions (GoB, 2013a). These pay scales include allowances on the basis of salary drawn, status such as accommodation allowance, medical allowance, and tiffin allowance. If a professional enjoys the government accommodation, s/he is not entitled to get accommodation (housing) allowance. Getting government accommodations is obviously a benefit to those particularly that live in the capital or divisions. On the other hand, professionals usually do not want get government accommodation in rural areas because they can get better private accommodation with allowance they get. However, these facilities provide security and a good living place with other facilities. Although the government has the policy of paying an allowance for renting a private house at a fixed rate, employees prefer government housing in the capital and urban areas for not only security purposes, but also for saving their money compared with the rent of private houses. If they live in a government house they can save money and spend it on their family members to meet their demands. In Dhaka, enjoying the facility of public accommodations is deemed as status and having a balance between work and life. The government also has adapted policies for the workplace environment, meaning providing a better environment for employees. An employee-friendly work environment is a frequently-discussed issue and many projects have also been undertaken to improve the quality of the work environment. It also helps professionals gain job satisfaction. Employment policies have also received a new dimension for women in the workplace. For example, a special provision has been added in the government service conduct rules, saying that any male employee can be asked for a departmental proceeding if any woman complains against him where evidence is not needed (GoB, 1979; 2004). Although there is a possibility of misusing this policy, it serves as a protective legal basis for women to work safely in the workplace. This policy amendment protects the women professionals from being maltreated by the senior officials or other male colleagues. These rules of conduct tell about some

important issues regarding how government employees have to behave and maintain their lives, either in the office or in social and family life. The underlining assumption of the rules is to lead a good life and be free from corruption and irregularities. To control the life of employees, the government has also a mechanism of punishment indicated in the employment rules which will force employees to maintain accountability, transparency, be free from corruption, leading to a happier life (GoB, 1985). Authorities make an attempt to make the work environment very congenial for everyone to work with full devotion, for which the government has formulated the policy of posting employees in the same place or near to their spouses' workplaces. The philosophy of this policy is to perform well in the workplace without or with less tension for the family. Living with all family members helps to decrease living costs, which is really a great concern in Bangladesh. Another important issue is the reproductive role of women professionals and they get special kind of leave for giving birth to a child. The Bangladesh government treats this leave as a special kind of facility which encourages females to enter jobs and to utilize their human capital.

Professionals play the important role in their families. Organizational financial and non-financial benefits help professional live a good life. Various kinds of leave facility let them to spend more quality time with the family. This facility allows them to manage their career and live or enjoy their personal wellbeing. However, there is no system for a paternal leave for male professionals to contribute to the family role.

2.6 Reasons for Choosing Jobs a Career

There are numerous important economic, social, and structural factors involved in attracting women to jobs such as the desire for economic solvency, social prestige and network, happy/unhappy family relations, a desire for new challenges, gaining independence, participating more actively in social activity, limited opportunities for women's employment and economic opportunities (Islam, 2008: 212; Banks, 2013; Belanger and Rahman, 2013: 359). One of the important reasons for joining the service is to build a career in the civil service that links to identity. The career means pursuing an occupation applicable to one's educational level and qualifications and the advancement of upward social and organizational mobility. It

links to one's identity in the workplace and has great influence on a person's values, behavior, and social status (Butler, Doherty, Finnear and Hill, 2015).

According to the social classification employees at a lower level position require more fundamental needs to be fulfilled such as food, accommodations, and medical facilities, whereas middle, upper class professionals emphasize other steps of Maslow's need hierarchy (Maslow, 1970; Morgan, 1997). This group is often called the professional group. They do not necessarily need to think about the lower stages of Maslow's need hierarchy. The professionals of Bangladesh constitute that portion of the population that is well established both socially and economically. Most of them come from the middle and lower middle class. They are the educated and talented people who have knowledge, skills to lead the position in the organization. The organizational conduct and systematic economic activity cannot be done without the participation of these professionals. This class can be characterized by its egoism, intolerance, and ambition (Naqvi, 2011). They have different ways of living and thinking. However, the professionals are very well organized social elite.

2.7 Problems They Face in Their Career: Why Do They Need to Adapt Strategies

Coping strategies are required because of the problematic issues in the workplace and struggle for family and personal life, which depends on individual and organizational perspectives. There some issues that negatively affect the employees' life and organization. Practices of organization policies, and employment rules and regulation have different meaning, intensions, and dimensions that may not match with the expectations of employees. The nature of jobs may have some inherent different problems, for example, shift working can create problems for some employees in terms of commuting from home and insecurity in the office environment. The work conditions are normally changed with organizational norms rather than that with family life. Employees are sometimes exploited because of employment policies when they are emphasized for work only. The internal environment sometimes hinders their performance in the workplace; negative

attitudes permeate family life. The expectation of family members of the working employees creates a work-life conflict. Role conflict is an issue that happens when work activities interfere with personal or family activities or vice versa, which can originate in the home or in the work environment (Reynolds, 2005). They may not make enough money for the family. Research findings have shown that the career development process of professionals is hampered due to emphasis on family activities (Jahan, 2010). The job creates a power conflict between husband and wife since it promotes freedom of choice and decision making power. Kim and Wiggins (2011) argued that some policies geared specifically toward new tensions, for example placement in odd places or hazardous areas relocates their family and increases costs. They found that benefits that emphasize factors such as quality time with family have caused a conflict between younger employees, who are single or without children, and older employees, who are married and have children. The various dimensions of organization and family activities rarely provide scope for thinking and enjoying one's personal life, and particularly leisure is an issue of concern.

The organizational structure serves as the hindrance for professionals to cope with problems in the workplace and public organization follows a rigid bureaucratic hierarchy and power structure and usually administrative powers are held by the male professionals (Newman and Mathews, 1999; Zafarullah, 2000). Existing family-friendly policies are also not practiced in public organizations.

2.8 Organizational Issues that Enhance and Impede Professionals' Career and Life

The main area for the professionals where they need to adjust, make changes and act according to the policy issues is the workplace. Organizational culture includes organizational expectations, and the experiences and values leading to the creating of a positive effect on employees. Organizational culture creates the self-image of the organization, and interacts with the work inside and outside based on attitudes, beliefs, customs, and written and unwritten rules developed over time. Public offices have a long history of bureaucratic culture with a long business process, a strong hierarchical system, a top-down decision making process, unity of command

and following one direction to achieve organization goals and objectives. Government policies relating to public service and public servants are formulated by the government and applicable to all government offices. These policies entail various kinds of financial and non-financial benefits, work procedures, work environment and the personal well-being of employees. Keeping the wellbeing of employees in mind, particularly women, FFPs have been initiated. These policies encompass many issues such as maternity leaves, paternity leaves, dependent care benefits, medical leave benefits, time-off and flexible work schedule benefits, posting of spouses in the same office or area, and pension benefits for oneself and one's family. The FFPs in Bangladesh are beyond the FW as emphasized in the developed countries. Dependent care benefits are those that help employees with their responsibilities for their children and dependent relatives, such as older parents. These include child care resources and referrals, elder care resources and referrals, on-site or near-site child care, vouchers for child care, and dependent care assistance plans. Other dependent care benefits include a consortium of child care centers, emergency or sick child care, long-term care insurance, and respite care. Because of harsh and manual working conditions, lack of a social safety net, particularly for female employees, limited family-friendly policies, limited arrangements for flexible working, bureaucratic management of procedures, employees working in public or private organizations cannot create a balance between work and life (Mohiuddin, 2007; Zafarullah, 2000). In Bangladesh the traditional work culture, i.e. 9-5 working hours, is maintained in most public offices. It also adds a few more hours for commuting. Some organizations providing emergency services have to create pressure on employees to maintain longer, stressful hours. It is extremely difficult for women professionals to maintain their family lives after this long stressful work (Kabeer, 2004). They do not have enough time to think about their families or to look after their young children. Employees have control over their work time and can maintain informal flexibility of their time. Some people can enjoy this facility, most of whom are men that take advantage of this in keeping good relations with their supervisors. However, men stay longer in the office just to show loyalty and commitment to the organization. Women, especially those married with young children, cannot stay longer in the office like their male counterparts as they

have family activities. However, they work more during the office time (Zafarullah, 2000).

Employees in public offices use the traditional filing system and a large portion of offices is occupied with the old files, so the work space is narrowed with an unhygienic environment. Everything related to the office makes employees exhausted and lose their encouragement to work there. Financial issue may come first. The salary paid to employees is not sufficient to live in the society. In government organizations there are some fringe benefits such as housing allowances, housing facilities, transport facilities, medical allowances, tea allowances, pension, etc.. There are still some acts that favor male professionals.

Leaves are the most significant non-financial facilities in the public organizations, where employees can enjoy 20 types of leaves. By taking these leave employees can enjoy their family lives. Women can take a maternal leave with full financial benefits, i.e. with a salary and allowance provided that they take this leave not more than twice (GoB, 2003). This is to encourage not having more than two children. However, this leave does not affect the woman's career or salary. Women face negative attitudes from their male colleagues as women take leave for maternity issues, which creates extra pressure on their colleagues. Office heads, particularly male bosses, often do not want to accept women with young children or lactating mothers when women are transferred from one place to another. As a result, women do not get the opportunity to work in some important positions. Researchers have found that the absence of better performance in the office creates a bad impression about the mothers among the male colleagues, thinking that they are less dedicated and male colleagues have to take on an extra burden of work (D'Agostino and Levine, 2011: 59).

The issue of flexibility in the public work places is absent or is defined in different ways. These flexible working arrangements include shift working, overtime system, part-time work, contract work, term time work, etc. (Mahtub, 2007). However, these flexible work arrangements are generally for the lower-level employees such as night guards, sweepers, and telephone operators, and the duties of women professionals are to design, assign, and control them. Hospitals are kept open 24/7 and other government offices remain closed after 5 pm and during the weekend. In

Bangladesh Friday and Saturday are the weekends, not like the global system. Those public organizations that have to maintain global communication have to work weekends and have to work more, which means women professionals posted? In the Economic Resources Division, Prime Minister's Office, are to be alert or busy all time. This creates a distance between family and life, and hampers one's personal life and creates a distance in social life. In the public organizations employees can enjoy informal flexibility with the permission of senior colleagues which informal flexibility is frequently enjoyed by male employees, whereas women professionals do not take this advantage (Zafarullah, 2000). Keeping good relations between the organizational head and employees, between supervisors and employees, is not only important for maintaining the hierarchical set up, but it is also important for greater productivity and better personal and family life as well. This strategy (maintaining good relations with colleagues) keeps the work environment congenial and encourages employees to work more effectively and efficiently and helps to maintain life at home. Researchers have suggested that flexibility has a positive effect on the performance of women professionals and reduces the role conflict, as they can utilize flexibility for their own purpose, leading to happiness and satisfaction in the job (D'Agostino and Levine, 2011: 48). This facility provides an advantage for women professionals in dropping off and picking their children up from schools, taking their children to social culture activities, and taking them to doctors if needed. Rainey (2014) remarked that professionals can enjoy autonomy over their jobs because of the availability of flexible work arrangements. These arrangements provide opportunity to spend more time for child caring. However, flexibility can be negative for the career women that want to gain from the internal and external training and it may not be possible due to this. In the public offices in Bangladesh, providing childcare facilities to the mother is an important issue of the organization that reduces role conflicts.

Leading and managing public offices have emerged as the body of managerial work. Showing better performance depends on the positions at which professionals work. It may be either as the office head or as a subordinate. Working as the head of the organization provides more autonomy to exercise power and to take decisions independently. This is an opportunity for women professionals to utilize their knowledge, capacity, and learning and also to learn from practical experience. The

head of one particular government organization has the responsibility for her performance. These opportunities help manage the office in her own way following the rules and regulations. Leadership is not only an inherent issue; effectiveness of leadership also depends on the circumstances and the organizational positions (Fiedler, 1995; Jago, 1982). Women leaders get real opportunity for practicing leadership being the key person the office in the rural and urban areas. However, it keeps women professionals busier than those working in mid-positions of the organization and cuts the quality time to be used for the family and personal life. Women professionals prefer to work as the subordinate, not as the boss. Working under a boss provides an advantage, as the main responsibility goes to the head and subordinate officials face fewer challenges. Working as a subordinate keeps the person free from anxiety and helps him or her to spend quality time family members.

Although there are myriad politics for both male and female leaders in public organizations, the literature on women finds more perilous situations—that they frequently experience isolation in the organization, in the decision-making process, limited organizational relationships, exercising positional power, being kept in the dark about career progression, low opportunity, and subordinate jobs (D'Agostino and Levine, 2011: 273). In the public organization, the decision-making process is based on a top-down process which is top management biased and time consuming. Two different dimensions are seen that vary from the bosses. Men and women lead the organization and perform differently. Women professionals are found to be friendlier and to emphasize quality of life. On the other hand, men emphasize work than household activities. Men do not understand the problems of women; rather they think that women take the advantage. In some jobs women are discouraged and that indicates their inferiority. In the organizations women professionals are given differential treatment at work, which embodies men's belief in their superiority and this leads to the treatment of women as inferior and less important (Naqvi, 2011). This signifies the undermining of the ability of women professionals, even if they have the same quality and experience. The stereotyped beliefs of supervisors and male colleagues are that women cannot tackle challenges of organizations. On the other hand, women professionals are good a team building, caring, displaying empathy, collaborating, and have developed the understanding that their suggestions are not

given importance. However, scholars have different views of women—that they can also adopt to the masculine leadership style and can do better in management, particularly those that can break the “glass ceiling” (Baumgartner and Schneider, 2010).

As public organizations are bureaucratic in nature, a male-dominated work environment is a common phenomenon (Sultana, 2011). The work environment is not in favour of women professionals. A BBS 2011 report showed that women faced violence in their workplace with varying types and degrees of violence. About 16, 25 and 28 percent of women have faced physical, mental and sexual violence respectively (BBS, 2011). The most frightening issue is that women in the workplace are not safe and there is a possibility to be trapped for sex violence. Women are trapped by assigning tasks. There are many ways for trapping. Women may be asked to come to work on files in men’s office room or accompany with male bosses on official tours. Women cannot avoid these assignments as these are made as official jobs. Male bosses sometimes take more time to dispose of some files and keep women waiting even after office time. About 43 percent of women had terrific experience of victim of sex violence in silent zone, in the broad day light or on the way to home or the office. This makes women insecure in the office, even on the way to the office. This may restrict women professionals from working in some positions or under some supervisors.

Organizational policies, issues for coping in the workplace and at home, are interlinked and associated with several theories. These theories explain the necessity of adaption strategies in the organization as well as at home. Clark (2000) explained the work-life boundary to illustrate the domain of work and life and to capture the unseen barricade between two domains and discussed the role conflict between the two lives. The work-life boundary theory is presented in the following picture:

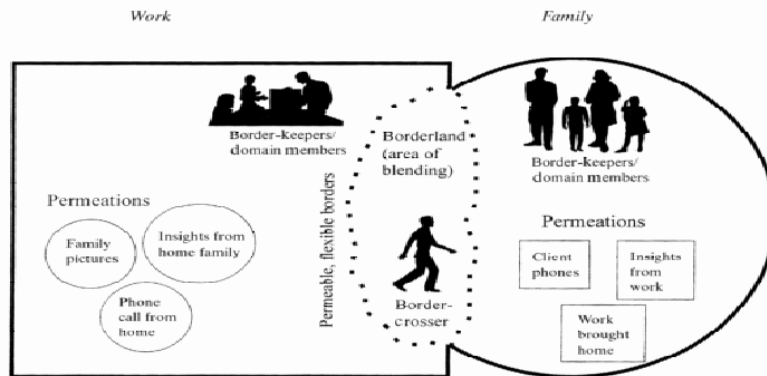


Figure 2.1 Work-Family Balance

Source: Clark, 2000.

The central concept of this theory and characteristics are 1) the work and home domains; 2) the borders between work and home; 3) the border-crosser; and 4) the border-keepers and other important domain members. It explains how an individual manages and negotiates the work and family spheres and the border between them in order in order to maintain a balance. There are many issues related to the workplace and home, and the cultural issues that influence on each other. These borders can be categorized into physical borders defining where domain-relevant behavior can take place, such as the location of paid employment; temporary borders which divide when tasks can be done, for example set working hours; and psychological borders defining thinking patterns, behavior, and emotion (Clark, 2000; Gurney, 2010). The ability to balance two lives depends on how employees can negotiate and handle the borders. The necessity of economic empowerment, a higher level of human capital, social culture, individual strengths, negotiation techniques, and socio-economic resources shape their domains and borders.

As coping is a concern, organizations can play a pivotal role in balancing by altering the borders and domains. Organizations can make some changes in the borders by adding flexible timing, a flexible place (changing place of work), leave policies, and providing special advantages to those that are really struggling and need to perform both roles without major difficulty. The first two issues encourage the values and purpose of working at home and being with family members. It also breaks the traditional strong border between work and home that is prevalent in bureaucratic

public organizations (Clark, 2000: 765; Crompton, 2006: 258). Supervisors are crucial in terms of helping employees cope with the workplace conditions that should also be handled by the organizations by imparting training to learn to be supportive of the employee's family situations (Clark, 2000). The work-life border theory suggests that organizations help employees internalize various domain's culture, attain experience, and know their responsibilities well so that they can understand their central role in empowering them. Another dimension of this theory is utilizing individual tools for balancing, which can be done through sharing with family members, and talking to colleagues and supervisors about family events and the stress of the jobs. The other issue of individual tools for balancing is to develop better understanding of family members, colleagues, supervisors, and to become expert on home and office activities and to make work and home more integral parts of the employee's indemnity (Clark, 2000: 767; Gurney, 2010).

Public organizations are social entities linked to social interaction where the work environment is influenced by organizational culture and cultural orientation. The work environment is also influenced by the culture of individualism, collectivism, feminism and masculinity. The Bangladeshi work culture is dominated by masculinity, which emphasizes assertiveness and work goals, where feminism emphasizes quality of life that is lacking in organizations in Bangladesh, including the MoPA (G. Hofstede and G. J. Hofstede, 2005: 143; Hatch, 2013: 167; Minokov and Hofstede, 2013: 211). In his research Hofstede (1984a: 152; 2005) found that the relationship between the organization and person is strongly affected by the norms that are practiced in the individualism or collectivism in society. In the collectivist society people are more emotionally dependent, like the Bangladeshi society, so organizations should have broader responsibility where complying with the organizational requirements are also affected by the degree of these two opposite concepts. For women professionals in some organizations, it is necessary for them to share the work load with their colleagues and supervisor, and that comes from the teamwork concept iterative to collectivism. It is required particularly when they need to reorganize different shifts of works. Another dimension is the use of technology in the organization, which varies in individualist and collectivist societies. Although training organizations are well equipped with modern technologies developed in the

western individualistic society, there is a limit to the technology transfer possibilities (Hofstede, 1984a: 153). The women in these organizations are the product of the traditional societies of Bangladesh and face experiences that sometimes affect their career progression. Organizations are social entities where men carry the norms of the society where they are born and which reflect their assertiveness, ambitions, and competitiveness if they are brought up in a masculine society. This is also related to career advancement. As a result, the women's male counterparts are more likely to be careerist rather than responsive to home activities. Women are taught in the family and society that their main role is the reproductive issue. Men also learn this from the society and try to emphasize this learning in the organizations. On the other hand, in the female culture a job is considered as more humanized and there are more opportunities for mutual help and social contact, and that leads to a conducive work environment, team spirit, and brings about happiness (G. Hofstede and G. J. Hofstede, 2005: 145). This links to the adaptations of professionals, depending on the practice of these cultures and values in the organizations. It is believed that management makes decisions on the basis of understanding the different life experiences and patterns of behavior among subordinates (Hofstede, 1984a: 82).

2.9 Coping in the Workplace in Bangladesh: External Issues that Impede Work Life

Women's employment in Bangladesh is surrounded by a set of complex social factors that require adapting different strategies to cope with the work environment (Ahsan, Laukkala and Sadeque, 2002). Women's main duties are childrearing, child caring, looking after young children and ageing people and helping with family activities, which are socially-constructed concepts in Bangladesh. Traditionally they are responsible for cooking and maintaining household work, even for women professionals (Zafarullah, 2000). Household work includes goods and services such as home management, cooking, cleaning and washing, maintenance of the house and household durables, child caring, and disabled people, subsistence collecting and gathering, nursing and basic health care provisions, skill impartation to the young, etc. (Mahmud, 1997). In that case women professionals have to play a dual role in the

society. As it is difficult to get a job crossing through many hurdles and there is sometimes no other alternative for earning money, a job is seen as a balancing strategy of life whether it is paid poorly or highly, and whether the job has benefits or not. However, after getting a job it is natural to think how they can perform well at the workplace and lead a good life. It is more difficult for women professionals to get a job as the gender-segregated workplace is an outcome of a patriarchal society and the demand for women is dictated by the social code of conduct. If they are appointed, they have to be appointed at some jobs with discrimination between men and women (Mahmud, 1997). Life is tough for them as “they have to shoulder the burden of all household duties including cooking, cleaning, taking care of children and elderly” and extended families (Zafarullah, 2000). The extended family in Bangladesh comprises one’s husband, children, husband’s parents, husband’s grandfather, grandmother and siblings. For these dual roles, women professionals can maintain none of them properly. Women’s work is embedded within a set of complicated social, religious, cultural factors and family status (Ahsan et al., 2002; Lewis et al., 2007).

If women become service holders, it becomes troublesome to maintain work and family and for not maintaining family activities conflict or role arises where the double role is considered as the cause (Ahsan et al., 2002). Women cannot perform well in their official activities after childrearing if their houses are located far from the office. Here the job is treated as the negative impact of child care on the female in Bangladesh (Cain et al., 1979 quoted in Mahmud, 1997). Role conflict makes women decrease the hours of their work time and to sometimes quit the job (Adkere, 2006).

The preference theory developed by Catherine Hakim, a UK sociologist, explains and predicts women’s preferences in terms of their investment in productive and reproductive activities. It is a coping strategy of women professionals in the workplace. It is a multidisciplinary theory dominated by sociology. The main gist of the theory is the classification of women subsumed into three major groups: work-centered, where women prioritize their careers and espouse achievement values and often remain childless by choice; home-centered, where women prioritize their family life and share values concerning the home and have many children and little paid work; and adaptive, where the majority of women seek to combine paid jobs and unpaid care work based in the family (Hakim, 2000). The first categories constitute

about 40% of the total women as 20% in each sub-group, whereas the third one constitutes about 60% of women. In the adaptive lifestyle women provide absolute priority for neither work nor home. From the preference theory perspective fewer women enter the job market on their own; rather, their choices are influenced by family members such as parents, brothers, and husbands. That indicates that quitting a job also depends on the others' will rather than their own decisions.

The preference theory characterizes the preference of entering jobs, prioritizing women's choices, enjoying freedom in decisions, combining paid work and unpaid care work, choosing the best alternatives from a variety of options of work conditions, provides the idea of self-esteem, helps decide career development as well as the best way of performing family activities. This theory is not free from criticism. The findings of this research are not reflected in some of the research work. However, working women are criticized that they emphasize their career and ignore the family responsibilities. However, if we think about the freedom in decisions, the idea of self-esteem, making decisions on one's career development, some positions are important for women where they have the responsibility to decide by themselves, working as a head or in the professional bureaucracy where the career path is maintained by the standard rules and regulations.

There are multiple issues regarding organizational policies, individuals' capacity and family roles that create problems for women professionals in performing their official job. Multi-dimensional problems make their work life more challenging and different steps are required to overcome all barriers.

2.10 Research Gaps in the Literature

Professionals and their coping strategies were not viewed extensively by the Ministry of Public Administration or in the public offices. This issue is used indirectly to the government offices that are embedded in the policies which have no clear-cut clarification, explanation, or practicing mechanism. This research provides an in-depth analysis with pragmatic clarification, defining the issue on the basis of women's views corresponding to policy makers in the organization.

The issue for coping in career and life is enforced in the private organization and there is some research that has so far been conducted. There are five researchers, including two in the public sector. One research was conducted emphasizing the women civil servants and another one conducted for selected women civil servants at the field level. All of the researches were conducted using a quantitative approach that lacked qualitative methods. However, adaptation in the workplace demands in-depth study, which can only be judged with the qualitative approach on the basis of the lived experiences of professionals, both men and women. Analysing the coping strategies, associated factors, individuals' views and experiences, motives and motivations, the necessity of performing social and family roles after the office work can provide a holistic view for the research. This study explores deeper understanding and findings.

Women professionals are an unexplored field of study in the workplace. However, they face most difficulties in the workplace because of their dual role. They have to maintain the family role while working in the office as well. The multifaceted problems of this professional group are to be analysed in terms on their position, status, roles in organizational decisions, and posting in rural or urban area. Seeing the holistic view of professionals, this research provides a thorough understanding about the problem and policy guidelines for the policy makers in Bangladesh. This area has not been extensively researched by any researcher. However, women constitute a major part of the workforce in the Ministry of Public Administration.

The MoPA is the ministry mandated to formulate policies for the employee, employment conditions, regulations, recruitment policies, promotion policies, work environment guidelines, and developing human resources. As the guardian for all public employees, including women professionals, it is the best time and field to explore this issue and to provide a guideline showing the real life experiences of the involved employees.

This is a new area for research in Bangladesh, particularly in terms of the policy issues in the human resource sector of public agencies, and may provide guidelines for policy evaluators as well. On the basis of the findings, policy evaluators can find criteria for outcomes analysis, impact analysis, stakeholders' practical views, and efficiency assessment. No research has been conducted so far in comprehensive way for this particular issue.

Policies on employment issues were mostly enacted in the early 1980s when the involvement of women just began and policies were formulated mostly by men without the stakeholders' views. Although some of those have been amended, there is a discrepancy and inconsistency in laws, rules, and policy decisions. This research provides an opportunity to analyse the real stakeholders' views, opinions which later can serve as a guideline for further development.

The research findings will provide an analytical approach to understanding the problems of women professionals in the workplace so that policy makers can attract and retain women in employment. Combining the views of both parties, i.e. males and females, was also found to be limited the research conducted in the public sector and in the Ministry of Public Administration in particular.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a detailed picture of the research and how it was conducted. It employed the qualitative method as the prime research method through various tools and techniques of data collection to support, predict, and analyze the research problem. As the research strategy for this study, case study was the best suited because this research presents a detailed picture of the issue which has been analyzed through multiple cases by research participants working in the MoPA. In-depth interviews using open -ended questionnaires, searching and collecting for documents on the formal policy issues, face-to-face interviews with the supervisors, and observations have been used as the data collection techniques to conduct this research. Basic information (demographic, marital status, number of children) concerning the participants, career advancement, years of experience in service and in the position, required and exact time for promotion, frequency of promotion, and salary grade has also been collected in the quantitative data to support the qualitative data.

3.2 Research Design: Qualitative Approach

This research utilized the qualitative approach through which it tried to demonstrate the coping strategies of professionals in the public sector, the Ministry of Public Administration in particular, to provide in-depth analysis. The qualitative approach is a humanistic method that provides a whole picture matching real life context in natural settings (Creswell, 2013; Juree Vichit Vadakan, 2013). The inductive method has been utilized to draw conclusions on the basic information collected from the informants regarding the issues factors found in the literature

(Chalmer, 1996: 6; Chalmer, 1999; Babbie, 2007: 22). The empirical data have also been collected to support the qualitative analysis. The qualitative approach has been chosen due to the predominant use of qualitative methods by other researchers in examining the nature of coping strategies and links between strategies in the workplace and role-conflict, and the factors that influence the career and life of professionals. In addition, the research questions have been considered best answered through the qualitative method because of the exploratory, inductive nature of the study. It aimed to elicit detailed descriptions of professionals, both male and female, of the MoPA and coping with workplace issues to provide how and why answers, drawing on their experiences rather than making assumptions about which employment-related issues were important. The philosophical beliefs underpinning qualitative research and interpretative frameworks were the best-fit in this research because of the multiple realities of coping strategies in the workplace and also the role in the family constructed through the lived experiences and interactions of multiple actors (Creswell, 2013: 36). It explored the perceptions of both male and women professionals and the consequences of paid work. It allowed informants to describe their thoughts and feelings in their own words. Adaptation to work and family is a crosscutting issue of multi-disciplines, such as sociology, psychology, organization behavior, economics, human resource management, and it can be profoundly handled using the qualitative research that crosscuts the fields of humanities and social sciences (Denzin and Lincoln, 2013: 12). Hesse-Biber and Leavy (2004: 2) advocated qualitative research as the best method to conduct research in the workplace.

The underlining meaning and characteristics of the qualitative approach help to determine the merit and progress of the research. Coping is a subjective issue that links to multi-disciplines in the social science area. It relates to sociology, psychology, economics, home economics, organization, and public policy, and gender, which means that coping strategies can be understood through social constructivism and explanations can be well presented through an interpretivist framework (Creswell, 2013: 22; Little, 1991: 84). As a social phenomenon is mediated by a subjective worldview, social science cannot penetrate the individual's world, which can be understood by explaining social actions and patterns of behavior (Little, 1991: 85). Hence it demands knowing the reviews and experiences of work and

family which depends on the factors related to society, the family, the organization, government policies as well as individual quality.

3.3 Philosophical Paradigm

The interpretative approach (which is also described as social constructivism) describes the worldview where individuals pursue understanding of the surrounding where they live and thus social actions are framed by a meaningful social world (Creswell, 2013; Little, 1991). They try to give the subjective meaning of certain things and objects. The understanding of a particular issue varies from one person to another because of experience and the situation. One's world cannot be explained by another world, whereas this understanding can be formed through interaction. Because of the philosophy, interpretivism is the best suited for analyzing the issue of work and family life and the professional's roles. Through this approach, various assumptions have been examined on the basis of career choice, organizational factors, and the adaptation of professionals. The ontological assumptions help with understanding the nature of the problem and the epistemological assumptions related to the various factors, relationships, and justification of the issue. This research is value-laden, biased by the present, the knowledge of researchers, and the experience gained in the social context, both interpretation from the researcher and the participants' views and experiences, have shaped the narratives. Following the philosophical assumptions, we can analyse the work and life issues concerning how men and women professionals understand, how they experience positive and negative issues, and how the organizational culture permeates their family life. The experience of one person can be different from others with different dimensions, notions, understanding, perspectives, and different feelings. Individuals understand issues differently in terms of meanings, values, and assumptions, which require a thick description to capture a holistic view. This approach is treated as hermeneutic because of the reconstruction of the meaning and significance of social arrangements and practices. Using this approach we can decode the text of the individual professional and explain the actions and behavior of professionals. Social scientists also suggest utilizing this interpretative approach for various meaningful reasons, as follows: 1)

individual actions, values, and beliefs can only be understood through interpretation in order to discover the real meaning or significance of those actions and beliefs; 2) the culture with its diversity in social life can be conceptualized and differences can be well-understood; 3) the behavior of the individuals in the organization is the product of social practices; and 4) there are no brute facts in social science and facts do not allude to specific cultural meaning, which varies from person to person (Little, 1991: 69). This signifies that the issue researched can be explained well using this approach. Furthermore, social science theories related to adaption, coping strategies, organization support, working culture, and family support can be explained in detail being linked to this framework.

3.4 Research Strategy: Case Study

As the research design of this research, the case study method is the chief method which has the main purpose to produce explanatory insights by analyzing the real life experiences of informants provided in contemporary and natural settings (Babbie, 2007; Thomas, 2010; Babbie, 2013; Creswell, 2013; Stewart, 2014). Yin (2014:16) defined case study as “empirical inquiry which investigates a contemporary phenomenon particularly a case in depth in real world where the boundaries between the phenomenon and context may not be clearly evident.” Regarding the detailed and deeper investigation of a particular issue, the case study method is widely suggested by social science researchers, particularly in the public policy discipline, in order to formulate and suggest formulating employee-friendly policies (Stake, 1994; Sutthana Vichitrananda, 2007). As case study provides the best answer of “how” and “why” as I have explored why copings strategy is the issue for professionals and how this issue is strongly associated with various factors. My chief objective of this research is how women as well as male professionals in Bangladesh unravel the issue. As case study embeds a variety of methods, it provides grounds to subjectively judge the issue and produces a holistic view of the research.

3.5 Why is the Case Study Selected?

The coping of professionals in the workplace and at the same time performing well is an important issue. In order to conduct in-depth study on professionals in detail, covering every issue to answer the research questions, the MoPA has been selected. Case study was considered the best method from a relativist perspective where multiple realities with multiple meanings and findings are observer-dependent (Yin, 2014). This matches the research on the adaptation strategies of professionals in Bangladesh, which are influenced by multiple realities and diverse factors. Knowing one particular issue in detail can be a strong subjective basis for explanation and analysis, for which a particular organization has been selected as the study of field. Case study has its own inherent characteristics that match with the study as well. The case method has several advantages for being utilized in this research. Effective case studies provide detailed descriptions containing necessary following tasks (Stake, 1994; Yin, 2014):

- 1) It binds the case or cases, conceptualizes the object of the study, i.e. coping, coping strategies, organizational support, policy issues, social and family support.
- 2) It selects the phenomena, themes, issues which are essentially emphasized in research questions.
- 3) It seeks patterns of data to eventually develop the issue to collect data and analyze and triangulates key observations collected from multiple sources and bases of interpretation.
- 4) As it helps develop theoretical assumptions beforehand, the research guides data collection and analysis in more specific and systematic ways.
- 5) It helps select appropriate strategies for the organization as well as the employees in the workplace.

In order to understand the MoPA in a holistic manner, professionals from each rank were selected as single cases of broader cases nested within the organization. Their views, experiences, and sufferings because of official activities and family activities can provide a broader view.

3.6 Doing the Case Study Research: Necessary Steps Followed

In order to materialize the research it was better to have a checklist and plan of action that would lead to achieving the main purpose of the study, for which following a linear but iterative process is advised (Yin, 2014). It is a concrete guideline to keep the research in progress and to continue the research step by step, including the planning, designing, and preparing to conduct the research, collection of the data, and presenting and sharing and analyzing. However, this process is not a linear but interrelated process of conducting case study research.

3.7 Data Collection Area: Ministry of Public Administration

The Ministry of Public Administration was the data collection area. It is responsible for doing all kinds of functions for the government related to government employees, their recruitment, policies, promotion, and placement. It also serves as the main body for providing public services to the citizens regarding law and order, land-related issues, disaster management, and local development. It is big ministry that places its people in other ministries as well as in its own departments and subordinate offices. It is the central ministry that coordinates with all ministries regarding employee issues. Chapter four captures a detailed picture.

3.8 Data Collection Techniques

Scholars have commented that the validity and reliability of qualitative data depend to a great extent on methodological skills, sensitivity, good understanding of data collection techniques, recording and transcribing, and protracted engagement with the participants (Patton, 1987). Analysis and interpretation of qualitative data can be made credible through observation, in-depth interviewing, content analysis, and picture and focus group discussion (Patton, 1987). In order to analyze the case studies, I have collected information from the informants, i.e. men and women professionals (key informants), hierarchical supervisors (men and women), utilizing interviews (unstructured and semi-structured) and observations (participant).

Besides the above-mentioned data collection techniques from the field, relevant policy documents, acts and ordinances, rules and regulations on employment, reports of different ministries, including the MoPA, research works on employment in Bangladesh, particularly women, and experiences with work have been collected as part of the document analysis. These documents are the secondary sources of for analyzing and aggrandizing the quality of the research.

3.8.1 Knowing the Informants

The main and most relevant persons matched with the research included in the list and the working people of MoPA were the key informants. Both men and women working in this ministry were the key persons, colleagues that were working either in hierarchical or peer roles. It was important to know the informants well and the surrounding environment in order to understand the subject matter.

A professional is a person working in an organization that has skills, good judgment ability, polite behavior, expertise in working procedures and sufficient training for producing the best output (Butler et al., 2015). The professionals in the MoPA are the working employees at the managerial level, either as the head of the unit, office or supporting the business procedures. Professionals at the managerial level may come either from the BCS (Administration), joining at the entry level, or other cadres in terms of lateral entry. This group covers employees at all ranks such as Assistant Secretary, Senior Assistant Secretary, Deputy Secretary, Joint Secretary, Additional Secretary, Secretary and Senior Secretary, where the first rank represents the lowest and the last one represents the highest professional in the administrative hierarchy. Professionals include both males and females. All 5,236 professionals of different ranks comprised the population of this research. Although the emphasis of the research was primarily set on women professionals, both were interviewed in order to obtain a comparative analysis and in order to strengthen the case study method. The sampling covered 31 participants, including 17 women professionals from Assistant Secretary to Secretary.

3.8.2 Gaining Access to the Informants

It is an important issue to build rapport and to collect sufficient data for making a good, creditable research. As the JS (APD) of the APD wing of the Ministry of Public Administration is the key person for appointments, posting and sanctioning the deputation of officials at all levels, he was the key person to access for the key informants (Patton, 1990; King and Horrocks, 2010). However, the Secretary of MoPA (who is also Senior Secretary to the government) is the gatekeeper for getting access to the source. I got access to the Secretary for approval because he is my controlling authority and my deputation for studying at NIDA was sanctioned with his kind approval. This gave official recognition for conducting the research in this ministry. However, being an outsider I went to the Joint Secretary (Internal & Foreign Training), as he looks after the internal and foreign training and the functions of the BPATC where I am working.

The MoPA is situated inside the Bangladesh Secretariat in Dhaka, where access is limited to the employees of the ministries inside and outsiders can enter with an access card issued by an officer not below the rank of Joint Secretary. An outsider can visit ministries only following the specific time schedule, which allows visitation from 12 noon to 5pm every day except Monday. The PS to Secretary and Minister can issue passes in favor of their senior officials, which allows visitors to enter at 10 am in the morning. The main problem was that I needed to enter in the morning for which I required a pass at 10am, which my known person, JS, could not provide. After getting the pass on the first day after 12 pm, I could not get any informants because of the lunch break, followed by some official activities. On the other hand, the PS to Secretaries and Ministers has limited passes. Building a rapport with the participants was vital for getting access to information which was essentially meant as the building of trust (King and Horrocks, 2010). I tried to find relevant informants and was introduced for rapport building. I utilized the linkage and my previous acquaintance with the organization where I worked and where they go for training. It enabled the participants to feel comfortable to open up and share his/her information. Throughout the data-collection process through the interview or secondary sources, I managed them through protocol and utilized my position. Participants were given the priority to select the time and date for the interview they felt comfortable with. During

the first three days, I collected all of the relevant contact numbers of my research participants from the known persons, so that I could contact them beforehand. One male and two female participants used their lunch time as they were so busy and could not manage to find free time. They chose that time and we had lunch together and talked. As it was a working lunch I could talk and note down along with the recording. They were so friendly that they offered lunch. This friendship helped me to obtain rich information.

To reach the informants, it was better to meet them in the morning, for which I was required to get pass from the PS to the Secretaries which I managed through my former colleague, Ms. "N", an SAS in the Ministry of Health and Family Welfare. Later I utilized another source for getting a pass from the PS to the Secretary to the Ministry of Relief and Disaster Management. However, it was not possible to get a pass to enter every morning, and for reaching the Secretariat I had to travel for two hours in the morning and 3-4 hours on the way back. This also gave me the experience of how professionals struggle in commuting. Although I am a trainer of almost all civil servants, it was also difficult to get access to enter the ministry. However, when I waited at the gate I also got support from the officials that knew me and they tried to help me obtain access. The problem was with the strict timing that was followed to enter the Secretariat.

On the second day, I went to the gate and requested a daily pass to an SAS, whom I studied with at Dhaka College and Dhaka University. He issued a pass signed by the highly-powerful designated officer in the ministry, the Joint Secretary (APD). I needed to enter at 10am to meet a participant. After describing the necessity I was not given permission to enter by the security staff at the entrance. I phoned my friend, who came personally to request in favor of me. He failed to convince them. Later he went and tried to issue another pass but the passes are limited every day. While I was waiting, one of my known persons, who had been my participant in 2012, asked me why I was waiting. He (an officer equivalent to an AS) went the counter and asked them to hand over my pass. The concerned person denied allowing me to enter before the mentioned time at 11am. Then he introduced his position as Home Ministry, and it worked. It was 10.30 when I entered. After that I sought his support or someone that had that power to issue the pass in the morning. I also tried to get a temporary pass

and was informed that it was highly restricted for which I needed to go through a long process.

3.8.3 Gaining Access to Secondary Data Sources

Primarily I faced problems in getting information from the relevant desks as I was not well-known to them. To gain access to the Ministry and Secretary of MoPA, I utilized another way of collecting information. My friend, who was in charge of a powerful desk and is equivalent to an SAS, assisted a lot. Because of him I could enter before the stipulated time. Sometimes a lower-ranked official in the hierarchy served the purpose very well which might have taken more time to materialize through the higher-position-holding person. An SAS is deemed as the vital post in the ministry as he or she holds a bridge position and works as the desk officer. It is thought that it largely depends on the desk officer's competency, wish or will how s/he places the file or issue to be resolved. A previous acquaintance helped me to gain the access, which can be termed as a kind of favoritism. The organization I have been working in is a center for imparting training to all civil servants, including those I interviewed, so everybody knew my organization well as they had undergone their FTC, ACAD, Senior Staff Course or other professional training courses there. The libraries of the MoPA and BPATC were also resourceful and were utilized for collecting the secondary data. The website of the MoPA also provides relevant information. Online documents of the Ministry of Law and Parliamentary Affairs were also good sources of ordinances, laws, and acts as the soft copies were made available. It saved time and photocopy costs.

3.8.4 Selection of Informants for Interview

Purposive sampling was used to select the professionals from the MoPA because it is effective for qualitative research. It had merit for this research in that qualitative sampling is "very different from conventional sampling. It is based on informational, not statistical, considerations. Its purpose is to maximize information, not facilitate generalization" (Lincoln and Guba, 1985 quoted in Eliason, 2006: 10). My purpose was to cover all levels of professionals to get maximum and substantive information for the issue. As I did not know them all, I followed the snowball

technique to identify my informants and subsequently key informants, both male and female officials. In order to conduct in-depth study I emphasized the officials working in the MoPA. I had a plan to cover all levels of hierarchical positions. The Secretary is the highest post, who serves as the chief executive officer of the ministry. He was not interviewed like other participants. Although Assistant Secretaries are the initiating officers, they were rarely found practically in the ministry. For this reason professionals ranging from Senior Assistant Secretary to Additional Secretary were emphasized to interview because of their availability and they had key positions in the ministry. I covered all levels, including supervising officials as well.

3.8.5 Types of Informants

I covered both genders with an emphasis on women professionals, of whom 17 women were interviewed, and 14 male informants were interviewed. I attempted to make my study represent officials at all ranks, from AS to Secretary. The categories of informants are presented below:

Table 3.1 Category of Informants Interviewed

Participant	Level/Rank	Number of informants interviewed
Category-1: Male	Secretary	1
	Additional Secretary	1
	Joint Secretary	5
	Deputy Secretary	4
	Senior Assistant Secretary	3
Category-2: Female	Additional Secretary	1
	Joint Secretary	2
	Deputy Secretary	4
	Senior Assistant Secretary	7
	Assistant Secretary	3
	Total	31 (Male-14, Female-17)

3.8.6 Detailed Description of the Research Participants

A total of 31 professionals of MoPA were interviewed, aged between 28 and 58 years, and the average age was 49 for the males and 41 for the females (Appendix-1). The male professionals were found to hold the highest post of Senior Secretary, while the women professionals were found to hold the rank of Additional Secretary, which was one functional rank below what the males possessed. However, both men and women had the same working experience of 29 years, as they joined in the same year in two different cadres. The male professionals from BCS (Administration) occupied top the positions. The average age and years of experience indicated that more women were in the lower positions and men were in the higher positions. Among the professionals one woman was unmarried, two women were widows, one woman was married for the second time, and the 13 other women and 14 men were married. Most of the male professionals had 2 children, except one woman that had four daughters, including two from a previous husband, one from the present husband's previous wife. The men had more experience in the service as they had an average of 22 years of service, whereas the women had an average of 14 years of service. It was seen that the transferring rate among the men was higher than that of the women as it was 8 and 4 times respectively. The average rate of transfer was 7 times. The male professionals had to move frequently. All women except two widows and one unmarried woman had service-holder husbands either in the cadre service or government service. On the other hand, most of the men had wives that did not have jobs. Only 6 said that their spouses were service holders in school, university, health, or the cadre service. The professionals had a master degree as the minimum qualification, whereas they also did a second master's or Ph.D. during their service tenure. Among the respondents, 12 professionals including 4 women had a second master's or Ph.D. and the highest degree-holding person was male. The interviewed professionals received a salary from grade 1 to grade 9 where the men would receive one from grade 1 to 6, and the women were in between grade 2 and 9. The highest official received a grade 1 salary, whereas the entry level officials received a salary at the grade 9 level.

Table 3.2 Salary Grades and Salary Range of Professionals

Salary Grade	Salary Range	Male	Female
1	40000 (fixed)	1	0
2	33500-39500	1	1
3	29000-35600	5	2
4	25750-33750	1	0
5	22250-31250	5	6
6	18500-29700	1	5
7	15000-26200	0	1
9	11000-11430	0	2
Total		14	17

3.9 Conducting in-depth Interview

As one of the most commonly-used techniques in qualitative research method, the interview technique has been used to collect the necessary data and information from informants. It is a process of collecting information through social interaction between the interviewer and interviewee that requires the researchers to have a thorough understanding of the theoretical perspective of the research (Patton, 1987; Bailey, 1994; Mason, 2002: 42; King and Horrocks, 2010). This understanding and knowledge are situated in the context that guides how to proceed and what to collect. In this process, both men and women professionals were interviewed. This process was guided by a checklist prepared on the basis of the research questions. While the interview was being conducted I noted down all of the information collected through the interview if possible at the same time or later just after the interview. With the permission of the research participants, the conversation was recorded and transcribed on the nearest possible day. In most cases interviews were recorded with permission, except three, as one person did not allow the recording and my electronic device did not work. I kept two devices as I could not trust the electronic device. I also collected data on the spending patterns of employees, the spending time for home activities of other family members, and the source of income of other family members for

supporting the qualitative analysis. Conducting interview the un-structured (also known as an open-ended interview and qualitative method) system was followed in order to discuss the subject matter through conversation regarding the informant's opinions, experiences, and feelings in more detail (Van Thiel, 2014: 94). I utilized the semi-structured interview for JS (APD) and the Secretary of MoPA and a structured interview for the quantitative part to provide more information for the qualitative analysis. The quantitative part was very basic, about the number of family members, years of service, number of promotions, salary grade, and frequency of transfer.

In order to make the interview more lively and helpful for generating a free flow of information, most of the interviews were conducted at a place where the participants felt comfortable. Most of the interviews were conducted at the office during their office time while two were interviewed in the training organizations and two in their residence. The interviewees were well-briefed about the research project. While asking questions, I maintained protocol. For example, the interview questions were simple to understand, sensitive question were avoided or asked differently, and the interviews began with greetings and ended with thanks (Babbie, 2013). As the working place was not easily accessible, I was prepared to change the interview time and schedule. I also took extra care because professionals from Deputy Secretary to Secretary were very busy persons and held very important positions. Interviewees are social elite and powerful persons by their designations. The official protocol was also maintained. The Joint Secretary and above were contacted through PS or other persons that were known to me. The quality of the interview and the volume of information through interview guided the qualitative research.

The time duration of each interview was between 15 minutes to 70 minutes. Most of the interviews were continued or clarified a second or third time. Only 6 participants were interviewed on the first day of meeting in person, though they were contacted over the phone and the schedule was finalized. Date and time was also different. Some interviews were conducted during the office time and some after the office hour. The interviews were conducted between August 20 and October 23, 2014. The actual duration of the data collection was more than that as I started to contact them before and after conducting the interview.

I considered some issues during the interview. While I was conducting the interview one participant in the training organization I faced difficulty with the roommate of my participant who was interfering our conversation. When the interview was going on with Mr. "X" who was very helpful and providing much information, his colleague uttered "your words are being recorded, so be careful of using words or speaking of others and truth." Surprisingly, my interviewee replied professionally, "it is real research to dig out real happenings, it is an in-depth interview, and facts must be discovered." I also reassured my participant that his anonymity and confidentiality would be maintained. That person would have been my respondent; I did not go to him for an interview. It was my assumption that he might not provide me with real information that might hamper my research findings. My participant asked me to meet him again and I did on September 8, 2014. As an OSD he gave me much quite important information from different angles.

I faced most difficulty interviewing one woman professional because of the timing. She was so busy she could not manage time for me but she did not say no to me. I went to meet her on August 31, 2014 to talk and got permission for an interview. She asked me to come on September 1, 2014 at 5pm, after the office work had finished. I arrived on time. However, she said she was busy and she had a meeting and could not talk with me. She asked me to come on the following day. I went there at around 4:30pm. The second day also was missed for her business due to her family, i.e. she needed to take her children out. Again I went to her for the third day. Seeing me, she tried to say "no", but she did not. She came to me and stood before me leaning against the wall. She told to brief her about possible questions so that she could be prepared for the next available day. I just briefed her, then started to talk and went on. She was speaking and I was asking and listening attentively. She was then really in a mood to talk about everything, shared her story as if with someone for the first time was listening to her life history and she needed to speak out all her sorrows, sufferings and struggles of life. I was spell-bound with her story. It went on for about 30-40 minutes.

After every interview, I summarized and validated with the interviewee in order for creating clarity, accuracy, validity, for which I went to the participants several times.

3.10 Observation

Observation is considered one of the important data-collection techniques for qualitative research that collects non-verbal data involving sight and visual data to arrive at certain conclusions and results through interpretations (Bailey, 1994: 242; Van Thiel, 2014: 70). It also includes data collection through other senses, such as hearing, touch or smell. It is a strong data collection technique and grasps ideas in detail and from different lenses which might not be possible to express verbally. Observation can be of two types: participant observation where researcher participates in all activities of the participants and role of the researcher is undisclosed and non-participant observation where the researcher does not participate in activities and participants know the roles and functions of the researcher. As a researcher, I had planned to observe all of the activities of the women professionals in the office area, their feelings about other colleagues, the supervisor's role, and the attitudes of males about women. I only observed their official activities and commuting. I accompanied one male professional from his house to the office and vice versa from 7:30am to 10pm, which helped me to notice and realize the sufferings of professionals. He commuted from his office to home with his colleagues. It took three hours to commute five kilometers. He also bought necessary things for family members on the way to home. This was also done for one woman professional who started her day at 7:30am and came back home at 8pm (a detailed picture is presented in Appendix O&P). Furthermore, I observed that almost all of the women professionals communicated their family members for any family purpose. For example, women used to instruct family members or maid servants to take care of their children over phone. I found only one male to do the same. Some women professionals brought food cooked by them whereas the male professionals brought lunch cooked by their spouse or maid servants. The information was also confirmed during the interview or discussion where needed.

3.11 Using the Instrument for Data Collection and Transcription

It is more likely to forget information collected through mental notes. Valuing the choices of informants and with permission I utilized an electronic device (voice recorder) to record the interview process and later transcribe, and then again validate, the information with the respondents. This was helpful while I wrote the analysis part enriched with direct quotation from the respondents.

I also utilized the benefits of IT when I was in need of clarification, more information, for which I used skype⁶, Viber, WhatsApp to save money. A mobile phone was also utilized when other options were not possible. However, it was expensive to call from Bangkok to Bangladesh.

The interviews were conducted mostly in Bengali (mother tongue) and English as well. The participants were confident in English, but comfortable in Bengali. Data were transcribed into English from the recorded interview in Bengali for which it took much time to listen and then translate. The English translation was checked again and modified and developed with the notes taken during the interview. Each interview took about 4-6 hours for transcription. Those interviews which were not recorded due to technical fault or permission were transcribed at night on the same date or on the following day before.

3.12 Data Analysis

The data analysis process and interpretation in qualitative study involve disciplined study, creative insight and careful attention to the purpose of the research and present the information in a persuasive way (Patton, 1987). It is considered the most important part of qualitative research. Data analysis begins with the preparation of the questionnaire during the data collection. However, the main part of the data analysis and interpretation are done after the data collection following the specific

⁶Skype, Viber, and WhatsApp are popular applications for voice and text communication. These are free of charge when the mobile phone is connected through the Internet.

techniques mentioned above linking to the literature. I followed the steps for data analysis suggested by Miles, Huberman and Saldana (2014) and categorized them into three main themes and fourteen sub-themes evolved from the interviews and case studies (Babbie, 2007; Juree Vichit-Vadakan, 2013; Yin, 2014). A detailed picture is presented in chapter four and five on data presentation, analysis, and interpretation of case studies.

3.13 Data Processing and Reduction

The data collected through the interviews were extensive. All of the interviews were transcribed, coming to about 240 pages. All of the verbal and non-verbal data were detailed and described. It was a main challenge to transcribe and fit the data into a language format, particularly in a writing format. The interviews were carried out mostly in Bengali whereas transcription was done in English by listening repeatedly. As I could not record all of the interviews because of the participant's reservations or technical difficulty, I noted down the information.

After coming back from the field, I received guidelines from my adviser. I pointed out all of the relevant issues that matched my research objectives and jotted them down. Primarily it was done based on each interview.

As there was a large amount of information, relevant issues were identified. All of those issues were then categorized using coding. The coded information was subsumed into some broad and sub-themes. Frequencies of information provided by the informants were also noted to find out the similarity and dissimilarity of the data and their abnormality. Only the relevant issues for achieving the research objectives were considered and others were omitted. Some of the quantitative data were also categorized to use as supportive information for the study.

3.14 Data Display and Themes

The most important and critical part of research is to display the data and analyze them, particularly the latter, as the analysis of a case is deemed as one of the least-developed aspects (Yin, 2014). I have followed the analytic strategy to handle

the data, which have been categorized into different arrays, creating a matrix of category and evidence, making tables and links, grouped thematically. From the theoretical framework it was found that there were three areas of this research: work, family life, and organizational and government policies. Data were analyzed through the presentation of three broad areas categorized according to the three main objectives of this research, i.e. socio-economic factors that influence professionals in choosing their career; organizational issues that impede professionals' career and life and necessities for coping at the workplace; and analyzing the coping strategies for better performance in the workplace and for a better family life.

3.15 Conclusion and Verification

The main issue was to check the literature review and coordinate the massive information and keep all of the relevant information as well as analyze it. The relevance was continuously verified and checked so that the direction prevailed in right way. It signifies the triangulation of data, data sources, and methodologies.

3.16 Reliability in Qualitative Research

Data were collected from the professionals of the Ministry of Public Administration, which is a reliable and valid source. Reliability concerns the methods of data collection, which should be consistent so that the collected information cannot distort the findings of the research (Denscombe, 2002: 100; Bobbie, 2007: 143; Yin, 2014: 48). It is mainly the evaluation of methods and techniques of data collecting. Data were collected not only from the interviews but also from observation, document analysis, and other sources to make the findings more reliable. These were linked to the interviews, the topics derived, and later the data source was checked with other documents or persons. As data triangulation increases the rate of reliability in research and provides a detailed view, I have used multiple data-collection methods and technique and triangulated this information with the research issues. The selection of informants was the primary task of maintaining the reliability of the collected data. However, in terms of collecting data from secondary sources, particularly regarding

policy documents, the MoPA published documents or other government publications were reliable sources. The MoPA official website was also a reliable source of published data. However, it the participants, who have to be relied on for any information they provide and qualitative research data may be value laden by individual values and norms.

3.17 Ethical Issues and Building Trust

Ethics is one of the vital and critical issues in qualitative research that concerns the evaluation and justification of norms, values, standards of individuals and interpersonal behavior practiced in social domains (Homan, 1991: 1). As ethical issues entail diverse points, I have maintained confidentiality, privacy and anonymity, informed consent, trustworthiness and friendship with the informants, the truthfulness and accuracy of the data, protocol and social norms, and contextual interpretation of the data (Lichtman, 2014: 57). Qualitative research is influenced by social and cultural values that cover a broad framework of multicultural, gender inclusiveness, pluralism, and economic factors for which research should keep a variety of issues in mind (Denzin and Lincoln, 2013: 124). These ethical issues entail content analysis, data collection, utilization of data collection techniques, methods, sources of data, analysis, using the name and identity of informants, and even recommendations. As a research it is valid question to maintain ethical issues in terms of collecting data, analyzing data, the confidentiality of the information, sources of data and putting the informant's information in the analysis. From data collection to analysis, high confidentiality and a high degree of ethical standards were maintained. Permission was obtained for recording. After transcribing the data, it was also ethical to check with the informants about what had been rewritten. My research was very sensitive to some extent to the family members (mainly spouses), supervisors, and organizational norms and culture, where high ethical standards have been maintained. While presenting and analyzing the data, no names of interviewees were used in this research. I have also changed some district and upazilla names so that the readers cannot recognize the professionals and so that the report may not harm them in any way, even personal relations with family members and colleagues.

Another important element was that as a male researcher, I was very cautious and concerned while collecting the data from the female participants. It is necessary to achieve credibility and trust about my position as a researcher. This research was done primarily based on my interest, and was later linked to the policy issues needed for the whole community of women professionals. Professionally I have a connection with all civil servants that must come to our organization and we know each other. The BPATC is my organization, which was established for the training of all professionals. I have exploited this fame. It helped me to obtain access to the informants. I believe that my honesty concerning research and involvement with the job created credibility for accessing the data. Prolonged engagement in the field created an opportunity to collect data suitable for my research. Finally I maintained good relations with the respondents, which was helpful for me to collect the data even after finishing the first phase. I valued their work time, personal life, personal issues, and official responsibilities. Moreover, frequent visits to the research participants and continuous time to time communication helped to develop their confidence in me. Although it seems I collected data from the field for about three months, It took more time. Before going to the field and interviewing the participants, I communicated to them from Bangkok and later I continued the communication and collecting data after my arrival in Bangkok.

3.18 Carrying Out the Research Project

Table 3.3 Carrying Out Research

Research Questions	Research Objectives	Key Issues	Methods	Data-collection techniques
What are the socio-economic factors that influence professionals in choosing their jobs?	Identify the socio-economic factors influencing career choice;	Socio-economic factors	Case Study	In-depth interview, document analysis, primary and secondary data sources

Table 3.3 (Continued)

Research Questions	Research Objectives	Key Issues	Methods	Data-collection techniques
What are the organizational factors that inhibit the professionals' career and life?	Analyze organizational factors influencing professionals' career and life and the necessity for coping strategies;	Organization factors, policies and practices	Case Study	In-depth interview, document analysis, observation, primary and secondary data source
What are the adaptation strategies that they follow to overcome those barriers?	Analyze strategies for better adaptation in the workplace.	Individual / organizational strategies	Case Study	In-depth interview, document analysis, primary and secondary data sources

CHAPTER 4

MINISTRY OF PUBLIC ADMINISTRATION AND ISSUES LINKED TO COPING STRATEGIES

4.1 Ministry of Public Administration

This case study focuses on how the Ministry of Public Administration⁷ policies and work conditions influence the career and life of men and women professionals. The MoPA is responsible for all kinds of functions related to government employees, such as selection, placement, deputation, leave, seniority, promotion, training and development, retirement, and the conditions of pension (MoPA, 2013; GoB, 2014). The problems arisen due to the above-mentioned issues of professionals require identifying what they have to do. In addition to that the MoPA also formulates and implements some policies that are necessary to maintain professionals' life after they perform in the workplace. It is a large ministry that places its professionals in other ministries and its own departments as well as subordinate offices. It was found that the following structural and systemic issues had an important role in identifying the coping strategies to do better for the lives of men and women.

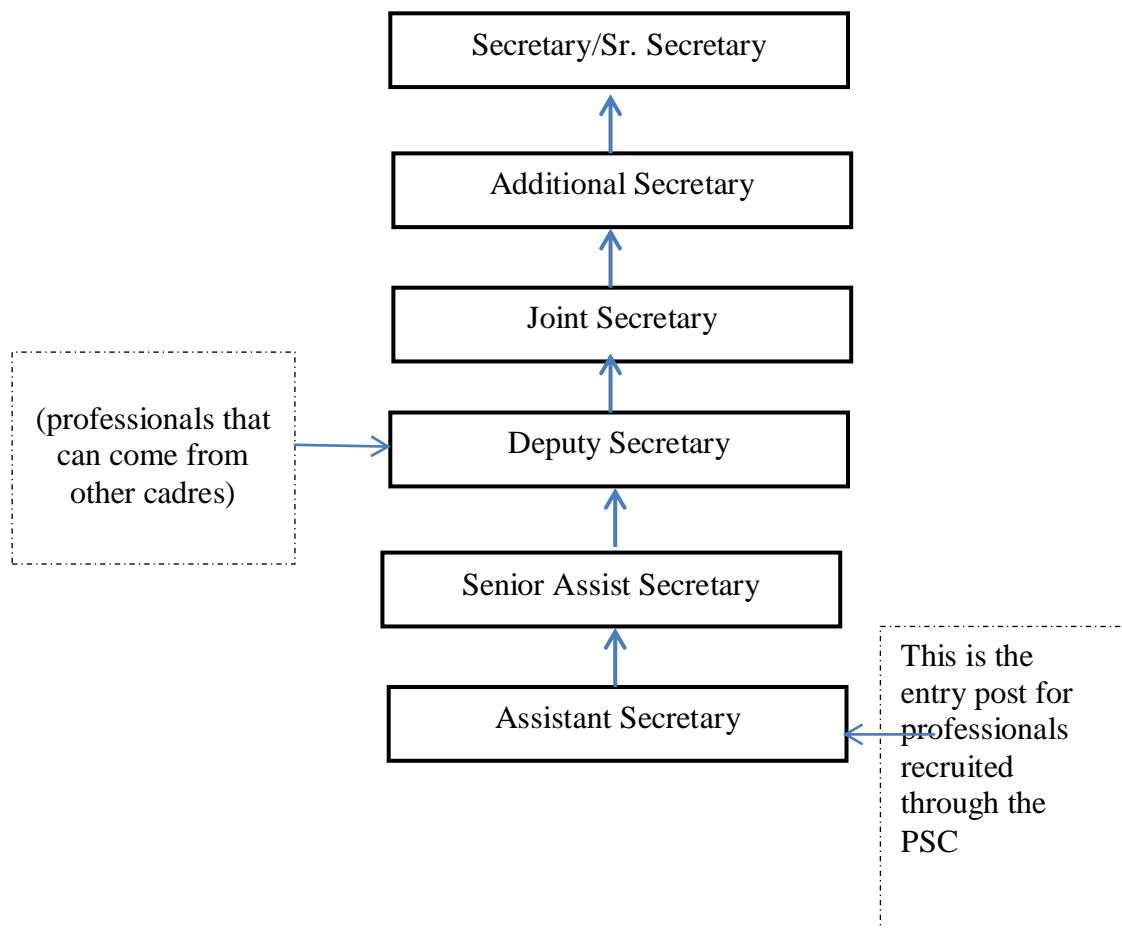
4.1.1 Structural Influence

The MoPA is composed of 8 wings, 24 branches, and several sections where the Secretary is the administrative head & the Principal Accounting Officer, the Additional Secretary, and the JS are the head of the wing, the DS is the Branch head and works under the wing, and the SAS/AS is the Section head & works under the branch (MoPA, 2013). Structurally the ministry has four tiers (Appendix B). An AS

⁷The Ministry of Establishment was changed to the Ministry of Public Administration on April 28, 2011 (MoPA Annual Report 2012-2013)

or SAS is supposed to initiate the files of policy decisions which is required to end with the final approval of the Secretary following two more steps in between. According to the Secretariat Instruction, 2014, decisions will be finalized through three tiers in the ministry (GoB, 2014).

The classical decision-making levels in the secretariat are three, i.e. the Under Secretary, the DS, and the secretary (Maheshwari, 2002). However, the MoPA has six tiers in its hierarchy. The AS and SAS are the file-initiating officers in the ministry and the Secretary is the final decision maker. The number of tiers in the hierarchy not only takes more time for the disposal of decisions but also delays for professionals in terms of achieving higher positions through promotion. The administrative hierarchy is the following:



Figures 4.1 Administrative Hierarchy in MOPA

The existing structure contradicts the Secretariat's Instruction and approved organogram. In the hierarchy the post of Senior Secretary has recently been added, who works as the principal accounting officer/chief executive of the Ministry or Division. He does the same duty as the secretary. However, the SS is posted in the large ministries such as the MoPA. Currently 8 Senior Secretaries are serving the government (Staff Correspondence, 2013; MoPA, 2013). The professionals at the higher ranks enjoy more power and get more financial and non-financial benefits that influence their career and family. The government has planned to pay the SS more in the upcoming pay scale.

There are two ways to be promoted in the hierarchy. One (mainstream) is through fresh recruitment at the entry level as assistant secretary, who can be promoted up to the highest position. The second one is lateral entry at the DS level and this person can reach the top position. The top-most positions are always favored for mainstream professionals. Only four out of 63 secretaries are promoted by lateral entry. The number of women professionals is also less in the higher ranks (Appendix C).

4.1.2 Selection and Appointment

The MoPA has the major role of appointing managerial level officials for all ministries and divisions in the name of 28 BCS cadres⁸. It follows some steps for recruiting officials: the MoPA sends a requisition to all ministries to send the number of officials that are vacant and which they need to fill. With the required number of officials intended by the ministries and other organization, the MoPA sends it to the PSC in order to conduct an examination for final selection. Recruitment is done by the

⁸There are twenty-eight cadre services in Bangladesh Civil Service subsumed into two broad categories: General Cadres such as Administration, Foreign Affairs, Police, Audit & Accounts, Cooperatives, Economic, Food, Information, Family Planning, Postal, Railway, Taxation, Ansar Trade and Professional Cadres, such as Public Works, Roads & Highways, Telecommunications, Public Health, Forest, Railway, Livestock, Fisheries, Statistics, General Education/Technical Education, Information, Agriculture and Food.

PSC⁹ following a rigorous written examination and viva voce. It is a highly competitive and attractive job as a huge number of graduates try to achieve civil service. For example, a total of 244,107 graduates applied for 1,803 posts in 2014. After selection of candidates, they are sent to the MoPA. Graduates 21-30 years of age are eligible to enter the cadre service. This age is relaxed for freedom-fighters¹⁰ or their children up to 32 years of age. Everybody should have a minimum of a four-year bachelor degree in any discipline from any recognized university. The Public Service Commission conducts a three-stage examination system for selecting the bright caliber students. First of all, the PSC takes a preliminary test for minimizing the number, then a written examination of 1,000 marks (recently changed to 1,100 marks) on 8 different subjects of 800 marks and the final step is a viva voce of 200 marks (MoPA, 2014). After all of these functions, the PSC finalizes the merit list of job seekers and sends it to the MoPA to appoint them. Since its inception the PSC has conducted 34 batches and recruited more than 60,000 officials for different 28 cadres. The MoPA sends 27 other cadre officials (such as police, customs, taxation, foreign affairs, fisheries, agriculture etc.) to the concerned departments. Only members of the BCS (Administration) cadre join the entry level post of managerial level job as AS in the MoPA.

4.1.3 Placement

A total of 5,236 professionals, including 965 women professionals of different ranks, belong to the MoPA (Appendix C). They can be posted in different places: first, the MoPA, the mother ministry which is situated in Dhaka; secondly, other ministries in Dhaka; and thirdly the subordinate offices of the MoPA at the field level; and fourthly, other organizations. The first two categories of placement are Dhaka based; the third one is outside the ministry (mainly outside Dhaka) and the fourth one

⁹The Bangladesh Public Service Commission (PSC) is a constitutional body mandated to conduct recruitment and selection of gazetted class-I and II officials. It comprises one chairman and 9-11 members.

¹⁰Freedom-fighters mean those that fought for the independence of Bangladesh in 1971.

can be either in or outside Dhaka. This placement greatly influences the professional's career and personal life, as the benefits vary from one place to another. Lower-ranked professionals can hardly work in the first two categories, which means that professionals cannot stay in Dhaka even if they need to for their family purpose.

A total of 112 professionals, including 28 women, are currently working in different positions in the MoPA in Dhaka (Appendix D). This indicates that 38% of the women are working in the mother ministry, which is double compared with the percentage (18.43%) of total women's employment. One of the main reasons for being in Dhaka is specific office time, according to which women professionals can easily go back home and perform household activities. The male professionals also acknowledged this reason. The spouses of women professionals work in Dhaka and that also helps to manage posting in the ministry. Concentrations in Dhaka and the avoidance of field level postings have other meanings as well, which are important issues for discussion. Staying in Dhaka and avoiding other postings can be linked to the adaptation strategy. One male professional mentioned that the environment of the MoPA in Dhaka is more congenial for women because of more hierarchical tiers. As a woman, she can easily get support from senior or senior-most officials.

However, it may not happen in the field administration as there are not many senior officers that we have in hierarchy in the Ministry. Because DC and his ADCs are the two senior officers in the hierarchy. [There are] three tiers only. DC is the highest position holding person. And very young officers are posted in DC office. It [problem] may happen there or may not. Here we have many tiers from AS to Senior Secretary.

The MoPA in Dhaka has 14 vacant posts (IT personnel) which are mostly at the lower positions and cannot be filled by mainstream professionals.

Although the MoPA in Dhaka is the mother ministry and it has limited duty posts, professionals also prefer other organizations because they can get extra financial benefits. If they work in training organizations (fourth category), they receive 30% on top of their regular salary and 20% in other organizations as a

deputation¹¹ allowance (GoB, 2005; GoB, 2009b). This facility helps them to lead a seemingly happy life, as they can stay in the capital with their family members and get more money. The fourth category placement also includes autonomous organizations, corporations, UN bodies, and embassies which have more diversity of work. The diversity of work brings financial and non-financial benefits for which professionals try to accept or avoid postings in different places. Avoidance (disengagement) or acceptance (engagement) serves as a strategy for coping in the lives of professionals.

Placement in the central area (either in the MoPA or other ministries or bodies in Dhaka) and organizations outside Dhaka influences the work and life of professionals. Officials work in the central area, particularly in the ministries, means enjoying the civic facilities of Dhaka, whereas officials working at the field level face more challenges. Some civil servants work for a long time at the field level and are posted in the ministry after promotion as DS or JS and they feel deprived. Opportunities come through the MoPA in Dhaka and the first group is favored. The ministry nowadays allocates some foreign training programs for field level administration. A group of officials adapts the strategy to manage posting in the ministry or in other organizations to stay in Dhaka through different mechanisms. Fewer numbers of posts (580 out of 3,477) in Dhaka are found vacant whereas a significant number (945 out of 2,585) of posts are vacant in the field, which creates pressure on working officials (MoPA, 2013). The third group maintains extended hours that create obstacles to spending time with family members and which this placement is usually avoided by women professionals.

Although professionals are bound to work anywhere across the country, they try to utilize the policy options for their benefits (GoB, 2009b). If both husband and wife are service holders, policy dictates placing them in the same or near the place of their spouses. This cannot always be maintained as spouses do not necessarily work in

¹¹Deputation is a specific time period when professionals are placed in other organizations. They serve there for about three years and after the specific period they return to the MoPA in Dhaka.

the government service or same service. It also requires having vacant posts or suitable posts in that particular office.

It was found that the posting of the husband, social insecurity, the education of children, challenging jobs, and longer working hours were considered for better strategies when a woman was posted so that they can make them best fit with the working environment. This policy has both positive and negative effects. Interviewees cited those issues whereas the JS (APD) did not want to treat them as woman but rather as officers. This indicates that he values women for every job, without any discrimination. The data explained that women are privileged in terms of posting. They are favored in terms of placement, as indicated from the 38% of women working in the MoPA in Dhaka and 31% in the DC offices near Dhaka and big cities (divisional area) (Appendix D&E). Consideration for women professionals creates an imbalance in placement and male professionals suffer more.

There is a question concerning who is favored for posting, particularly for lucrative placement such as Secretary, Joint Secretary (APD) Divisional Commissioner, DC, and ADC. These posts are considered as the main attractions of joining this service. Out of 63 secretaries, four women are currently working as secretaries in the Statistics & Information Division¹², the Ministry of Social Welfare, the Ministry of Food, and the Ministries of Fisheries and Livestock. These ministries are not deemed powerful. One woman professional made a comment,

Usually woman is not placed as the secretary, and you will find very negligible number of women as secretaries. You will not find any woman in the most powerful ministries like Ministry of Home, MoPA, Ministry of Foreign Affairs, and Ministry of Defense. If they are promoted and posted, they are in some less powerful ministries.

She further added that women are not posted in some powerful positions such as Divisional Commissioner for the JS/ Additional Secretary, Secretary, Deputy Commissioner for DS, etc. If they are provided, they must be in a B or C category

¹²It is a division under the Ministry of Planning.

position. From the secondary data it was found that there was no woman working as Divisional Commissioner in the 7 divisions. Only one woman was holding the position of DC in Manikgonj district and 63 other DCs were male (Public Administration Computer Centre [PACC], 2014). Manikgonj is a small district. Similarly, the JS (APD) is deemed a powerful position as he makes appointments, placements, and the deputation of all officials, including officials that are senior to him. Women and professionals as lateral entries are never posted in this position.

The placement of project directors (PDs) for various projects is another important issue for professionals. The DS and officials above that position can be posted as PDs for the project period. A competent professional is supposed to be posted as the head of the project. The project has extra facilities, such as a charge allowance, vehicle facility, internal and foreign tours, etc. A woman is not generally placed as a PD. Only two women professionals were found, whereas 100 PDs were male professionals (Appendix F). Two women professionals were working as the PD of two projects, namely “Women Empowerment to build Digital Bangladesh through ICT” and “Economic Empowerment of Women Entrepreneur Project,” which are related to women.

A similar picture was found for the post of private secretary (PS) to the President, the Prime Minister, Ministers, State Ministers, Deputy Ministers, Chief Whip of the Parliament, Opposition Leader and Secretaries. Generally male professionals are appointed as a PS. Only four women out of 99 officials were holding this position where one woman (JS) was working as PS to the Prime Minister (Appendix H). Gender is also considered for the placement of women professionals. The PS to the Prime Minister (PM) is a woman because the PM is also a woman. Two other women professionals were working as PS to the secretaries in two ministries where the bosses were also women. The private secretary has some attractive benefits and can exercise power.

Professionals utilize these categories of placement and try to exploit the benefits for their personal and family purposes to minimize their stress and tension about the family. The trend was found that professionals try to avoid field-level placement and to be posted in Dhaka for greater benefits and opportunities.

4.1.4 Seniority and Promotion

The merit list prepared by the Public Service Commission at the first entry is the main basis for promoting officials. Following it, a seniority list is prepared for promotion and is always maintained and is unchanged after new promotion. Stipulated years of experience are needed for the next promotion. Promotion can be either vertical or horizontal. Vertical promotion happens from a lower rank to upper positions with a higher pay scale and added benefits. A horizontal promotion keeps ranks and pay scales unchanged and brings about some extra benefits. While considering the vertical promotion of officials, the annual confidential report (ACR) is considered because 85 percent marks on the ACR for the preceding five years are necessary.

The annual confidential report-based performance evaluation system has been criticized because this system does not provide the rational judgment of performance of an individual; rather, it is highly subjective and based on personal relations. It is done annually, for which the good relation for the last few months of the year are enough to attain a good score on the ACR. The system helps personnel to maintain different strategies to gain good scores. Personal relations depend on a myriad of issues. As it involves three persons to produce the outputs, i.e. scores either good or bad, it totally depends on the chain of these three persons. This process affects the ultimate score in many ways (Appendix I). Here “good” refers to the person having the quality of judging fairly, being competent, financially honest, and responsible in work. On the other hand, “bad” refers to the completely opposite direction from good. A high score carries good marks, which are 95 and above out of 100; moderate means 85-94, and a low score indicates less than 85 with adverse comments from either the initiating or counter-signing officer. It is mandatory to have at least an 85% score with no adverse comments on the ACR in order to get the next promotion. There is a high possibility to get a high score in the two opposite directions that depends on the nature and relation among the officials. Sometimes it does not matter whether the immediate supervisor is good or bad; if the subordinate official keeps good relations in any way with the counter signing officer, a very good score will be achieved even if there are adverse comments by the initiating officer. It will bring negative consequences for the promotion, posting, and assigned jobs that have direct or indirect effects on the family and one’s personal and social life.

Haque (2012) identified some disadvantages of the ACR, such as the likelihood of bossism, a flattering tendency among the rates, and being highly susceptible to the rater's (initiating or counter signing officer) biases which do not reflect the real performance of professionals.

Promotion from Assistant Secretary to Senior Assistant Secretary is done in the regular meeting of the MoPA headed by the Secretary, which is a regular promotion after five years in service. Usually an Assistant Secretary when his or her service is confirmed and passes the senior scale examination, s/he is eligible to be promoted as SAS. A senior scale examination is conducted by the PSC for which the promotion of SAS is never questioned. The meeting of the Superior Service Board¹³ (SSB) is required for promotion from DS to upper ranks.

4.1.4.1 Promotion without Vacant Posts

It was found that a significant number of officials were promoted without the sanctioned or vacant posts (Appendix H). The main logic was that they have completed their specific period and if they have to wait for senior officials to be promoted to the next senior posts or retire, they may face difficulty in getting a promotion. On the other hand, it is also an issue of violating the law. It is understood that there is no systematic structure of promotion, which creates the same problem every time. Because of excessive promotion without vacant posts, there is a huge imbalance at the Assistant Secretary and Senior Assistant Secretary level. Whereas the PSC finalizes officers for new entry regularly as proved from the statistics from 2001 to 2014, a good number of officials through 13 batches (from 20th to 33rd) joined the service. Although it takes two years to complete a one-batch intake, the recruitment overlaps with other batches. The problem with promotion lies with the excessive number of intakes in some batches. Officials from small batches blame their promotion delays on the excessive number of officials in previous batches. There is a

¹³The Superior Selection Board (SSB) initially consisted of the Cabinet Secretary as Chairperson, Secretary of the MoPA, Secretary of Finance, Secretary of Law and Secretary of Home as members. The formation and functions of the SSB change time to time. The committee recommends officials for promotion and sends the recommendation to the Prime Minister for approval.

communication and procedural gap among the ministries and the PSC for which problems exist, leading to the delays in the process and the scope of corruption (Sarker, 2015). Because of excessive promotions, some that have good connections are placed in the higher posts whereas some are kept in the same position and they cannot get the full benefit of promotion. This creates dissatisfaction among the deprived professionals and it becomes more precarious when junior officials in the seniority list enjoy power, status, and benefits.

4.1.4.2 Promotion from Lateral Entry

The government wants to develop a group of expert civil servants with diverse expertise so that they can handle and provide better service to people and enhance economic growth, for which there is an option in the administrative service to recruit officials from other cadres. They are called lateral entry and can be included as DS in the administrative hierarchy (Appendix B). Lateral entry affects the mainstream officials. According to the promotion policy, 75 percent of the posts are allocated for the mainstream (administration cadre) group, while 25 percent are for other cadres. However, this condition was violated in promotion happened on April 21, 2005. The officials of the mainstream got 82 percent of the posts while the other cadres got only 18 percent instead of 25 percent. The MoPA (the then Ministry of Establishment) issued a circular about the promotion of 327 officials, of which 265 were from the administration cadre and 62 others were from other cadres (Staff Reporter, 2005). After serving a certain number of years, the administration cadre officials usually gets promotion on time unless someone has a service-related problem. It takes more time for lateral entry officials. Four respondents, who came as lateral entries, mentioned that it took more time than the condition of minimum years to serve in one position to be promoted to the higher ranks. A male professional stated the following:

Promotion... I did not get on time. I was promoted as deputy secretary within three years then we need three years to be promoted as joint secretary. But it took about six years.

Another woman professional also showed similar view—that she was promoted to Additional Secretary after four years whereas her juniors were promoted

before her. Lateral entry professionals are a minority group in the MoPA. Professionals from the lateral entry suffer in their career and that creates obstacles in their career. Discrimination in promotion causes dissatisfaction about jobs and causes mental stress.

Problems are created in balancing work and life when professionals from either mainstream or lateral entry are deprived of promotion, having all of the prerequisites. This increases dissatisfaction and stress. Society treats them as corrupt or as incompetent, and family members face pressure from the society. There are some reasons for this discrimination, such as the required score on the Annual Confidential Report (less than 85%), corruption cases, required service in the designated post, staying outside the job for a “lien” or for a foreign mission or for political reasons. The most important reason is the consideration of those officials as the supporters of the opposite political ideology, for which they are frequently superseded. However, this reason is not explained by the government. Excluding officials from the promotion list is a violation of the fundamental law of article 19 of the Constitution of Bangladesh, which states that, “the State shall endeavour to ensure equality of opportunity to all citizens.” It is a violation of the constitutional right of equal opportunity in public employment which states in article 29(1) that “there shall be equality of opportunity for all citizens in respect of employment or office in the service of the Republic” (GoB, 1996). Although professionals can go to court to get justice, they do not go as they are not told the reason for discrimination. They wait for the kind consideration of senior officials or the government to change. Ultimately the deprived professionals lose their concentration at work.

4.1.5 Duty Allocation

Jobs bring financial, non-financial benefits, upward mobility, and power and authority. Professionals are assigned jobs according to their ranks and are entitled to enjoy the benefits of the assigned posts. However, some are not assigned any job. There is a clear distinction between two groups; one is the working group and the other group members are called officers on special duty (OSD). Keeping a professional as an OSD is an organizational strategy. Literal OSDs should be posted in jobs where they need special support and expertise, and they should be given

special preference. In reality, the OSDs do not have work. They come to the office and receive a salary. Now the OSD is not a term used as a noun as identification; rather, it is used as an adjective to show the state of a person without a job. It is a derogative word in bureaucracy in Bangladesh. There are many reasons for making an employee an OSD, for example, for study purpose, immediate after promotion, training, political reasons, or discipline. A person can be an OSD for a short or long term. A short-term OSD is a regular process while a long-term OSD is deemed as punishment, if not for study or a lien or training. The table in Appendix J contains long-term OSDs where no woman was found. All OSDs receive a salary from the MoPA in Dhaka. There has been a significant number of OSDs for a long time from whom the government has not received service. One hundred and sixty-three officials, mostly male professionals, were found OSDs in the last five years (Appendix J). The government had to spend 501,058,000¹⁴ BDT (USD 6,387,988.44) without getting any service from them (Appendix K).

Being OSD also affects individual performance, family and society. People in the society try to find faults with the OSDs and do not want to respect them. OSD professionals cannot get the benefits inherent within the job. They avoid social gathering to avoid questions. Long-term OSDs are frustrated and deprived of service benefits as they do not have work and have mental pressure from the society and family. They have no power.

4.1.5.1 Recent Trend of OSDs and Probable Reasons

A good number of officials (392), including 55 women professionals, have been made OSDs for some reasons (Appendix L). Among them 134 officials were OSDs because of study purposes or liens either in the country or abroad, whereas the rest of the officials have different reasons, mostly political ones. The government thinks that they belong to opposition parties. OSD happens when some officials work in some important posts such as DC, Prime Minister's office, PS to Ministers, and they are treated as the supporters of opposition parties (Bidhya Bowornwatthana, 1996; Rajib, 2015). A negligible number of officials are OSD because of corruptions cases.

¹⁴ One taka= 0.013 dollars, calculated on 25.03.2015

4.1.5.2 Professionals Working in Duty Posts or as Supernumeraries

According to the organizational structure specified for ministries and other organizations, there are some duty posts (exact number of posts mentioned in the organogram) which are filled through promotion in the hierarchy. It was found that a significant number of officials were promoted without posts. Because of excessive promotions, many officials work at a lower rank or become an OSD. In order to place those extra officials the MoPA creates supernumerary¹⁵ posts in which the individuals work in lower positions. For example, there are some DSs working in the sections as supernumerary DSs temporarily. One Additional Secretary, 10 Joint Secretaries, 22 Deputy Secretaries, 4 Senior Assistant Secretaries were found working as supernumeraries in the rank of JS, DS, SAS and AS respectively (MoPA, 2013). This means that their ranks were changed but not their positions or responsibilities. The culture of excessive promotions is so frequent and common that the administrative hierarchy has a different shape other than the standard pyramidal shape. It creates a huge imbalance in the lower posts, particularly at the SAS level. Excessive promotion forces the creation of another culture in the administration; that is, posting to ministries as attachments. The attached officers work in the posted ministry while they receive a salary from the MoPA in Dhaka. A total of 205 professionals of different ranks have been attached to different ministries where 15% were women professionals (Appendix M). Professionals working as attached officers or in supernumerary positions are not satisfied as they cannot enjoy the benefits like the professionals posted in the duty posts.

As there is a shortage of officials in the lower posts because of excessive promotion, service delivery in rural areas is severely hampered.

¹⁵Supernumerary means exceeding the usual number, which also means a temporary employee. A supernumerary post may be created for a suitable person in any of the existing grades. The grade and the starting pay will be decided by the appointing authority. Tenure in the supernumerary post will not ordinarily exceed 2 years. The creation of the supernumerary post will not depend on the question of availability or non-availability of a vacant post in the grade, nor will the supernumerary post be adjusted against a regular post.

Professionals at the lowest level have more pressure and spend more time with the job. It hinders the balance between work and family, where juniors suffer the most. The PSC cannot recruit new officials following a rigorous competitive examination to meet the faster speed of promotion. Those that have good connections with the senior officials or political parties can easily manage their posting, whereas some higher-ranked officials work in lower posts. Although it is legally forbidden to have a connection with political parties, it is a mediating factor and has become an unwritten tradition (GoB, 1979). Article 25(2), 30 of the “Government Servants (Conduct) Rules, 1979”, clearly restricts public officials from taking part in or assisting political parties directly or indirectly, and the violation of these rules will be treated as misconduct leading to a department proceeding with major penalties (GoB, 1979; 1985). The major penalties include termination and removal from service.

4.1.6 Diversity of Jobs and Volume of Work

The MoPA has a huge scope for assigning diversified jobs to its professionals. Professionals mentioned diversity of jobs as one of the most attractions of this service. Officials as lateral entries also said the same thing. Diversity of jobs helps one to become a “jack of all trades and master of none” and keeps one busy with the new environment and jobs for which they cannot fully concentrate on the job. They are treated as generalist, meaning that they are fit for some jobs as they have overall knowledge to perform and coordinate activities. However, they need some managerial skills, not technical skills. On the other hand, specialists have technical knowledge and command over activities. Professionals are not expert in performing as specialists. They need to some training and skills. They do not feel compelled as training and skills are not part of the career and the MoPA has yet to fix the core competences of civil servants. If they want to do better, more time is needed, which cuts the time of family members, and if they start jobs without being experts in that particular job, the ultimate service recipient becomes the loser.

The volume of work of this administrative service is another issue that creates extra pressure on professionals. The number of vacant posts adds pressure to this job. That is why professionals have to spend more time or critically analyze the matter.

Diversity and volume create fatigue and boredom, which reduces performance at work and the scope of quality time with family members.

Sometimes officials take files home if they cannot finish them at the office and that creates another problem in the family. Family members, especially spouses, do not like that their spouses bring office work at home. It creates role conflict. Ms. "A" was politely forbidden by her husband to bring office work home and to deprive the children. Mr. "G" had to convince his wife, showing many reasons for which he was permitted to do office work at home. However, it created the issue of worsening relations, as he stated in the following story:

One day I brought files to my home as it was important. Seeing those files, she became angry as she did not get my time for household activities. She scolded me why I brought office to home. I told her politely. I am asked to finish the job. I was told to so in the office that would take 3-4 hours extra. I could do that and come back home at 8 or 9pm. Another option, I can bring files can do here beside you, can have chat with you, can pass time my children and finish my file work as well. If I don't finish, boss will treat as worthless. In case I work at home would be better I thought. Everything I can do smoothly. What do you want? Then she was convinced and allowed me to do some office work at home. Because she had trust that if only needed I bring files or work longer hour. And I am obliged to work 24 hours. So these may be the options. I have to complete office works as well as family work. I will bring office work home and home to office. It is necessary. I did it for my happiness, for my family.

(A male professional who spoke on September 18, 2014)

From the above-mentioned statements it is proved the workload creates a negative effect on a person's individual performance, reputation, family relations, and household activities, which serve as permeating factors in both official and personal lives. Professionals were found to follow some strategies to cope with the diversity and volume of work. Women professionals were found usually to finish official work

at the office or to not bring files home. However, this was not always possible to do. The diversity of work forced them to work at night or in adverse situations. This creates health problem and increases costs. Ms. "A" shared her experience:

When I was posted as AC (land), I was asked to provide information. I acknowledged my shortcomings that I could not go to collect that information. This district is very hazardous area, has many char. I can cite here that there is not vehicle for AC (land), so we had to manage from our pocket, we had to go somewhere using rickshaw or on foot or boat. And rickshaw is risky vehicle for pregnant women. I had to go to perform the duty.

The society does not permit women to stay outside the home after sunset or at night. A woman professional shared her experience:

When I started to conduct cognizance court, then you can find the problem how I face. It was after one year job, in 2002. It took much time to do everything, hearing, writing orders, warren, bail etc. I would come late, even at night, may be at 10pm or 10:30pm. It was very sad for me. This created problem in the family. My husband, it was affair marriage, he would understand me. But my sister in law (husband's sister) did not take it easily. She remarked in the family that I do a bad job; I come late night, that's disgraceful for a sister in law (wife of brother). (A woman professional who shared her experience)

Currently 1.3 million public employees are working in government offices, including more than 6,000 managerial level professionals in the administration. The increase of public employees is not as fast as the population growth. With the 1.3 million public officials it is difficult to serve the huge population of about 160 million. The demand of the huge population has also amplified, and it is not possible to address all service demands with the existing number of public officials, including managerial-level professionals.

Meeting the demands of people, professionals need to work more, thus shortening the time fixed for family members or relatives, or creating excessive pressure, with boredom and tiredness.

4.1.7 Benefits Gained from the Pay Scale

Maintaining a family requires more financial strength, which lies with the higher-ranked professionals. A structured salary with other allowances is provided to the professionals, which varies from the grade 9 (11000- 490X7-EB540X11-20370) to grade 1 (40,000) (GoB, 2009a). There are 9 grades in the pay-scale formulated for managerial-level professionals. The pay scale includes the basic salary, medical allowance, house rent (if accommodation is not provided), and education allowance for children (Appendix L).

Professionals get their salary at the lowest ceiling of the salary structure, which increases every year in increments. The salary at the highest ceiling is achieved after adding increments for several years. Total salary is calculated with house rent, which varies in rural and urban areas. The government considers that urban areas are expensive, and the house rent there is more than that of rural areas. It also varies based on the basic salary they receive. Professionals with the basic salary of 21,601 and more get 40% house rent for an urban dwelling, 50% for Dhaka, and 35% for rural areas. Similarly, officials with the basic salary of 10,801-21,600 get 45% house rent for an urban dwelling, 55% for Dhaka, and 40% for rural areas (GoB, 2009a). The officials in the higher positions seemingly get more salary compared with the lower-level managerial officials. A highest official, i.e. secretary, receives about four times the salary of entry-level officials. Promotions increase the salary following a change in the grade. A Secretary receives fixed base salary, meaning that s/he will not get any increment every year. A Senior Secretary gets the same salary as a secretary as this post was created by administrative reform after the pay scale was declared (Staff Correspondence, 2014). House rent is not provided to those that live in government accommodations. If a husband and wife are government service holders, a house is provided to either husband or wife what is specified in the application. Everybody, irrespective of officials, also gets 700 taka as medical allowance paid every month with the salary. The education assistance allowance is fixed at 200 taka

for one child and 300 taka for two or more children. If both husband and wife are government service holders, one person receives that allowance (GoB, 2009a).

The higher-ranked professionals can cope with their lives well as they get a higher salary according to the pay scale and can utilize it for fulfilling family needs. However, there is no direct discrimination for women professionals in the pay scale.

4.1.7.1 Other Financial and Non-financial Benefits

Besides the salary, professionals are also entitled to enjoy some other financial and fringe benefits. Professionals with the rank of Joint Secretary and above are entitled to enjoy full-time vehicle benefits and telephone facilities. The government has recently introduced a car loan system for the rank of JS and above to avoid pressure on fulltime vehicle use. They can also borrow money at 3,500,000 BDT (USD 44,917) for buying a car and can get 45,000 BDT for a maintenance allowance (GoB, 2014). A Joint Secretary and professionals holding above ranks can utilize this facility for their family purpose to play a vital role for family members. Entitlement of a car symbolizes prestige in the society. However, an AS, SAS, and DS cannot enjoy this benefit. As the benefits and entitlements have a positive effect on work and personal life, it lies in the higher ranks.

Any professional below 40 years of age can apply for doing a master's degree in a foreign university. The strengthening of the BPATC Project or Capacity Building Project of the MoPA provides this opportunity (Bangladesh Public Administration Training Center [BPATC], 2013; MoPA, 2013). Japan Development Scholarships and Australian Development Scholarships are now fixed for BCS Cadre officials. Professionals over 40 years of age can also get an opportunity to pursue certificate courses or diplomas. These programs include a handsome amount of money. While studying abroad officials are provided full deputation with full service benefits. Officials can also get a lien to work in international organizations with a handsome salary. This opportunity has a direct and indirect effect on work, and on performance and individuals, as they can utilize the saved money for family purposes and also for professional development.

A good number of high officials working as the Senior Assistant Secretaries and above have been trained under the MATT2 project. It was a joint project of the government and the DFID with an objective of 2000 officials to be

trained in this project. This is regarded as the most successful project because of the nearly 100% success rate of project preparation and implementation. As many as 1619 civil servants have already been trained in preparing and implementing 305 performance improvement projects (PIPs) since its beginning in 2008¹⁶. A total of 361 civil servants have been developed with high skills regarding policy issues through the development of 71 super-performance improvement projects (SPIPs) since 2008. Officials get the opportunity to undertake projects and to implement them. It had also benefits of visiting Thailand or Singapore for two weeks and gaining financially. Officials of the SPIP teams have opportunities to visit the UK for six weeks and gain financially. Only the officials of the MoPA would avail themselves of this opportunity.

The MoPA established daycare centers as a women-friendly policy in the secretariat to provide this benefit to women professionals. It was an output of PIP of MATT2 project.

4.1.8 Training and Development

Training and development have effects on performance as well as an individual's life, as some trainings are directly linked to service benefits, including service confirmation, increases in salary, vertical promotions, placement, and job assignment. The BPATC¹⁷ organizes some career trainings such as the Foundation

¹⁶ Source: www.matt2.org

¹⁷The Bangladesh Public Administration Training Centre (BPATC) was established in 1984 by amalgamating the former Bangladesh Administrative Staff College (BASC), the National Institute of Public Administration (NIPA), the Civil Officers' Training Academy (COTA), and the Staff Training Institute (STI). The Centre is located in a green natural environment and lies at a distance of 28 kilometers northwest from the capital, Dhaka. It is mandated to develop the human resources of all level officials for BCS from AS to Secretary. (source: http://www.bpatc.org.bd/index.php?page_id=281)

Training Course (FTC¹⁸), the Advanced Course on Administration and Development (ACAD¹⁹), the Senior Staff Course (Sr. SC²⁰), and the Bangladesh Civil Service

¹⁸The foundation training course (FTC) for the new officials is mandatory for the confirmation of their job, which should be completed within two years and it should not be less than four months (GoB, 1981). The FTC is designed with 23 modules categorized into six broad areas: Bangladesh Studies, Public Administration, Management Process, Development Studies, Skill Development, and Ethic & Human Rights. It aims to “create a set of skilled, innovative minded, proactive and well-groomed civil servants committed to the welfare and development of people in an ever-changing global context” (BPATC, 2014:1). The FTC provides the opportunity to be fully professional transformed from a graduate student. The contents and methods of this course are designed in such a way that the participants can enhance the basic knowledge of various theories, concepts and issues on administration and development in general, and of laws, rules, regulations, process, procedure in public service delivery in particular. The objective of the course is to build personality, stimulate creativity, and inspire leadership qualities on the part of trainee officers.

¹⁹The Advanced Course on Administration and Development (ACAD) is designed for the DS as professional training. Primarily it was 2.5-month-long course, and later it was shortened to 1.5 months as officials were reluctant to join the course. The main reason for not being attracted to attend the course is not linked with the service career. Recently the government has added a 15-day foreign tour with the course and the ministry issues the order emphasizing compulsorily joining the course. The BPATC lacked participants in the ACAD. Now every ACAD fulfills the desired target of 30 participants in each batch. Excessive promotion as DS also creates the grounds for fulfilling the target. The course duration has extended to 2.5 months, including a 15-day foreign tour to Thailand.

²⁰The Senior Staff Course (Sr.SC) designed for the JS is also conducted by the BPATC. It is also not a mandatory course for which it lacks required officials. It includes foreign tours of 15 days to China, shortening the duration from 2.5 months to 1.5. The contents of this course include policy issues.

(Administration) Academy (BCSAA²¹) also organizes some professional trainings. Delay in attending the FTC cause delays in service confirmation and ultimately delays in getting benefits from and individual performance as it is needed at the very beginning when forming a family, and giving birth to child is also an important issue of women professionals. It was found that most of the women professionals completed the FTC before getting married or having children or with family support for their young children. However, some were late in taking other departmental training due to their having young children.

The Foundation Training Course is a compulsory course without which an officer will not be able to confirm his or her job and achieve subsequent service benefits, for which everybody attended. On the other hand, the ACAD and Sr. SC are not mandatory and not included as a part of the career, for which many officials did not attend. Officials that wish to attend the training course are requested to apply to the Secretary of the MoPA. As they try to avoid training course, currently ministry emphasizes this issues, making strict orders to attend the course. It was found that an official could easily be promoted as a secretary without attending the ACAD or Senior Staff Course. If a DS or JS is in a duty post, he or she will try to avoid this training. It is a strategy to avoid training and to retain a comfortable posting. The reports of several administrative reform commissions and academics in their research,

²¹The BCSAA began its journey on 21 October 1987 as an attached department under the then Ministry of Establishment. The premises of the Academy used to house the Gazetted Officers Training Academy (GOTA) until its renaming as the Civil Officers Training Academy (COTA) in 1977. GOTA and COTA were assigned to train the officers of all Cadres of Bangladesh Civil Service. In the beginning, the function of this Academy was confined to the training of the entry and mid-level officers of the BCS Administration Cadre only. Later it included training programs for other cadres and government officials. This Academy organizes core courses on Law and Administration for entry level BCS (Administration) Cadre official. (Source: <http://www.bcsadminacademy.gov.bd/site/page/d9cf5d3c-d57e-469a-bf36-65d8ca46c64d>)

that's why, emphasized to include the training performance for further promotion and career benefits (Zafarullah, 2002).

Taking or avoiding training programs affects the career and family life of professionals. Women professionals try to avoid it because of their children and family relocation. Nobody av and is related to other subsequent service benefits, whereas they avoid the ACAD and Sr. SC.

4.1.9 Pension Benefits

Although professionals retire at the age of 59 or 25 years in service, pension benefits after retirement serves as an influential factor in choosing civil service to secure their life. Pension benefits include gratuities²², post-retirement leaves²³, and family pensions in the case of the demise of the pensioner. Force retirement may happen after 25 years of service, which creates fear of losing jobs.

4.1.10 Dispute Resolution

Article 117(1) of the Bangladesh Constitution empowers the Parliament to establish one or more Administrative Tribunals and the government has enacted the Administrative Tribunal Act, 1980 and has established two in Dhaka and Bogra. The jurisdiction of tribunals is the terms and conditions of persons in the service of the

²²An employee is allowed to get 80% of his basic salary as gratuity. It is a sum of the taka given to the retired person if he completes the 25 years of pensionable service. There are several conditions. One gets 40% of his or her basic salary multiplied by 230 and the rest, 40%, s/he can receive monthly along with medical allowance. The second option is to receive 60% of one's basic salary multiplied by 230. For the second condition, he or she will receive a monthly medical allowance and bonuses.

²³After 59 years of age, an employee goes for the PRL and in the 60th year, 61st for freedom-fighters, s/he is entitled to get 12 months' basic salary for 12 months of un-enjoyed earned leave, if s/he has sufficient leave. Usually it is a handsome amount, as the basic salary becomes higher at the time of retirement.

Republic that includes acquisition, administration, management and disposal of any property vested in or managed by the government by any law, including the operation and management of, and services in, any nationalized enterprise or statutory public authority (GoB, 1980; 1996). The tribunal consists of one member, who is or has been a district judge. While interviewing the officials that seemed to be aggrieved by the decisions regarding the promotion or the OSD, they did not want to say anything about this; rather they wanted to wait for consideration at the next meeting.

The concerned officials of the MoPA also avoided this question. This means that whatever decision has been taken, it has the full support of the government or has other problems which they do not want to disclose.

While interviewing the OSDs, they were asked if they would go to the Administrative Tribunal for justice if they are aggrieved. They told that they did not find any reason why they were not promoted. Legally promotion is not deemed as a right. The government has the right to promote anybody or drop anybody, so if anybody is aggrieved by any decision regarding promotion, s/he can go to court but cannot get a positive result. The longer process in materializing any decision in the court is another reason that an official feels discouraged. It also costs money.

While interviewing an honorable member of the Administrative Tribunal and Appellate Tribunal, he said that most of the judgments go in favor of employees. The reasons were found that the charges were not framed following the rules and regulations due to a lack of knowledge or to favor the employees. However, officials that are aggrieved do not want to go to court because it takes a long time. Professionals also told that they try to solve mutually by holding meetings with the senior officials in the office.

CHAPTER 5

ANALYSIS AND INTERPRETATION OF MULTIPLE CASES OF PROFESSIONALS

5.1 Introduction

This chapter presents eight cases on public officials categorized into two groups based on gender, i.e. four cases of male professionals and four of women. Each case entails the brief family background, academic qualifications and professional training, the reasons for joining the service, experiences in the service, their struggle and coping strategies in their career and life to reduce the conflict of both roles. It also shows the common features of the two broad sections and contradictory issues that evolved in the cases. The cases have been developed on the basis of the primary data from the research participants collected through in-depth interviews. However, two day-long activity programs are also discussed here based on the interviews and participant observation.

5.2 Case Studies on Professionals

5.2.1 Case²⁴ of Ms. “A”²⁵, Senior Assistant Secretary

(Age 38, married, with two sons)

²⁴The case has been developed based on an interview conducted on September 14, 2014 with a follow-up on September 22, 2014 at her office. She was also accompanied on the way back to her house in the official microbus after the office.

²⁵This is not real name of the research participants. In order to avoid problems that might arise in the future minor changes have been made, keeping the story and essence the same.

Ms. “A” has been working as an SAS in this Ministry since April 2012. She started her job as an AS of the MoPA in 2002.

Ms. “A” went through the rigorous BCS examination process and was selected from more than 100,000 candidates along with about 200 colleagues in the same cadre. As the process takes about 2 years for finalizing an intake, she started after her bachelor degree in sociology from the University of Chittagong. Both studying for her master degree in sociology and appearing at the BCS examination went together. After completing her master degree she got married to her boyfriend with the consent of both families. Her husband is a university teacher. Ms. “A” began her family life and was passing a happy time with husband and his family members. Within the year she was blessed with a baby boy, who came with good news for his mother as well. She got a chance to be a member of the BCS (Administration) cadre.

5.2.1.1 The Link between Academic Background and Job Selection

Although she studied sociology, she did not want to study this subject. She had the intension of studying medicine in a renowned medical college to be a doctor. Lack of success in the middle of her academic path (becoming a doctor) provided her with a different direction for her study and career followed by a grand success in the civil service. Later she completed her second master’s in public policy from a university in Japan in 2011, having obtained a Japan Development Scholarship (JDS). It was a two year program.

5.2.1.2 Family Background

She got an opportunity to study at very good academic institutes because of her good academic records and financial and family support. Her father was a higher-educated and high official of the Bangladesh government. The father’s guidance helped her to be on the right track. It is always expensive to study in private schools and colleges, particularly for the O and A level as the government support is very little. However, it was not a problem, as her father received handsome salary from the government and her family was quite small, consisting of only two sisters and one brother along with her parents. As the eldest daughter and the first child of the family, Ms. “A” got advantage from both the father and mother. Additionally, she was the best among other siblings. The family culture provided a strong base to move forward. Her father, being a very high official, used to help with the household

activities. It is a culture in Bangladesh society that only female members in the family usually do all the household work, such as cooking and serving food, cleaning utensils, washing clothes, cleaning rooms, keeping beds tidy, keeping all household things correctly, entertaining guests, and helping younger children. As a norm, these are all supposed to be done by the mother or by her. However, these so-called feminine jobs were also performed by her father, meaning that all of the children learned that house activities must be shared and it is all about mutual sharing for a strong bond among the family members. Her father knows that traditionally her daughter needs to do household activities after she gets married. That is why he thought that she should not take the trouble of doing family activities. As a father he was so caring, thinking that his daughters at least received family support which she might not get from the in-laws' house. It was his personal feeling for his daughters. He is helping his wife in spite of being criticized by his colleagues in the office and friends in the society. She mentioned the following:

I saw my father used to work and help, even nurse my mother when she had been sick. It is more than 25 years back. My father was teased by his colleagues because he, as male, used to help my mom. I can recall clearly when he would go to social program; his male colleagues would utter bad words because of helping his wife, my mother. They said to my father, "You go to kitchen, do the feminine jobs, help your wife, these are not for men's jobs."

Ms. "A" was taught to be friendly and helpful in the family ignoring the social negative customs.

Ms. "A" got married to a university teacher and was blessed with two sons that at the time of the study were 11 and 8 years old respectively. Both were going to school near the residence, 15-16 kilometers away from the Secretariat. Her parents live with her.

5.2.1.3 Who Encouraged Her to Choose a Career?

Primarily she was encouraged to get a lucrative job by her father; she was also influenced by a doctor working in the area, who used to live with the family

members. Her name was Dr. Halima²⁶, whose father Dr. Hasan was also a renowned physician in the same area. He was so popular among all for his good treatment and behavior with the patients. Dr. Halima took over the charge of her father's clinic when he died. Ms. "A" was a student of class X and she could remember everything about how Dr. Halima was addressed in the society. She was also a very good doctor and became very popular among the people. Everybody knew her as "daughter of Dr. Hasan." Her real name was only on the signboard and on the prescription. She again faced an identity crisis after her marriage. When she got married to Mr. Alam, Dr. Halima was renamed the "wife of Mr. Alam," although she was a very popular doctor in her own right and had had, invaluable experiences. Unfortunately, she faced a critical social problem in her life when her husband divorced her. The reason was unknown; however, the known and widely circulated matter was bearing the former husband's name. People would address her as the "wife of Mr. Alam." Ms. "A" felt why it happened. A woman must have her own identity and should be popular according to her own name. She must do such a prestigious and powerful job that she can perform better and be socially accepted and honored.

5.2.1.4 Choice of Career: How Did She get the Job?

Becoming successful in getting a prestigious job is a battle-winning situation in Bangladesh. After completing her master's she took some job recruitment tests, including the BCS. Although getting a cadre in the BCS is more prestigious and desirable, it takes a lot of time, and meanwhile a candidate usually takes another job. Her civil service examination processing started in 2000 and finally ended with joining the service in 2002. By that time, she was selected for the post of officer in a government bank, the *Agrani* Bank, and was posted in a branch situated in the heart of the capital. Her service life had begun and by that time, she got married. She commuted to the office from her husband's house and was frequently accompanied by her father-in-law, as he also used to go to the office in the same direction. She shared her experience from the previous office at the bank where the women had to do more jobs than their male colleagues because women usually do not move from the desk unless they need to go to the washroom. She thought that this also happened because

²⁶This is not the real name. Pseudonyms are used in this case study.

women were more reliable and committed to work. After working for two years there, she quit the job to join her husband, who had been in Tokyo for his Ph.D. Everything was ready—the ticket, visa, passport and suitable accommodations for their future baby, as she was then pregnant. Here comes the biggest turning point of her life. The most desirable news came. She was selected as a member of the BCS (Administration) cadre. She also got a job in Bangladesh Bank. Deciding between the job and her family was a critical and crucial matter for her life. It was a million dollar decision whether she should choose family life only or a career along with the family. Her father was requested to come and sit in a family meeting in the house of the father-in-law. Help was also sought from her husband, who supported her in any decision she felt was best for her. In the family meeting, the father-in-law raised the issue of choosing a career and he insisted on her joining the Bangladesh Bank and declining the BCS job, which was and still is the most attractive job in Bangladesh. She was also told to join her husband as she had achieved all success and her husband had a good job. Putting the decision in place, the father-in-law of Ms. “A” sought her father’s decision. He could not speak well. He just uttered some words, saying that it was his desire that his daughter would be a member of a prestigious job like the Bangladesh civil service where she could be proud of that. However, as a married woman is always under the husband’s family, it is their decision. Ms. “A” mentioned that her father could not speak well, his throat was vibrating and his eyes were full of tears because he could not express the truth that he really wanted. However, it would be a different case for the father of the son. The son has the freedom of choosing his career in our culture; he does not need to consult his in-laws. When the critical situation of selecting career came, her husband stood beside her and provided strong support, saying that she had achieved this opportunity through many hurdles and it was a rare opportunity for a woman to obtain such a position. She repeatedly mentioned her husband’s support for joining to this job. Finally she became a member of the BCS (Administration).

5.2.1.5 Working in the Office: Problems, Struggles, and Coping Strategies

In 2002, she was sent to the Sylhet Division of the MoPA. Her new life began with new challenges. She joined the service four months pregnant. She was

accompanied by the father-in-law and mother-in-law. The office provided them with two rented rooms of an NGO with other male colleagues, who used to use a common toilet. The room had the bed set in a high position which could create an accident at any time. For a pregnant mother it was a risky situation to live on the upper deck of a bed and share the toilet with males. After joining to the Commissioner of the Division, the entry level officers were again posted in the DC office. Seeing her condition, the PS to the Commissioner, who was kind enough, met the controlling officer and requested to place her in the Sylhet district so that she could use the medical facility there and other facilities. The Commissioner did according to the request of the PS when he learnt all about her and told her in-laws that she could think of changing her career or she would continue that challenging job. Her father-in-law again got the issue of changing her career and requested her to leave the job and join the Bangladesh Bank. At that moment, her father, who used to live in Barisal, went to Sylhet and started staying with his daughter. The father had been with her as he had always been from her childhood. She then finalized her job and continued. After six months of her job, she gave birth to a baby boy and went for a four-month maternity leave as the circular (official order) of a six-month leave was enacted later. The real crisis began later with the little boy, who was taken care of by her father and Ms. "A" used to come out of the house at 8:30 in the morning and went back at around 8 at night. She found her boy sleeping with the help of his grandpapa. As she knew the nature of the job, she got the boy accustomed to a bottle for which she did not need to feed breast milk. I found her sad while uttering this issue. She told me that she still felt guilt for not breastfeeding because of the job.

She was not only one that struggled. It was a similar situation for other female colleagues in the office. The male bosses said that they were female and they were sacrificing their lives, they were not giving their children their due, or the husband, etc. These discouraging words were every day's good morning wish. As females were accustomed to listening to these unwelcoming words, one can easily guess how difficult it was to survive in that situation and enjoy the service benefits.

However, the women professionals were lucky in one sense, as they could get a leave for meeting their husbands, family members, or joining social programs, which the male officers were not able to join. They used to stay in and

around the office during Eid²⁷ or Puja²⁸ or other big family gatherings. For the privilege, the women were often undermined by their male colleagues. They were told that they could get a leave easily from the male boss because of their beauty and they can exploit the boss, raising the issue of the children's illness.

After three years, completing her professional training at the BPATC and BCS (Administration) Academy, she was transferred as an AC (Land) in the same district. Her first baby was two years old. When she was nominated to attend the Foundation Training Course, she could not attend it and that delayed other training as well. She attended the FTC at the BPATC with her 6-month old baby, who was kept with her father and mother at Dhaka and she used to travel on the weekends. Later she completed her law training at BCSAA in Dhaka when her baby was one year old. Both mother and son had to face problems because of training and commuting, whereas these trainings had to be completed within two years, which she could not do, resulting in delayed confirmation of service. After completing two years of service and the FTC, a professional applies to the Secretary of the MoPA for confirmation of service. The regular meeting of the MoPA confirms the service, which allows getting some service benefits. Without confirmation of service, a professional cannot get the next promotion, foreign training or higher education. Knowing the consequences she completed her training with the help her parents. She also felt happy as her husband had come back to Bangladesh after doing his Ph.D. abroad. She was then posted as an AC (Land) when her service length was about three years. It was also time to conceive the second baby.

Problems that come sometimes can be treated as personalized issues. Pains and pleasures are embedded with the job responsibilities. The immediate boss was quite helpful and sympathized, as well as his wife who was also a working

²⁷Eid is the religious festival for Muslims celebrated twice a year. The culture is to join the family members and celebrate together. Two Eids are the main festival among the Muslims. Three days leaves are declared for celebrating this festival.

²⁸Puja is the religious festival for Hinduism. The main festival among the Bangladeshi Hindus is the Durgapuja. People usually enjoy and celebrate Puja with family and relatives.

person. It is a culture practiced in the administration to maintain protocol for the wife of senior officials. The wife of her immediate boss asked her not to do those formalities as Ms. “A” was pregnant. On the other hand, she had to accompany a senior official for a personal matter where the senior officer went fishing. It was made as an official duty but not a compulsory issue. She had sufficient reason to say no, as she was pregnant. It might be the case for a man that cannot realize the critical problems of pregnancy and of a pregnant woman. As it was denied, she was threatened, saying that she would achieve an adverse comment (she is unsocial) in her Annual Confidential Report (ACR). Although it was not done in the ACR, the threat caused her mental pressure. If personal issues come in, the consequences are also carried further. This experience may not be compared with others; she was not helped in some official matters. As an AC (Land), Ms. “A” had to visit remote areas using a rickshaw²⁹ on zigzag roads or boats to perform her duties. One day she was ordered to visit a remote Char³⁰ where she needed to use a rickshaw for a few miles, boat, and then a ferry and even walking. Her immediate boss sympathized with her and was concerned about this duty. However, he could not assign another person as it was an order from the controlling officer, who was personally annoyed with her, thinking that she complained to the senior-most official in the Division. Personal can have a very bad effect. She mentioned that it could have been dangerous for her life as she was then seven-months pregnant and she could have faced severe complications. However, the senior-most official sympathized with her and ordered the supervising official not to assign such tasks which might be harmful to her. He did it out of moral duty. However, it was not taken positively by the controlling officer, who thought that she complained about this. She grieved just for being a woman or pregnant, and she had to face that problem whereas it was a natural issue and she could have been supported by everybody.

²⁹It is a locally-made vehicle of two or three wheels run by a person. In Bangladesh it is a three-wheel rickshaw, which originally came from Japan. It is used to carry one or two passengers and is seen everywhere in Bangladesh.

³⁰A barren land near the bank of a river that belongs to the state. A vested group tries to capture this area and cultivate it for their own purpose.

Longer working hours are a common phenomenon that begin from 9am and end at around 8pm or 8.30pm. Young children miss the company of the mothers for about 12 hours. Being junior officials in the hierarchy, professionals are not entitled to use official vehicles and have to commute by private transport, for example in rickshaws. She mentioned that senior officials, males in particular, that were entitled to full-time vehicle use, would pass us waiting for a rickshaw, whereas he was the only person using that car or jeep. It was not their problem. Other people may see it negatively. Sometimes even the wife of a particular male officer may find fault with women for accompanying their husband. It is still in the society that movements with male colleagues or friends are not welcomed and it creates problems in the family. Male colleagues cannot accept females easily, thinking that they are not suitable for some posts like the AC (Land). A male sub-register³¹ mentioned why she had been posted for the AC (Land), which was not best-fit for a lady and she was advised to make tadbir³² to quit this posting and to be placed in the ministry. Although the Sub-register can't dictate AC (Land) about the placement of a person, he advised as a male as if he had the duty to play for woman.

³¹It is second-class post under the AC (Land) and the main responsibilities are to help people in terms land-related issues.

³²Tadbir is an Urdu word which means to perform a task on the basis of one's own desire or endeavor, which may please a powerful person in order to obtain a financial or non-financial benefit. The English meaning is not similar to any work where can be replaced by advice, arrangement, order, opinion, deliberation with either positive or negative intension. It is a strong persuasion done by a service seeker to a person that is in a powerful position. It can be either illegal or unethical. It can be from one point or multiple points. Tadbir may happen due to political pressure or administrative pressure with horizontal and vertical pressure. Jamil (2007:208) defines the word Tadbir as the personalized lobbying to influence an administrative decision or action flouting formal rules or abusing the discretionary power, which includes all of the process related to promotion, transfer, placement, salary, individual performance, audition, budgetary allocation, evaluation, monitoring, and so on.

Later she got an opportunity to go to Dhaka when she was transferred to the BPATC. She felt more comfortable at this training institute. The structured job, fixed working hour, good male-female working relations, less bossing, and a good academic working environment provided her with a very good feeling about the job. Again, she mentioned the personal issue of the head of the office, who provided the opportunity to women to have some specific positions such as Finance, Administration (Personnel Management), and Evaluation, which were typically not assigned to women. Her male colleagues did not take it easily, thinking that women were given special benefits. It was confessed that women do not want to accept challenging jobs for which they lack experience. Again, they are not assigned some important jobs from which they of course do not gain experience. Her experience explains that the working environment in the MoPA was more women-friendly where every male colleague was very cautious when they spoke to women professionals. The women professionals posted in the MoPA in Dhaka have good connections with senior officials and they have strong family backgrounds. Some of them are wives of senior officials, including the secretary of other ministries. Another reason is the policy backup for women which favors them without proving the reason if any woman professional complains against males. As it is difficult to get a posting in the ministry, they do not want to lose it because of any confrontation.

The ministry creates an environment for female officials and provides better benefits; for example, they can easily get maternity leaves sanctioned and casual leaves if they need rest and recreation with full payment, informal flexibility in the case of the emergency of children, moreover specific time durations of office work, i.e. from 9am to 5pm. Colleagues sympathize and extend their cooperation. It was found that the head of offices outside the ministry do not want to accept women professionals. They sometimes request the ministry not place women professionals, particularly women, with young children. The ministry also provides daycare facilities, although they are not sufficient. Officials of subordinate offices at the field level need extended working hours. Sometimes they need to go out at nights which may not be possible for women.

5.2.1.6 Necessary Family Support for Career and Life

During her service Ms. “A” developed her competence through practical experience at the field level for policy implementation and in the ministry

for both policy making and implementation. At the very beginning she had to attend training late because of her pregnancy and later she had to miss some of the foreign training for small children. She would always not attend any program of more than two weeks abroad. This created relocation and the arrangement of many issues such as requesting family members to take care of the children and manage the husband's leave. Although this foreign training was helpful for her career development and financial benefits, she felt that her family was more important and both she and her husband could easily manage their good life with their income. The most important thing was the husband's wholehearted support and support from family members helping her keep with the pace. Here the mental support was more important than the financial support. While doing her master's in Japan, both her children and husband were with her. Her husband managed his leave without pay only because of her, although he could not manage a leave at the time that she gave birth as the government does not have an option for parental leave. If the husband is not considerate, it is really difficult for women professionals to continue in the service. During the last 11 years in service, Ms. "A" was entitled to enjoy rest and recreation leave twice, which she could not enjoy because the authority did not sanction leave without any specific reason. Problems also come from outside of work and enter the family. One of her colleagues whose husband, Mr. X, was working in the rank below her status, and her husband's friends and colleagues provoked him, saying that he would need to address his wife as "sir" in the future and have to show her respect in the office or in the society. It created trouble for Mr. X and he became mentally ill that finally broke the family. A higher position of the wife is not taken positively by the husband or society. She also found that women that are more active, competent, and capable of performing better than other males and females are severely criticized by everybody irrespective of gender. Personal jealousy creates a hindrance to better performance and creates an opposing group that tries to place them badly before others. Those that are very careful survive well; if not, they face difficulty in the office or at home. Women professionals have two types of professional enemies, males and females. They become enemies because of jealousy of better performance of women professionals. If the better-performing person is female, a group of people

will think that her beauty³³ helps to demonstrate her performance and subsequently convince the male bosses. It is not because of their competency. Her experience also shows that female bosses always try to give extra work to women professionals to prove that they are capable like males.

5.2.2 Case of Ms. “B”³⁴, Deputy Secretary

(Widow, 45 years, with one disabled daughter)

Ms. “B”, a DS in this ministry, has been working for about twenty years, mostly in the Secretariat. Her major responsibilities include posting the officers in the field administration such as Senior Assistant Commissioner, Upazilla Nirbahi Officer, Additional Deputy Commissioner, and Deputy Commissioner. These are deemed as key posts of this Administration Cadre. She has received two promotions and has managed to be posted always in Dhaka. She is a middle-aged person of 45 years, but looks older. She is a widow and has one daughter with a disability.

5.2.2.1 Academic Background and Professional Training

Ms. “B” studied in a reputed University and completed her Bachelor and Masters. She completed her necessary training. Within the first year she attended a foundation training course at the BPATC and Law and Administration Training at the BCSAA. Because of her family problems she only attended the minimum training required for continuing her profession. After about twenty years, she attended the ACAD because the duration was shortened to 1.5 months from 2.5. Arranging everything for her daughter, she went for training. Although it was not compulsory for being promoted to JS, there was a possibility to do so in the future.

³³Here beauty means fair complexion and good looking.

³⁴The case has been developed based on an interview conducted on September 3, 2014, two days before I went to her, as she asked to meet me on August 31, 2014 and September 1, 2014. On the day she was interviewed, she was also in a mood to say not but could not.

5.2.2.2 Family Background that Has Effect on Her Role at Work and in the Family

She was born and brought up in Dhaka. For the purpose of business, her father settled in the capital sixty years before conducting the present study. He was highly educated and affluent. Her mother was a housewife. Ms. “B” has four sisters and two brothers. She is the youngest one. All of her sisters are highly educated and settled in this service. Her brothers are also established in this service and doing well with the father’s property.

When she was studying for her master’s degree, her father arranged a marriage for her. It was in 1994. The bridegroom was a very good person and established in business in Dhaka. He allowed her to continue her study and encouraged her to get a prestigious government job. While the study was going on, she attended the BCS. After completing every formality she joined the service in 1995. She received two pieces of good news: one was a job and another was a cute child.

She was passing her days enjoyably. After joining the job she lost her father and she found that her daughter was not a normal baby; she was born with cerebral palsy (CP)³⁵. She faced more difficult after her husband had died in 2000 in a fatal road accident. Since then she has been single. Her family members, friends, colleagues forced her to get married again. However, she did not, thinking about her child. Although her daughter was sent to school, she was not like other normal students; she was like a small child at the age of 16.

Her sisters and brother are busy with their individual families. Her life is hers only. Her world consists of herself and her baby.

³⁵ Cerebral palsy (CP) is a group of permanent movement problems that do not get worse over time. They cause physical disability, mainly in the areas of body movement. There may also be problems with sensation, depth perception, and communication ability. Difficulty with cognition and epilepsy are found in about one-third of cases (source: WiKipaedia, http://en.wikipedia.org/wiki/Cerebral_palsy).

5.2.2.3 Choice of Career: How Did She Get the Job?

At the time of her joining the service, it increased the number of women in employment and that made the BCS examination more competitive. It was not her exact aim in life. Her father encouraged them to achieve the opportunity of jobs because of social status and for a secure life. As all of her elder brothers and sisters were in the service, it had the demonstration effect on her to join the service. She emphasized that she saw that everybody was joining the Administration Cadre and they were enjoying status and power. It was not like a preset choice to do the job.

5.2.2.4 Struggle and Coping Strategies in the Workplace and Life

Because of being single mother, Ms. “B” has had to calculate many things. She started her job as Assistant Commissioner in Dhaka District. The issue of her child and the accident of her husband created some grounds for staying in Dhaka. That is why she never worked outside Dhaka. Her residence is also near the ministry. When she needs to, she normally requests the MoPA to post her in a desk job that is less important or without challenges. She explains how and why she utilizes informal flexibility:

As I use my office time for my child, when I stay inside the office, I normally don't go to his or her office. I try to finish my work. I am the only earning member by which I need to maintain my child's tuition, special study, travelling. I start my day very early at around 5:30am, I have to cook, make ready my child for school, his tiffin, prepare lunch, take him school and take back, prepare his home work in the evening and do household daily works after coming back from office. And sometimes during the lunch break I need to go to home for my baby.

In all working areas, senior officials know the problem of her child and they help her. She was provided the benefit of informal flexibility for humanitarian ground. Sometimes she leaves early before the office hours end. She feels this is not fair; however, she needs to do it. Nowadays she faces problems because of the volume of work in her present position.

For these practical reasons, she avoided some postings such as the AC (L), UNO, ADC, DC or Head of the Administrative wing. She left some of those postings to avoid family relocation. She even did not attend any foreign training. She just thought about how her child would survive. She always thinks about her child so that she would be well educated and self-dependent and can survive when she will not be in the world. She always thought about her child so that she would not cry in the future. This has now made her career a secondary issue. If she had opted for those postings, her daughter would miss her treatment, which is only available in Dhaka, and her better education as well. Ms. “B” is also concerned of others’ problems—that many of them are posted outside Dhaka and their family members live in Dhaka for their children’s better education. Some male colleagues have spent 15-20 years alone outside Dhaka only because for the betterment of their children. It is a great sacrifice. The education of children matters greatly in a professional’s personal life.

Leaving the opportunity of working in some positions and taking training may affect her career. It does not affect promotion. However, some posts signify the power which she missed. Basically women face problems as they need to take care of their children. They might have plans to take training and giving birth to a child. If a woman cannot finish her training within the specified time period, she will not be permanent and that affects her later selection grade, senior scale, and most importantly her child. Because four month foundation training course and four month law and administration training are compulsory that take about one year. In Bangladesh, students usually get the job at the age of about 30. So, the beginning of the service is a highly important time to complete necessary trainings and giving birth to children. Which one should she consider? If she considers a career, it will affect giving birth to children which might be desired by her husband and her in-laws. She thinks that a careerist woman is not seen as good woman in the society, mainly from her in-laws. She is afraid of getting married a second time and that the family members of in-laws may not support a disabled baby. She indicated to me that I would not face this problem because I am a man. It shows her experience about men’s feeling about women. It has created problems in her career and family life too.

5.2.2.5 How Does She Manage Her Work and Life?

Pressure from the amount of work can easily be understood as she does not have any support from other members. She is the only earning member and she

needs to maintain her child's treatment, tuition, special study, and travelling. She begins her day very early at around 5:30am, and she has to cook, make her child ready for school, prepares her tiffin and lunch, takes her to school and back, prepares her homework in the evening and does household daily work after coming back from the office. A part-time maid servant, part time to save expenditure, helps her clean the house and clothing only. She does her work and tasks for her child in the house.

She maintains less association with family members, as she needs more time for her daughter. It is the same case in the office. She acknowledges that she has less association with other colleagues or even females, as she takes a short leave during the office hours and utilizes them her disabled child. She normally does not go to anybody's office. She tries to finish her work. Some female colleagues have faced discrimination from their male bosses. They did not get support like her or they were posted in some odd jobs. She used to explain her problem to her boss, that she has a disabled baby and also avoided some challenges and a lucrative placement for her baby. However, she used to make plans to finish her office work. As her boss knew about her problem, s/he would consider her. It is one kind of mutual understanding between the boss and Ms. "B".

She needs to sacrifice and plan because the government does not have the facilities she needs. The treatment for a CP baby is also expensive. Within this fixed budget and policy limitations an employee has to manage. Ms. "B" also does. A baby with a disability is her problem. She has to take care of her daughter as well as do official work. However, she gets help, particularly leaves from the office and help from colleagues, which has made her life easier.

5.2.3 Case of Ms. "C"³⁶, Joint Secretary

(Age 50 years, married, with two children)

Ms. "C" has been working as JS with a vast experience of about twenty-five years in the field level across the country and at the policy level in the ministry. The

³⁶The interview was conducted on August 27, 2014 and later checked on August 29, 2014. She was also checked through Viber as she gave me the permission to talk to her through Viber.

current post she has been holding for the last two years in this ministry is the post for policy making. She joined as Assistant Commissioner on August 20, 1989 and served in different positions at the rank of Senior Assistant Secretary and Deputy Secretary.

5.2.3.1 Academic Background that Creates Basis of Career

Ms. “C” started her schooling at a school in the heart of Barisal District, as her parents and family members used to live there. Barisal is a renowned place and is much developed for its academic institutions. After her Secondary School Certificate (SSC), she completed her Higher-secondary School Certificate (HSC) at Barisal BM College. Her father thought that his daughters and sons would be post-graduates at the university. Although she was a very good student, which was proved when she got first division at the SSC level during that time, she does not know why she did not study in the science group as good students normally do in Bangladesh. With only three students on Jessore board that got first division among about one lac³⁷ students, she was one of those. Probably the society and even her brothers thought to achieve an academic qualification, not preparing for jobs. However, the good result in the SSC encouraged her and she was then admitted into Barisal BM college in the late 1980s. A young girl at this age in the society is a preferred bride. However, her good results helped to further her education and she received admission to Dhaka University, where a few females were studying at the university level. This created her relocation from her family in Barisal to Dhaka and forced her staying in the university dormitory for her study. She studied for a bachelor and master degree in the Department of International Relations and completed with good academic records.

5.2.3.2 Family Background that Dictated Family and Career

Ms. “C” was born in an educated family in 1965 when the culture of a big family consisting of 8-10 siblings was a common phenomenon and the concept of family planning was not popular. She was the youngest daughter among eight siblings, including five brothers. All of her brothers are highly educated and engaged in jobs both in government and private sectors. Her sisters are also educated, but not engaged in any job. Her father was a professor. The key inspiring person was her mother, who did not allow her to get married although other family members were

³⁷It is used to calculate which equals to 100 thousand.

repeatedly trying to do so. All of her elder brothers tried hard to arrange a marriage that she might not get a good bridegroom in future after her graduation. A young girl of the age around 18-20 was thought to be perfect for marriage, which might not be possible later. Her elder brothers were in fear because of her black complexion. Usually a girl with white skin is treated as a beautiful girl and is widely accepted as a bride in the society. On the other hand, it is the opposite case for a girl with black skin. However, it did not happen to her because of her job. A magistrate, either male or female, is a highly acceptable bride or groom in society. Her mother did not allow arranging for her to get married and she also was adamant about not getting married before completion of her master degree and getting a job. Her black complexion served as negligible issue. Her quality was emphasized for getting married to a police officer, who was also a member of the BCS (Police) Cadre. Seeing the social discrimination and devaluation of a “black” girl in the family, she promised to herself to be self-dependent, self-motivated, and tried to achieve the admirable position in an academic area that finally helped her obtain civil service. She was brave, courageous in speaking the truth and in protesting against discrimination.

Although her father was highly educated, he could not give much time to the children because of his transferable job across the country and his absence was covered by her mother, who was taking care of the children for their betterment and better education. As a big family consists of many siblings, she shared some experiences of that time. They had a very good sharing tendency, which might be forced sharing, because she could never study with new books. The books for her school and college education were always second hand books used by her elders, and she even wore the clothes of her elders. A clear distinction between the sisters and brothers prevailed in the family.

Ms. “C” is personally married and blessed with one son, who is studying engineering and law in the USA and a daughter, who is studying HSC in Viqarunnessa³⁸ Noon School.

³⁸A renowned educational institute for female students to study at the school and college level.

5.2.3.3 Working in the Office: Struggle and Coping Strategies

After joining the service as AC in Chittagong Division, Ms. “C” got married. Then she was placed in Sylhet District along with four male colleagues where there were only two women in the office. She noticed that all of her male colleagues in the office were addressed as “sir.” Addressing officials as sir is treated as an honor. She found that her male officials were respected more than her female colleagues, although they all came through the same competitive examination. The females were addressed as ‘*apa*³⁹’ by the staff and junior colleagues, whereas her male colleagues were not addressed as *bhai* (brother). It is a mentality among the staff to undermine the capacity of women in the office. It was also found among the senior officials to introduce them as lady Assistant Commissioner or Lady Magistrate. Ms. “C” objected to it as the position did not have any gender and the women in the office were dishonored. In 1989, few women were working in offices and the culture of working together was absent. It was believed that women were not capable of doing some jobs for which they were discriminated against in terms of being assigned challenging jobs. She shared her experiences:

I was posted as OC [officer-in-charge] (education), when there was a job for collecting questions from Dhaka, I proposed my name as the officer in charge,.. We were frequently told that this job will not be performed well by female, I thought I would do it. Note was like that OC (education) Ms. “C” can be sent for collecting question of SSC examination with police escort. Then ADC (General) told me, you will not be able to do it, you know, there is a huge number question for 30-40 educational intuitions. As a female how will you do it? He did not

³⁹ It is an informal address that normally happens in the family. The elder sisters are addressed as *apa*. The masculine gender of *apa* is *bhai* (brother). However, when it is used in a formal organization, particularly by junior colleagues, it is believed that they do not want show the respect to those individuals as they do to male colleagues, who are addressed as sir. In the office, male senior colleagues are not addressed as *bhai*.

want, but he went to discuss with DC who knows me well. Finally I got the permission. With the truck, I brought those questions from BG [Bangladesh Government] press Dhaka to Sylhet. Even many male officers won't dare to carry out this task. If you know you have to travel by truck, an uncomfortable vehicle, have to wait longer hour in truck.. During that time road communication was more dangerous than today. But I took that challenge. I enjoyed that challenge. Why should I drop?

She was then posted in Cox's Bazar District as Assistant Commissioner because she managed this posting in the same district. After joining the office, a meeting was called for sending emergency relief to St. Martin Island, which was devastatingly hit by a cyclone on 29th April, 1991. The then Deputy Commissioner asked for a raise of hands for volunteers to go with relieve amidst the high tidal wave in the sea and extremely bad weather. Nobody raised his or her hand to go. Thinking of the sufferings of affected people, Ms. "C" wanted to perform her duty. Although she was not sent, she was highly praised because of accepting a challenging job that normally was not assigned to women. It was not gender, but rather courage matters in doing the job. Sometimes, keeping communication with senior officials creates a difference in terms of obtaining job benefits, including better posting, promotions, and otherwise. If not, some are kept as OSDs. Women also do not want to protest of discrimination. Discrimination is also linked with the mentality of male colleagues, who do not feel comfortable working with female colleagues. As the head of the HR division, she placed her female colleagues in the departments where the head (male) did not want to accept female colleagues, particularly those that had young children. It usually happens when the department needs longer working hours. Male bosses think that they might not get support from women as they need to go back home for their children. However, Ms. "C" solved this problem through her ability and individual strategy. She raised this issue in formal meetings and set it as an agendum. As the meeting was presided over by the secretary, who was attracted to solving the problem, he ordered all to accept women in their departments. She also organized a workshop for all female colleagues to discuss the problem and to find out possible solutions. She

prepared a placement structure considering the problems of women and working conditions. It worked. In consultation with the service section she managed vehicle use for those that needed to reach home. Additionally, she tried to find out why her female colleagues were not welcomed at some desks. She found problems with some female colleagues, who frequently reached office late or left early. It was handled through motivation as well as disciplinary actions, for which she had to work more and spend more time. Regular follow up with the concerned male bosses and interaction with her female colleagues solved the problem.

She stated that from the preconceived idea about females and social insecurity, women are not posted in some positions such as Divisional Commissioner, known as Commissioner, DC, Head of the organization, department head particularly HR, PS to Minister or Secretaries, PD etc. These posts have challenges as well as special benefits. Female colleagues are undermined by some male colleagues, who unnecessarily create delays of official tasks for females. Some male officers created unnecessary delays on the decisions for some files when women brought those files. They did it intentionally for the women and did not do it for the male officials. This is one kind of discrimination for a woman. It was also found that newly-appointed junior colleagues were asked to accompany male bosses on tours, which was made as official tours, but which was not necessarily needed. It created problems in the family in terms of maintaining time for children.

She faced problems when attended the law and administration training⁴⁰ as she needed to take care of her small baby. When her baby was about six months old she was asked to attend that course in Dhaka. During that time, the BCSAA was not well-equipped with today's facilities and the environment was not women-friendly. It was not allowed to keep a small child with trainee mothers, like today. However, both training and taking care of a child were important to her. Her husband could not take care of child because he was also posted outside Dhaka. Ms. "C" left her breast-feeding baby with her elder sister, who stayed in Dhaka. The training activities used to begin at 5:30am in the morning and lasted until 6pm or sometimes 9pm. After finishing the training every day she would go to her son and take care of feeding,

⁴⁰ It is a professional training of five months organized by the BCSAA.

make him sleep, prepared khichuri (mixed food) for him and she would come back to the training venue at around 10pm and prepared her homework or assignments. They could not stay at night with the baby at home because of the morning session at 5:30am. It was a difficult time for her to maintain both her training and manage her six-month old boy.

5.2.3.4 Support from Every Corner for Making a Better Life

Although her brothers wanted to get her married early, they could not because of her good studentship, strong will for being self-dependent, her mother's support, as well as her father's contribution. As she and her husband were both service holders, they could utilize the government policy support and even her positional benefit. Both the husband and wife would make their placement in one area. The authorities favored her preference of placement. She should even convince them to place her husband in her work place. The first time when she was sent to Sylhet district, she did not want go there and requested the Commissioner to change the posting. However, she was assured to be posted back if she would face trouble. She found that the DC of Sylhet was her father's ex-student. Her father's position helped her to have a caring environment in the office. However, this was an exception and others have to work. The work environment was not congenial for women. It was her view that nobody wanted to be posted outside Dhaka during her time as fewer women were in the service then. The office lacked of a toilet for women and secure accommodations.

Because they had working parents, children were brought up with the help of caregivers where money was not a problem. For the special case she was helped by her elder sister in taking care of her child.

Her husband is an educated person who knows the ins and outs of service, stress and the challenges of the job. He shares in the household activities.

Higher positions in the hierarchy, particularly the JS and above, have more financial and non-financial benefits. Promotion as the JS brought more service benefits, including full-time vehicle use, which could be utilized for dropping her daughter off at school and her at the office. It was not possible before being promoted to JS. A full-time vehicle facility was extremely helpful for her to manage both her official and personal lives well.

5.2.4 Case of Ms. “D”⁴¹, Additional Secretary

(Age 58, married, with one son and one daughter, four promotions)

Ms. “D” has been working as Additional Secretary since 2013. She has already served for 30 years in the service and has only one year to retire. The MoPA has 965 women professionals in different ranks, including 27 Additional Secretaries. She is one of them. The major responsibility is to assist the Secretary of the Ministry.

5.2.4.1 Family Background that Forced Her Job Selection

Ms. “D” was born in the mid of 1950s. She has four sisters and two brothers. Her father was a high official of the roads and highways department. Very few persons were engaged in government service at that time, particularly in the higher positions. Her father was enlightened and had the positional power that made Ms. “D” and her siblings educated. All of her sisters are highly educated, whereas her brothers have only a bachelor degree. She is the second daughter of her parents. Her mother was also educated, but not engaged in a job; rather, she used to do the household work and take care of the children.

As her mother was a housewife and her father was a well-paid government employee, their duties were only to study and do better. So they did not need to do anything. Her sisters just kept the room neat and tidy, including the brothers’ room as they were younger. The father used to do the shopping for everything and the mother would do household works in house. Two different ways of performing jobs were found; the household work was done by her mother with the help of house maids and the father provided money and did all of the external tasks such as buying goods and other things.

Her job and family background helped to get an eligible groom. Her educational qualifications along with her beauty were also considered. She was married to a BCS officer of the same service and same batch and were introduced while they were imparting training and later they got married with their parents’ consent. They are blessed with one son and one daughter, who settled in the USA after they had studied there.

⁴¹The interview was conducted on September 7, 2014 at her office room. However, she was met one week before in order to obtain the permission and time when she would be available for spending some time for me.

5.2.4.2 Personal and Professional Development

As she was born in a highly-educated family, she had a good academic environment from her childhood. Her father's education and prestigious job helped much to boost up her as well. Because of her father's posting mostly in Dhaka, she was taught in Dhaka. She achieved the highest academic degree from the University of Dhaka.

Ms. "D" attended the FTC in 1986 within the year she joined the service when she was single. Therefore she completed her required trainings within the year and senior examination within the stipulated time. As her husband was also from the same batch and cadre and they later did everything in planned way. After the FTC she did not attend any foreign training because of the children. She grieved that she could develop herself with a master or Ph.D. degree. Many professionals did so and are working in a good position. Additional qualifications help a person get a better posting, and they also help after retirement from the public service. The case of Mr. "H" signifies that he got special privilege because of a Ph.D. degree. Mr. "H" holds the same rank, although he joined after Ms. "D". Even her husband did a master degree abroad, leaving the children with her. She had to sacrifice. She believes that she was not a bad student or less competent. Because of time, she could not develop her capacity. She did not take any higher degree from a foreign country. However, she attended a good number of training programs abroad of short duration because she could not be apart from her family for a long time. Later she attended some professional trainings as well as those were departmental trainings. After she switched over as the Deputy Secretary through SSB, she became Joint Secretary and attended the senior staff course.

5.2.4.3 Choice of a Career: How Did She Become a Civil Servant?

Ms. "D" was one of few women that entered the BCS for the first time because of a law enacted by the then Chief Marshal Law Administrator, Mr. Hossain Md. Ershad. Before 1982, it was not open for women to enter the BCS. She was the only woman in her cadre, the BCS (Railway), and 13 others were in the BCS (Administration). After completing every formality of the examination Ms. "D" joined the service in 1984. Although BCS jobs were not open for women when she studied, she had a desire to hold a very powerful executive post. She could not show

any exact reason. However this desire was influenced by a female role in a TV drama characterized by a renowned TV actress, Ferdousy Mozumder⁴² who acted as a powerful executive and enjoyed the power of the position and benefits of that particular job, including a car, an attractive bungalow, and was honored by other male colleagues. Her father also had a strong role in materializing the prestigious job. He encouraged her to do something special which could be achieved through hard work and study. It was his father for whom she attended the BCS. Ms. “D” stated that it was in 1982 when she was appearing at the master degree examination. One day after returning from university, she found the BCS form on her table that he brought from the PSC. When she enquired about the form, he told her the details and encouraged her to attend. Although she was not prepared because of the final examination, he insisted, saying that she could just attend while she was a student of master degree. She agreed but gave him a condition—that if she could not do well on one paper after that she would drop. Her father agreed, and it happened. In one examination on general knowledge before the last compulsory paper, she did not do well. She told her father that she did not want to continue. However, he again convinced her, telling that she had only one compulsory paper which she could easily finish and then she could think about whether she would continue or not. If she could not do well, there would be no problem. She would have an experience which might be helpful in the future. The last compulsory examination was on mathematics, in which she did very well. As she did very well on this paper, she continued for other examinations. By that time she had finished her master’s examination and had taken the examination for the rest of the subjects. It was one kind of force from her father to sit for the BCS examination and luckily she got the job of BCS (Railway- general cadre).

After serving about twenty years in the railway department, she opted to be Deputy Secretary through the Superior Selection Board, leaving her own cadre. The main reason was to achieve more promotions and hold a powerful position in the ministry. After becoming DS to the government, the career advancement path was

⁴² Ferdousi Mozumder born on June 18, 1942 is a popular Bangladeshi actress. She appeared in the country’s theatre and television for nearly sixty years and is awarded with the highest honor for her attribution to the Bengali culture.

wider with an advantage of working in diverse environments in different ministries. Deputy Secretary and above posts were the key ranks to be posted in powerful jobs as the head of the department or division, which was not present in the previous cadre. These attractions forced her to change her career where she had been doing most of her service. Some positions in the previous job were also difficult to perform for a woman, which was another reason for changing the cadre. She explained her reason to switch over to this job in the following:

I changed my cadre and switched over as DS to the government. Administration cadre or after DS, it has the greater scope and opportunity to work in any ministry, diversity of posting, variation of job, and also promotion scope.

Ms. “D” got two promotions after her entry to superior service as Deputy Secretary. The first promotion was JS and later she became the Additional Secretary.

5.2.4.4 Working in the Office: Problems, Struggles, and Coping Strategies

Her job and family background served as criteria for getting a qualified groom, who was a service holder. After one year of her service she got married. She completed all of her compulsory training in the service, especially the foundation training at the BPATC. As she was only woman in the service (her previous cadre), she was nominated at the very beginning.

Regarding placement, both husband and wife started career from the Chittagong Division and most of the time she stayed in the same place. She was not transferred to many places because she was the only woman in this cadre. She mentioned that she was privileged to get the posting. Only one time, when her husband was posted in Rajshahi, she was in Dhaka with her husband’s family. Because there was only one service holder couple in that cadre, they were given the opportunity to be posted in the same place. The main desired place was Dhaka. She personally avoided field-level posting, thinking about the well-being of her children. She mentioned that she used to stay in Dhaka so that she could nourish and educate

her children in a good school there. Another reason was that there was a field-level posting there called a “juicy posting.” If somebody would like to get something extra, they would always want those postings. She did not want to be dishonest because she thought it might be difficult to break strong boundary of vested groups as she was the only female and might not get support from others. It was difficult to keep one honest in some positions. But some officials always used to choose some lucrative placements. These placements included personnel, salary section and administration. She mentioned that the system was developed in such way that nobody could escape unless he or she was smart and capable. She also believes that some posts are not suitable for women. Male officers are brave and can manage by their courage, competency, and hard management style. They can utilize their capacity and can gain from the male-dominated environment, which is not possible for a woman, who needs to work against the existing norms. She knew one case in which a junior colleague was posted in a lucrative position. She was an honest officer and popular for her integrity in the service. Within a few days she was ousted by a vested group. Sometimes, a vested group is so strong in or around the office that one cannot survive. This is true for either males or females. It is more difficult for a woman. She admitted that women have to be very careful of everything. She meant that a woman had to move against the wave as others were men that had the same vested interest. It is a dilemma for women whether to cooperate with the corrupt group. If she became honest and did not cooperate with them, she would be in trouble and could be transferred to an odd place, which would relocate her family. She might face difficulty again and again. She could not be dishonest either.

Male-female working relations were also a questionable issue which was not favorable during her time as a woman starting her service, whereas the society was not prepared to welcome them. She felt like a lucky person because of her husband in the service and because a better working environment was provided for her. This case might be similar to that of others. However, from her experience she stated that some female colleagues tried to get extra care in the office praising their bosses. The praise starts from a very simple materialistic thing such as his shirt looks nice or his choice of dress. This is one kind of flirting with a male who, in reply, tries to do more and praises her beauty. The use of some words is not graceful for women. This ultimately creates problems for woman.

Ms. “D” could not enjoy some organizational benefits as these were not introduced during her time. She could not use the daycare facility because this was recently added in the organization after the pressure from stakeholders. As soon as the number of women increased in the service, facilities in the service emerged. There was only a three-month maternity leave during her time. The peculiarity was then that a pregnant employee had to take a six-weeks’ leave before giving birth and six months after that, so she had to go to the office leaving a 40-day old baby at home. Later the maternity leave increased to six months for better care of a baby. However, she could not utilize this facility.

Managing the office and maintaining one’s family simultaneously were one kind of tradeoff between career and family. It was not possible to choose the first one. However, she had to emphasize family.

Sometimes professionals are discriminated without any reasonable grounds. As she came to the service as lateral entry, she was superseded several times. Her juniors were promoted to the higher posts exceeding her. Some promotions are not always based on merit or experience in the service, particularly after the JS, and there are many issues involved in getting a promotion to Additional Secretary, Secretary, and Senior Secretary. However, she felt happy being promoted to this rank as it might not have happened for her if she was in her previous cadre. Another satisfactory issue was her children, who had already gained a better future. This satisfaction served as the compensation what she lost in the service, such as serving at the field level job, working as the head of the organization, attending foreign training, or obtaining a second master’s degree abroad. She left these opportunities because of her children. She also compromised with her husband, who enjoyed these opportunities whereas she emphasized family.

5.2.4.5 Support from Every Corner for a Better Career and Life

Support comes from all family members. Ms. “D” got much help from her mother-in-law and husband’s sister, who used to live with them from their first posting in Chittagong. She could easily maintain an official job, leaving her children with the mother-in-law. In the afternoon she had to take care of those small children, as they would wait for her return at the stairs of the building. However, as a woman she had to do those jobs with the children after coming back from the office, whereas

her husband could easily take a rest. After her husband's sister got married, her mother-in-law used to stay with them and helped nourish her children. Ms. "D" took a long breath and grieved that her role as mother was emphasized less and that the children were brought up by her mother-in-law or sister-in-law where she had little contribution. They said that her children were well educated and well-nourished only because of them. She grieved that this was very sad for a mother. She felt that she could not give much time for her children because of office work. She also sacrificed her professional life, foreign training, and other training in the country, thinking of the children's benefit and that nobody tried to understand her. She compared herself with other colleagues that had done that training and did better, as they served in some lucrative posts and worked on lien even though there was a possibility to work after retirement. If anybody has a foreign master degree or Ph.D., s/he can utilize the time for teaching even after the retirement at the age of 59.

She acknowledged that she got extra care from the office because of her husband, as he was also from the same cadre. It was also the situation of that time as she was the only woman in this service. Realizing the challenges of the jobs, she did not accept them or the authorities did not place her because of the social security and work environment. This situation ultimately gave her a comfortable condition to lead a balanced work and family life.

5.2.5 Case of Mr. "E"⁴³, Senior Assistant Secretary

(Age 45, married, with two children)

Mr. "E", 45 years of age, recruited through the Bangladesh Civil Service, joined the service in 2001 and has been working as an SAS in the MoPA. His major responsibilities are initiating and nominating officers for their professional development at all levels, from Assistant Secretary to Secretary. The nomination covers all required basic training and other professional trainings conducted within the country. He joined the service in 2001 as an AC and was placed in the Rasjhahi

⁴³The interview was conducted on September 12, 2014 whereas he was met several times as I was in need of his cooperation for data from secondary sources. I also communicated with him through email for further help and development.

Division for his first assignment. He started his career as a policy implementer at the field level.

5.2.5.1 Academic Background and Professional Development

Mr. “E” studied his O & A level in rural school and college of Jessore District. He completed his SSC from the village school and HSC from a college in Upazilla of Jessore District. As a good student he studied in the science group at the school and college level, which was decided by the school teachers, who inspired him to further study in medical college or engineering. Finding no position in either medical college or an engineering institute, he was enrolled at Shere-Bangla Agricultural University in Dhaka. His higher education started with a dream of getting a good job in a government office, particularly in the agriculture department. He did not get an opportunity for a second master although the MoPA offers such opportunities, including doing a master’s or diploma in a foreign country. The possible reason was being posted at the field level for most of the time, for which he crossed the age bar. Business at the field level office hardly provides free time for professional development; otherwise, he could have a second master’s from a developed country like the UK, which carries value in the market, family and society and the possibility to get value in the service in future.

5.2.5.2 Family Background As an Influence on the Choice of a Career

Mr. “E” was the fourth child of his parents, with four sisters and two more brothers. It is a big family that is a picture of the lower middle class family of rural Bangladesh. The main occupation of the people in the rural area is farming, producing agriculture products for their own consumption and selling them to others to earn money to spend for other purposes. His father was literate and his mother was a housewife with less education. The members of the family encouraged him to study. The brighter students automatically come up because of their capacity, not by the pressure of the environment. As all live in an extended family, they have the mentality to share everything such as food, clothing, books, etc. The household work is defined as external and internal. The first one includes shopping for necessary items, clothes, reading materials, selling agricultural products, and taking care of cattle which is carried out by the male members of the family. Cooking, cleaning and washing crockeries, washing clothes, cleaning rooms, keeping the room clean and tidy,

entertaining guests, taking care of younger children and elders are usually performed by the sisters and the mother. As a male member Mr. “E” got the special privilege of not doing household work, unlike his other brothers. He was encouraged to study as he was a good student among others. Even he got special treatment from his elder sisters and brothers.

He is married and has two children. The first one is a son, who is reading in class six and the second one is a daughter in class two. They study in a school in Dhaka. His wife is a doctor working in private hospital. They live in private apartment near to wife’s father’s house.

5.2.5.3 Who Was His Role Model?

He admitted that he had no role model. As a good student he was fully devoted to his study. However, the teachers or educated people in the society used to encourage him to be a doctor or engineer. Only the stories in the textbooks provide motivation concerning what a student can really be. However, it automatically came to his mind that he had to do a job, public service in particular.

5.2.5.4 Professional Life: How Did he Become a Magistrate?

Mr. “E” is a member of the BCS (Administration) cadre and everybody is popularly addressed as the magistrate because they utilize the magistracy power. People in the society respect them because of this power. This service was not planned anyway, as he studied in agriculture in his undergraduate and post-graduate level, which provides the opportunity to get a job in the agriculture field. He started his job as such. After completing his master’s in agriculture he attended the BCS examination and was selected for the post of Upazilla Agriculture Extension Officer (UAEO). This job was very much aligned with the study at the university level where he could contribute more. This was not the first job in his career. Before working as a UAEO, he served at a government bank for three years because it took a lot of time to complete all of the formalities in the BCS. Again he was attending BCS for being selected for the post of AC of the Administration Cadre while he was performing as a UAEO and finally he was selected. Meanwhile, he was selected for another job related to his academic qualifications. However, he did not take the job because of his present job and the desire for a job in the BCS (Administration) Cadre.

Starting as an AC in the Rajshahi division, he served in different positions at the field level for several years. After three years as an AC in Rajshahi district, he was then posted as an AC (Land) in Bogra district to work at an Upazilla. The main duties were to perform the land-related activities of a particular Upazilla. By this time he had finished his FTC in BPATC and law training from the BCSAA. Within the five years he completed his all of the requirements and duly got the promotion of SAS. In 2006 he was posted as a UNO at another upazilla to hold the Chief Executive Officer position at the upazilla level. It was found that his batch mates of the previous posts had been at the upazilla level under his position. Mr. “E” spent about five years as a UNO in three upazillas. After ten years in the field level, he was then posted in the MoPA as an SAS in 2012 and started working in the Secretariat.

5.2.5.5 Reason for Choosing a Career in the Civil Service

One’s family background, social demand, and the benefits of a government play a great role in choosing the career, where government jobs are preferred. While working as a UAEO at the upazilla level, he found some organizational and positional limitations—that the post had less opportunity for hierarchical development, it was a rural-based posting, was monotonous in performing the job because of similar types of jobs, and had lower social acceptability. On the other hand, the equivalent officer, the UNO that exercises more power, receives honor from all levels of people, has vast opportunity to work for rural and local development, gets speedy promotional prospects, opportunity for personal growth, and a wide scope of working at different positions in different departments and ministries. The diversity of work and placement minimize fatigue and boredom. The difference seen practically forced him to get a BCS job again in order to gain a place in the BCS (Administration) cadre and finally he obtained that opportunity. This was the fifth job in his career.

Choosing a government job, particularly in the civil service, succeeded over the private jobs with comparative benefits, for which a good number of people, including Mr. “E”, switched over to a public job from the private sector. A man with a job in the civil service, particularly a member of the BCS (Administration), is a popular bridegroom in the society.

There was a vital reason for choosing a fifth job: the previous jobs were mainly based in rural areas and lacked civic benefits such as good hospitals, academic institutes, shopping malls, and transportation. After becoming Deputy Secretary to the government in a few years, there was less possibility to be posted outside Dhaka or if it happened, those positions had good facility of accommodations, vehicles, a full-time phone and some other financial or non-financial benefits. Positional issues also came to change the job as there is vast opportunity with this present job to work as the head of the organization and lead an organization according to one's capacity. As the UNO or DC, the posted person is the "King" of that particular upazilla or district.

The present job has the diversity of working in different ministries with different types of tasks and different organizations with different jobs and facilities. The diversity also reduces the monotony.

5.2.5.6 Working in the Office: Enjoyment, Problems, Struggles, and Coping Strategies

Problems began after getting married, as his wife was a medical student when he was posted in Rajshahi and his wife was studying medicine in Dhaka. Hence, he had the practical reason to stay separated in two different cities. After her completion of the MBBS degree she had been living with her husband. As an educated lady she was searching for a job and got one in a government hospital. He managed her posting near to his work place according to the government circular. Mr. "E" had his first baby when he was working as a UNO. However, problems came: who would take care of her and her son? He needed someone's help—a domestic servant. He was given a very practical proposal by his father-in-law to keep her in Dhaka near their apartment so that they could take care of them. The frequent transfer of Mr. "E" also accelerated the problem. As a doctor it is easy to get a job in Bangladesh or they can easily do private practice. If she lived in Dhaka and got a job there, she could stay with her parents. Mr. "E" also thought positively as he could go to Dhaka and after the DS he could easily stay in Dhaka. His wife left her government job and immediately got a private job in a private medical college in Dhaka. The tension of taking care of a child and wife was managed. However, he had to maintain two families. He had an earmarked house at the field level and a family in the capital. Because of the accommodations he could not get house rent from the government

whereas he had to maintain another accommodation for the family members. This not only relocated his family but also increased his expenditure.

This family relocation was positive for Mr. “E” in that he had many opportunities to work for the people, as he had no family in the workplace. The loneliness forced him to work more. The UNO residence was treated as the office. He enjoyed this time working with the people and passed a fruitful time. He took this as an opportunity not as problem. Many government employees, male in particular, keep their families in divisions⁴⁴ or in Dhaka. It gives pressure to the female counterparts of the families as they have to maintain everything. The children of those families miss the love and affection of the father. He mentioned that he missed and felt sad when he could not see the face of his beloved when he returned home after the long working hours. This feeling cannot be measured in any terms. When he used to visit the family, he had to travel from Rajshahi to Dhaka managing a leave or official job. Travelling from the workplace to Dhaka was also costly and time consuming. He had to miss social programs and his wife as well.

While talking about jobs for women, he admitted that they had to sacrifice many things, as his wife left her government job and stayed in Dhaka without her husband. As a whole, males in the office do not want to accept women.

5.2.5.7 Personal Strategies for Making a Better Career and a Happier Life

As his job was transferrable and he needed help from others, particularly from his father-in-law, he kept his wife in Dhaka, ignoring his personal happiness. For the betterment of the child, his wife left the government job so that she could easily stay in Dhaka. It served as condolence to himself to be busy with the general people in his office as he had to stay alone. To maintain two families in

⁴⁴The administration of Bangladesh is divided into seven major regions called divisions. Each division is named after the major city within its jurisdiction, which also serves as the administrative headquarters of that division. Each division is further split into 64 districts which are then further sub-divided into 480 upazillas. There are seven divisions: Dhaka, Rajshahi, Chittagong, Khulna, Sylhet, Barisal and Rangpur.

different places requires more financial arrangement, for which his wife again entered the job market to contribute to the family. It is a mutual understanding to help each other and take care of the children and family. They shared the family responsibilities which included taking the children to school, bringing them back, meeting elderly people in a planned way in few months, doing weekly shopping, etc. Personal planning is a must, which is accompanied by prioritized issues or things to be done.

5.2.5.8 The Issues That Can Make a Better Life for Professionals

A good number of recommendations were made by Mr. “E” for the better performance of professionals. A clear-cut posting policy should be in the ministry and strictly followed, which may help employees well ahead and plan accordingly. Sometimes, a huge number of employees was recruited, which created a problem of promotion because of fewer vacant posts. The present structure of the administration is not pyramidal in shape; rather it is of a different shape, more in the middle and very less at the base and top, which hinders rational placement. The longer working hour creates fatigue and boredom and decreases quality time, which could be spent with the family. This happens due to the fewer number of people recruited compared with the increase of total population. It demands the restructuring of the civil service.

5.2.6 Case of Mr. “F”⁴⁵, Deputy Secretary

(Age 48, married, 23 years in service, with three daughters)

Mr. “F”, age 48 and a DS, has been serving in this ministry for the last three years. He is a member of the mainstream. He looks after the Career Planning and Training (CPT) wing, where his main duties are to plan for pragmatic posting policy, career development through training and development, preparing performance-based evaluation systems, preparing key performance indicators, and formulating women-friendly policies.

⁴⁵As Mr. “F” was known to me I took permission over phone two days before and met him on September 13, 2014. Although he busy on that that he gave me time at around 4pm on September 13, 2014. He was kind enough to provide a lift towards my house, which gave me another opportunity to discuss the issue more.

5.2.6.1 Family Background and Early Life

Mr. “F” being second eldest son among five sons of his parents, has had good experience of doing household activities since his childhood, as he has no sisters. His father was a primary school teacher of a school in a village of Mymensingh⁴⁶ district and his mother was a housewife. All of his brothers are in a good position as they are doing jobs in private schools and colleges. Mr. “F” is the only family member that entered the civil service. He was the best student among all his siblings. He is an amicable and helping person as proved by from his assistance to his mother. As a female member in the family, his mother used to do all of the household activities which encouraged him to help his mother. He saw that his mother busy with all tasks inside the house including managing the cooking materials, arranging firewood, collecting vegetables, washing and cleaning crockeries and so on. She used to spend the whole day arranging and cooking food. Electricity was not available during that time and they had to use earthen cookers and earthen lamps with kerosene oil. The sufferings of the village women helped him to realize her workload and assist her accordingly. If he had sisters, they could assist their mother and that part was done by him. He even sometimes cooked rice and prepared some cakes with the help of mother, especially when guests visited the place. He entertained visitors at home. The experience of assisting his mother in household activities helped him to assist his wife. Mr. “F” starts his day early in the morning with religious prayer and then cooks in the morning for all the family members. After preparing breakfast and lunch for himself, he asks his wife to wake up. Although it is normally done by the female in the house, he does this because his wife has a problem of insomnia and she cannot sleep at night and makes up for it in the morning. From the caring point of view he does not want to disturb his wife. This attitude can rarely happen in Bangladesh society.

His wife was a college teacher at a private college in upazilla where he had been working as a UNO. Later when he was transferred as an ADC to Kishoregonj district far from that upazilla, she had to leave the job to stay with him.

⁴⁶ It is one of the 64 districts (administrative unit) of Bangladesh.

They have three daughters. The eldest one is studying in medical college and the others are going to school.

5.2.6.2 Personal and Professional Development

Mr. “F” was a good student since his school life and he was the best among all his siblings. He started his academic study at the primary school of his father and continued his schooling at a high school in that area and HSC at college in an upazilla near his village. It was found that good students study science at the SSC level and subsequently at the HSC level and wish to become a doctor or engineer in the future. However, for his case that desire was fulfilled by his daughter and he studied agriculture in Bangladesh Agriculture University because of the location—close to his village. Studying in this university cost less because he did not need to spend money for accommodations or food. Later he got the chance to study agriculture there. In the early 1980s, agriculture graduates had a very good to get a government job. That was another reason to study.

In his professional life, he has availed himself of the opportunity to do a Master’s in Human Resource Management at the Indian Institute of Management in Delhi through the Indian government scholarship.

Besides his academic study, Mr. “F” got opportunities to develop professionally, successfully completing the FTC, law and administration training, and survey settlement training at the entry level, ACAD and MATT2 at the mid-level, and some foreign training programs. The FTC was completed as a condition of service confirmation, whereas the remaining training courses helped him to develop his professional capacity.

5.2.6.3 Professional Life: How Did He Come to This Job?

Mr. “F” joined this service at the end of 1991 as an AC in Chittagong District. It was a desirable job that was cultivated from his childhood. His mother encouraged him to be magistrate as she saw her brother, his power and honor in the society. Mr. “F” was very much impressed with him and encouraged by his maternal uncle. However, it was not so easy to get this job through the competitive and rigorous examination conducted by the PSC. He explained the factors for his choosing this service:

From the early life, school life, I thought I would work in the office. Not exactly like the aim in life. I joined banking sector. In our society bankers are not much honored, they don't have social prestige and power. Although now the case is different due to the financial advantage, this job is chosen because it is secured, salary everything [is good], have pension and other benefits. Some positions have fulltime vehicle etc. Above all, it has the magistracy power, that we have the power to practice the judiciary. It is highly honored. People respect us a lot.

It was his third job. The first job was at a private bank. The private jobs were not very attractive compared with today's job and benefits, but the salary was handsome. However, it was not attractive because of working hours, working in a rural area, fewer opportunities for promotions and it was not socially valued, and after all it had no power. If the prospect of banking would be like today he thought he could think otherwise as his colleagues of that time had already gained much in their life, including their own apartment or residence in Dhaka, and other positional benefits. Social and family choices forced him to attend the BCS in order to join the administrative service. Before getting the final selection concerning this service, he was also selected for another job at the upazilla level.

Finally he fulfilled the desire of the family and his as well getting a chance in the BCS, as a member of this cadre. He has already passed 23 years in this service in different positions, 14 years in the field and rest of the years at the policy level in Dhaka. After three years in Chittagong district as an AC, he then served as an AC (L) in an upazilla in the same district where he served more than two years. Chittagong was very far from his own village, for which he managed a posting in Kishoregonj district in the same post. This movement continued for the sake of his service. Sometimes it happened due to the promotion and sometimes because of the fulfillment of the required three years in the same post. When the promotion was given that also came with the transfer to a new place with the necessity of shifting the whole family or keeping the family near his own village. Serving as a UNO, ADC at the field level, he was transferred to Dhaka, as he was promoted to that post and

positions in the field level equivalent to the DS are very limited. After 14 years' serving at the field level, he came to Dhaka and finally two years ago he was posted in the MoPA, the most desirable posting because it is the parent organization.

5.2.6.4 Problems and Pleasures in Service Life Affecting Personal and Family Life

When he was an AC (L) in Chittagong, he got married and they stayed there. Then he was transferred to Kishoregonj, thinking that he would be able to spend more time with family members, which did not happen because of responsibilities in his office. His wife also joined a college in the same upazilla where he was working. As soon as they were settled in that upazilla, he was then transferred as a UNO in an upazilla in Jamalpur district as he was promoted to SAS. As this was not far from the previous posting and village, he went there and his wife with children had been staying in the previous place. His wife could not move because of her private job and the first child would be an SSC examinee in the next two years. By that time, he was then again promoted and transferred as ADC in Pirojpur district in another part of Bangladesh and in the opposite direction to the upazilla where family members were staying. This posting made his family relocate. His eldest daughter was a candidate of the SSC. If she was taken to the new district with him it would be difficult because of different education boards. She might face problems with the different types of questions. His daughter might make a mistake or not do well. He usually lived with his family. He thought well ahead. He calculated many things in detail. Then what he did was to meet the cabinet secretary, the highest ranking officer for the cadre service, and explained his situation. He was kind enough and posted him to a nearer district in Jessore.

When he met the Cabinet Secretary⁴⁷ he did not talk about his child; he discussed his wife's job. As she worked in a private college and her workplace was fixed, he could be posted near his wife's workplace. In that case she would not be able to continue her job. He was told that since it was a private job, it would not be possible always to accommodate him in his wife's working area. However, he assured

⁴⁷ The Cabinet Secretary is the senior-most civil servant position of Bangladesh.

him that he would make a positive decision for him. Then Mr. “F” requested the Secretary of the MoPA to be posted in his desired place, although the Secretary did not address his problem earlier. However, he followed the request of the Cabinet Secretary. This led to his posting in Jessore. However the problem was same for his child. If she was enrolled there she might face problems with the different syllabus of a different board and it was not near to the area of his wife’s posting. Then what he did was to keep his child in Mymensingh in his elder brother’s house, who was college teacher. He enrolled her there but he wondered how she could stay there without a guardian [parents. He took her to Jessore and appointed private teachers to teach her the subjects needed to be prepared for the final examination. His daughter passed HSC from the science group without going to college. She missed the association of friends. His daughter faced problem because of his transfer to undesirable place.

He did not think about the family relocation when he came to Dhaka and his children were admitted to educational institutes in the capital. However, this happened before getting a promotion as deputy secretary.

5.2.6.5 Strategies He Followed to Cope with the Challenges

When Mr. “F” was transferred to Dhaka, the accommodations and children’s education were his main concern: how he would be able to maintain them with the limited salary and cope with the high cost of living. Due to his frequent posting and because his wife’s job was private in nature, she had to leave the job and permanently stay with family members in Dhaka. The cost of living in Dhaka is more expensive than that in rural areas. Mr. “F” faced financial trouble at the beginning in Dhaka. In order to cope with his fixed salary, he rented a two-room apartment in an area where he could get cheaper rent and be close to the children’s school and college. He could not stop spending for his children’s education, which he managed through saving from renting cheaper accommodations. It was not up to the mark of his designation and for that reason he would invite only those friends and family that could respect his honesty and sincerely, not by tangible resources. Mr. “F” maintained another strategy—that he would not attend some social programs which demanded buying expensive gifts. If he could, he would avoid them or he would attend only

those that would value cheaper gifts. He said that he would give some books or CDs of classical songs.

Knowing about his honesty he was respected by other colleagues and some senior colleagues would try to manage some scope for legal income. He was given the opportunity to get informal flexibility to conduct some training sessions in different training organizations that brought some money. Another advantage he got was from foreign training programs from where he could easily save about 150,000 BDT. Every month he laced some money and he spent from the savings kept for emergency purposes. After going to Dhaka, he enjoyed some foreign training programs in India, South Korea, Australia, China, Indonesia, and Thailand, which gave him financial support. Luckily he received those training programs when he badly needed extra cash. His colleagues also extended their hand.

He acknowledged the support of everybody. He shared the experience when he was doing his master's in India.

I was alone there and family members were in Bangladesh at the very beginning. After few months, university authority allowed me to take family there with tuition waiver for my two daughters. And for food, I paid half for my wife. I am grateful to the authority. If they won't allow family with the special support, it would have been difficult for me, specially my youngest child. I was so emotional for her. When they went to see off me at the airport and I bid them. When I entered inside and she could not see me, she started crying and then she fell in sick and continued. That incident forced me to bring them to India. One of my senior colleagues helped me giving some money to bring my family members in India. I am grateful to him. He did not take back that money. University gave me 10,000 rupees, I could not save, but I survived with family members. That is enough.

Mr. "F" mentioned he managed everything very well with the support of others, whereas some officers could not manage and they managed from other sources or indulged in bad practice.

When he faced family relocation, his colleagues also helped. His senior colleague provided an accommodation so that his wife could continue the job. She later left the job because of his frequent transfers. His elder brothers, who used to stay in his home district, helped when his daughter was in need of getting admission and continuing her study. It might not be possible in other institutes as a student needs at least 95% attendance in the class. The absence of his daughter cannot be taken positively, and practically it was very beneficial for Mr. "F" and her.

5.2.7 Case of Mr. "G"⁴⁸, Joint Secretary, Officer on Special Duty (OSD)

(50 years old, married, with three promotions)

Mr. "G" is a JS and currently is an OSD. As he does not have any work to do in the office, he has been sent for imparting training at the BPATC, Savar. The senior staff course is designed for Joint Secretaries to the government. He shared his previous and present experiences.

5.2.7.1 Family Background That Dictated His Career and Life

Mr. "G" came from a big family⁴⁹ based in a village in Satkhira district. He told me that he is a member of a big family, like a football team. There are seven sisters and four brothers in his family, including him, and all are elder to him except one. His father was an employee of the railway department and used to move around the country because of the job, whereas they were fixed in the village with their mother. All of the brothers and sisters of Mr. "G" were brought up in a village culture. Because of the big family, they had a sharing tendency which was forced to develop among them. Mr. "G" said that his younger siblings used to use the elders' clothing or books. They even used to share a table for reading. The culture of togetherness developed during their childhood. It was a necessity. As their father had not been with

⁴⁸Mr. 'G' was met first in the Ministry of Public Administration and the interview was conducted on a free day at the BPATC where he was imparting training. I conducted the interview at 7.30 pm on August 31, 2014. Later I met him on one weekend and checked the data.

⁴⁹A big family consists of more than four family members. It is a policy decision of a standard family with only two children.

them, it was their duty to do those household activities. The activities normally done in the family were performed by the sisters. All of the brothers were younger. As he had many sisters, they loved the brothers a lot and they did not want them to work; rather they helped them. It was a social value to help in the family and nourish the younger brothers and sisters. They did not study. They studied only a few classes and then they were married. Before marriage they played a vital role in the family. Mr. “G” acknowledged that he and his brothers were brought up by the sisters. Society also gave value more to the sons. The mother played a key role in nourishing all of the children with special emphasis on the sons.

Mr. “G” is personally married a literate woman who is housewife. They are blessed with one daughter, who is studying in the University of Dhaka, and a 10-year- old son, who is reading in class V.

5.2.7.2 Personal and Professional Development

The schooling of Mr. “G” began in a village of Satkhira where he completed his SSC and HSC with good results on both public examinations. It was a condition to study further and to do a job that might bring status to the society, so the general trend in school was followed. After completing his schooling, he appeared at the admission and got a chance to study Economics at Dhaka University, doing a bachelor and master’s degree. Later he got a chance to do second master’s degree in Public Administration in South Korea which was a scholarship for professional development.

After joining the service he attended the FTC in 1987. Some other training he also completed after the confirmation of the service. He started his civil service as a member of the BCS (Economic)⁵⁰, which gave him opportunities to attend some foreign training. Later he switched over to the MoPA and joined the administration. When he was interviewing he was undergoing a senior staff course at the BPATC.

⁵⁰It is one of the twenty-eight cadres of Bangladesh Civil Service. It is a professional cadre whereas the BCS (Administration) is general cadre.

5.2.7.3 How Did He Become a Civil Servant

His father's job and status and respect from the society served as an encouraging issue for Mr. "G" to enter public service. His father was not a high official. He was the one and only government servant in that area. His mother as the key person in his childhood encourages him to study well to get a good job, better than his father. However, the comparable job was only his father's job, so after completing his master's from the University of Dhaka he joined first a private bank. After three years in banking, Mr. "G" joined the civil service. The limitations of a private job forced him to attend the BCS. The status of a private job was not good in the society. Many fathers did not even want their daughter to get married to a private service holder although they have a good salary. He left the banking job because of its timing and the pay scale, like other government jobs. He had to work even longer hours, particularly during the closing time and at the end of the year. Mr. "G" found his friends in the BCS having the full luxury of working for fixed hours and enjoying family life. Private jobs also had the risk of being hired or fired at any time. Finally he had success in the BCS and got a place in the BCS (Economic) cadre. This is professional cadre based in the ministry.

He got three promotions during his cadre service. Then he opted for the DS through the SSP. After five years as a DS he was then promoted to JS. The DS is a position for lateral entry from other cadre services. Mr. "G" did not serve in any desk at the rank of Joint Secretary and he has been made OSD in the MoPA.

5.2.7.4 Work Life: Pains and Coping Strategies

Mr. "G" has vast experience in private jobs, professional cadres, and mixed experience as lateral entry to the SSP of the government. The longer hours and stressful job in the banking sector were recovered in the public service as the job was based in Dhaka. Officials from the economic cadre do not have posting outside the ministry so he started his life in Dhaka with his family members. Primarily it was difficult to live in Dhaka with the limited structured salary provided by the government. He mentioned that it was troublesome. Every month he had to borrow money and that had a spillover effect. He could not meet the children's needs with his salary. It was not possible to bring money from home. That is why he saved very little in the GPF whereas many others save a lot, as it provides the highest interest rate.

Sometimes friends and family helped with loans so that he could bear the expenditure. This continued. After the second promotion he maintained his family life well, as these promotions brought much scope for financial and fringe benefits. He also managed well with the help of some other benefits gained from foreign tours. Because of the nature of the job Mr. "G" has no experience of field administration and he does not wish to work there as well. This posting gave him opportunity to educate his children in Dhaka from their early education. He was also mentally secure in terms of the availability of civic facilities in the capital city.

Mr. "G" mentioned that he never lived alone without family members because of his job and that did not hamper his children's education. Although he was in financial hardship as the living cost in Dhaka city was high, it gave him an advantage for his children. Many of his colleagues from other cadre services and government jobs serve in one place and the wife stays in another place and the children pursue higher studies in different divisions. Citing his friends, he told me that they grieved thinking about who would look after their children if they could not stay with the family members or if the female counterparts had to do excessive work. A transfer of a posting increases expenditure because of two or more places for staying. It creates detachment and increases the psychological burden and mental distance between father and children. It is not a problem when the children are grown up and study for a higher education, but they need caring at the very beginning. He remarked that normally family relocation comes in the early part of the service when parental love and affection are extremely needed by the children. When they are grown up they do not really need much as they are mature. In the bureaucracy, senior positions are more or less fixed in the ministry or around Dhaka, or those positions have financial and non-financial facilities. That type of situation requires extra money, which he did not face. The sharing and association among the family members he believes has fortified the relation.

The BCS (Economic) does not have power to enjoy a high rank or work as administrative head whereas joining the DS to the government provides a broader avenue for promotion and working in different positions in different ministries and organizations. Officials from different cadres are not eligible to be posted at the field level administration which is fixed for the BCS (Administration), and it is not needed to go outside of Dhaka any more.

He did not face any problem in his previous cadre, where he got all of his promotions in due time. Later he did not get a promotion on time. He was serving in the equivalent position of the rank of DS. Although he was promoted as deputy secretary within three years, he served about five years in that position, including three years as DS. Then one needed to serve three years to fulfill the requirements to be promoted as a JS. Unfortunately that took about six years instead of three years.

Getting promotion late or never is not an issue for lateral entry; there is discrepancy in the systems and officials are deprived. There are some incidences where officials were not considered for promotion. He mentioned that some are discriminated against without any reasons. It was found that some JSs were working as the attachment to the ministry or OSDs or in duty posts whereas their batch mates were working as secretary in one ministry. It is a humiliation for the person that was not promoted. The problem comes with social issues. Family members undermine the OSDs. Society judges them as corrupt people. The organization loses its potentiality and officials get frustrated to work anymore. There are some reasons for promotion such as performance, political. These reasons are not communicated to them. He told me that I would find a significant number officials (392), mostly men (337) as OSDs, meaning that they do not have any job. I verified this information from the website of the MoPA and daily newspapers and found the data in favor of this statement (Appendix L).

There is another trend he mentioned, that of promoting junior officials exceeding the batch mates of senior officials. The government may feel comfortable with some officers that are competent. The problem is that some officials are treated as the members or followers of opposition parties. This creates chaos and an unhealthy situation in the civil service. Whatever the reason is, it ultimately humiliates the officers and they are deprived of countable and uncountable benefits.

5.2.7.5 Support and Strategies for Making Work and Family Life Happier

His main support comes from his wife as she is not engaged in a job. Regarding the household activities, these were done by his wife and daughter, and the son also helps. He acknowledged that he did not have much contribution to bringing up his children where his wife made the most contribution. Their schooling, shopping

for them, their coaching etc. were done by his wife. He contributed money only in his family in the early of the month after getting his salary. She calculated how she would spend everything and still she does this. His previous cadre had no position outside Dhaka so he had to stay in Dhaka and survive with his salary. When he needed money, he used to get help from family, friends, or banks. Other than the salary, if he needed help for family purposes his brothers and friends came forward. For example, when he bought a piece of land, one of his friends did everything. As it was far from Dhaka, he could not go there. He managed this through his friend. As he is a member of a big family his other brothers take care of his parents, who are in a village. If they could not do this, he would have to village. Although it is difficult to manage time to maintain social communication, he tried to make time and keep communication. It provided him with other advantages. In most cases he had to take care of his parents over the phone and it worked. Again a job also creates an opportunity to mix with other people, who also came forward with help if he needed it. When he needed money, his colleagues were the first to help him. Of course this was possible because of public service, for which he easily got loans from the bank with a salary statement only. No guarantor was required. He believes that the benefits of a government job are enormous if these are calculated.

Problems of financial crises are also addressed from the savings made from foreign tours. Professionals get these benefits at different stages during their service life where the benefits increase in the upper positions. Some professional trainings like the ACAD, the Sr. SC, have also inbuilt foreign tours, which help to save a handsome amount of Bangladeshi taka. This savings helps to address some urgent needs like student admission or medical costs. Mr. "G" had very sympathetic views toward women professionals. He explained why he was sympathetic toward his female colleagues. His opinions are linked to social and family values, the mentality of men in the society. He stated the following:

It is difficult for women in our society. If family members realize that service holder either male or female, they have responsibilities, their nature of job, it won't be problem otherwise it creates huge mental pressure for both particularly for women. They have to face difficult

problem. For the sake of job, somebody may be late to return to home. Some husbands don't want to accept that. Some are crazy. It creates family conflict between husband and wife. Some husbands find that working ladies are smart, can enjoy the freedom, can spend money according to her wish. Husbands think different way that they can't control them. Still people in the society are not ready to take it easily that women go out to work. Although it is increasing, they don't say directly because they are earning and contributing to family. If husbands are affluent, women are advised not to do job. For the need of financial help, husbands do not say no to wives.

He seems to be sympathetic because of his own difficulties and he does not have a sister. Mr. "G" felt that and he helped his female colleagues manage their family lives with the flexibility of official jobs.

5.2.8 Case of Mr. "H", Additional Secretary

(Age 56, married, with two sons, four promotions)

Mr. "H" has been serving the government in different capacities for the last 29 years, including about 1.5 years in the present position after joining the service in 1986. It is a policy-level post where the main task is to assist the secretary to expedite the agenda setting, adoption as well as implementation. He also is actively involved in research for policy evaluation linking with the other organizations.

5.2.8.1 Personal and Professional Development

Mr. "H" studied at the University of Dhaka in the early 1980s. Later he got a chance to do a Ph.D. in Malaysia during his service. He also did his second master's in Public Administration in Germany. He was lucky enough to be selected among other colleagues. Apart from his academic qualifications, he obtained a good number of professional trainings both at home and abroad.

5.2.8.2 Family Background That Has Affected His Career

Mr. "H" is a member of a big family, consisting four sisters and two brothers. His father is an employee of the agriculture department working at the upazilla level and his mother is a housewife. No sister is engaged in any job although

all are educated. His three sisters are older than him and one is his junior. Both of the sons, including him, are highly educated compared to the sisters. His elder brother is working in the defense sector, which is one of the reasons that he joined the civil service, thinking that one of the family members should join it so that they could achieve more social power. Mr. “H” was also inspired by his mother and maternal uncle. The mother realized the power and social dignity of her brother, which forced her to guide Ashraf to follow. Her father was also a member of high society. He mentioned the reason why he joined this civil service in the following:

From the social perspective it has been chosen as it has great value in the society. If it is told from the family perspective, I can say that my relative, maternal uncle was in the civil service. That worked as the inspiration to enter the job. And in the context of Bangladesh, if it is compared with private sector, when we joined the service, joining the civil service was logically acceptable during that time. It is about the status in the society.

There are some other issues as well. Civil service was attractive because of job security during the time he joined the service, which still prevails in rural Bangladesh. However, this notion is changed among the urban people. The private sectors have extensively flourished and have become so lucrative that a good number of talented graduates choose to work with private organizations.

Mr. “H” used to stay in a village with his mother and siblings, as their father had a transferrable job. He was experienced with two distinct dimensions of external and internal work. He emphasized that the society defines the tasks of males and females. For example, cooking, cleaning, and helping one’s mother, keeping the room neat and tidy—all of these activities in the household are usually done by the females in the house. Similarly, the jobs which are usually outside in nature, for example, shopping of cooking items, or other things, like maintaining communication with relatives, and social contacts, are jobs are usually assigned for males.

He mentioned that his sisters did not go alone to school or college. He or his brothers used to accompany them. Although the brothers were junior to their

sisters, they were sent to support them. This indicates the social restriction of the movement of women.

Mr. “H” got married to a civil servant who also came from the same cadre and batch. They are blessed with two sons. Both of them are studying in a foreign university.

5.2.8.3 Work Life: How and Why He Became a Civil Servant

The encouragement of his mother and maternal uncle helped him to attend BCS examination and succeed. After passing the BCS examination of 1984, he joined the service in 1986. While he was trying for the BCS, he also attended some other jobs, as jobs were not easy to get. Before joining the service, he was selected for a job in a bank where he worked for a few months. He mentioned some reasons for choosing the civil service and leaving his private job. First of all, from the social perspective it was chosen as it has great value in the society. He spoke of the contribution of his maternal uncle, who was in the civil service. His repeated force and lifestyle served as the inspiration for taking the job. In the context of Bangladesh, the public sector was compared with the private sector when he joined the civil service; it was highly acceptable during that time because of its status in the society. There is a huge scope to serve the people. His job also has some more benefits than those of other jobs in the public sector. For example, agriculture is a technical job. If it is compared with general cadre service among those services, he thought they could reach people less through those services. A member of the administration cadre also has opportunities to be posted in different ministries, departments, autonomous organizations, in different types of jobs, and in different capacities. Citing his vast experience, he said that had opportunities to work in the Ministry of Education, Agriculture, field level administration, the UN organization, etc. He showed the positive effects of diversity of work that attracted him in the following passage:

[I am happy] as [a] member of administration cadre. The nature of job is attractive. It has the diverse and huge scope to be posted in different ministries, departments, autonomous organization, in different type of jobs, in different positions. For example, I worked in UNESCO project under the Ministry of Education; I had the opportunity to work in

various organizations. I had the opportunity to study to develop myself. These advantages are not normally available in other jobs.

This experience provided him benefits. These are not normally available in other jobs. That is why many government servants from other jobs try to switch over to this job if they meet the conditions of recruitment. A person between 21 and 30 years of age can join the civil service. He applied for the service just before he was 30. When he joined the service his age already exceeded thirty.

As he was also in a banking job, he compared his civil service job with the banking job for some reasons. Banking job was a private in nature. If he worked in a bank, he could get a large salary, twice or thrice than what he was getting. The benefits they provide are not comparable with the benefits of the government. A handsome amount for house loans, car loans, and other fringe benefits were included in his previous job. However, he emphasized that he entered the civil service because he has the opportunity to work in different organizations. He can do different types of responsibilities, which are not monotonous. After becoming Additional Secretary or Secretary he would be able to look after the ministry. It provides remarkable financial and non-financial benefits, as he would be leading the ministry. Everybody in the civil service wants to hold the highest position.

5.2.8.4 The Problems He Faced while Managing both Office Work and Family

When I asked him what the problems were that he faced in the office due to family responsibilities and the family for official jobs, he described it from different angles.

As both husband and wife are service holders, they completed their necessary trainings together before getting married and then they could not participate in training because of the children. This created a problem in terms of managing social life. He said that he had to maintain social relations such as meeting relatives, other family members or going out on a family trip. He had to compromise. He mentioned one experience that he missed due to official work. It was a year ending plan for the children, as they had finished their examinations and had a vacation for a month. They planned to visit Cox's bazar for some days. The date was fixed

according to his availability. However, due to his official business it was rescheduled three times. Finally they had to postpone the tour. His sons were shocked and told him “you don’t need to go anywhere with us! You always think work and work, not us.” He had to miss going out with the family members because of an urgent piece of work and unfortunately both the arrangements coincided. He said that he could attend social gatherings only if they were held on the weekends and if the venue was in or around the work place or residence.

The merit-based seniority list (prepared by the PSC at the time of first recruitment) is the principle criterion for promoting officers. There are some other criteria for promotions such as training, successful completion of the department examination, required years of service to be promoted to upper rank (Appendix V), a minimum of an 85% mark on the annual confidential report, and professionals should be free from corruption or penalty for disciplinary reasons. However, there are some other secondary and hidden issues that affect promotion. These issues are mostly unknown to everybody. If any professional is not promoted without any reason, he or she is blamed for possibly have problems. It cannot be accepted that a junior gets a promotion early and one has to perform at a lower rank. It is quite disgraceful and humiliating. Mr. “H” had to face this incidence. He was dropped twice, as discussed in the following:

Personally it is fact, it is natural I felt very sad when my juniors were promoted. As a human being, it is off course, anybody will be depressed. It is really difficult to share the sadness in words when someone is superseded. Even, juniors were my senior, and the reasons were also unknown why I was not promoted. Or why did the juniors cross me? It was about two years, terrible two years.

Deprivation of promotion affects social and family life. Family members are aware of culture of job, promotion, benefits of higher ranks and sufferings of deprivation. He mentioned, his sons who told him: “You leave the job now, we will work, and you don’t need to work now. You don’t need to do job where there is no justice.”

His sons were not much aged to do job. They felt the sufferings and shared their feelings for him. They felt sad for him that the office was unjust with their father. He mentioned that people in the society misinterpret and explain negatively.

5.2.8.5 Support from the Family Members in Terms of Coping

The main support for the family was received from his wife. He acknowledged his wife's contribution saying the following:

Basically the truth is I did not have to spend my time what I should have provided for the children. I could not give time to the family that was expected. I had more inclination to office and official activities, normally I am mostly dedicated to work and spend more time to work than the family activities. Still I do it. It is not 9-5. I always to more than that even, I want to tell you one thing, I normally return to home late. Sometimes, it becomes 8, 9, or even 10 o'clock at night when I return home. And my family, my wife and mother in law did take this sacrifice easily. My wife and I do the same work in same cadre in same rank, but I spent more time in office.

His wife spent more time with the family. When family needed time, she used to take leave from the office. If children were sick, suffered from a fever, or other family members needed assistance, his wife took leave from the office and spent time with them. He rarely took leave for family purposes. She would spend more time as the attachment of the children is more to their mother. She could do as what the father did, but babies need their mother for their emotional needs they feel free to tell their mother everything and can share. Usually he spends time during the weekend with them when needed, for example, when she went abroad or on a tour for training out of the office. However, until the demise of his mother, he did not do anything. His sister would help do the household activities even in the absence of his wife. He said that his wife got less advancement in her career. She evaded training programs or foreign study tours because of the children. She could not even obtain any professional degree, which he did. However, both of them had the opportunity to avail

themselves of these opportunities. He acknowledged that his wife sacrificed for his second master's and Ph.D. abroad, whereas she could not. This academic qualification made the difference in placement. It indicates that the wife sacrifices and allows husband to avail the opportunity.

Conflict arises when wife gets more salary than husband. It did not happen to them. It depends on the understanding of the spouse how they handle this issue. If they have a good understanding between them, it does not create any problem. Especially the culture and mentality of the wife are an issue of concern in this matter. If the wife is more self-centered, careerist, that accelerates the problem. If she thinks about the family and compromise, it will not create any problem in the family or society. He believes that it is not a problem of earning either less or more.

He also got a lot of help from his mother and his younger sister with household activities. In the absence of his wife, his mother and younger sister used to take care of their children, their food, schooling, shopping etc. His sister stayed with them until she got married. In fact, by that time their children were already older and could do everything by themselves. The children need help at the early stage and they were given assistance in the absence of the working parents. He acknowledged the contribution of the female in the family, who helped to make his life less stressful and happier, in the following passage:

My mother-in-law had also been with time till her death. She used to take care of our children when they were very small. Since both of us are working person, we needed her help. My sister also helped until she got married. Most of the time, my wife's mother had been with my children when it was urgently needed.

The support from the office was also needed as his wife got a leave from her office where she got the advantage of being a woman and the wife of a member of the same cadre. It provides special attention to the spouses.

If both husband and wife are professionals, they are sometimes helped by their mother, mother-in-law or sisters. They can even easily appoint domestic help. However, professionals who cannot get support from parents, young sisters for family activities they appoint domestic servants.

5.2.8.6 Support for Junior Officers

He understood the sufferings of his service holder wife and that learning helped him provide support to his junior female colleagues. He provided informal flexibility to the pregnant mothers and women with young children. These are some unwritten privileges. For example, Ms. “R”, when she was pregnant, could not come to office in the afternoon, as she needed rest and had to take care of her infant. He overlooked it. She was given that benefit on humanitarian grounds. He thought he needed to consider this. He thought that women professionals got this type of consideration from their colleagues and their bosses. This has various reasons, psychological, cultural, or social.

As a supervising officer he did not assign an jobs to women after 5pm as they needed to go back home to do family activities or because of security concerns, so he ordered no women could be in the office after 5pm as they have a family. Another reason was that if women had to work at night, even for official purposes, that might not be taken positively in society because he is man. It may affect her family as well. Her husband might take it negatively that he kept the female colleague at office for no reason although it might be for official purposes. He learnt from an experience that one senior officer was phoned by the husband of his junior female colleague and accused of keeping her in office after the office time. It creates problems in the family that may break the family. Keeping this in mind, Mr. “H” would assign jobs to males and females. He was found to be empathetic to his female colleagues as he realized the sufferings of his wife, who also performs in the office and takes care of the children.

5.2.9 Common Features and Contradictory Issues of Cases

This section discusses the salient common features and contradictory findings derived from the eight cases of eight individuals. It outlines the description of employees, the work place, educational attainment, family background, personal information, reasons for leaving previous jobs and attractions for choosing the present job, the spouse’s occupation, job benefits and entitlement, impediments, male-female official relations, scope of transfer and promotion, utilization of leisure time, and differences among professionals.

5.2.9.1 Salient Features of Case Studies on Women Professionals

Educated parents and affluence help women professionals succeed in their academic career and service life. As their parents know the importance of education and self-dependency, they tried to send their daughters to good academic schools to build their future. Achieving a career in the civil service serves as the strategy to lead a better life. They had seen women, particularly their mothers, doing household activities whereas women professionals had little contribution during their childhood as they were advised to study.

In most cases, the father acted as a role model for his daughters with few exceptions, which indicated that the daughters are guided by their fathers and they could hardly be influenced by outside actors. The exception was also from inside the house. Working in the office or the free movement of women was not as common as they are today. The father served as the role model because he was the only earning member, was highly educated, and honored in the society.

Activities performed inside the house were treated as internal tasks and termed jobs for females, such as cooking, cleaning, washing, taking care of elders, whereas external jobs such as shopping and taking care of cattle were considered to be jobs for females. The performance of female tasks by males is treated as disgraceful. Traditionally-defined female tasks created problems for women professionals in terms of performing them well and forced them to identify and utilize strategies to cope with the problem.

Civil service was attractive because of its social value, power and authority, for getting a better groom, and security in the service, and for these reasons they left the private job, which offered a better salary. However, the main reason for leaving a private job was job insecurity. The excessive processing time in the civil service forced them to engage in other jobs until final appointment letter.

Women professionals completed their professional training on time as they were mostly then single and did training just within the two years of their service. As it is mandatory training for job confirmation, everybody took it seriously for getting the service benefits. However, as soon as they get married and give birth to children most women avoided training. They also avoided training programs because these do not affect their career progression. Bureaucracy is so traditional that

professionals do not need much training. If they could avoid it, they avoided rather they spent more time with the children. Small children served as a hindrance to joining the training, including foreign training. However, careerist women attend training programs, managing their house with the help of maids. Children are taken care of by the maid and the mothers.

Women professionals perform both office and household activities. They also get help from paid domestic servants as they are solvent and their husbands are also service holders. In most cases the spouses of women professionals do the same work of the same rank or higher rank. Financially they do not face any problem. Although the wife's salary contributes to the family, it creates problems when she receives a larger salary and holds a higher position.

When women with young children are transferred, some heads of the office, particularly at the field level, do not let them join the office or try to avoid their joining to the office. The head of the office thinks that those women might not be able to concentrate on work fully and they might need more time and leave for their children. They think that mothers cannot be assigned any tasks after office hours, even at night if it is needed.

Women professionals coped with some jobs by intentionally avoiding such jobs as administrative jobs, personnel management and others which take longer hours. This disengagement among the women professionals helps them spend more time with the family.

Transfers force women professionals to stay in different places, increasing the cost of living. Longer working hours in the office hamper family life, which they face at the field level office. The ministry is the most attractive place because of fixed office time and because it is Dhaka based job. These issues forced women professionals to avoid some transfers through persuasion (*tadbir*). They do *tadbir* for their desired placement. It is a culture practiced in the administration, particularly for many purposes, including posting. Women do *tadbir* of placement to be closer to their husband to stay with family members or they do *tadbir* for their husband to make them posted near their work place.

Generally women are not good at maintaining good relations with the boss or colleague—both males and females, where the main reason is that they have a

family and they need to finish work and return home. They do not want to spend extra time at the office. Good relations with the male colleagues are treated badly in the office and at home. That is why they try to avoid maintaining good relations. The spouse's position helps them to keep good relations and that has positive results in the office. Professionals utilized the spouse's position as the strategy to take the advantage of better placement.

Even if the woman's spouse is a service holder and they do not have financial problems, they realize that it is difficult to lead a life with one person's income particularly in Dhaka. They followed the avoiding strategy for some placements and emphasized more their personal issues.

As an OSD (officers popularly treated without tasks) becomes a phenomenon in the administrative culture, it affects women less. They try to be on the safe side, avoiding some positions which may be treated as political. Women are placed as OSDs mainly for education purposes. Avoiding some lucrative posts served as a good strategy.

Women are privileged in the office for some cases, particularly those that have families, children, or elderly at home. They are considered because of other social problems such as insecurity and transportation problems. These problems made them passive sometimes in some jobs. The women are not usually assigned jobs which require staying at night at the office or stay longer after the usual office hours. This support is easily achieved from their male colleagues or supervisor. It was found from the interviews with the women professionals that women supervisors place more pressure on the women. One woman professional made the following comments:

If a woman works as supervisor of women, she tries to display the masculine traits. She pressurizes more on women to prove that she is capable like a man. Women bosses do not want to listen problems of women which could easily be taken into account by a male. Women bosses behave differently with male colleagues.

The beauty of a woman matters. Here beauty indicates a fair complexion, not black, not fat. Some think that a beautiful complexion is favored in

the office. The beauty of a woman serves both in positive and negative way. They are highly valued in the family and society. On the other hand, it may serve as a negative issue. If a beautiful woman shows a better performance or achieves a better posting or foreign tours, her quality is not judged; rather, she is accused of flirting with male bosses in order to get benefits. This hinders her performance in the workplace.

Male professionals acknowledge the contribution of women professionals after maintaining their role at home. They think that women joining the service by dint of their quality and capacity. Women professionals are praised by male officials for their better performance.

5.2.9.2 Male Professionals: Salient Features of Cases and Some Contradictions

The average age of male professionals is about 40 years, which means most of them were born in the 1970s or before, when a big family comprised 6-8 family members. Every male professional comes from a middle or lower middle class family. Struggles or sharing for necessary things was a common phenomenon among the siblings, which forced them to be self-dependent doing a better job, preferably government service. Getting a job in the civil service serves is a better strategy for leading a better life.

The starting job was in the banking sector. Everyone found this unattractive because of longer hours, job insecurity, no power, and rural based. Later they came to the BCS competing on the examination with an aim to get a prestigious job, which was highly valued in the society, even for getting a better bride. Job diversity and promotion prospects also attracted them to join the service. They were also highly influenced by their fathers.

Utilizing the support of family members in family activities was a good strategy of male professionals to engage them in official activities and for gaining professional competence. They acknowledged that their spouses made more contributions to the household activities for which they could concentrate on their professional development, including pursuing a Ph.D., leaving the family responsibility to the wife. Male officials utilize the help of their parents and sisters, which serves two duties simultaneously. They are taking care of their elderly parents and young unmarried sisters. They also take the help of parents and sisters or their children.

Everybody completed the FTC within the specified time frame (two years). They did not miss other trainings that were helpful for professional development. Normally they do not miss any training because of family. They utilized the family support as a passive strategy.

All male professionals hardly contributed to the household activities. It is an exception when the wife is also a service holder or has a physical problem or they have an autistic baby.

The wives of male professionals are mostly housewives and the males are the main breadwinners for the family (Zafarullah, 2000). They acknowledged that it is difficult to lead a life with their current salary. That is why they need other sources of income and followed some strategies to meet the scarcity. It includes income from foreign training, loans from banks and from friends. Promotion brings better financial benefits for them and they can maintain the family well.

Most male professionals indicated that recruitment, placement, and transfer are unplanned. These unplanned policies create differences in benefits for some professionals. Those that work in the field enjoy fewer benefits compared to those that work in the ministry or in the capital.

Promotion is achieved in a timely way when they come from the mainstream batches, but it takes more time for those that come as lateral entry. Although they follow the strategy to switch over to this service, they are also not promoted. Political factors also affect the posting and promotion and excessive promotion can create OSD culture. Generally male professionals are the victims of OSD culture and this affects the family. Some posts are treated as political such as the Divisional Commissioner and Deputy Commissioner.

Male professionals are considered fit for every job, as they are thought to have less family burden and their personal problems are not considered. They can easily cope with the environment and the facilities that the offices have.

They also acknowledge that the office hours in the ministries are flexible and the time duration is fixed, whereas longer working hours are maintained at the field level and there are more challenges there. The work environment in the ministry is more congenial.

Men also emphasize their families and they keep their families fixed at one place for their children's education or the wife's jobs and they move around; they do not want to disturb their families. Male professionals normally travel to meet their families. Weekends are utilized for doing household activities such as shopping and meeting friends and family members

5.2.9.3 List of Factors that Affect the Career and Life of Professionals

These factors (variables) found in the above-mentioned case studies explain the situation and picture of the life of professionals, why they came to civil service, what factors created problems for their career, and the strategies they had to follow. Some have a direct effect and some an indirect effect.

Table 5.1 Variables that Affect the Career and Life of Professionals

Issue	Common factors /variable for both professionals	Factors for women	Factors for men
Choosing the career	Family choice, personal choice, renowned personnel, economic crisis of family, social status, work environment, education level, rural-urban area, professional benefits, career and service image	groom's choice	Bride's Choice
Problems faced in the workplace while performing the job	Discriminating for assigning jobs, vacant posts, undesired or hazardous placement, practice of existing policies, long working hour, strong hierarchy, excessive promotion, political interference, missing training in home and abroad, lack of training, contradiction of better performance, jealousy of male and	Male dominated working environment, lack of toilet for women, lack of day care center, adverse environment, male's negative mentality,	OSD culture, Excessive promotions, wife's job (Particularly private job)

Table 5.1 (Continued)

Issue	Common factors /variable for both professionals	Factors for women	Factors for men
	female for better performance, cost of travelling to family, children's autism, Staying alone or with children, sometime no support from family members	male's non-cooperation, Husband's job and posting in different place, beauty of women, being widow	
Strategies for overcoming barriers while performing the job	Keeping communication with senior officials, appointing maid servants, getting help from family members, informal flexibility, eating less, avoiding social gathering,	Utilizing Husband's income, being single (two cases who were widows)	Settling children and family in Dhaka, living in small apartment, staying alone, savings from foreign training, working on lien, study in a foreign country with scholarship, living in an extended family.

5.2.10 Time Spent for Family Purposes

Coping strategies depend on how a person emphasizes his or her family activities and how much time is spent with the family members. These findings were captured through observation and discussion while I commuted to the office and accompanied the professionals to their house. A woman professional spends more time on family responsibilities than male professionals. A woman professional starts her day early and it ends late (Appendix O). She looks after the activities of the children and even takes care of the children from the office over the phone. A male professional does not bring his household affairs to the office. It is an advantage for male professionals to be helped by their wives for family activities. Family responsibilities permeate more of the office work of a woman professional than that of a male (Appendix O&P). This indicates that women need to emphasize their role as mother or wife or daughter-in-law and it requires following some mechanisms in the workplace so that they can reduce any role conflict.

5.2.11 Summary of the Case Studies

Case studies discuss the struggles of professionals because of their role in the family and the organizational issues regarding their placement, transfer, being assigned jobs, and their problematic environment, which force them to identify strategies to cope with work and personal life. Case study of professionals connects the multiple individual cases in the MoPA in the present study, and case studies explain their reasons for joining the civil service and the detailed issues of their socio-economic background. This background also indicates why they need to adapt different strategies to cope with the work while performing well in at home. Factors of the MoPA influence their career and life. Structural issues such as diversified functions, administrative hierarchy, various categories of professionals and promotions of more than vacant posts (Appendix H), the OSD phenomenon, political interference, entitled benefits, opportunities for financial and non-financial benefits, career development planning, transfer and placement, and the issues of the Annual Confidential Report (subjective judgment and bias of initiating officer) affect their career and personal life. These issues have direct and indirect, and positive and negative effects, on professionals. For example, Ms. "A" had to suffer in terms of

commuting, staying in office area, and relocating her family. Mr. “E” being the Senior Assistant Secretary had to live in one place while his two family members lived in another place. Women usually avoid foreign training due to their young children as Ms. “A”, “D” and the wife of Mr. “H” did, while the male professionals usually do not miss foreign training. Due to the non-compliance of a leave-sanctioning authority or supervising officers, nobody enjoys the rest and recreation leave, which is deemed an important policy for minimizing boredom.

Family background, socio-economic issues, financial factors and the education of parents, academic background, professional training and skills, personal motivation, experiences with the job, cooperation and non-cooperation from colleagues, support from family members, either in emotional or in household work, dictate how well professionals they can perform in the office and family life and how they need to cope with the problems. This shows that there is no clear boundary between the two lives as the issues of either domains move from one domain to another easily for which multiple factors of the organization, the individual and the person’s surroundings are responsible. In order to cope with problems in the workplace and the demands of the family, professionals adapted coping strategies which have been discussed in the next section of this chapter and in the next chapter.

5.3 Analysis and Interpretation of Case Studies

Myriad issues relating to work and household activities require identifying coping strategies to manage both official and family lives so that professionals may face less difficulty in the workplace and can perform household activities well. These strategies help develop the ability to spend time together with family, time for advancement in one’s career without giving up the quality of personal life and missing career opportunities. This chapter offers an analysis of the case studies presented above in terms of how professionals manage both aspects of their lives. On the basis of the description of the cases of MoPA and eight professionals I have developed an analytical framework for the three major issues that emerged from the cases. Each issue has been linked to the major objectives of the research. The three major thematic issues are: 1) socio-economic factors that influence one’s choice of

career; 2) obstacles that professionals face while performing official and family activities and the necessity of following different strategies; and 3) coping strategies that they follow for overcoming those barriers. The first category includes family background, reasons for choosing jobs, experience with household activities, and role model before joining the service. Career choices also dictate their roles in the family, in the workplace, and their responsibilities. The second broad area comprises organizational issues, career-related factors, policy issues, political factors, social factors, personal factors, and familial issues. Professionals face difficulty in the office and at home because of structural problems of the MoPA. They need to solve those problems following various strategies. The last thematic issue entails the various coping strategies such support from family, individual strategies, utilization of organizational and policy options. These were drawn from the interviews and case study findings and developed thematically following a rigorous process of data sorting, reduction, and data reorganization (Roulston, 2014).

It was anticipated in the research questions that women professionals had difficulty managing their official activities and household activities after their work. The research proceeded to get more concrete answers to the research questions and presented a detailed picture of two broad categories based on gender. There were some similarities and dissimilarities among eight case studies, of which four were male and four were female professionals. However, this analysis part presents a picture beyond that. These eight case studies are the most common and detailed of the 31 research participants whose experiences were also considered in this analysis in order to provide an in-depth picture.

5.3.1 Socio-economic Factors that Influence the Choice of Careers

There is a trend that professionals from small families have the ability to cope with the workplace and live in a better way in comparison with the professionals from big families. The first group members came from highly-educated and affluent families that positively influenced their career and life. The data provide evidence that women professionals face less difficulty than male professionals. Eight men out of 13 came from a big family whereas only two female respondents were from this type of family (Appendix A). As a member of a big family, everybody desires to be self-

dependent in doing a job, particularly in the public sector. The backward and privileged groups such as ethnic minorities and farmer family members got the job by dint of their hard work. Bangladesh represents a big family culture with a densely-populated country. The civil service does not represent the major part of the country, as it is an agriculture-based economy. The civil service is captured by the groups that have advanced socially and in terms of education.

Professionals, as they are highly educated, have a planned family structure mostly with two children. The spouses of male professionals are mostly housewives, whereas women professionals have service-holder spouses. Professionals' careers inhibit professionals from giving birth to more children. This is applicable for women as 5 among 16 married women had only one son or daughter. None of the married male professionals had only one child (Appendix Q). This indicates that women professionals are afraid of having more children because of time or being married late in life, or being busy with career or professional training or lacking encouraging policies. Ultimately the country will get fewer children from highly-educated mothers and resulting in potential human resources in the future. It is believed that educated mothers have a vital role in producing better children in the society, unlike the children of other mothers, who lack resources to nourish their children and to make them well educated. However, maintaining a small family with fewer children is also determined by the cost of living, the cost of educating children and taking care of them in these busy days. It was found from the interview that most of professionals came from a big family with 6-8 siblings whereas they maintained a small family. Keeping the family size small is one of the coping strategies to minimize the above-mentioned problems. Most of the professionals had 1-2 children where the profession has great impact on this small family system. The experience of limitations in the big family may serve to keep the family small in size (fewer children). Problems of taking care of children restrict professionals to having a one-child strategy. It was found that most women professionals had only one child. In addition, the government also encourages public employees to have two children, even emphasizing policies to provide benefits.

The professionals that come from a big family have more responsibilities for their parents and siblings. They are encouraged in the family to work in civil service.

After getting a job and becoming married, they have to do more for their children, parents and siblings, which adds a burden. It is a social norm that parents stay with their sons. For that reason, women professionals need to do more household work and take care of their husbands' parents.

5.3.1.1 Achieving Good Academic Qualifications

As the civil service is highly competitive, the professionals were found to be very good students, who maintained good academic records. They studied in good academic institutions and studied hard in order to enter civil service. Studying in good academic institutes was a positive issue for professionals as they learnt about the civil service in those institutes and this prepared them from the beginning. The influence of parents, friends, and teachers was also found among the professionals in terms of getting a job in the civil service. Obtaining a prestigious position in the civil service is spawned in childhood and is nourished throughout the professionals' academic career. However, the inherent quality and merit of a student serve as the foundation, which later is sharpened through socialization. It can be said that every good student has the goal to obtain civil service, as was seen for all of the individuals in the case studies and interviews. This signifies the importance and value of the civil service in the society. Further, a career in civil service is deemed as one of the coping strategies for leading a blissful life where academic background plays a vital role.

5.3.1.2 Social Status and Social Issues for Choosing a Career

Professionals as social beings live in the society and they are influenced by social norms. Civil service serves as a status of dignity and of a powerful person in the society, and job selection is influenced by the social status. Service holders, particularly civil servants, are highly valued in Bangladesh society. They are also the most valued person in the family for which a lower middle class family encourages their children to be civil servants. Being a member of the BCS (Administration) is the most important job. It was found that civil servants are the most attractive bride or bridegrooms, as they have power and authority. Another significant issue is the image of private jobs, which are pictured as jobless or in terms of underemployment⁵¹.

⁵¹ Mr. Helal was a student of Bangla at the University of Dhaka and his girlfriend studied the same. After completing his university study, he got a job in a

Usually a 'black' woman cannot get a good bridegroom in Bangladesh whereas the 'black' complexion of a woman does not affect getting a bridegroom if she is a civil servant.

The case study findings and interviews showed that most of the professionals mentioned social value in relation to public service as the guiding reason for choosing the job. Society serves as such an influential issue that selection of a job largely depends on others' choices, such as the father, mother, uncles, and high officials from public offices (Appendix R). The civil service job also indicates that professionals need to give back to the society and family members. It is a duty of professionals to take care of their parents and young siblings. The finding was that men were influenced by the society in terms of exercising power and authority. Women did not come to the job for the same reasons. Men prefer power and routine management, whereas women emphasize self-dependency, family, quality of the work environment, and children's care.

renowned English-medium school in Dhaka. His girlfriend Shelly was trying to get a job. Helal was a smart and good student who capitalized this teaching profession and was earning a great deal. It was about 70-80 thousand, including the arrangement of special study for the students. They got married and started to prepare for civil service. Both of them appeared for the civil service examination and luckily Ms. Shelly obtained a job in the civil service, a technical cadre, i.e. as lecturer in a government college. She was then posted in a remote upazilla. However, Helal remained in the English-medium school. This was a private school. His father-in-law was shocked as his son-in-law did not get a government job and he remarked "my daughter got a job, but my son-in-law did not." Although teaching in an English-medium school in Dhaka was far better than a lecturer in many colleges of Bangladesh, at least a lecturer of a rural area where civic rights are rarely materialized. Mr. Helal expressed grief that his father-in-law died with that dissatisfaction as he later got a job in the civil service as a member of the BCS (Administration). In the society private jobs are not considered as a job although they have a higher salary, a good compensation package, offer good accommodations and education facilities for children.

Professionals, particularly men, emphasized social status for entering the civil service. The profession below freely expressed his views:

It is mainly because of social demands. In the society you will find that a good job holder person is widely accepted [and] honored, even an expected bridegroom in Bangladesh. Government jobs have power, authority, and various benefits. These benefits include pension and gratuity. I knew about the benefits of the job from my friends and village people. It is like a proverb that says that it is difficult to get a job in the public sector, but it is more difficult to quit. (A male professional working as Senior Assistant Secretary)

Another interviewee, who was Joint Secretary, also mentioned that his father encouraged him to join the civil service, particularly administrative service, as stated in the following:

It was because of my father. He was an advocate and landlord in our area. He thought that if his sons come to this service and becomes the member of BCS, it will dignify his family. It has social implications. For that reason he used to say to attend BCS examination although I wanted to study abroad and settle there. Everybody respects BCS officers. He knew how the power a magistrate uses. This forced him to inspire me to be a member of administration cadre. (A male professional working as Joint Secretary)

Career choice is not solely a choice of the person; it is influenced directly and indirectly by numerous factors: people from the family, society, inherent power, and benefits of a career.

5.3.1.3 Financial Issues and Job Security

Financial issue, particularly the job security of civil service, is treated as the most important factor in choosing a job. It includes a pension and gratuity and no termination of the job with or without short notice. Most professionals choose civil

service for this reason. Another reason should also be noted: that the financial crisis of a family serves as one of the most important factors for engaging in service, preferably in the civil service. This issue comes from the experience in childhood or in academic life or during previous jobs, which create a basis for obtaining a job or leading to finding other sources of earning, even indulging in corruption. Jobs preferably in the civil service are deemed the best option for the livelihood of educated people. Those professionals (male in particular) that are from a lower middle class and brought up struggling amidst financial crisis and whose desire in the early days could not be met because of the financial crisis of their parents, were adamant to obtain civil service. Obtaining a career in the civil service was the best strategy to play a vital role in the family. Their willpower, perseverance, and determination help them reach the zenith of success. Although this comes from either males or females, it favors the male professionals as they have to form the family. Financial crisis has no effect on the women professionals in terms of selecting a job. Financial crisis may lead to indulging in corruption in order to meet the family demands. The interviewees did not mention corruption directly. They indicated it using different words, as can be seen in the following passage from a male professional:

Some [professionals] may have extra income. Extra income means illegal income, if authority does not allow or rules and regulations don't permit. If [money is] needed for family purpose, they may find "other" sources.

It was also noticed that the interviewees did not want to mention directly the word "corruption." However, they used other words indicating the same thing. A woman professional mentioned: Some posts are not suitable for [all, especially women]. Some officers are brave; they can manage (!).

It was noticeable that the personal reasons that forced them to get the job was not necessarily a job in the civil service, as these were mostly seeded during their childhood or student life. The circumstances later changed. However, the surrounding environment guided their desire for a job. It was found that most of the professionals changed their first either private or public job to civil service because of

the constraints of the previous job and attractive benefits and lucrative positions in civil service. Fewer opportunities in the private jobs and issues interfering with their personal life served as the force agent to change jobs to the civil service, i.e. changing a job from the private to public realm was the strategy for coping with the workplace. This was evident from the remarks of those civil servants, who had previous experience in the private sector, especially banking. Mr. "G" stated the reasons why he left his private job:

I left the banking job. I did not like that job because of its timing [longer working hour]. But we had to work harder even longer hour particularly during the closing time [in the evening] and end of year.

Mr. "H", who emphasized the status and social value of civil service, commented about the limitations of a private job:

[I started with a] banking job [which] was a private job. If I would be in the Bank, I could get much salary, twice or thrice than today I am drawing [in the civil service]. But, there was no job security, no [less] social value and stressful job, more work [longer working hour].

Another male professional discussed the reasons for leaving his private job and the comparative benefits.

When [I] joined banking sector, it was a private job, salary was handsome, but working hour was longer, stressful, insecure. There was possibility to be fired at any time. And I had to be very busy whole day [longer working hour]. [I could spend] less time for family. One more thing, in society bankers are not much honored, they don't have social prestige and power. Although the case is different now due to the financial advantage, this job [civil service] was chosen because it is secured, salary everything, have pension and other benefits, some positions have fulltime vehicle etc. It is highly honored. People respect us a lot.

The image of a private job forced the professionals to change their career to the civil service. However, long work hours also served as an important reason for changing from a private job; they thought that they would not face this problem in the civil service. Lack of job satisfaction with the previous job and stress forced them to change their jobs and join the civil service.

5.3.1.4 The Nature of Work

Learning about organizational tangible and intangible benefits experienced from outside and inside determines the choice of getting job. Professionals knew about the benefits of the job from their friends and relatives before entering it. Later the practical experiences they gained in the job forced them to change to the jobs and enter civil service.

The case studies revealed that the scope and ranks of the power of the civil service encourage professionals to choose the civil service. Higher ranks/positions bring a greater salary, fringe benefits, and the opportunities to help the general public. These positions include Deputy Commissioner, Divisional Commissioner, Secretary, Project Director, Private Secretary to the Prime Minister and Ministers, etc. The inherent power of civil service influences civil servants both directly and indirectly. The honor of civil servants in the family and society has created a basis for the selection of a job. Senior members of the society and family infuse the desire from early life. As power is characterized by fringe benefits such as vehicle use and assistance by other officers, it provides significant influence on students' life. Power goes with helping people as well.

Realization about power and authority in childhood is the indirect understanding that takes place in the interaction with others, whereas understanding about this power during the job helps them realize it in a more concrete way. While serving in one job and realizing the effects of power, civil servants feel the urge to change jobs (private or jobs other than civil service) and to try to join civil service. The second realization is so powerful that almost all interviews changed their previous job and joined the civil service in the MoPA. Power and authority provide scope for exercising and gaining access to the resources and are linked with legal and illegal issues. The more powerful persons in the organization hold the highest authority and get a higher salary and other benefits.

Is power gender biased? Most of the male professionals cited the power and authority of some positions in the civil service, such as Secretary, Deputy Commissioner, as the important reasons for taking the job. They learned about the power either from the relatives or experience in their previous jobs. Women professionals do not think about power. The main reason is that powerful positions are more challenging and require more time and that may shorten their family association. Powerful positions are occupied by men. Secondary data indicated that only 2 women out of 102 professionals acted as PDs and only 3 women out of 99 were assigned to perform as the PS to the Prime Minister, Ministers, or Parliamentary Committees (Appendix F&G). The Deputy Commissioner is treated attractive and powerful positions, where only one woman was posted while the 63 other DCs were men. This also demonstrates the truth about the existing number of Secretaries as only 4 positions are occupied by women while the 59 others are men (Appendix C). This is biased and decisions are influenced by the males, who think that women may not be able to perform well in the challenging jobs. These powerful positions attract professionals to join the civil service and encourage some professionals to keep good relations to obtain those positions.

5.3.1.5 Diversity of Work and Placement as Reason of Choosing Career

Diversity of work and placement does not affect before joining the service; rather it plays a vital role when a person begins a career. Officials of the MoPA working in diverse natures of jobs and places, which covers ministries, field administration, other autonomous organizations, corporations, philanthropic bodies, UN organizations, Embassies of Bangladesh abroad etc. This was found to be true from the frequent placement in various jobs without a change in hierarchical rank. As diversity is absent in other cadres or services in terms of the nature and place of work, lateral entry has become a popular issue among the other officials who opted to be members of the MoPA. A professional can change her/his type of job and place which creates job satisfaction and reduces workplace stress and boredom. Changing one's job and placement can be a coping strategy in career and life. It was found that if individuals experience monotony and boredom on the job it can result in a demoralized workforce leading to lower productivity. Working in different jobs and

positions helps make professionals smart and capable of working in any circumstances and builds confidence. Working in different places has negative impacts as well on family members and professionalism. Frequent transfer relocates the family, and young children encounter a new environment that sometimes has a negative influence on them, particularly in terms of making friends and continuing their studies. This creates dependency on other family members' support.

Many officials try several times for a new entry until their last chance and officials over thirty are found to join this service. Graduates from technical subjects join the service, leaving their own jobs and ignoring their valuable expertise. Graduates from agriculture, medicine, and engineering are seen as administrators. There is a mismatch between one's job and education and also the loss of public money. When they change jobs after finding out the limitations of the previous job and losing their important age, it may result in poor performance.

Diversity of work brings about the engagement and disengagement of professionals, as they can choose their work considering their family issues and personal development. The case study data supported the idea that men enjoy more diversity regarding placement. Mid-level positions have more diversity as Professionals can work as the head or in a leading position. It allows individuals to enjoy freedom, challenges, and decision making power.

5.3.1.6 Promotion Prospect: Career Advancement

Another important reason for choosing civil service is that it has good promotion prospects and there are frequent and timely promotions. Both the males and females in the case studies and interviews emphasized the promotion prospect as a vital issue for joining the civil service. The secondary data also proved that regular promotion happens. In the hierarchy of the administration, top ranking holders utilize more power and authority. The officials of the MoPA enjoy benefits of higher ranks more than any other cadre service members and public service members in Bangladesh. The promotion prospects in this ministry attract other cadre officials to switch over to this service as lateral entry. Those that came to this service from other cadres receive the same salary. They were also gainers as they had the opportunity to be Joint Secretary, Additional Secretary, and Secretary, which was not possible in their previous cadres. Officials follow a changing strategy from one cadre/job to civil

service. Promotion in this cadre is so frequent and the opportunity is so high and other cadre officials try to change their cadre, ignoring their skills and experiences. Becoming a member of the MoPA can be done in two ways, either at the entry level through completing all procedures of fresh intake by the Public Service Commission or at the Deputy Secretary level as lateral entry. The case studies of Ms. “D” and Mr. “G” showed that they changed their previous cadres to be a member of the MoPA for many reasons, most importantly for promotion. Ms. “D” mentioned: “I changed my cadre and switched over as DS to the government. ...[it has vast] promotion scope.”

It seems that changing the cadre served as a strategy to cope with the workplace and to enjoy better career benefits, which also leads to get job satisfaction.

5.3.2 Obstacles that Inhibit the Professional’s Career and Life

A number of obstacles have been identified that inhibit professionals’ career and life and force them to find out ways to overcome those problems so that they can reduce their role conflict. These are categorized into five broad aspects, i.e. system, structure, behavior of professionals, gender, and culture. The professionals realized the advantage and limitations of these aspects and identified and utilized some coping strategies. These strategies were used to exploit the benefits of the system and structure. They also avoid trainings or disengage them in the workplace as the coping strategies.

5.3.2.1 Issues Related to the System of Civil Service

1) Transfer System of Professionals

Professionals are transferred from one place to another for official purposes. Desired transfer is a coping strategy of professionals to enjoy work and a happy family life. However, if it is in undesired and uncomfortable places, it relocates the family, increases opportunity costs, and affects their children. A woman professional expressed her sufferings due to her transfer:

I had a breastfeeding nine-month old baby. When I was transferred to Chittagong, no relatives were in that place, all of them were in Dhaka and they couldn’t go with me to assist me. My husband’s job was fixed in Dhaka. I felt problem to be alone with the small baby.

Professionals have cited the problems that arose due to frequent transfer (Appendix S). Women are an advantaged group as they manage their transfer to their desired places exploiting the policy options and utilizing the informal connections. Transfer affects junior-ranked women professionals more when they need to conceive babies or when they have small children. Among the women professionals senior professionals face fewer problems regarding transfer because of positions and their children are already brought up and are studying in college or university. The data showed that male professionals were transferred to more places than women professionals. Transfer affects male and female professionals' personal life a great deal when both of them are service holders, particularly in two different services. Transfer has less effect on career as it is a regular process and is linked with promotion whereas it severely affects personal and family life. It was found that the transfer of male professionals forced their wives to leave their jobs as they had to stay with their husbands. Transfer increases the workload if somebody needs to maintain two families, and this is particularly true for women professionals as they need to live with the children. It becomes more difficult when they have small children with whom they have to do office work and take care of their children. It intensifies the problems during the first settlement in a new place. Dhaka is the most attractive place to be transferred to because of the centralization of all of the resources, basic services, and the availability of benefits. Professionals prefer to be transferred or keep their family members in Dhaka because they have less opportunity to work outside Dhaka after being promoted to Deputy Secretary. For this reason, they try to keep family members in Dhaka and stay alone in the field level and try to find a posting in Dhaka or near it. It is an individual choice, although almost all of the interviewees mentioned this as an important strategy to comply with the order of transfer as well as to keep the family undisturbed.

2) Working Hours (Fixed, Flexible, and Extended) that Affect Life

Working hours dictate how professionals cope with conditions and what strategies they need to follow. Working hours of public offices have negative effects on professionals and women with young children, who are the

primary victims. There are various kinds of working hour systems followed in government organizations.

Fixed working hours are formally set (from 9am to 5pm) and are followed in public offices where the flexible working hours mean informal flexibility, which typically depends on the office head and professionals. This flexibility can be enjoyed on a mutually-agreed-upon understanding or it happens forcefully due to external pressures such as traffic jams, the unavailability of public vehicles, political demonstrations, or it happens because of the habitual nature of employees. As there is no opportunities of flexible working hours, professionals utilize informal mechanisms to meet their personal demands. Extended working hours take place after the office hours end due to the pressure of work and public demands. The nature of working hours depends on the nature of work and the structure of the organization. Organizations that are established to provide service to the people directly and that are usually situated at the field level maintain extended working hours. There is not a fixed timetable. These public organizations are emergency in nature. Professionals working in these offices are ready to face any problem at any time and it may hamper their personal life. However, these are lucrative jobs as well. The ministry maintains fixed working hours and nobody worries about extra pressure outside the office hours. That is an important reason for choosing a posting in the ministry. Informal flexibility automatically happens in Dhaka while professionals have to pass through a lot of traffic. It forces them to begin official work after the stipulated time unless it is begun by those that live near the office. Professionals also enjoy informal flexibility in consultation with the supervisor. Getting informal flexibility requires maintaining good relations between them or convincing the supervisor with some genuine reasons. Women professionals enjoy this informal flexibility more than males, where the male bosses are found to be supportive. Male officials do not want to let others know about their family problems or they do not need informal flexibility as their household activities are done by their wives. Professionals are forced to adapt informal flexibility due to the lack of a formal system of flexibility. It is necessary for those that are widows and have children, whereas there is no system of flexible working hours. Although they feel embarrassed about the informal flexibility, they are helpless.

Professionals miss social gatherings and hardly have free time for energizing them to spend quality time with family members, particularly with young children. Women are the main sufferers as they need to maintain both family and personal lives. They also avoid the postings that have a negative effect on their career, as some postings serve as a precondition for other placements. Typically professionals are supposed to work 7.5 hours (9am to 5pm including 30 minutes for lunch and prayer break) per day and 5 days per week (Sunday to Thursday). However, sometimes working hours extend longer. Ms. "A" mentioned that she used to go back home at around 8pm, which means 12 hours of work, including commuting. Sometimes she had to work on the weekends. Mr. "E" and "G" were also found to work extra hours after the office time, and they even spent time for office work at home. Organizations benefit from the extra work of professionals. However, extended working hours severely affect individual performance, personal time, and the individual's health. Extended working hours also include working during the night time, which is not possible for women unless they get vehicle support from the office or family members. The constitutional bindings and legal conditions force professionals to work more and make work life difficult, where the leisure or free time concept is ignored. The job itself is deemed to be the key balancing issue in life where the issue of stress and the burden of work are not emphasized.

3) Performance Evaluation System

The annual confidential report (ACR) is a structured performance evaluation system which is done annually. The employee that will be evaluated fills out the form and submits it to his immediate supervising officer, who is called the initiating officer. The initiating officer evaluates his subordinates with a 100-point scale on 25 subjective broad issues. Then it is submitted to the immediate supervising officer of the initiating officer, who is called the counter-signing officer. After the ACR is counter-signed, it is sent to the personnel department for documentation. The ACR is the only performance evaluation system in the civil service that provides extreme power to the supervisor, especially the initiating officer, and there is a huge impact of the relations between these officers. Ms. "A" was threatened by her counter-signing officer, who said that he would write something on her ACR that would affect her career. Personal liking matters in achieving good

grades on the ACR, and this does not reflect real performance. Obtaining good grades does not have any effect from gender; rather, individual capacity and informal mechanisms. However, a better performance by an individual usually earns a “clean” ACR. The results of the ACR are highly influenced by the year end performance, as this is fresh and remains in mind of initiating officer. The ACR does not provide objective value. However, the tension regarding a good score on the ACR has an effect on promotion and placement, and professionals maintain good relations with the ACR initiating or counter-signing officer.

4) Professional Training System

As the number of women professionals in the civil service is fewer than that of men, most of them attended the foundation training course (FTC) within two years of service, which was not possible for all male officials. All of the professionals were found to emphasize basic training programs as the major condition for job confirmation. Usually they did not avoid these because they knew the consequences. They used to accommodate their other problems of coping so that they could easily attend the basic training programs. Although almost all of the professionals took training according to the conditions, while some could not because of family problems. The case study revealed that women professionals were also late in taking training because of their young children and pregnancy. One woman mentioned:

Some are basic training are necessary for job confirmation, more or less I got timely. For one case I want to mention, I could not attend the law and administration training due to my pregnancy. And it affected getting the magistracy power that I got late with my other colleagues.

Problem occurs at the beginning of their job as it is the important time for both taking basic training for job confirmation and giving birth to children. This does not happen for male professionals, who can easily attend any training programs because they would get support from their wives.

An important problem was found regarding the attendance at foreign training or pursuing higher education. Usually men did not avoid training or

higher study. An exception was found for one male professional, who withdrew his name from some foreign training programs because of his autistic baby. Women professionals were found to avoid foreign training, which was not usually avoided by men. Except for the FTC, no other trainings are compulsorily included in one's career, which was one of main reasons to avoid other trainings. The male professionals were found to have a second master's or a Ph.D. from foreign universities (Appendix U). The avoidance was found as a coping strategy in the workplace. One of the main reasons was that foreign training or higher education does affect one's career progression, although it provides skills and financial assistance. As professionals avoid foreign training programs, they cannot attain skills and knowledge on particular field that may restrict professionals to be placed in some positions as well. Those that think about their career try to utilize the strategy of getting support from family members and cope with the challenges, maintaining both official and family roles.

5.3.2.2 Structural Issues

1) Job Allocation

General principles for assigning tasks to someone, such as the individual's capacity, competency, knowledge about work, legal authority to perform the particular job, and expertise, are not always followed. It was found in the interviews and case studies that male professionals had a concern that not all tasks were possible for women to perform because of infrastructural problems and social insecurity, as was mentioned by a male professional: "Women are not good at performing some jobs which may require physical labor⁵² inhibits women to gain experience on those certain jobs."

Women are directly or indirectly discriminated against in this regard, whereas men are not discriminated against in terms of being assigned for jobs. A woman professional expressed her feelings and described the mentality of male professionals:

⁵² Here physical labor indicates that sometimes professionals may need to walk a few kilometres in a rural or hilly area, which may not usually be possible for women. Roads may not be well connected and are sometimes hazardous.

Male officers strongly believe that if women come in the service, they won't be able to do job rather they will create more problem. This was the mentality. When I came from [one office] to another office, the office head would not accept any lady officer. I managed to be posted there. [When] I joined and [I was] posted me in less important task.

Men, as the product of the traditional society of Bangladesh and of the religion practiced nourish the belief that women are weaker and incapable of doing some tasks. Religious misinterpretation also sometimes has a negative effect. As men carry that philosophy and belief, they do not want to assign some important jobs to women, which undermines the capacity of women.

Men also have the tendency to blame women. Men are thought to be capable to do every task. The issue of assigning tasks varies over time and with the work environment, as women at the very beginning, twenty-five years ago, faced this problem frequently. The case study of Ms. "C" and "D" provides data in favor of this discrimination. The increase of women's employment in the civil service decreases this discrimination. The field level jobs sometimes have inherent problems that create obstacles for women professionals. When the issue of assigning lucrative and powerful and challenging jobs (controlling mob⁵³) arises, male officials are favored. Women professionals also avoid those challenging jobs as a coping strategy to emphasize their family responsibilities. The individual capacity of women can easily overcome these problems where the number is very insignificant. The case study findings and interviews found that most of the women professionals avoided challenging jobs because of the requirements of family and childcare. Providing opportunities for women professionals to develop their confidence and experience also depends on the views and personality of the office head, who can make a difference. Positive discrimination for women and sensitive behavior on the part of the chief executive create the grounds for women where the criticism also comes from male counterparts. It was evident from the interviews that women are not good at for

⁵³As professionals have magistracy power they are assigned to control mobs if needed particularly during political meetings and local elections.

some jobs, such as HR, accounts which need special skills and attention. Both the males and females acknowledged this. These positions are usually occupied by men, which do not mean that women civil servants are discriminated against. Practical reasons that arise from the family members of women are strongly noted here. Family members of the husband's family do not take the women's staying after the office hours positively. This is a social and cultural issue and women need to clarify their reason for staying longer in the office. This is also connected with the problem of women's security in the society and their concern for safety. It creates role conflicts. That is why they usually avoid some tasks mentioning the problems of family members. This does not happen for male professionals. Whatever the reason is, women professionals are discriminated for not being assigned for some jobs for which they lack of experience, and lose financial and professional development which ultimately results in career. However, women face the discrimination in this regard. The main reason is the lack of confidence of males in women regarding their performance at work. To gain the confidence of bosses, males in particular, women professionals have to follow the personal strategy to do more work and perform well.

2) Workplace and Work Conditions

A good physical work environment helps professionals performing well. Although support comes with the rank, where higher rank officials have more support than the lower ranks, organization lacks of some basic support such as separate toilets for women. A women-friendly working environment develops gradually with the increase of women's employment in the service. The workplace benefits come with rank and work area, where the office head gets more benefits. Lower-ranked officials working outside the ministry, particularly at the field level, may enjoy better facilities. If an AS, SAS or DS is placed as the head of the office, he or she can enjoy some special benefits of those positions. Professionals at the rank of Deputy Secretary and below are not entitled to enjoy air-conditioned office rooms, which are suitable in the context of the hot temperature in Bangladesh. This entitlement is so unjustified that irregularities are found, as most of the rooms of even the SAS are air-conditioned. Comfort⁵⁴ is ignored in the workplace. A comfortable

⁵⁴ Comfort indicates ventilation, heating, natural lighting, artificial lighting, decor, cleanliness, overall comfort, and physical security.

environment and productivity have a positive relationship. A good work environment has a positive effect on individual performance and better social life, as it signifies power in the society.

It is evident that field level jobs are more challenging because of external issues, the development of democratic institutions, and political interference. Professionals can hardly manage their office time within the specified schedule. On the other hand, the work time in the MoPA in Dhaka is fixed and less challenging. Working in the MoPA has the benefit of staying in the capital city and enjoying the civic benefits. The over representation of women professionals in the MoPA indicates that they are closer to the central power and their working life is encircled with fewer challenges. There are some reasons for this over representation. Family background and the status of the spouse are the key issues for their concentration. Facilities for the children's education and abundance of modern facilities in the capital also make it a top prioritized living place. The challenges of living in a rural area are that it lacks modern facilities, and challenges in jobs force them to rush to Dhaka. It does not represent the overall official culture of Bangladesh. Male professionals prefer the challenges and positional benefit at field level administration and their spouses can easily accompany them, as most of them are not service holders and women want to avoid the challenges and uncertainties in the field.

The facilities in Dhaka are beneficial for managing a better family life for and professionals follow the strategies to avoid field-level posting, even being posted at a lower position in Dhaka. If they are posted there, after a few years of service at the field level, a good number of professionals try to move to Dhaka by managing their posting, their spouse's posting, or they send their family members to Dhaka particularly male officials. For this reason, many posts at the field level are vacant whereas the MoPA and other ministry positions rarely remain vacant. This crisis has forced the MoPA to formulate new policy regarding posting, leading to promotions whose requirement is that a professional have at least ten years of service at the field level to be promoted to the higher posts. Officials of the MoPA working at the field level are the key persons to provide a service to the people and pay a salary to the paid employees of the country. For this reason, vacant posts at the field level hamper the provision of services.

The case studies showed that women professionals are better at enjoying central-level postings and even some were never posted outside Dhaka. Professionals entering the service laterally can also manage their posting in Dhaka because of the nature of the jobs.

The diversity and volume of work not only creates the opportunity to work in different places with different benefits; sometimes it creates obstacles to better performance, as this generates fatigue and boredom and decreases quality time for family members. Working in various positions creates less scope to master work as diversity of works keep busy with the new environment and jobs and new jobs for which they cannot fully engage in the job. A huge number of vacant posts creates extra pressure on professionals and they take more time to finish and this creates delays in returning home. Professionals working outside Dhaka suffer to balance work and life. Diversity of work has also a gender dimension, as women professionals suffer most because of their role in performing family responsibilities. Again, job benefits come more with the higher-ranked women professionals and less with lower-ranked professionals' career and life. One case study of a male professional indicated that the volume of work creates work and family role conflicts, as he brought some files home and spent less time for families, although he brought files home as a strategy for better performance of official activities. It is evident that the workload creates negative effects on a person's individual performance, reputation, family relations, and household activities, which serve as interfering factors in both official and personal lives. Women professionals emphasize family responsibilities for which they try to follow the strategy of finishing tasks within the office period and they do not bring office work home. The volume of work has another implication for marital status, as the single person either unmarried or living alone because of the spouses' job; their strategies are to work more to pass time well. Doing more work creates a difference in individual performance, which helps achieve extra benefits.

3) Income and Salary Structure

A fixed salary is another issue that affects the professional's personal life. Professionals face difficulty to manage with the structured income, particularly with one person's income. Male professionals struggle to cope with their

work and life, as they are the only breadwinners, strongly emphasizing the structured salary that does not provide the exact support they need. No woman professional was found to have a financial crisis or a limited salary that served as a hindrance in her life. As only one salary is not enough to lead a family life; single earners compromise on the quality of living, quality of accommodations, the schooling of children, or try to increase their income in different ways. This makes male professionals find other formal and informal sources of income to meet the family demands. The professionals that live in Dhaka struggle to cope with the high living cost.

Although women professionals were found to receive less salary than that of their male colleagues (Appendix T), it does not mean that the gender pay gap prevails because of discrimination. As women joined the service late and their years of experience is less than that of their male counterparts, the government salary structure is not gender biased. Salary increases only with the increments added every year and promotion to a higher grade. Women professionals do not face problems in maintaining their family like male professionals, who are the only breadwinners of the family. However, marital status has an effect on this point, as two widows of the present study had to manage their families with their own income only. These two women even used to avoid training programs which would provide them some extra money to cope with a financial crisis. No women were found that talked about financial crises and increasing their salary as a coping strategy, whereas all of the male interviewees, except dual earners, emphasized a good compensation package for government employees, including them. Here the main struggle was found for men in the workplace to cope with the problems.

5.3.2.3 Behavior of Professionals

1) Non-compliance of Supervising Officials

The rest and recreation leave benefit is considered as one of the important policies for reducing boredom and spending a happy time with family members. However, it is never well practiced in the organization. All respondents showed their negative experience, that they could not enjoy this leave benefit properly because of the non-compliance of the sanctioning authority. This irregularity has become a norm in the office as the leave is deducted according to the rules. However, professionals are asked to work. Although it was the professionals' right, they could

not protest, thinking about the negative comments in the annual confidential report. The hierarchical structure is also strong; officials never dare to speak even for their rights. Non-compliance of supervising officials creates an informal way of achieving this rest and recreation leave benefit that professionals show family problems instead of submitting application for granting leave according to the policy options. The essence of rest and recreation is ignored by the senior officials and suffering professionals cannot protest for their rights because of the strong administrative hierarchy. It was not found that anybody protested against the non-compliance. Women professionals are in an advantageous position as they can get this leave. Higher-ranked professionals have fewer opportunities to enjoy these benefits because of their official duty. The main issue is that a culture of enjoying family and personal life while performing official work has not yet developed in the service. Who cares about managing both roles well where the job serves as the important balancing issue and coping strategy to lead a good life? It is an interesting issue that professionals that do not allow juniors to enjoy this leave do not even learn from their sufferings. It may be a mental block. Professionals, however, cope with this problem, either by ignoring the issue or achieving the rest and recreation leave benefit through persuasion.

Non-compliance also happens in terms of transfer and placement; when professionals manage their transfers, supervising officers sometimes create delays or try to ignore official orders. This non-compliance forces the Ministry of Public Administration to follow the strategy of issuing “stand released⁵⁵” orders, which means that transferred professionals must be released from the office within a specific date. Non-compliance of supervising officials created the grounds for amendment in the transfer policy. “Stand released” sometimes is treated negatively and may produce stress. It may create difficulty for those that really need to stay for a longer period of time or require some time for preparation. It can affect the children’s education and distract from personal planning.

⁵⁵ “Stand released” is a phrase used in the government office which means releasing a person instantly. If these words are written in the transfer order he does not get any preparation time (usually six days) for joining in his or her new place.

2) Jealousy and Better Performance

Better performance by showing one's integrity, innovation, and hard work is an achievement of a competent, smart official, which sometimes becomes as the issue of jealous of colleagues and senior officials. This quality is treated as the output of persuasion and nepotism. This creates a conflict between competent professionals and those that are incompetent. Better performance is gender neutral, as it may happen for both male and female. However, sometimes women's performance is not judged by their quality. If a woman professional outplays a performance of her colleagues, she is criticized by both males and females. Other colleagues try to find fault with the woman's performance or create negative relations with the boss. Women professionals said that a woman is criticized by women more than men. Sometimes women are the enemies of women. It was evident that the women that were single, or that stayed single, would spend more time in the office, or they had the capacity but were reviled by women.

5.3.2.4 Gender

1) Discrimination against Women with Young Children

Discrimination happens only for women in the workplace. Some male bosses do not accept women professionals in the office when they are transferred from one place to another. It happens when male bosses hold some important posts that require extended work hours, even working at night. Women professionals (usually Assistant Secretary or Senior Assistant Secretary) that are young and have young children face problems. The women from case study "C" and other interviewees also experienced this discrimination when they joined the service twenty-five years ago. Fewer women worked during that time. However, later this did not change because of the males as the head of the organization. This issue is true for the offices outside the ministry, particularly at the field level. This non-acceptance forced women professionals to work extra hours to gain confidence, which sometimes creates problems in playing a family role. However, women professionals need to cope with this issue either by changing their transfer order for a new place or trying to convince male professionals by building their trust. This may require extra hours of work to demonstrate women's performance or settling their young children with their parents or in-laws. This forces professionals to utilize the political *tadbir* or

persuasion from higher officials as a strategy. If professionals do not have that strong background there is a possibility to suffer. This non-acceptance creates extra pressure on women and sometimes restricts them from working in some challenging and lucrative positions.

2) Women Do More Household Work

Male professionals acknowledged that women professionals make a greater contribution to the household activities than male professionals and Children are also more attached to their mothers. The housewives of male professionals perform household activities helped by domestic servants or elderly parents, where the male professionals' contribution was to provide financial support; they did not have much contribution. Mr. "H" freely admits that he does not make much contribution regarding the taking care of the children and elderly parents, or the schooling of the children, which usually are done by his service holder wife, who is a civil servant like him. She sacrificed even allowing him to study more outside the country, which means she had to take the extra burden of household activities and play the family role. It is a tradition and social norm that women normally sacrifice for their husbands in Bangladeshi culture. The service holder wives of male professionals also make a greater contribution to family activities after their office work. This indicates that women professionals find work difficult. They follow the strategy of appointing domestic servants in order to get assistance with their household activities, as they are economically solvent, which is not possible for most of the male professionals or single-earning persons (either male or female). The reality of those contradicts with disabled children. It also contradicts the case study of Mr. "F", as he used to help his wife with the household activities because of her insomnia. Mr. "F" was also an early riser and had the experience of doing so-called the tasks of women, as he had to help his mother. It was also found from another interview of a male professional that he used to perform household activities. The reasons were learning about equality and the illness of his wife, as he discussed in the following passage:

I have contribution in my family. Although my youngest sister used to stay use and helped household works. I want to say I have more contribution in performing family activities (even cooking, cleaning house etc) inside and outside home. I had a domestic help. But I did more even after working in office. I had to do because of my wife who had been with physical problem. But I did because I knew I should help my wife. (A male professional, Joint Secretary)

It was found that those male professionals that did not have sisters to help their mothers made a contribution to household activities to help their wives. Helping with family activities also depends on the learning and realization of men about women's rights, the contribution of women at home, and the sharing tendency of individuals. Men assisting their female counterparts in the house may also teach the children to develop this habit. Necessity also creates a coping strategy as two men from two case studies mentioned the physical illness of their wives.

5.3.2.5 Cultural Issues

1) Superseding Culture

Superseding generally means promoting junior officials where senior professionals in the merit list are ignored and juniors from the same batch or next batches are promoted. Superseding also happens in terms of placement. Practicing this system has become so frequent that it can be termed as culture. It may happen for some reasons. Superseding also means delaying promotions with valid reasons. There are some set criteria for promotion, such as required years of service at the lower rank to be promoted to a higher rank (Appendix V), minimum of 85% in ACR of preceding year, no corruption cases or penalty for disciplinary procedures. Professionals may be superseded because of failing to meet the promotion criteria and also because of staying outside the service for a lien or study purposes. Professionals may study abroad for a maximum five years with full financial benefits and do a job in other organizations for the same period. If they are eligible for promotion, it will affect their return to the job. However, besides the above-mentioned practical issues, a significant number of officers are superseded because of "invisible" reasons, for which they are humiliated in the family, society, and office. Superseding places

severe social and mental pressure on professionals. Society judges them as corrupt, politically biased, and incompetent officials. Superseding discourages the utilization of the human potential and superseded professionals become morally weak and find no motivation to work. The ripple effect is seen in their personal life and career. Male professionals are usually those that are superseded. Professionals from lateral entry, either male or female, are superseded. Ms. "D" expressed the following:

It was late. You may know. (She indicates to a woman who is known to me), she is junior to me, she got promotion before me though she joined in 1986 and I joined in 1984. It is because of I came from other cadre. And because of this I may not be promoted as secretary.

This culture creates an antagonistic group and a kind of mistrust prevails in the administration, which ultimately affects the regular function. External factors, particularly political issues, matter in this superseding culture. In order to avoid being superseded, professionals follow the strategy of avoiding some placements and maintain good relations with senior officials or political people.

2) Political Factors

Interference of political parties with placement and promotion creates critical issues, as this makes the room incompetent professionals to assume important positions. It has become part and parcel of administration and male professionals face more problems as some posts, such as Deputy Commissioner, Personal Secretary to Ministers are mainly occupied by them. As a result, the change of government by election creates difficulty for them in terms of career and life. This creates a division and rival groups emerge among the civil servants: one group enjoys a good posting and another group faces a worse posting or being OSDs (officers without job). For this dividing policy, the administration suffers. When the government changes, the benefitted group suffers and the sufferers get the advantage. The ultimate result is the huge number of OSDs and loss of public money. It creates a problem within the batch mates, between two batches, between various categories of officials, and in terms of being assigned some tasks. Those that are seemed to be neutral also suffer, blaming rival party members. Political factors create the scope of

following the strategy of making or avoiding the above-mentioned placements. This factor was found to be a mediating factor and was hardly stated by professionals directly. Most of the professionals indirectly indicated this issue, which is utilized for any purpose to make one's career more enjoyable and hazard free. It seems to be a temporary coping strategy, as civil servants stay in service for longer periods of time and political parties.

3) Social Factors

Professionals not only encounter problems in the workplace, but also face social factors originating outside the organization and they have to cope with them. Power co-sharing by the wives of male professionals creates a problem for other males and females. It is usually practiced by those that do not have economic power. This is not gender bias, as the husbands of women professionals were not found in practicing the power of co-sharing. It has extreme effects on official work. This practice is neither legal nor visible but has negative consequences. The male officials of those types of wives are not respected in the office or society. Although colleagues cannot protest because of hierarchical issues, they do not accept it. Public service also has the culture of respecting spouses that serves as an official Power sharing works beyond social norms. However, professionals feel embarrassed and dishonored.

5.3.3 Coping Strategies Followed by the Officials of the Ministry of Public Administration

In order to mitigate above-mentioned problems that dictate professionals' career and family life, some strategies were identified and followed by professionals. Some strategies are followed in the workplace—playing a better role as a family member—and some are for adapting to household activities to perform better in the workplace for their career development. Basically struggling in the workplace because of the problems that arise and role conflicts force professionals to identify and utilize the following strategies to cope with career and life.

5.3.3.1 Support from the Family System

It is important to maintain good reciprocal help maintain family life while performing well in the office. Professionals utilized support from family

members in their household activities, with childcare, etc. The all-out support from the family members and setting up strategies for performing household activities well are necessary for doing better in offices. Utilizing family support is seen as an important adaptation strategy and differs from person to person. Women professionals are assisted by their mothers, sisters and even the husband. The awareness and realization of educated husbands have a positive effect on household activities. Male professional also have the support of family members. Regarding the question of need and necessity, the concept of living in an extended family has replaced with the single family concept.

Support not only comes for household activities; it is also utilized for official purposes. Staying in different place and the detachment of families increases costs and creates distance between family members, and women professionals utilize their husbands' position as their husbands hold a powerful position. This is good adaptation strategy utilized by both males and females for their own purposes. They utilize their husbands' power for their purposes such as posting and children's admission to educational institutions. Women professionals apply their authority and power for their husbands if they work in other cadres or government service. The power and position of the wife is also utilized to get favor in terms of placement and promotion when the husbands work in less powerful cadres. Official work and personal life are integrated in one's life and neither is difficult to separate from another. Professionals used to do family activities such as shopping, meeting relatives, children's outing weekly.

5.3.3.2 Utilization of Inbuilt Organizational Mechanism for Professionals' Benefits

Organizational support is utilized by the professionals to meet financial needs to create a comfortable situation. The accommodation facilities offered by the government in some areas are not only treated as a living place but also symbolize class, power, and authority. Government accommodations also provide comfort to professionals as these are located in good positions well connected to other facilities, such schools, shopping places, and playgrounds. Professionals of the upper ranks are generally entitled to avail themselves of those opportunities in better places. Accommodation in government quarters has some extra benefits. On the other hand,

private accommodation lacks of some benefits. Professionals try to get government quarters in Dhaka. This is used as a strategy for settling family members in Dhaka, even when the professionals are working outside Dhaka. It was found that getting an allotment in the government quarters was also difficult, like the job they got at the beginning. Persuasion, good connections, and positional power work as favoring points.

Daycare centers by the women professionals provide benefits to women professionals. It happens when these facilities are available in their office compound as in the MoPA in Dhaka. They also utilize when they attend training. This has happened to those women that were at the rank of Assistant Secretary or Senior Assistant Secretary, as they had children. Obviously men do not face this problem. However, it was also found that a couple brought their child with them when they were training. The daycare center was quite helpful for them.

5.3.3.3 Changing Jobs and Cadres

The professionals of the MoPA have the experience of previous jobs, either in the private sector or public sector. The limitations and problems of those jobs forced them to switch to public administration. This change only happens at the entry level and the DS level. Some professionals tried several times and appeared for the public service examination until the age (30 years). Those that joined other cadre services could enter the public administration as lateral entry. Ms. “D” and Mr. “G” joined the MoPA from other cadres. This coping strategy helped them to stay in Dhaka, enjoying more benefits in the service, getting a higher promotion, obtaining more foreign trainings, and getting more opportunity to work in the highest positions of the ministry.

5.3.3.4 Utilization of Information Technology (IT)

Utilization of IT has made professionals smart and brings benefit to them as they can keep communicating with family members. IT has numerous positive and negative impacts. Technological devices are such tools to exploit professionals, to hamper one’s personal life and affect the individual’s freedom. Because of mobile phones, tablets or laptops, professionals are connected or are assigned jobs when they are on leave. As business is not fully IT based, professionals are not expert in IT usage, and service recipients are not accustomed to technology,

the utilization of e-government tools has added an extra burden at this moment. After maintaining the jobs done online, physical contact is also maintained. The professionals needed to explain over mobile phone that they had completed the task. Sometimes they had to communicate to their supervising officials about the work on weekends or at night. Utilization of IT reduces the quality time allotted for family members. It also has positive effects, as IT enhances family interaction when professionals are physically apart from the family. Professionals can communicate with the family members when they are in the office or on tour for a few days. Women professionals were found to communicate from time to time to get news about their children or other family activities. Almost all of the women professionals were found to talk over phone or to send messages through mobile application to perform their family role.

5.3.3.5 Keeping the Family Undisturbed

The keeping family undisturbed strategy is usually followed by male professionals. Because of frequent transfers they do not want to relocate their family, thinking about the family members. That is why they keep the family in Dhaka or in any of their comfortable places. This also happens when professionals cannot manage desired placement and they commute on a regular basis to meet their family and family needs. This strategy is usually adapted by those whose wives do not work in any office. Keeping a family in one place creates the problem of staying alone in the workplace. Mr. 'E' established his family near the apartment of his father-in-law and he stayed alone in the workplace. Staying alone was described positively as his children were being taken care of well with the wife and her parents. He also expressed sorry for his inability to take care of his children. He explained:

This also gave me another opportunity to serve people. It happened due to my loneliness and had enough time for them. Fled level officers are fulltime. People come at any time and UNO residence is treated as the office. I could go out anytime for the need of the society, office work or even visit some areas. I think I could spend quality time for general people and I was successful in two different places. But I missed smile of cute child!

Remaining undisturbed sometimes means to emphasize children as the wives of Mr. “E” and “F” had to leave their jobs because of the husband’s transfer. As professionals, mainly males want to keep family members undisturbed, and they stay alone in the workplace. When Mr. “F” was transferred to Jessore, he went there and stayed alone for about six months. He did not bring his family members with him, thinking about their education. Although he faced difficulty regarding the household activities and missed the family association, he made a sacrifice for the welfare of the children.

5.3.3.6 Saving Less Money or Living in Low-Rent Houses

If male professionals need more money for the family needs, they take loans from the provident fund or banks. However, for the benefit of family members professionals sometimes save less money and spend for family purposes. The case of Mr. ‘G’ indicates that he saved less fund in provident fund and spent money on the children, thinking about their betterment. Living in low-rent housing and avoiding social gatherings were also found as an individual strategy in the case study of Mr. ‘F’ to save money for the children.

5.3.3.7 Avoiding and Getting Training Programs, Foreign Programs in Particular

Avoiding or getting foreign training programs is also a personal strategy. It varies from men to women where the first one (disengagement) was found to be utilized by women and the second one (engagement) was utilized by men. Managing internal and foreign tours and getting financial support as well as professional development help to contribute to the family. Male professionals enjoy more benefits as they do not miss training programs or avoid them; rather, they opt for these benefits. On the other hand, women professionals try to avoid foreign training programs so that they can stay with family members at home. It was found in the case study of Mr. “F” that he got foreign tours because of good personal relations with a higher official that had influence. The case studies with women professionals indicated that Ms. “A” and “B” avoided foreign trainings. Avoidance was also found as the strategy of a male professional, who needed to do so because of his autistic baby.

The ultimate purpose of choosing opportunities by males and avoiding them by females is for the betterment of family members. Professionals at the higher ranks enjoy more benefits than the lower-ranked officials. This was also found for women professionals, as the children of senior women professionals are already older and that helps them to move freely, unlike others that have young children. A woman professional expressed why she could not avail the opportunity:

I had an opportunity to do a Master's in the UK for the achievement of good record in FIMA⁵⁶ course. That was temporarily stopped as I did not want to go then. My children were small; second one was only 10 months. Husband worked in a private company. If I would go, he must accompany leaving his job. These must be considered. If I tell him to go with me for our children and me, he would leave the job. But we need to think the country where we can survive and at least he does something there and both of us can take care of our kids. And if he would leave the private job, later it would also be difficult to get on returning to Bangladesh. Family is my first consideration. My career is a secondary issue for me. (A woman professional, Assistant Secretary, 31 years).

This statement indicates that women emphasize children and the husband's job by evading their professional development and career opportunities. They need to cope with the society and family. Usually men do not need to sacrifice these opportunities because of family members; rather, they get support to continue their career development. Society still favors men. There is a possibility of treating this as bad and women may be blamed for being careerist. They can be blamed that

⁵⁶The Financial Management Academy (FIMA) is a specialized training institute in the government sector which offers training on financial management, especially in the fields of government accounting and auditing for the officers and staff members of the Audit & Accounts Department. Source: <http://www.fima.gov.bd/index.php>

they do not consider their young children. The learning about careerist woman comes from the society, which forces women to emphasize family over career and to adapt to the above-mentioned strategies to cope.

5.3.3.8 Avoidance and Persuasion for Some Placement

As some posts have more power than others, professionals mainly follow the persuasion strategies to be transferred there. Some professionals also avoid some placements because of family relocation. Male professionals were found to utilize persuasion strategies for achieving those placements, while the women avoided them. The case studies on the women professionals indicated that Ms. “A”, “B” and “D” avoided those placements which were at the field level, outside Dhaka. Ms. “B” stated the following:

I did not go outside Dhaka. [I avoided] some attractive postings, such as AC (land), UNO, DC. Even I did not go to attend any foreign training. Just thinking how my child will survive.

Avoidance is the coping strategy where the family is more emphasized and career and individual performance are ignored. Professionals, male in particular, were found to persuade senior officials to avoid hazardous placement, as Mr. “F” did for the betterment of his daughter’s education. Male professionals were also found to hold some lucrative positions such as Divisional Commissioner, DC, Joint Secretary (APD), PDs, and PS to the Ministers.

5.3.3.9 Managing Informal Flexibility

Informal flexibility serves as a balancing strategy that becomes unavoidable when emergency issues arise. This finding was supported by the case studies and interviews. The legal support embedded in the policy documents creates the grounds for professionals to favor them getting the benefit, but it was absent. Ms. “B” had a disabled baby and did not have any family support and she utilized informal flexibility, as she stated in the following: I use office time for my child. Sometimes during the lunch break [30 minutes], but I use more than that] I need to go home for my baby.

This indicates that professionals, particularly women, are bound to emphasize their family because of social norms. Society and family members also demand that working women emphasize their children and family more than the career. This may happen for those that have young children, or disabled babies, elderly people, and those that do not have support from family members. This social norm of emphasizing family forced them to adapt the above-mentioned strategy to cope in the workplace and at home. The issue of getting a job either in public or private is very difficult in the context of huge employment in Bangladesh and a job is of course important for leading a better life in Bangladesh.

5.3.3.10 Maintaining Good Relations with Colleagues

Maintaining good relations is a coping strategy to get formal and informal advantage from colleagues and supervisors. It is a behavioral aspect of professionals to gain the confidence of supervisors and colleagues. Apart from the hierarchical relations and personal relations, understanding the colleagues' problems and sharing among the colleagues help identify some strategies for encountering problems. Senior officials, particularly that serve as supervisor, have discretion to provide assistance. The case studies on Deputy Secretaries, Joint Secretaries, and Additional Secretaries revealed that they would consider the problems of colleagues, particularly those of women with young children or professionals with disabled babies. Hence, maintaining good relations and sharing problems can be a better coping strategy of professionals for short leaves. Maintaining good relations also helps professionals be placed in desired places and achieve career progress. This helps reduce role conflict and mental stress. This strategy varies from person to person according to their needs and necessity.

5.3.3.11 Working Extra Hours

Some professionals work extra hours as a strategy for spending more time with official activities because of being single or married but staying alone. Working extra hours brings some benefits. On the other hand, professionals, mostly women, have to work extra hours and take on an extra load of work to prove their capability. It is found in the case studies that women professionals worked more to gain the confidence of male professionals. Those

that had the experience of more than 25 years had to adapt this strategy as this was the beginning of women in the civil service and when men were not accustomed to working with female colleagues. It was also found that women bosses gave extra work to female colleagues so that nobody could say that the women bosses favored women or could not control them. I did not find that any male professionals faced this problem had to prove their capability to women bosses. Regarding the proving of one's capability, a young professional that struggled in her life to reduce role conflicts made the following strong comment:

Whatever the capability I have and how well I can perform the duties, nobody in the family or society or in office thinks that I have the capability and I am a complete human being! I am a woman. They think I am half person. I have to prove my capacity again and again [doing extra hour or more works], although I have achieved this career through competition. Men's behavior indicates me that I am a woman and I am not equal to man. Although I was brought up in an environment where the freedom was there, I could not understand. As long as I can understand my rights, my surroundings, my colleagues, my neighbors, I realize I am not a human being as a man is! (A woman professional interviewed on October 22, 2014)

Women require the confidence of male professionals, which indicates that male professionals cannot rely on women or are less confident in giving them tasks. Male professionals prefer males in the workplace; they feel comfortable working with men. The male's perception of weakness or incompetence in women goes against women professionals. Due to the lack of support in the workplace or child-caring issues, women also avoid some jobs. In addition, if the organization does not provide support or maintains longer hours or evening hours, that may discourage women from engaging in some work.

Working extra hours or completing more jobs builds the confidence of male professionals, which also created more work. When women show to

more tasks, they are given more opportunities to work in various positions. A woman professional mentioned the following in this context:

When officer transferred to other place, vacant posts, I was given the more charges that increased form one to four. As his confidence developed, he saw my work, I had to give much effort. My experience is wherever I went to any new place, primarily I was given less important job and later I gained through my work. (A woman who is a Joint Secretary)

This indicates that working extra helps women gain confidence, which helps create opportunity to work in different positions and ultimately this makes women important persons in the organization.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The purpose of the study is to identify and analyze the coping strategies of public officials of the Ministry of Public Administration in Bangladesh, why they chose a career in civil service, and what problems they encountered that inhibited their career and life.

This was a qualitative study based on a case study research design. Eight cases on individuals in the Ministry of Public Administration were investigated. In-depth interviews were used to collect the data from thirty-one professionals, including seventeen women professionals. Each interview session lasted for a minimum of 15 to a maximum of 70 minutes. Data triangulation was maintained following the primary and secondary sources. Supportive data were collected from relevant literature, reports, research articles, and books. Participant observation was also used to collect data on how the participants in the study spent their time and the challenges they experienced.

6.2 Findings of the Research

6.2.1 The Meaning of the Study

This study sought to identify the factors that influence professionals working in the MoPA, and how organizational, individual, and social factors contribute to or impede their career and force them to adapt certain strategies at the workplace. The study represents the views of professionals in the MoPA. The proper practice of policies in the organization has positive effects on the professional's career and life, as can be seen in the following factors:

- 1) Family members, the job security of civil service, the nature of the work, and diverse promotion prospects influence professionals in choosing a career.
- 2) Timely promotion creates financial and non-financial benefits, job satisfaction and happiness among family members.
- 3) Desired transfers bring family members closer, reduces role conflicts, and does not interfere with the children's education.
- 4) The benefits of promotion and job security ensure meeting the needs of professionals and secures their future.
- 5) Opportunities of extra income from foreign tours or training programs strengthen financial conditions.

On the other hand, the following factors, especially structural problems of the MoPA, negatively affect professionals:

- 1) Superseding and making extra promotions, making OSD and jobless, result in poor individual performance, and create problem socially and officially,
- 2) Frequent transfer relocates the family and increases costs. Being separated in two different places creates tension and mental pressure,
- 3) Structured salaries create obstacles in maintaining a better life since professionals solve financial problems through other formal and informal mechanisms.

Moreover, the heads of organizations, especially men, misunderstand or misinterpret organizational policies. This affects the implementation of policies and hinders career and life. Further, the values of men concerning women affect the practice of those policies. Problems in the workplace due to work and employment policies force professionals to adapt coping strategies.

6.2.2 Findings of the Results

The findings of this study show that external influences such as socialization, family background, and personal experiences in society influence career choices. Playing role in office and at family varies from men to women. Women professionals not only choose their jobs on the basis of others' influence, but they emphasize their family role over office work and professional development. On the other hand, male professionals emphasize work more than their family role in performing household

activities. Their learning about household work comes from their experience in childhood, where they see duties traditionally performed by the female counterparts of the family. Women professionals emphasize their family responsibilities as they follow disengagement strategies by avoiding training programs, foreign degrees, and challenging jobs. Emphasizing the household and the performing of household activities by women professionals were seen to be guided by social norms, beliefs, and traditions, which also forced them to emphasize household activities. By appointing domestic servants or getting support from family members they were able to cope with problems. Those that were single and married but lived alone were found “work cantered” which happened due to the situation not for individual choices (Hakim, 2000).

This study shows that the male staff constitutes the majority in the MoPA. However, women are privileged compared to men, especially in some cases for example regarding transfers and placements. Although it is an attraction for everybody to work in the Secretariat (Dhaka), the women are privileged in terms of posting in the MoPA or near Dhaka compared with the field level. This may happen because of family background. About 45 percent of the posts are occupied by women all of whom are currently working in the MoPA in Dhaka. Studies show that 31% of the females are working in ministries or other organizations in Dhaka and offices near Dhaka, which is double compared to the percentage (18.43%) of total women employed in the civil service. It was also evident from the case studies that men are favored for challenging and lucrative jobs; and as women professionals perform household work after the job, especially after getting married and having children, they prefer a structured and stipulated time frame for work. This is one of the main attractions for being posted at the central level of the MoPA or in any ministry in the secretariat. It also creates a difference terms of benefits. Professionals like to stay in or around the centralized power.

It was evident that women are discriminated against, for example not being assigned some lucrative jobs. Men are given preference because it is believed that male professionals are more capable of performing those jobs better. Because of the nature of the work, women professionals on field-level positions encounter more problems and challenges and this creates obstacles in their ability to perform well in

the workplace and in their personal life. That is why the women professionals in this study followed avoiding strategies.

As there were no flexible work arrangements formally practiced in the MoPA, informal flexibility emerged. Informal flexibility acted as a strong individual strategy in the workplace because it was practiced at the time of personal need. Informal flexibility is enjoyed through mutual understanding and mainly by women for family purposes. This finding contradicts partially the research findings, as the previous research showed that men had the tendency to utilize the informal flexibility of maintaining good relations where women did not use this strategy and they worked more than women. Work hours were extended because of the workload. However, those that spend more time at work have the opportunity to achieve professional development and the trust of seniors and this may help them in the future. Extended work hours create a negative effect on professionals and children. Women with young children sometimes cannot finish their work on time or leave after the stipulated time (5 p.m.). Those that are single and live alone might spend time at the office even after the regular office hours.

This research found that the factors related to structural issues, such as superseding, OSD culture, non-promotion, and placement in undesired places, serve as negative factors and permeate the family and create role conflicts. These negative issues also affect the individual. Opportunities sometimes intensify the problem, particularly for women when they need to relocate their family and keep their children with in-laws because of training programs or tours either in country or abroad. Attending training programs creates role conflicts as non-support may come from family members, particularly from in-laws. It becomes very difficult to break the invisible but strong boundary and enjoy the benefits and needs to reduce the role conflicts.

The implementation of some public policies fails or does not produce better results due to the behavior of bureaucrats as the study found that the rest and recreation leave benefit was not enjoyed by the professionals due to intentional non-compliance of the responsible bureaucrats. For example, rest and recreation leave policy is designed to reduce boredom and so that the individual can spend quality time with family members and begin work in the office with full energy and devotion.

Although the government has initiated a number of policies to minimize the competing demands between the office and family, the professionals in the study did not get avail themselves of these because of the supervising officials' attitude.

It is important to provide job security and adequate pay (good compensation package) to lead a life smoothly where the former is guaranteed in the civil service and the latter was absent, especially for male professionals when they were the only breadwinners in the family. They could hardly manage their family demands with the structured salary paid by the government. It forced them to identify both formal and informal strategies to earn money. On the other hand, the women professionals did not face any scarcity of money as generally there were two earners in the family. However, one case showed that Ms. "B" is a widow and the single earner. She had to manage the family with her own income only.

Professionals have to reduce role conflicts while performing well in both official and household activities. Both activities permeate each other and this creates a role conflict. The professionals interviewed experienced the reality of office issues permeating their individual lives and creating obstacles to a happy life, particularly when the issues of financial crises, superseding, and the relocation of families due to transfer were involved. This had the opposite effect on office activities, particularly for the women professionals, as they had to take care of their children from the office utilizing the benefits of information technology. The women professionals that had young children seemed to always have tension concerning their children and to make compromises with their office activities.

It was found that the coping strategies in the workplace depend on the individual person and also on organizational factors, which varied from men to women and included the following: higher and lower rank, working in the capital and at the field level, the time of the first recruitment of women and the present, being married and single, women with children and without, dual and single earners, the age and experience of professionals, the competencies of individuals, the availability of family members' support, facilities provided by the organizations, and the behavior of office head and colleagues.

6.2.3 Explanation of Unanticipated Findings

Professionals' career, organizational benefits, and their coping strategies are greatly influenced by the political interference, particularly by the ruling party. The cases showed that politics affects the practice and non-practice of organizational policies, such as transfer, placement promotion, job assignment, foreign training and even day-to-day activities. Even though it is disliked, many professionals use the power of political people for their purposes. Although the formal mechanism of materializing the issues should work strongly, there was an informal mechanism found in this research. This is the strong adaptation strategy informally practiced called as *tadbir*. It equals persuasion, creating force through political leaders or powerful bureaucrats, and favoritism. It served as a powerful instrument to create a balance between work and life, as it helped every other issue related to professionals. *Tadbir* can bring about promotion, a desired and lucrative posting, foreign training, etc. It happens through colleagues, senior officials, politicians, and family members. *Tadbir* was made by women professionals for the benefits of their family. Some of them even utilized *tadbir* to evade some lucrative placement and attractive foreign tours, whereas some male professionals did *tadbir* for getting these benefits. Mr. "F" said that he met the Cabinet Secretary for his desired posting because of his children's education. Ms. "B" requested the Secretary of the MoPA not to transfer her outside Dhaka because of her disabled baby.

I also observed professionals doing *tadbir* as an active coping strategy with high officials for good accommodations in posh areas, promotion, and placement. I also understood through telephone conversations of professionals that they did *Tadbir*. They were also found to adapt both active and passive strategies when they were persuaded (*tadbir*). This strategy was used to play a family role for the purpose of family members. It also helps to play a social role.

At the beginning of the study, the researcher did not consider corruption as a factor influencing professionals. This issue came indirectly as an important mechanism for meeting financial demands. I realized that the interviewees were using the term "other mechanisms." After further inquiry to the interviewees, the researcher realized that the term "other mechanisms" referred to corruption. In this case, corruption was found to affect their official and personal life. A male

professional mentioned that some may use other mechanisms when they need money for their livelihood. Some terms such as “juicy posting”, “smart”, “unfair means”, and “extra” were revealed from the interviews. These words indirectly indicate corruption. While interviewing one person (I want to hide the gender) I was told that I should understand the meaning of “some officers are very smart”. This indicates that some professionals have to cope with corruption issues directly or indirectly, either being engaged or disengaged.

The MoPA has now seven tiers in its administrative hierarchy, where some stages are additional, and that creates more stages and more time, not only to finalize decisions but also more time to gain the next promotion. Although the AS is an entry level position and is vital for initiating the file for disposal of policy decisions, the MoPA in Dhaka had no Assistant Secretary, which means that this position was informally replaced by the Senior Assistant Secretary and the functions of the Assistant Secretary are performed by the Senior Assistant Secretary. However, the Assistant Secretary is a vital post at the field level and most of the Senior Assistant Secretaries are working in these posts. There are some technical posts such as Assistant Programmers that are equivalent to Assistant Secretary working in the MoPA in Dhaka.

Power co-sharing was viewed by the women professionals and it was found as an unanticipated and interesting finding of this research. There is a possibility of bias on the part of women regarding this issue, as usually women (wives of male professionals) are blamed for misuse of power, for which the husbands, i.e. male professionals, may be equally responsible. Power was co-shared by the wives of the male professionals. This case was common among the women (wives of male professionals) that were not economically empowered. The wives of those male officials were empowered through the power of their husbands and they tried to interfere in the office activities. This is illegal and unethical; however, it was practiced and created problems for both the men and women.

An interesting finding revealed that the wives’ of male colleagues, particularly senior officials, were afraid of husbands’ beautiful women colleagues, which indicated a lack of confidence or trust of the males by their wives and personal jealousy. A woman professional said that she was threatened by the wife of a male

colleague not to go to her husband's office. It was a rare case, but it is not uncommon. This issue affects personal and family life.

As better performance brings about personal development, financial and non-financial benefits, better posting, the supervisor's good wishes, colleagues may have professional jealousy that results in both good and bad consequences. Those that do not have any conflict of interest appreciate it and wish for better performance. If a professional does better than others, the better performance is negatively explained to others and that hampers individual performance. Those that cannot do better compared with a group of hard working people and innovative persons cannot realize their limitations; rather, they blame others. In the fear of being criticized for innovations and good performance, a group of professionals can feel discouraged about work. Individual better performance is an individual quality that creates a difference in performance.

6.2.4 Implications for Practice

This research recommends the following issues in order to achieve better performance and to reduce the problems in the workplace. Solving workplace problems helps develop individual performance through motivation and the creation of belongingness. It will help lead a happy life, which will indirectly affect official performance:

6.2.4.1 Recommendations

- 1) As some professionals avoid professional and foreign training, they lack knowledge and skills regarding particular fields and they may fail to gain the experience and competence for performing office activities. It also delays their service confirmation if they avoid or delay the compulsory training programs. On the other hand, male professionals' acceptance or achieving training programs either in the country or abroad provides them with the opportunity to develop their competence and to build capacity, which helps them achieve better placement. These two different strategies of adaptation in the Ministry of Public Administration create discrimination and deference in performance. The organization can relax the time period of the completion of basic training for women professionals. The conditions of the completion of basic training within the first two years may be relaxed for women

and can be extended up to five years. Pregnant women, women with young or disabled children can be considered. The MoPA is mandated to formulate employment policies and working conditions and can formulate policy for the arrangement of daycare centers in the training organizations to complete the training by women mothers. Daycare facilities have been recently included in the ministry, which can be extended to accommodate a greater number of children based on the existing eligible women professionals.

2) The government may introduce flexible working arrangement policy. It was found that the professionals adapted the strategy of informal flexibility for their personal needs where the government can introduce flexible working arrangements that may include annualized work, work from home online, and flexible time so that professionals can utilize these options when they need to for family reasons. This can be a godsend to professionals when their children are at an early age or if they have disabled children. This will definitely reduce role conflict and help enhance their performance.

3) Avoidance of uncomfortable transfers or making the desired transfer was also found as an important strategy used both by male and female. Avoidance of some placement creates an obstacle to gaining experience in some positions which is needed for the upper positions. On the other hand, avoidance also occurred regarding some hazardous placement which created problems for others. Those that have a good social background adapt the strategy to avoid those difficult placements and those that do not have any connection with political parties or high officials suffer. The MoPA can formulate a policy that there should be compulsory service outside Dhaka for a certain period of time and individuals can earn points for each placement to be considered for the next promotion. Or, individuals can begin their job in rural areas for three years and again after getting a new promotion they will be posted in rural or hill districts. The benefits of serving in those less-desirable areas will be added to the ACR. If a good system can be developed, officials will plan their career and match it with their family needs. Professional will know about the next posting well ahead of time, at least one or two years, so that they can make plans concerning their children. The transfer and placement policy of the Ministry of Public Administration should be revisited and can be made in line with the organizational needs and professionals' choices.

4) The government should prepare a time and needs-based salary structure. It was found that the professionals that suffered from financial crises followed informal strategies to fulfill their needs. A good salary structure should be fixed in line with the present price of necessary goods and positional status. This can be done on a regular basis through establishing a pay commission. The commission should avoid a grand announcement, as this increases the price of common goods. Additionally, the government can increase salaries in line with the inflation rate on a regular basis. This benefit will motivate professionals to cope with the environment so that they can effectively manage their role and help increase their job commitment. A lucrative salary structure can attract talented graduates and stop brain drains. The MoPA can develop a policy for assisting those professionals by placing them in some positions that have extra benefits. These benefits also link to desired placement. The option of a study allowance for children which is included in the salary structure should also be increased. Currently professionals receive 150 Bangladesh Taka for one child and 200 for two children, which is very insignificant. This allowance should be increased so that they do not need to think about expenditure for education.

5) Male professionals should understand the problems of women colleagues in the workplace regarding the work environment and the problems of performing some jobs. For example, organizations may provide less work during the pregnancy period of women professionals or provide time for lactating mothers or leave when they have problems with family activities. On-the-job training can be a good organizational strategy to reduce burden and stress. Male counterparts in the family should also realize the importance and burden of household activities and the role of child caring. They should break the social stigma about the socially-constructed work of women and can help their spouses, as the responsibility of a member of the family. Professionals that are fathers can also take leave utilizing the existing leave facility in order to play an active role in parenting. The government can formulate policy for paternal leave from 15 days to a maximum of one month.

6) Society, particularly family members, should understand the importance of the role and responsibilities of professionals and their burden when they play double roles. Society should value women's economic empowerment and their status, and family members should help professionals so that they can manage

both roles. This support may help them emphasize their career and obtain better positions that will ultimately create a good reputation for the family. Family members can understand and relax the social restrictions for women which will reduce role conflicts and help them to develop their career.

7) The MoPA should revisit the rest and recreation policy. Every professional must enjoy it and it should take place every year. Organizations can be ordered to make plans around the year and transpose the responsibilities of professionals so that the office may not suffer and professionals can enjoy rest and recreation leave. Considering workload, the pressure of work, business, and the time spent with family members, professionals require every year. The government can enact a policy through the MoPA regarding the entitlement to rest and recreation every year with a one month salary and a compulsory 15 days to a maximum of a one-month leave. This must be mentioned in the policy as a right so that controlling officers cannot manipulate it according to their will.

8) As superseding happens frequently due to unplanned and politically-biased promotion and hinders the career of professionals, merit- and performance-based promotion can be a better solution. It must be done through the Public Service Commission to avoid unintended inference and *tadbir*. Promotion should be done based on the vacant posts only—no extra professionals will be promoted. This requires amending the promotion policy of the Ministry of Publication.

9) Professionals should also plan to emphasize career and family. Transfer, placement, and training are the part of the profession and are necessary for performance. They need to cope with employment policies and their life and emphasize according to the importance of work and family. On the other hand, they can also take part in personal planning for taking a break for a period of time for family members. In that case, they can utilize the existing leave policy.

6.3 Contribution of This Study

This research is unique in a sense as it contributes to the global discourse of literature. Mitigating problems and coping strategies are less emphasized in the public

sector and are less studied in the public sector of Bangladesh. The literature on these issues usually discusses issues of the private sector, whereas the public sector is also a big employment sector across the world. Findings of the research have a great contribution for public sector employees. This study also added value to the area of methodology as it was conducted using a qualitative approach. The grief of a woman for not breastfeeding her infant due to longer working hours, the struggle of professionals because of workplace problems, and the deprivation of a person for not being duly promoted can never be judged through a quantitative approach. This must be felt through a humanistic point of view. The literature on the adaptation of the professionals of the MoPA in Bangladesh is strengthened through this study.

It is believed that financial issues may serve as important balancing issues for employees. The financial issue is important for single-earning persons, which differs from double earners. The existing literature shows that women suffer from the application and practices of various employment-related policies and that men are in favorable conditions. However, the women professionals were in a good position in utilizing the strategies to some extent in the public sectors in Bangladesh because there are fewer women in the civil service and women used some informal mechanisms. This is a new finding that can be added to the existing literature.

This research has practical implications, as the research participants were from the MoPA: policy makers, implementers, and evaluators as well as the beneficiaries of policies. The findings demonstrated the critical factors that impede the professionals' career and personal life. However, they usually do not disclose problems formally and the reasons for their choice of coping strategies were not explored. This can be a basis for the amendment of policy issues and the development of employee-friendly policies so that professionals can cope with their career and life at the same time and reduce role conflicts.

6.4 Further Research

This study was conducted on an ensemble that was privileged in the society, economically solvent, and that was comprised of higher-position-holding persons in the organization. Conducting research on lower-level employees can be a new area for

research. Future research can be conducted in order to ascertain the views and experiences that are the problems faced and the strategies followed to cope with problems in the workplace and to reduce role conflict. This area may cover comparative research combining the managerial level and support staff. Such research will provide a comprehensive view to formulate or implement employment-related policies and work conditions.

This research did not take extensive views (only double earners were interviewed) of the family members of professionals concerning how their assistance and financial issues affected the professional's life. Time and money were the main constraints for this research. The research presented the views of professionals currently working and the problem they are facing and how they are managing. It did not reflect the views of the spouses of professional unless they were double earners in the same service. This is an issue for future research, which can analyze new dimensions of coping strategies.

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APPENDICES

APPENDIX A

DETAILED DESCRIPTION OF RESEARCH PARTICIPANTS

Gender	Age	Desig	yrs of Service	Marital Status	No. of Promotion	No. of posting places	Status of Spouse	No. of Children	Salary Scale	Education
Female	38	SAS	10	Widow	1	4	husband died	1 son	18500-800x14-29700	Double Masters
Female	38	SAS	10	Married	1	5	Service Holder	1 son 1 daughter	18500-800x14-29701	Masters
Female	40	SAS	11	Married	1	6	Service Holder	1S & 1D	18500-800x14-29700	Double Masters
Male	49	DS	24	Married	2	4	Service Holder	1S & 2D	25750-1000x5-33750	Masters
Female	50	JS	25	Married	3	10	Service Holder	1S & 1D	29000-1100x6-35600	Masters
Female	50	JS	25	Married	3	10	Service Holder	1S & 1D	29000-1100x6-35600	Double Masters
Female	47	DS	23	Married	2	6	Service Holder	1S & 1D	22250-900x10-31250	Masters
Female	48	DS	19	Married	2	6	Service Holder	1S & 1D	22250-900x10-31250	Masters
Male	50	JS	26	Married	3	5	Service Holder	1S & 1D	29000-1100x6-35600	Masters
Female	45	DS	20	Married (2 nd time)	2	3	Service Holder	4D	22250-900x10-31250	Masters
Female	45	DS	20	Widow	2	1	husband died	1S	22250-900x10-31250	Masters

Gender	Age	Desig	yrs of Service	Marital Status	No. of Promotion	No. of posting places	Status of Spouse	No. of Children	Salary Scale	Education
Female	58	AS	30	Married	4	2	Service Holder	1S & 1D	33500-1200x5-39500	Masters
Male	55	JS	29	Married	3	8	Service Holder	2s	29000-1100x6-35600	Masters
Male	55	JS	26	Married	3	..	House wife Service Holder	2S	29000-1100x6-35600	Double Masters
Female	45	SAS	13	Married	1	8	Service Holder	1S	22250-900x10-31250	Masters
Male	50	JS	25	Married	3	15	House wife Service Holder	2S	29000-1100x6-35600	Masters
Male	45	SAS	13	Married	1	8	Service Holder	1S & 1D	22250-900x10-31250	Masters
Male	48	DS	23	Married	2	8	House wife Service Holder	2D	22250-900x10-31250	Double Masters
Female	37	SAS	11	Married	1	5	Service Holder	2S	22250-900x10-31250	Double Masters
Male	42	DS	15	Married	2	6	House wife	2D	22250-900x10-31250	Double Masters
Male	48	DS	22	Married	2	7	House wife Service Holder	2D	22250-900x10-31250	Double Masters
Male	56	AS	29	Married	4	14	Service Holder	2S	33500-1200x5-39500	PhD
Male	34	SAS	9	Married	1	4	House wife	0	18500-800x14-29700	Double Masters
Male	38	SAS	11	Married	1	5	House wife	1S & 1D	22250-900x10-31250	Double Masters
Male	.	Sec	.	Married	5	..	House wife	..	40000 (Fixed)	Masters

Gender	Age	Desig	yrs of Service	Marital Status	No. of Promotion	No. of posting places	Status of Spouse	No. of Children	Salary Scale	Education
Female	31	asst. Sec	5	Married	0	1	Service Holder	1S & 1D	15000-700x16-26200	Masters
Male	52	JS	26	Married	3	10	Service Holder	2D	29000-1100x6-35600	Double Masters
Female	32	SAS	6	Married	1	3	Service Holder	1D	18500-800x14-29700	Masters
Female	28	asst. Sec	2	Married	0	1	Service Holder	1D	11000- 450x7-14430	Masters
Female	29	asst. Sec	2	Married	0	1	Service Holder	1D	11000- 450x7-14430	Masters
Female	31	SAS	5	Single	0	1	0	18500-800x14-29700	Masters

APPENDIX C

MALE-FEMALE RATIO OF OFFICERS AT MANAGERIAL LEVEL IN MoPA

(Total) (as on 14 September 2014)

Sl No.	Rank	Male	Female	Total
	Secretary	59 (93.66)	4 (6.34)	63
	Additional Secretary	248 (90.18)	27 (9.82)	275
	Joint Secretary	801 (87.92)	110 (12.08)	911
	Deputy Secretary	1131 (87.47)	162 (12.53)	1293
	Senior Assistant Secretary	1209 (77.55)	350 (22.45)	1559
	Assistant Secretary	823 (72.51))	312 (27.49)	1135
	Grand total	4271(81.57)	965 (18.43)	5236

Source: Public Administration Computer Centre (PACC)-2014, MOPA, Dhaka.

APPENDIX D

MALE-FEMALE RATION CURRENTLY WORKING IN MoPA, DHAKA

Sl No.	Rank	Male	Female	Total	Vacant Posts
	Secretary	1 (100)	0	1	0
	Additional Secretary	3 (60.00)	2(40.00)	5	0
	Joint Secretary	17 (80.95)	4 (19.05)	21	1
	Deputy Secretary and equivalent officers	13 (56.52)	10 (43.48))	23	2
	Senior Assistant Secretary and equivalent officers	21 (56.76)	16 (43.24)	37	5
	Assistant Programers and equivalent to AS	18 (64.29)	7 (35.61)	25	6
	Grand total	74 (66)	38 (34)	112	14

Source: Public Administration Computer Centre, MoPA-2013

APPENDIX E

MALE FEMALE RATIO IN DC OFFICE: DISTRICTS IN THE BIG CITIES (divisional) OR NEAREST TO DHAKA

District	DC	ADC/equ (M)	ADC/equ (F)	AC (M)	AC(F)	Total	M/F ratio
Dhaka	1	10	0	29	19	59	61/39
Gazipur	1	9	1	7	7	25	68/32
Narayongonj	1	7	1	6	6	20	65/35
Munshigong	1	5	0	7	7	20	65/35
Chittagong	1	7	0	22	5	35	86/14
Rajshahi	1	7	0	5	8	21	62/38
Khulna	1	7	0	12	6	26	77/23
Barisal	1	3	1	11	10	26	58/42
Rongpur	1	3	1	7	10	22	55/45
Sylhet	1	5	1	17	7	31	78/22
Total	10	63	5	123	85	286	69/31

Source: District web portal (www.government.gov.bd)

APPENDIX F

PROJECT DIRECTORS OF VARIOUS PROJECT UNDER DIFFERENT MINISTRIES

Rank	Male	Female	Total
Deputy Secretary	23	0	23
Joint Secretary	71	2	73
Additional Secretary	6	0	6
Total	100	2	102

Source: Public Administration Computer Centre, MoPA, Dhaka. Accessed to <http://pmis.mopa.gov.bd/pmis/Forms/seclist.php> on 31.12.2014

APPENDIX G

PERSONAL SECRETARY TO SECRETARIES, MINISTERS, PARLIAMENTARY COMMITTEES

Rank	Male	Female	Total
Assistant Secretary	2	0	2
Senior Assistant Secretary	87	2	89
Deputy Secretary	5	0	5
Joint Secretary	0	1	1
Additional Secretary	5	0	2
Total	96	3	99

Source: Public Administration Computer Centre, MOPA, Dhaka. Accessed to <http://pmis.MOPA.gov.bd/pmis/Forms/seclist.php> on 31.12.2014

APPENDIX H

LIST OF DUTY POSTS AND PROMOTED POSTS

Sl. No.	Duty Post	Number of Existing Posts filled up through Promotion/ recruitment	Surplus/Deficit Officials
Secretary	57	63	6
Additional Secretary	107	275	168
Joint Secretary	430	911	461
Deputy Secretary	830	1293	463
Senior Assistant Secretary	2700	1559	-1114
Assistant Secretary/ Assistant Commissioner ⁵⁷	-	1135	-

Source: Public Administration Computer Centre, MOPA, Dhaka. Accessed to <http://pmis.MOPA.gov.bd/pmis/Forms/seclist.php> on 14.09.2014

⁵⁷All ranks except AS/AC are fulfilled through promotion from the BCS (Administration) cadre or 20% lateral entry from other cadres or government service while fresh students are recruited at the lowest tier of higher hierarchy through Bangladesh Public Service Commission. It also rarely happens to get promotion to as the Assistant Secretary adding them to the BCS (Administration) from the support staff. This number is very insignificant to mention.

APPENDIX I

NUMBER OF OSD IN MoPA: 2009-2013

Year	Secretary	Additional Secretary	Joint Secretary	Deputy Secretary	Total
2009	0	10	23	8	41
2010	0	4	12	3	19
2011	1	0	13	9	23
2012	0	1	8	15	24
2013	2		29	14	56
Total	3		85	49	163

Source: Kawser and Islam, 2014.

APPENDIX J

EXPENDITURE FOR OSD (in Taka): 2009-2013

Secretary	Additional Secretary	Joint Secretary	Deputy Secretary	Total
7810000	96614000	324184000	72450000	501058000

Source: Kawser and Islam, 2014

APPENDIX K

NUMBER OF OSDs AND THEIR REASONS- 2014

	Male	Female	Total	OSD for Study	OSD for other reason
Assistant Secretary	44	12	56	24	32
Senior Assistant Secretary	105	27	132	93	109
Deputy Secretary	67	9	76	15	61
Joint Secretary	98	6	104	2	102
Assistant Secretary	21	1	22	0	22
Secretary	2	0	2	0	2
Total	337	55	392	134	328

Source: Public Administration Computer Centre, MoPA, Dhaka. Accessed to <http://pmis.MOPA.gov.bd/pmis/Forms/seclist.php> on 31.12.2014

APPENDIX L

PROFESSIONALS ATTACHED TO DIFFERENT MINISTRIES

Rank	Male	Female	Total
Assistant Secretary	14	9	23
Senior Assistant Secretary	4	0	4
Deputy Secretary	31	2	33
Joint Secretary	108	18	126
Additional Secretary	17	1	18
Secretary	1	0	1
Total	175	30	
	(85%)	(15%)	205

Source: Public Administration Computer Centre, MoPA, Dhaka. Accessed to <http://pmis.MoPA.gov.bd/pmis/Forms/seclist.php> on 31.12.2014

APPENDIX M

PAY SCALE FOR MANAGERIAL LEVEL OFFICIALS

Grade in the Pay Scale	Officials in the rank of	Salary structure	House rent (% of basic salary)		Education Allowance for Children	Medical Allowance
			Urban	Rural		
	Secretary	40000 (Fixed)	40-50%	35%	200-300	700
	Addl. Sec	33500-1200x5-39500	40-50%	35%	200-300	700
	JS	2900-1100x6-35600	40-50%	35%	200-300	700
	JS and DS	25750-1000x8-33750	40-50%	35%	200-300	700
	DS and SAS	22250-900x10-31250	40-50%	35%	200-300	700
	SAS	18500-800x14-29700	45-55%	40%	200-300	700
	AS	15000-700x16-26200	45-55%	40%	200-300	700
	AS	12000-600x16-21600 [®]	45-55%	40%	200-300	700
	AS	1100-490x7-14430- EB-540x11-20370	45-55%	40%	200-300	700

Source: GoB, 2009a

[®]This grade is only for those who are promoted from Class II to Class I employee.

APPENDIX N

A NORMAL DAY* (Twenty-Four Hour) OF A WP

(These clockwise activities are noted down on the basis of my practical visit which was accompaniment with a group of males and females on an office microbus. This vehicle moves from near my living place to the secretariat. They were also asked to share their activities on the vehicle as well as on email)

5:00 a.m. *	Wake up from bed and wash hand-mouth
5:30 a.m.:	sometimes go out for a walk
6:00 a.m.:	Prepare breakfast for children, husband for other family members
6.45-7:00 a.m.:	Get children ready for school, taking shower, preparing school bag, feeding them, proving lunch and letting them to school, sometime husband helps
	Have shower and get ready for office
	Have breakfast with husband, sometimes don't have breakfast
	Prepare lunch for husband and for herself, sometimes with the help of domestic servant
7.30-8:00 a.m.:	Set out for office with office vehicle
9.00-10:00 a.m.:	Reach office. Although office starts at 9am, they can hardly reach office in time because of heavy traffic in the morning.
7.30-9.00 a.m.:	While travelling, they discuss about the office work, way of disposing pending file, sharing experience of other colleagues, and find out the learning or course of action

* This is sample of activities done a woman professional on working day. Weekends or holydays are not considered here.

* Time is not fixed for doing the particular thing mentioned here. One timing overlaps subsequent another timing and work.

- 10:00-10:30 a.m.: Have tea in office
- 9.00 a.m.: Start working in office
- 1.00-2:00 p.m.: Manage phone call to home to take care of children whether they have taken tiffin and lunch
Order children to have rest after lunch, play in the afternoon, ask them to finish their homework, if they want to eat something in the afternoon, they are asked to take from refrigerator or ask domestic servant to help, don't quarrel with siblings
Have lunch taken from home, if guest visits office brings lunch from outside
- 2.00-4:45 p.m.: Try to finish all official activities, try to finish personal but official work within this time, suppose banking, meeting senior colleagues so and so
Meanwhile phone to home to know whether they have done everything they were asked to do
Phone to husband whether he has taken lunch or not, did he talk to children?
- 4.45-5:15 p.m.: Prepare for leaving office towards home
- 5:15-7:15 p.m.: Travel on the office vehicle that moves every place to drop every passenger and finally reach at home
While travelling, share the office experience, working procedures, and way of disposing pending work
Buy foods, requirements for children, foods and vegetables for home
- 7.00-7:30 p.m.: Be fresh washing hand and mouth, have evening tea with family member or alone if she comes late, sometimes entertain guests as they visit in the evening
- 7.30-9:00 p.m.: Prepare food for dinner with the help of domestic servant or by herself
Ask children for study and take care of them

- 9.30-10:30 p.m.: Have dinner with family members. First of all, feed the children and then others
Wash crockeries, cooking utensils, cleaning dining table etc. if domestic servant cleans, she looks after whether these are done well
- 10.30-11:00 p.m.: Prepare bed for children's sleeping, suppose setting mosquito net, changing bed sheet etc.
- 10.30-11:30 p.m.: Free time
Maybe gossip with husband, discuss about family activities
If someone studies or imparts training, she gets time to study for her development
- 11.30 p.m.-5:00 a.m.: Sleeping time

APPENDIX O

A NORMAL DAY* (Twenty-Four Hour) OF A MALE PROFESSIONAL

(These clockwise activities are noted down on the basis of my practical visit which was accompaniment with a group of males and females on an office microbus and discussion. This vehicle moves from near my living place to the secretariat. They were also asked to share their activities on the vehicle as well as on email)

6:00 a.m.*:	Wake up from bed and wash hand-mouth, sometimes go out for a walk
7:00 a.m.:	Have shower and get ready for office
7.45-8:00 a.m.:	Get breakfast ready for having; get lunch ready for taking to office, normally done by wife, sometimes medicine
7.30-8:00 a.m.:	Set out for office with office vehicle
9.00-10:00 a.m.:	Reach office. Although office starts at 9am, they can hardly reach office in time because of heavy traffic in the morning.
7.30-9.00 a.m.:	While travelling, they discuss about the office work, way of disposing pending file, sharing experience of other colleagues, and find out the learning or course of action
10:00-10:30 a.m.:	Have tea in office
9.00 a.m.:	Start working in office
1.00-2:00 p.m.:	Manage phone call (if wife asks to do) to home to take care of children whether they have taken tiffin and lunch Have lunch prepared by wife or domestic servant

* This is a sample of activities done by a male professional on working day. Weekends or holydays are not considered here.

* Time is not fixed for doing the particular thing mentioned here. One timing overlaps subsequent another timing and work.

- 2.00-4:45 p.m.: Try to finish all official activities, try to finish personal but official work within this time, suppose banking, meeting senior colleagues so and so
- 4.45-5:15 p.m.: Prepare for leaving office towards home
- 5:15-7:15 p.m.: Travel on the office vehicle that moves every place to drop every passenger and finally reach at home
While travelling, share the office experience, working procedures, and way of disposing pending work
Buy foods and vegetables for home
- 7.00-7:30 p.m.: Be fresh washing hand and mouth; ask wife or domestic servant to prepare evening tea.
- 7.30-9:00 p.m.: Free time for watching TV, reading newspaper
Sometimes, teach children and help preparing home work
- 9.30-10:30 p.m.: Have dinner with family members particularly with children or wife as she waits for him.
- 10.30-11:00 p.m.: Free time to watch with wife or discuss about family activities
- 11.30am-6:00 a.m.: Sleeping time

APPENDIX P

NUMBER OF CHILDREN OF MARRIED PROFESSIONALS (Male and Female)

Number of Children	Female	Male
1 Daughter	3	0
1 Son	2	0
1 Son and 1 Daughter	8	3
1 Son and 2 Daughters	0	1
2 Daughters	4	4
2 Sons	1	4
4 Daughters	1	0
Not found	1 ⁵⁸	2

⁵⁸ She is unmarried and so she does not have any children.

APPENDIX Q

ROLE MODEL/ INSPIRING ROLE FOR PROFESSIONALS

Issues	Woman	Man
Role Model among the family members	6 (Father)	2 (Father)
Influenced by the family members	1 (Mother)	4 (2 mother and 2 father)
Role model from civil servant/profession	1 (Female Doctor)	1 (UNO)
Role Model from TV actress	1 (Woman)	0
Role model from Literature	1 (Key female role)	0
Inspired by outside family members	0	1 (maternal uncle)
Self-motivated for profession	5	2
No one was role model/ inspiring person	2	3

APPENDIX R

FREQUENCY OF TRANSFER OF PROFESSIONALS

Gender	Level	Years of Service	No. of Transfer
Female	AS	3	5
	SAS	9.25	6.5
	DS	22.83	3
	JS	25	10
	Addl. Sec.	30	2
	Average (F)	13.94	4.29
Male	AS	0	0
	SAS	11	5.67
	DS	21	6.25
	JS	26	9
	Addl. Sec.	29	14
	Average (M)	21.92	7.83
All (Male and Female)	Average	17.55	5.75

APPENDIX S

NUMBER OF PROFESSIONALS AND SALARY THEY RECEIVED

Salary Grade	Salary Range	Male	Female
1	40000 fixed	1	0
2	33500-39500	1	1
3	29000-35600	5	2
4	25750-33750	1	0
5	22250-31250	5	6
6	18500-29700	1	5
7	15000-26200	0	1
9	11000-14430	0	2

APPENDIX T

EDUCATIONAL QUALIFICATION AND FURTHER HIGHER STUDIES

Degree	Male	Female
PhD from a foreign university	1	0
Double Master including one from foreign university	7	4
Single Master from a university inside the country	6	13

APPENDIX U

REQUIRED YEARS OF SERVICE TO BE PROMOTED TO HIGHER RANKS

Sl No.	Promotion from	Promotion to	No. of years to be served in the lower rank	Total number of years (Minimum) in the service needed
1	Senior Assistant Secretary	Deputy Secretary	5	10
2	Deputy Secretary	Joint Secretary	3	15
3	Joint Secretary	Additional Secretary	2	18
4	Additional Secretary	Secretary	1	22

Source: GoB, 2009b

BIOGRAPHY

NAME

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ACADEMIC BACKGROUND

Master of Arts in Human Resource Management, The University of Leeds, England, 2007.

Postgraduate Diploma in Personnel Management, Bangladesh Institute of Management, Chittagong, Bangladesh, 2003.

Master of Social Sciences in Public Administration, University of Dhaka, Bangladesh, 1997.

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HR Trainer, Bangladesh Public Administration Training Centre, Savar, Dhaka, Bangladesh, 2001-till date

RECENT PUBLICATIONS

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