



**Job Satisfaction of Field Level
Bangladesh Civil Service (Administration) Cadre Officers**

By

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**Public Policy & Governance Program
North South University**



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Public Policy & Governance Program
North South University

Dedication....

*To my parents & my twins,
who are my continuous inspiration*

Declaration

I declare that the dissertation entitled “Job satisfaction Of Field Level BCS (Administration) Cadre Officers” submitted to the PPG Program of North South University, Bangladesh for the Degree of Master in Public Policy and Governance (MPPG) is an original work of mine. No part of it, in any form, has been copied from other sources without acknowledgement or submitted to any other university or institute for any degree or diploma. Views and expressions of the thesis bear the responsibility of mine with the exclusion of PPG for any errors and omissions to it.

Signature with date

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As a developing country like Bangladesh, employee job satisfaction is greatly needed for Bangladesh Civil Service (BCS) officers as these officers are the main and most valuable human resource who runs the whole nation. Besides the path of their advancement, the government of Bangladesh time to time formulated and amended the policies for the betterment of the officers as well as for the efficient and effective service delivery to the citizen. But due to some unsystematic activities and bureaucratic complexities Bangladesh Civil Service has not able to come up with desired changes for long. Despite these, from the past few years Government of Bangladesh is trying to motivate and influence the public officers, especially BCS (administration) cadre officers, by formulating specific posting, award and higher study rules and policies to make them more efficient and active in providing effective and prompt service delivery to the citizens. Because among 27 cadre officers, BCS (administration) cadre officers are the direct representatives of the cabinet and at field level they are posted as executive magistrate too. Thus, these officers play most significant role for the government activities from policy formulation to implementation process. As I found that there is no study on job satisfaction of the Bangladesh Civil Service (BCS) administration cadre officers of Bangladesh, so the main purpose of this study is to assess the level of job satisfaction of field level BCS (administration) cadre officers as well as the most important factors of job satisfaction related to field level. Moreover, the study will try to find the affect of socio-demographic variables i.e. gender, academic qualification, marital status as well as internal and external organizational variables i.e. working environment, inter-personal relationships, functional designation, work-life balance, place of posting, award/ recognition with some other variables i.e. special achievement and innovation in work place on these officers level of job satisfaction.

Along with these, this study will help to find the gaps between the officer's perceptions and the existing conditions, government rules and policies for the field level officers. Thus, this study will not only serve the purpose of finding the job satisfaction level of

BCS (Administration) cadre officials but also will help to know and identify the further area or sector in which the government should work to enhance job satisfaction of these officers working at the field.

As a student of Public Policy and Governance program, I availed the opportunity to write this study. Moreover, as an officer of Bangladesh Civil Service (administration cadre), I found this most interesting as well as closely relevant. I try to apply my knowledge and experience, along with some theories and models, to make a comprehensive study on this topic.

This study has used mixed method approach which is combined with both quantitative and qualitative approach. The study is conducted on 20 upazilas of 6 districts of 6 divisions - Dhaka (Manikganj), Chittagong (Bandorban), Mymensingh (Netrokona), Rajshahi (Rajshahi), Rangpur (Dinajpur), and Barisal (Barisal). 60 officers from these areas are selected by simple random sampling and from them 53 officers responded on time. Data obtained through questionnaire have been analyzed by Microsoft Office Excel, 2007 and SPSS. An analytical framework has been developed based on the literature review and theoretical discussions to conduct the study systematically.

The findings of this study do not perfectly represent the total perception and level of job satisfaction of the whole Bangladesh Civil Service (administration cadre) officers. However, the consequence of the study will not be all inclusive, but a general idea can be derived from the study and that is possible in deed.

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Abbreviations

BCS	:	Bangladesh Civil Service
GoB	:	Government of Bangladesh
SAS	:	Senior Assistant Secretary
SAC	:	Senior Assistant Commissioner
MOPA	:	Ministry of Public Administration
BPSC	:	Bangladesh Public Service Commission
DC Office:		Office of the Deputy Commissioner
PATC	:	Public Administration Training Center
UNO	:	Upazila Nirbahi Officer
ICS	:	Indian Civil Service
CSP	:	Civil Servant of Pakistan

Chapter # 1

Introductory Discussion

1.1 Introduction:

Since the beginning of public administration as a discipline in the early 19th century, theorists and administrative thinkers gradually started to focus on developing management and administrative principles. Lutha Gullock, Henry Fayol, F.W. Taylor, Mary Parker Fullet, Herbut Simon, Chester I. Burnard, all have contributed to the gradual development of management and administrative principles. The objective was to raise organizational performance, efficiency and productivity. Later challenging those principles such as scientific management, human relations schools came up advancing concepts such as motivation, job satisfaction, etc. It is argued that human beings cannot work like machine and they used to be motivated for their work that they do. In this way it is found that job satisfaction, motivation theory occupied a dominant portion as well as role in management and administration theories. Therefore, employee job satisfaction is considered as universal phenomenon that is true to all organization.

In this continuously changing world, the importance of job satisfaction has come to the focus with the rise of industrialization. It has researched everywhere as it is different from not only one country to another one but also from one organization to another due to the cultural variations in every setting (Moynihan & Pandey, 2007; Asadi et al., 2008). As a developing country like Bangladesh, employee job satisfaction is greatly needed for Bangladesh Civil Service (BCS) officers as these officers are the main and most valuable human resource who runs the whole nation. Thus, the importance of bureaucracy as well as the bureaucrats in Bangladesh is inclusively relevant to its basic roles and functions. 'The British tradition helped the bureaucracy to become an essential tool of governance in a colonial setting' (Sattar 2014). They are the main actors

who not only just formulate and put their valuable and resourceful information in the policy making processes but also actively participate in the implementation processes through his or her whole service life. The senior level officials formulate necessary and beneficial policies, rules and regulations for the country as well as the citizens, where the mid and junior level officers take part on successful implementation of those (Ahmed 2002; Siddika 2012; Sattar 2014). Among all BCS officers, the junior level officers mainly work at the field level around 64 zilas or districts and 490 upazilas to execute those government policies. Therefore, the job satisfaction level of these young and bright BCS field level officers should be higher than the seniors so that they can fulfill their duties effectively with a sound mind. So, it is needless to say how crucial the job satisfaction of these junior level officers of BCS is.

This paper is based on job satisfaction of civil servants under Bangladesh Civil Service (BCS) more specially administration cadre service. The purpose of this study is to identify the level of job satisfaction from the perspective of the junior-field level officers of Bangladesh Civil Service (Administration) cadre. The study will analyze the extent or level of job satisfaction of these officers. At the same time it will elaborately discuss the factors related to their job satisfaction as well as the related rules and policies formulated and implemented for their job satisfaction.

1.2 Background of the Study:

Bangladesh Civil Service (BCS) is a dream career to most of the citizens for the wide variety of job and relatively greater sphere of authority and power. BCS offers a challenging and attractive career to the ambitious, the talented and to the aspiring (Jahan 2006). So, respect, prestige, self reorganization, job security, salary package, opportunity of foreign tour, career planning, etc. are the main motivational factors to them who want to choose BCS as their career. There are 27 cadre officers at Bangladesh Civil Service (Recruitment Rule, 2014). 'The implementation of government policies and

projects is the duty of the Bangladesh Civil Service popularly known by as BCS, a corps of administrators who form the nation's most influential group of civilians' (Sidiika 2012). And among them BCS (administration) cadre officers are the direct representatives of the cabinet and at field level they are posted as executive magistrate. 'The Bangladesh Administrative Service is the heart of the Executive organ of the People's Republic of Bangladesh. It includes all administrative levels of the country. The Cabinet Secretary of Bangladesh is the top post of the service, while Assistant Secretary or Assistant Commissioner is the entry level post' (wikipedia.org). Thus, the officers of BCS (administration) cadre play most significant role for the government activities regarding policy formulation and implementation.

In Bangladesh, field level administration possesses a different work culture as well as organizational functions than ministry or department. Working in field level is relatively more challenging than in ministry or department. Primarily BCS (administration) cadre officers are posted at district level at office of the deputy commissioner as assistant commissioner (probationer) and executive magistrate. According to the *Service Rules* all the officers of Bangladesh Civil Service (BCS) have to pass same tenure period to be promoted to the next position. After joining they pass a minimum period of 2 years probationary period to confirm their job. During these period they got various training related to their job like, foundation training, related departmental training, on the job training such as attending certain offices, treasury training, etc. to fulfill the criteria for job confirmation. During this period they also have to preside at executive court and to conduct mobile court as an executive magistrate. After confirmation this junior level officers are posted to the Ministry of Land and are posted at upazila as Assistant Commissioner (Land) at upazila¹ level. They have to work at least 3 (three) months and maximum 3 (three) years at a station, mostly at rural areas. Thus, from the very beginning they are posted in any part of Bangladesh. After completion of 4 (four) years from their joining date, these officers have to appeared in senior scale examination for

¹ Upazila formerly called thana is a geographical region in Bangladesh used for administrative or other purposes.

their first promotion. After successfully appearing in the senior scale examination the officers are promoted as Senior Assistant Secretary (SAS). They are then posted either at upazila as Upazila Nirbahi Officer² (UNO) or as Assistant Secretary at Ministry level. Moreover, they can also be posted at office of the Deputy Commissioner as Senior Assistant Commissioner (SAC). They are also posted as Additional Deputy Commissioner (ADC) at district level. After job confirmation all the BCS officers got total 5 (five) years of deputation period for completing their higher studies either in or outside the country as an opportunity for obtaining and improving their knowledge and provide better service to the mass people. Thus, all these posting, transfer, higher studies and work recognition from the primary period greatly impact on the career opportunity as well as job satisfaction of these field level officers.

Besides the path of their advancement, the government of Bangladesh time to time formulated and amended the policies for these officers regarding their official contacts as well as conducts for the efficient and effective service delivery to the citizens. But the rules were scattered and were not followed or implemented properly for the public officials. Various development partners also tried to make the public service more effective, efficient, result-oriented and accountable. But in reality 'most of the recommendations and suggestions of the civil service reforms and pay commissions and other donor supported initiatives were not implemented' (Aminuzzaman 2013). As a result, Bangladesh civil service has not able to come up with desired changes yet. The work attitudes of the civil servants failed to fulfill the expectations of the citizens for lack of substantive change in the structure and composition of the public service. The process-oriented, centralized, top-down decision making system is still now running the administration of Bangladesh (Aminuzzaman 2013). All these unsystematic, demotivational practices make the officers demoralized. As a result they all get frustrated and their expectations and job satisfaction level becomes low (Siddika 2012). But 'now

² In Bangladesh the Upazila Nirbahi Officer often abbreviated UNO is the chief executive of an upazila (sub-district) and a mid-level officer of the Bangladesh Civil Service (Administration Cadre). A Senior Assistant Secretary is usually assigned to this post.

the scenario is changing and governments and academicians are turning to the role of public sector in development therefore public servants' job satisfaction is becoming a top line issue for researchers' (Ellickson & Logsdon, 2001; Rocca, & Kostanski, 2001, cited in Sattar 2014). Government of Bangladesh is trying to motivate and influence the public officers, especially BCS (administration) cadre officers, by formulating specific posting, reward and higher study rules and policies to make them more efficient and active in providing effective and prompt service delivery to the citizens.

1.3 Statement of the Problem:

All over the world, the structure and functions of public service varies from country to country depending on the development position and condition of that state. It also varies due to the capability and integrity of the bureaucrats as well as the expectations and demanding nature of the citizens. 'With the rise of New Public Management, the public sector is confronted with growing demand to show its efficiency and cost effectiveness, resulting in an increased interest in the quality of public performance' (Osborne and Gaebler 1992; cited in Vermeeren, Kuiper & Steijn 2005). From the rise of Bangladesh Civil Service (BCS), the influential factors of Bangladesh government officials had been neglected for so long. 'It is a widespread view that Bangladesh Civil Service (BCS) is overly centralized, unaccountable, underpaid, unethical, rent seeking and nontransparent' (Kim and Monem 2008). Moreover, it is a cultural mind-set that the public officers of Bangladesh, especially Bangladesh Cadre Service Officers, are the public servant. So, they should not think about the job satisfaction. They should be fully employed to serve the purposes of the citizens as well as the whole nation. Moreover, the motivational factors related to job satisfaction of BCS (administration) cadre were very few and are scattered. The most desired 'Public Service Act' also remained ineffective due to lack of politicization in formulation. 'Government simply ignores both intrinsic and extrinsic rewards to the civil servants but they want improvement of organizational performance' (Karim 2009, cited in Siddika 2012).

In this context, many studies have found various factors affecting job satisfaction of public officers. 'Public administration of Bangladesh is widely criticized by intellectuals as ineffective, having low level of commitment and non-responsive' (Bilkis 2012). 'Poor salary, ineffective promotion, transfer and posting policy, politicization, no scope for innovation, no recognition or punishment, no career planning create dissatisfaction and de-motivation among the civil servants and that affect their efficiency and efficacy. The ultimate result of inadequate or lack of motivation is poor performance and ineffective and lackluster service delivery' (Karim 2009, Chakraborty 2008; Jahan 2006). Moreover, organizational and environmental factors indicate the facilities for work, having adequate work equipment, required resources, proper training opportunities, and an well-distributed workload, etc. significantly impact on employee job satisfaction (Rocca, & Kostanski, 2001; Sattar 2014). The government of Bangladesh wanted the prompt and effective service delivery to the public by the public officers. But there were no incentive, award or reward system for the new initiatives and prompt service delivery to the public.

Not only this, but also there always remains a massive uncertainty about their posting or placement. Training and higher studies related to their career planning in job mostly do not match or relate to their posting. Moreover, the 'Performance Management System (PMS) of BCS officers is almost absent and biased (Aminuzzaman 2013). Thus, the uncertainty of posting places and lack of work recognition dissatisfies the employees of public sector and they greatly suffer from this issue which impacts a lot on their work and family life as well as future career planning. The officers try to change their postings and ministries had to change those as the officers are not willing to join at order place (Establishment Manual).

Therefore, the public service officials are less satisfied with their job and related benefits. Even they do not find any hope as no proper motivational policy is attached (Siddika 2012). Or even attached, they are not followed or implemented properly

(Aminuzzaman 2013). Their moral values are mainly affected during this period which leads them to engage in various corrupt practices like, bribery, political patronage, tadbir³, etc. for the rest of their service life. 'Although the direct impact of job satisfaction on performance or productivity has received relatively mixed reviews, its effect on turnover, absenteeism, citizenship behavior, and other organizational attitudes and behaviors is well established' (Harrison 2006). Moreover, Bangladesh government has no such formal and annual mechanism to get the feedback of the public service officials about their job satisfaction. Therefore, government service holders got extremely dissatisfied and de-motivated to their job which is a main barrier for a developing country like Bangladesh where bureaucrats run the whole nation.

1.4 Objectives of the Study:

The objectives of this study are-

- ✓ To assess the level of job satisfaction of BCS (Administration) Cadre Officers working at the field.
- ✓ To identify the factor of job satisfaction contributing most of those officers working at the field.
- ✓ To identify whether the job satisfaction level of BCS (Administration) cadre officers working at the field varies due to socio-demographic factors (gender and academic qualification) or not.

1.5 Research Question:

- How much satisfied are BCS (Administration) cadre field level officers to their job?

³ In Bangladesh Tadbir means gratifying powerful people for securing favours.

1.6 Scope of the study:

The study is conducted only on BCS (Administration) cadre officers who are working at field level as Senior Assistant Secretary (SAS) rank under the Ministry of Public Administration (MOPA). The study is conducted on 20 upazilas of 6 districts of 6 divisions – Dhaka, Mymensingh, Chittagong, Barisal, Rajshahi and Rangpur, which are selected on a random basis. Manikganj is the nearest districts of capital Dhaka in Dhaka division. Netrokona district is situated on the north part in newly formed division, Mymensingh. Bandarban is one of the most beautiful hill districts situated at eastern part of Bangladesh in Chittagong division. Barisal district is situated in south having most remote upazilas of Barisal division. Rajshahi district is situated in the western part of the country in Rajshahi division. Dinajpur district is also situated on the western part in Rangpur division in Bangladesh with a long tradition of administration. Thus, various districts and their upazilas from various divisions will give a comprehensive as well as comparative analysis and understanding of the job satisfaction level of BCS (Administration cadre) field level officers and their related factors contributing to it.

1.7 Operational Definitions:

1.7.1. Job Satisfaction -

Job satisfaction in short refers to one's positive attitude toward his or her job. It is considered as the major factor that drives an employee to reach his or her desired goal in the organization. As it is directly related to the employee, so its impact directly reflects on the desired target and more or less indirectly reflects on the profit or growth of the organization. It is a vital issue or a most determinant factor that on one hand is related to an organizations productivity, service delivery and success, and on another hand relates to the employees devotion to work and career development. For any organization, private or public, job satisfaction plays a dynamic role to achieve the

organizations desired target. It differs from one person to another for their own perception and level of desire.

1.7.2. Bangladesh Civil Service (BCS) -

“The Civil Service refers to the body of officials who carry out functions of government under the direction and supervision of the head of government” (Roksana 2013). ‘Bangladesh Civil Service’ (BCS) is mainly a group of civilians who works as the main employee of Bangladesh government. The citizens of Bangladesh have to go through a highly competitive examination under ‘Public Service Commission’ (PSC) for qualifying BCS. The civil service does not include judicial service and armed forces. From 2007, there are 27 cadre officers under BCS working under different job responsibilities all over the country.

1.7.3. Civil Service officers/ Civil Servants -

Generally, civil service officer is considered as a member of civil service. Thus, a person who has been appointed in civil service for the purpose to work for the government and to serve the citizen of the nation is known as a civil servant or civil service officer. In Bangladesh, to become a civil servant a person has to attain a highly competitive examination. To attain this competitive examination a person also has to fulfill some definite qualifications, such as citizenship, age limit, graduation degree, etc. There is also a quota system in this examination, such as freedom fighter, tribal, women, district, etc. The respondents related to this study are from Bangladesh Civil Service (Administration) cadre. So, they are all civil service officers or civil servants of Bangladesh.

1.7.4. Field level -

In general field level indicates the workplace that works for the community people through the policy implementation by the government. In Bangladesh, there are three tiers of field administration, such as- division, district, and upazila. Moreover, field administration under the Cabinet Division constitutes a wing which is responsible for matters related to administration in divisions and districts. Bangladesh has seven

divisions currently- Dhaka, Rangpur, Rajshai, Mymensingh, Sylhet, Chittagong, Barisal and Khulna. Division is the highest level of field, comprised of several districts. Bangladesh has 64 districts and districts consist of several upazilas. Upazilas are comprised of several unions. Union also contains several villages. (www.mopa.gov.bd). The study includes the district level BCS (administration) cadre officers who are qualified in BCS examination and are currently serving for the community people by direct relations.

1.8 Rationale of the Study:

It is recognized that job satisfaction of employees is related to performance and productivity of public organizations cannot be ignored. Moreover, world-wide job satisfaction has become a topic of research for the researchers. A number of researches have been done to find out the factors that both affect and enhance job satisfaction of the employees. But still now this topic has occupied a vast area of further research and study.

All over the world, bureaucracy is an indispensable part of a state by which it runs and operates all government activities. It works as the mechanism of the whole state, which not only controls the social and economic conditions, but also possesses a dynamic image towards the whole world. Among them the BCS (Administration) cadre field level officers in Bangladesh are expected to give prompt public services to the citizens by following relevant rules and regulations of the government. Their job satisfaction is greatly impacted by social, economic as well as their mental conditions also. That is why the Ministry of Public Administration (MOPA) is now extremely concerned about their officers' job satisfaction to enhance the sector performance and to attain sustainable development goals. The ministry is formulating and implementing various rules and policies for its officers. But in spite of these steps, there is no formal system to get feedback from the BCS officers about these rules and policies which are made and implemented for their benefit and which are also related to their job satisfaction.

Moreover, no previous study has focused only on the BCS (Administration) cadre officer's job satisfaction levels who are working at the field level in Bangladesh. Thus, the study will not only try to assess the level of their job satisfaction of BCS (Administration) cadre officers placing at field level but also will try to identify the factors that are contributing to their job satisfaction. In addition the study will focus on policy issues that are related to the factors of their job satisfaction.

1.9 Significance of the Study:

- This study helps to assess the job satisfaction level of BCS (Administration) cadre officers working at the field level.
- It will also help to find the gaps between the officer's perceptions and the existing conditions, government rules and policies for the field level officers.
- Moreover, this study will give a snapshot of the impact of socio-demographic variables over job satisfaction level on the field level officers.
- Thus, this study will not only serve the purpose of finding the job satisfaction level of BCS (Administration) cadre officials but also will help to know and identify the further area or sector in which the government should work to bring job satisfaction of BCS these officers working at the field.

1.10 Research Methodology:

This is mainly an empirical study. The study will make use of mixed method approach which is combined with both quantitative and qualitative method. Quantitative method is used to measure the level and extent, which deals with numbers. In this study the level of job satisfaction will be measured by a '1-5 point Likert Scale'. At the same time, qualitative method is used for the reasons and causes behind the extent or levels. Here, qualitative method will be used to explore the reasons behind low or high level of job

satisfaction. Moreover, as a mixed approach the study tests the theories with data. Also qualitative data is further verified with secondary or multiple sources of evidence.

In this study the BCS (Administration) cadre field level officers of Bangladesh are the population. So, the study will be conducted only to BCS (Administration) cadre officers working as Senior Assistant Secretary (SAS) or equivalent rank at the field under Ministry of Public Administration (MOPA). They are the majority working in field as well as the actual players directly serve the mass people at field level by implementing various government policies. Moreover, these officers have a minimum 5 years field level job experience and they have experienced first level promotion of their service life which is very crucial to evaluate field level job satisfaction factors. They also cover various positions or posts at field level from Upazila Nirbahi Officer (UNO) at upazila level to Additional Deputy Commissioner (ADC) at district level. Their age limit is also from 31 to 40 years which does not vary too much to extract the common or same level of understandings about the field level job satisfaction factors. The study does not include Assistant Commissioners (ACs) because most of them work in the field as Assistant Commissioner (Land) under Ministry of Land and are newly confirmed after completing their mandatory trainings for job confirmation. At the same time the officers above SAS rank are a very few numbers working at the field.

At present there are 1244 Senior Assistant Secretary (administration cadre) officers working all over Bangladesh (www.mops.gov.bd, assessed on 20/06/2017). Mainly they are posted as Senior Assistant Commissioner (SAC) at Divisional Commissioner office or DC office or as Upazila Nirbahi Officer (UNO) at upazila. Thus, the study will be conducted on divisional offices, DC offices, and UNO offices. Total 60 officers will be selected by using Simple Random Sampling or SRS (Gay, L.R., 1996) as sample for the purpose of the study. The following table 1.1 shows data collection methods and samples for this study.

Groups of Sampling Respondents	Workplace	Type of Respondents	Sample	Data Collection Method
1	Divisional Commissioner Office	Senior Assistant Commissioner	10	Questionnaire & interview
2	Office of the Deputy Commissioner (DC Office)	Senior Assistant Commissioner	20	Questionnaire & interview
3	Office of Upazila Nirbahi Officer	Senior Assistant Secretary as UNO	30	Questionnaire & interview
Total=			60	

Table 1.1: Data collection methods and samples

Both primary and secondary data will be used for the study. A structured questionnaire will be used for primary data collection. The secondary data will be gathered from journals, books, reports, news papers, etc. Along with these, there will be use of various researchers' concepts, arguments and development activities to analyze the various aspects and benefit of this issue to measure the level of job satisfaction. Data obtained through questionnaire will be analyzed by Microsoft Office Excel, 2007 and SPSS to conduct the study systematically.

Moreover, this study will focus on general discussions and findings on the factors and levels related to their job satisfaction. The study will also reflect my knowledge and experience about job satisfaction related factors.

1.11 Limitations of the study:

This study is a part of partial fulfillment of the Master degree in 'Public Policy and Governance' (MPPG) under North South University. As the study is required to be completed within a short period of time, the first constraint of this study is time. This study used both primary and secondary data, but the scarcity of related studies and

academic materials on the subject area in the context of is very limited. So, lack of secondary data and relevant literature are also major limitations behind this paper to prepare. I viewed some journals, web pages and some books for getting secondary information. The size of population and sample of this research is small for time constraint. So, I have to make analysis with little information, for which the findings of this study do not perfectly represent the total perception and level of job satisfaction of the whole BCS (Administration) cadre officers working at the field. In addition, the study is focused on job satisfaction rather than dissatisfaction. So, the factors of dissatisfaction are absent in this study. However, the consequence of the study will not be all inclusive, but a general idea can be derived from the study and that is possible in deed.

1.12 Organization of the Study:

This study is organized in six chapters. The first chapter discusses the introductory elements, like- background, problem statement, objectives and research questions, scope, rationale and significance, research design and limitations of the study.

After the introductory chapter, the second chapter focuses on operational definitions, literature review, related theories and analytical framework and discussions. The chapter also includes dependent and independent variables and their related indicators for the study along with hypotheses. In addition, the chapter elaborates some basic definitions related to the topic and the relevant theories and models of job satisfaction through which an analytical framework is developed for conducting the study accurately. Job satisfaction of this study will be measured and analyzed on the basis of developed analytical framework.

The third chapter includes an overview of the BCS (Administration) cadre. This chapter includes the history and evolution of administration of Bangladesh, rules, policies and initiatives regarding civil service officers. The recent 3 policies regarding posting, higher studies and award are elaborately discussed here also.

The fourth chapter contains data presentation collected through the questionnaire and interview session. Data will be presented here using Microsoft Office Excel, 2007 to describe and tabulate data collected for the study.

The fifth chapter includes data analysis and findings followed by the previous chapter. Here data will be analyzed through statistical techniques, SPSS – Pearson correlation, multiple regression analysis and Chi-Square test – to conduct the study systematically. The findings relate to the main research question and objectives of this study and follow the analytical framework chosen for the study.

The last chapter, chapter six, includes overall observations from data analysis and findings of the study. It also describes the linkage between the theories and findings of the study. At the same time it will draw a conclusion of the study with the grounds for policy implementations and recommendations as well as further research implications and studies regarding this field.

1.13 Conclusion:

Job satisfaction of employees particularly their, who are in the civil service dealing public services, can be ignored. This chapter shows the problem statement, background, objectives and main research question for the purpose of the study. In public service, the financial benefits are now almost equal to the private service at junior level, but the work related environment for the public service officers are totally adverse due to very strict rules and regulations, cultural mind-set, lack of initiatives, politicization and

biasness as well as adequate resources. But still after remaining those constraints, the government of Bangladesh is trying to provide a healthy working environment by formulating and taking corrective policies and measures for BCS (Administration) cadre officers.

Chapter # 2

Literature Review and Theoretical Framework

2.1. Introduction:

This chapter illustrates relevant literature to review theories and models on job satisfaction. The literature review chapter gives a brief discussion of relevant concepts and terminologies as well as related research findings. The chapter also develops relevant variables for the purpose of the study. Further, an analytical framework is developed based on relevant theories and models for the study. Thus, the chapter includes introduction, description of concepts and terminologies, literature review, theoretical discussion, operational variables as well as measurable indicators, hypotheses and analytical framework for the study following by the conclusion.

2.2. Description of Concepts and Terminologies:

2.2.1. Job Satisfaction -

Job satisfaction mainly refers to the personal feelings of an employee to his/her job experience. It is determined by various factors related to an employees work. Various scholars have defined job satisfaction from their points of view. Job satisfaction refers to a mental and emotional response toward job. It is the linkage between the impulsive state of one's work evaluation with one's characteristics and demands (Spector 1997, Mathis and Jackson 2010). According to McCue and Gianakis (1997) job satisfaction relies on matching of the expectations and needs of an employee that the organization provides. "Job satisfaction presents a set of factors that cause a feeling of satisfaction" (Hoppock, 1935). Thus, it refers to a set of environmental, physiological as well as psychological situations. Here, the situations indicate that an employee is satisfied with his job. "Although job satisfaction is under the influence of many external factors, it

remains something internal that has to do with the way how the employee feels” (Hoppock, 1935).

“Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. ... Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place” (Davis et al.,1985; cited in Aziri 2011).

“Job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different facets or dimensions of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits.” (Williams 2004)

In 1985, 9 facets of job satisfaction have been identified by Paul Spector, which are – “pay, promotion opportunities, supervision, benefits, contingent procedures (sense of respect, recognition and appreciation), operating procedure (policies, procedures, rules, perceived red tape), coworkers, nature of work and communication (sharing information)”.

2.2.2. Factors of Job Satisfaction-

Factors of job satisfaction indicate some measures that influence an employee to bring satisfaction towards the job. From various researches and articles job satisfaction factors have been classified from two points of views – internal and external. Internal factors are - work environment, good work condition, sympathetic and kind superiors and peer group, accommodation, supportive work culture, financial and logistic support

for office and resident, work-life balance, etc. External factors are - government policies, rules and regulations, placement/ posting, political interference, relations with civil society and citizens, award/ recognition from the job, etc.

2.3. Literature Review:

2.3.1. Job Satisfaction in Public Service -

Norris (2004) conducted “Still a Public Service ethos? Work Values, Experience and Job Satisfaction Among Government Workers”. He argued whether job satisfactions, experiences and work values among private and public sector employees of different countries differ or not. The study revealed that two sectors are motivated by different factors and causes. Thus, based on the regional circumstances their job satisfaction is influenced by different factors.

The ‘Second Administrative Reforms Commission of India (Government of India 2010)’ identified some factors that impact on the motivation of public sector officers. The factors are – respect in society, employment security, work and life balance, opportunity to serve for the country in a larger platform, and a diversified job profile. Except these factors, job enrichment and recognition were also been considered as important factors of their influence. The reform commission also identified various factors that cause dissatisfaction among the civil servants, such as- unfair personnel policies, poor working conditions, indiscipline, excess or lack of supervision, absence of transparency as well as fair-play within the organization, interference in objective functioning and lack of opportunity for self-expression.

2.3.2. Job Satisfaction in Public Service in Bangladesh-

Shawkat (2004) in his study “Bangladesh Civil Service: A Political-Administrative Perspective” stated that ‘The analytical contents of most of the studies tend to ignore the substantive fact that the civil servants operate in a given environment and to the extent that the environment is less than congenial, the expected outcome is bound to be less than satisfactory’.

Jahan (2006) in her working paper “Public Administration in Bangladesh” marked out some motivating and at the same time de-motivating factors of Bangladesh Civil Service (BCS). She identified some interesting findings in her study. Most of the candidates from both rural and urban area specified that inadequate salary is a major obstacle for joining the civil service in Bangladesh. They also indicated that the rigid job environment is also an obstacle that does not allow them to do something innovative. Moreover, the study results reveal that the de-motivating factors are strong enough to overshadow the motivating factors in BCS.

Chakrabarty (2008) in his study on “Career Planning in Bangladesh Civil Service (Administration) Cadre”: A Critical Assessment” has inserted that ‘tadbir is the only tool that determines the promotion and placement and sometimes the tenure of posting are also perceived as good or dumped... There is no reward and punishment system and innovation is not applauded’. The study suggested a ‘four level career plan framework’ for BCS (Administration) cadre officers.

Hasan et al. (2010) conducted “Job satisfaction and Training for Organizational Effectiveness: An Empirical Study on Bangladesh Civil Service Officers”. The study described that civil service officer has limitations due to strict rules and regulations to produce any innovative idea. As a result, they are losing spirit and motivation of innovative ideas. Their good and creative work are not recognized and appreciated although they perform well. On the other hand, service delay or poor performances are

not given proper punishment. Therefore, civil servants become de-motivated and dissatisfied because of these improper actions. As a result, organizational as well as national goals remain unattainable.

Debnath et al. (2011) in their study “Motivation of Civil Servants in Bangladesh: A Comparative Study of Technical Cadres and Administrative Cadres” focused on the factors of low motivation and dissatisfaction of both the cadre officers of Bangladesh. Among the factors, ‘recognition for good/ creative work’ was been considered as the second important factors that causes low motivation among both cadre officers. For this they suggested to introduce a reward based system to provide recognition for outstanding performance as well as contribution to service delivery to the citizens.

Siddika (2012) in her study “Job Satisfaction: A Study on Civil Servants Working at the Field Level in Bangladesh” reveals that the civil service officers, working at the Upazila⁴ level, are moderately satisfied. Analysis shows that transfer or posting, working environment, promotion and recognition are important predictor of job satisfaction where the other variables- salary, training and career planning, are less important predictors. The study states that ‘When the organization is interested in career opportunities of its workers and the organizational climate provides for a situation where everyone’s talents are being used, people will be proud of their working environment.’

Roksana (2013) studied “A study on the factors influencing motivation of selected district level public officials in Bangladesh”. The study indicated in her study that the most important factors that are responsible for de-motivating civil servants working at district level are- ‘inadequate salary, lack of standardization in promotion system, lack of standardization in posting system, lack of effective career planning, inadequate emphasis on innovation and lack of political commitment and long term vision regarding

⁴ *Upazila* formerly called thana is a geographical region in Bangladesh used for administrative or other purposes.

civil service'. In addition, the study also revealed that 'political pressure and nepotism' also have a strong negative relationship with motivation of district level civil servants in Bangladesh. The study also suggested a sound career plan for posting and transfer of BCS officers to enhance their efficiency.

2.3.3. Summary of literature Review-

Studies conducted by various authors/ researchers have stated and defined job satisfaction in public service from different point of views. Basically, job satisfaction is a person's good feeling or state of mind regarding his or her nature of work. It means how content an individual is with his or her job. In other words, whether they like the job, individual aspects and facets of jobs or not, such as - nature of work or supervision. In field level job satisfaction depends on overall work environment having no unwanted influences from political matters and from higher authorities. Job satisfaction means working in a friendly environment with standard salary and where recognition of work is present. It must relate to proper training and career planning with sound compensation packages. The previous literatures are focused on the comparison between BCS (Administration) cadre and technical cadres or between private and public offices. Most of the studies found that job satisfaction of public sector employees is more dependent on the environmental factors rather than their personal characteristics. But they vary due to personal perceptions and demography. In the public sector, employee's job satisfaction is often treated with interventions in a manner of "one size fits all", such as - pay increase, allowance enhancement, festival allowance which benefits all employees rather than individual cadre officers. Therefore, job satisfaction in public service has been seen from a holistic point of view. On the other, when it comes to individual employees, individual values, expectations, orientations tend to play out as a major determinant for satisfaction on the job. It is mostly manifested in the interpersonal relationships, superior subordinate relationships, loyalty, and compliance and reflected in work culture. The studies found that the core reasons behind the dissatisfaction of

public officers are – lack formulation and implementation of proper rules and policies, and the rigidity of the administrative system influenced by the colonial and provincial impact.

2.4. Theoretical Discussions:

To find the impact of factors relating job satisfaction, a number of theories and models are invented and developed. Here, some important and mostly popular theories with their models of job satisfaction are given to clear the concept and at the same time to analyze the factors influence by putting them in the models. Mainly there are two types of job satisfaction theories-

- **Content (Internal) theories**, such as-
 - Abraham Maslow's 'Hierarchy of Needs Theory',
 - Fredrick Herzberg's 'Two-Factor Theory' or 'Motivation-Hygiene Theory'
 - Edwin A. Locke's 'Range of Affect Theory'
 - 'Dispositional Theory'
 - Hackman & Oldham's 'Job Characteristics Model'
- **Process (External) theories**, such as-
 - Opponent Process Theory
 - Adam's 'Equity Theory'
 - Vroom's 'Expectancy Theory'
 - 'Goal Setting Theory'

2.4.1. Content (Internal) Theories-

1. **Abraham Maslow's 'Hierarchy of Needs Theory'-**

The most well known theory of motivation is Abraham Maslow's hierarchy of needs theory. Maslow hypothesized that within every human being, there exists a hierarchy of five levels of needs.

This theory relates to individuals satisfaction level as well as job satisfaction from the third level, esteem level. This level elaborates the need for self-esteem, confidence, achievement, respect to others and also respect from others. The last level, self-actualization, elaborates the need to fulfill oneself by maximizing the use of abilities, skills and potential (competence and achievement).

The model of Abraham Maslow's 'Hierarchy of Needs Theory' is given follows.

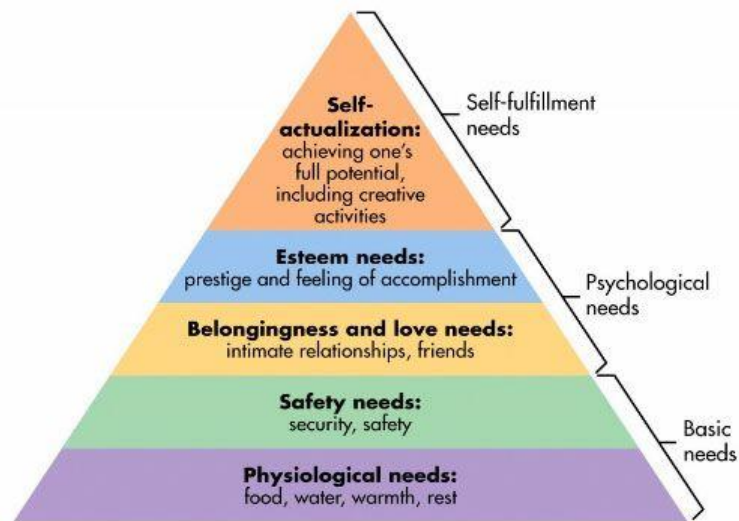


Figure 2.1: Framework of Hierarchy of Needs Theory

It is important to note that Maslow's (1943, 1954) five stage model has been expanded to include cognitive and aesthetic needs (Maslow, 1970a) and later transcendence needs (Maslow, 1970b). Changes to the original five-stage model are highlighted and include a seven-stage model and a eight-stage model, both developed during the 1960's and 1970s. Thus the upgraded model includes three new stages given as follows.

- i) Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep, etc.
- ii) Safety needs - protection from elements, security, order, law, stability, etc.
- iii) Love and belongingness needs - friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).
- iv) Esteem needs - self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
- v) Cognitive needs - knowledge and understanding, curiosity, exploration, need for meaning and predictability.
- vi) Aesthetic needs - appreciation and search for beauty, balance, form, etc.
- vii) Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.
- viii) Transcendence needs - helping others to achieve self actualization.

2. Edwin A. Locke's 'Range of Affect Theory' (1976)-

It is the most popular model of job satisfaction. Here job satisfaction is defined by the difference between what one wants in a job and what one is getting from a job. The higher degree of difference leads to the lower level of job satisfaction of the employee. Thus, this difference determines the extent of job satisfaction. Moreover, this theory affirms that the priority of facet varies from individual to individual. What an employee think as a priority of his satisfaction factor, another may not give priority to that factor. Subsequently, the absence of that factor leads that employee to be dissatisfied of his/her job. As a result, this theory emphasizes to determine and ensure the most important facets of job satisfaction that can meet the satisfaction level of employees. The model is given below.

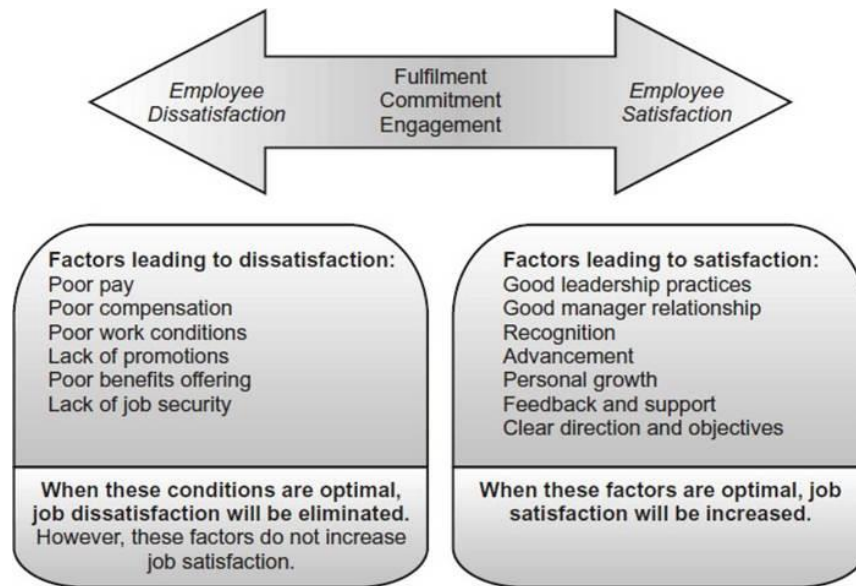


Figure 2.2: Analytical Framework of Range of Effect Theory

3. 'Dispositional Theory'-

The dispositional theory is based on one's feeling towards his/her job. It defines that people who have positive disposition about their life, also have positive attitude towards their existing job, which ultimately does not affect the job satisfaction level. Adversely, people bearing negative disposition have negative feelings about their job. Here individual's feelings or choice is more important rather than other factors relevant or surrounding to them. Thus, disposition maintains a direct linkage to one's job satisfaction. The given model clears the theory.



Figure 2.3: Analytical Framework of Dispositional Theory

4. Hackman & Oldham's 'Job Characteristics Model' (1980)-

The job characteristic model includes five core job characteristics, which subsequently impact three critical psychological states, and ultimately influence work outcomes. The five job characteristics consists of- skill variety, task identity, task significance, autonomy or freedom and feedback. The three critical psychological states are- experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results. The work outcomes include growth satisfaction or general satisfaction, absenteeism and turnover, work effectiveness and internal work motivation. According to this model, the integration of these five core characteristics into the job leads to a higher level of job satisfaction. Thus this theory-

- is a job redesigning approach that seeks to increase employee motivation
- emphasizes on internal motivation
- re-designs work to make it more interesting.

The model of this theory is as follows.

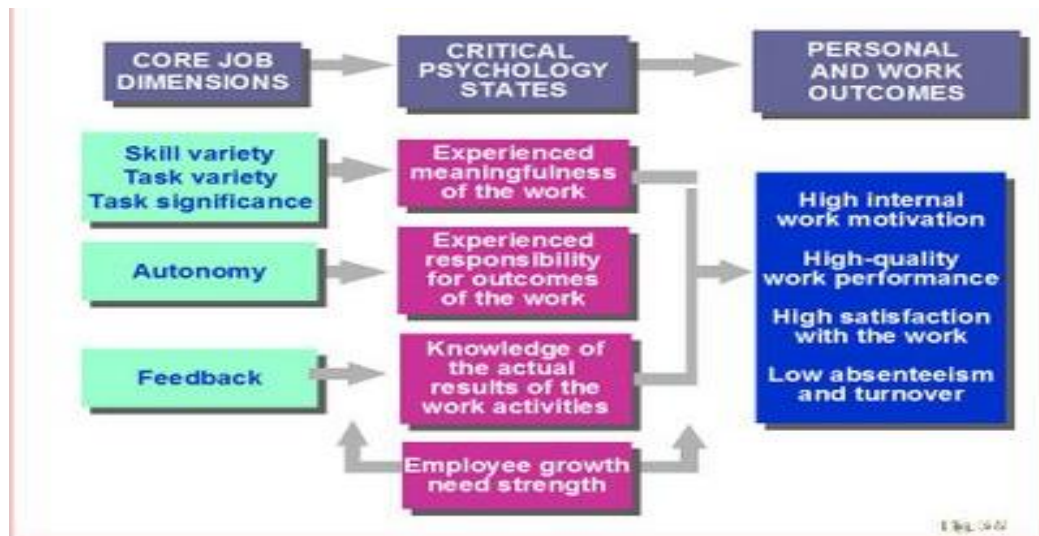


Figure 2.4: Analytical Framework of Job Characteristics Model

5. Psychologist Fredrick Herzberg's 'Two-Factor Theory' or 'Motivation-Hygiene Theory'-

This theory affirms that job satisfaction and dissatisfaction are dependent on basically the two factors, such as motivational and hygiene factors. The motivation factor includes the aspects, like achievement in work, advancement, responsibility, recognition, promotion opportunities and the work itself, that subsequently influence the employees to attain personal and at the same time organizational goals. On other hand, hygiene factors constitute the aspects of work environment which include company policies, pay, supervisory practices, interpersonal relations and other related working conditions. This theory lacks the individual reaction respected to the two factors and at the same time also fails to measure the hygiene factors and motivators. The model is given below.

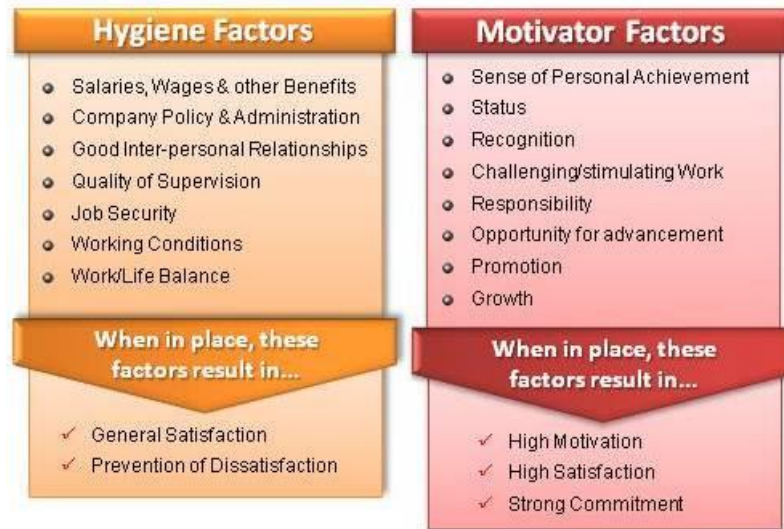


Figure 2.5: Analytical Framework of Motivation-Hygiene Theory

2.4.2. Process (External) theories -

6. ‘Opponent Process Theory’ -

This model was first proposed in 1878 by Ewald Hering and later expanded by Richard Solomon. The expanded theory illustrates the linkage between motivation and emotion. Based on events this theory defines two types of emotional reaction, such as primary reaction and secondary reaction. Here the primary reaction to motivation leads to the secondary reaction. This theory determines the level of job satisfaction by comparing the level of these two types of reaction. Subsequently, the equilibrium level between these two reactions ultimately leads to job satisfaction.

7. Lawler Porter’s ‘Equity Theory’-

This theory defines that job satisfaction is a result of inputs and outcomes. Here input refers to motivation, where performance is considered as outcomes. The equal ratio of inputs and outcomes leads to the feeling of equity to the employee.

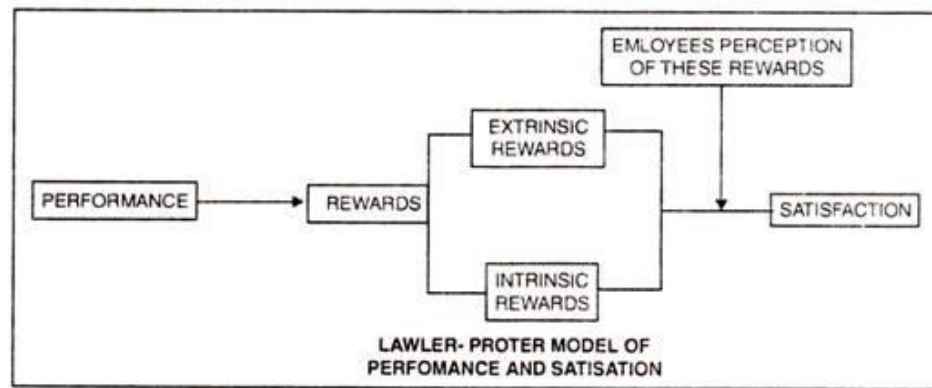


Figure 2.6: Analytical Framework of Equity Theory

Edward Lawler claimed that the simplicity of expectancy theory is deceptive because it assumes that if an employer makes a reward then employees will increase their productivity to obtain the reward.

8. Vroom's 'Expectancy Theory'-

Currently, one of the most widely accepted explanations of motivation is Victor Vroom's expectancy theory. 'Vroom (1960) regarded Maslow's hierarchy of needs and Herzberg's two factor theory as too simplistic and as a result put forward a model that constituted the concepts of valence (V), instrumentality (I) and expectancy (E). Vroom's theory is referred to as VIE theory. Vroom explained the scope of motivation as a process governing choices between alternative forms of voluntary activity' (Siddika 2012). According to the VIE theory, most behaviors are under the voluntary control of a person (Abdullah 2002, cited in Luddy 2005).

Vroom's expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The theory mainly focuses on three relationships.

- Effort-performance relationship: The probability perceived by the individual that exerting a given amount of effort will lead to performance.
- Performance-reward relationship: The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome.
- Rewards-personal goals relationship: The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

Expectancy theory helps explain why a lot of workers are not motivated on their jobs and do only the minimum necessary to get by. A criticism of Vroom's theory, however, is that he did not succeed to convert motivation to perform an act into the actual performance of that act (Bottomley 1987, cited in Luddy 2005). Although the theory has its criticism, most of the research evidence is supportive of the theory (Dessler 1988, Luddy 2005).

2.4.3. Summary of Theoretical Discussion-

Maslow's 'Hierarchy of Needs Theory' relates to individuals satisfaction level as well as job satisfaction from the third level, esteem level. This level elaborates the need for self-esteem, mastery, confidence, independence, dominance, managerial responsibility, achievement, status, prestige, respect to others and also respect from others, etc.

'Range of Affect Theory' deals with the factors leading to satisfaction and dissatisfaction. Here the factors leading to satisfaction are – good leadership practices, good managerial relationship, recognition, advancement, personal growth, feedback and support, clear direction and objective. On the other hand the factors leading to dissatisfaction are – poor pay, poor work conditions, poor compensations, lack of promotions, poor benefits offering, and lack of job security.

'Dispositional theory' defines that people who have positive feelings about their life, also have positive attitude towards their existing job, which ultimately does not affect the job satisfaction level. It deals with personal factors of different individuals.

'Job Characteristics Theory' is a combination of certain principles in organizational settings to enrich jobs by implementation. Thus, the theory also deals with individual difference factors in the model.

Fredrick Herzberg's 'Motivation-Hygiene Theory' deals with mainly two factors - motivational and hygiene factors. The motivational factors include - achievement in work, advancement, responsibility, recognition, promotion opportunities and the work itself. On other hand, hygiene factors include - work environment, include company policies, pay, supervisory practices, interpersonal relations and other related working conditions. Thus, the theory lacks the individual difference factor into the model.

The 'Expectancy Theory' of Victor Vroom deals with motivation and management. Vroom's theory assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. Together with Edward Lawler and Lyman Porter, Vroom suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by other scientists. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities.

2.5. Choice of Theories for the Study:

To conduct the study regarding job satisfaction of BCS (Administration) cadre officers, the following two theories have been taken for some reasonable purposes.

1) *Herzberg's 'Two-Factor Theory' or 'Motivation-Hygiene Theory'*

2) *Edwin A, Locke's Range of Affect Theory'*

Herzberg's 'Two-Factor Theory' or 'Motivation-Hygiene Theory' relates most of the factors related to the job satisfaction of BCS (Administration) cadre officers by both motivation and hygiene factors. Here the hygiene factors are - salary, wages and other benefits; company policy and administration; good inter-personal relationships; quality of supervision; job security; working conditions; work-life balance. The motivators are - sense of personal achievement; status; recognition; challenging/ stimulating work; responsibility; opportunity for advancement; promotion; growth. This theory states that the presence of motivators influence job satisfaction where the presence of hygiene factors prevents dissatisfaction of employees. This theory has been tested on public sector officers as well as BCS officers in previous studies. But as this theory is very old, the second theory, 'Range of Affect theory', will supplement the 1st one. It is so far recent and conveniently applicable in the public sector. This theory contains these factors - Pay, promotion, work condition, compensation, job security, good leadership practice, good manager relationship, recognition, advancement, personal growth, feedback and support, clear direction and objectives. Here, job satisfaction is measured by the difference between what one wants in a job and what one is getting from a job. The higher degree of difference leads to the lower level of job satisfaction of the employee. Thus, this difference determines the extent of job satisfaction, which is the main research question of this study.

2.6. Dependent and Independent Variables:

There are several indicators and independent variables related to job satisfaction. Among several independent variables the following independent variables are chosen from the selected theories for this study.

Sl. no.	Independent Variables	Dependent Variable
1.	Socio-demographic factors (Gender and academic qualification/ education)	Job Satisfaction
2.	Internal organizational factors (Working environment, inter-personal relationships, functional designation)	
3.	External organizational factors (Place of posting, award/ recognition, work-life balance)	
4.	Achievement and performance factors (Special achievement and innovation)	

Table 2.1: Dependent and Independent Variables

2.7. Operationalizing Variables:

The selected five independent variables of dependent variable are operationalized for the purpose of the study as follows.

2.7.1. Socio-Demographic Factors -

Socio-demographic factors include gender and academic qualification/ education.

2.7.2. Internal Organizational Factors -

a) Working environment -

Working environment is an essential factor regarding job satisfaction in BCS field level offices. This environment is a reflection of the overall organizational support, such as-

rules and regulations, manpower, financial and logistic support, individual autonomy. It also includes the official relations with local political parties, civil society and mass media. Favorable working environment influences employee to perform smoothly in a sound mind. Adversely, under an unfavorable working environment an employee gets demoralized about his or her works and job responsibilities.

b) Inter-personal relationships -

Inter-personal relationships refer to the relations among sub-ordinates and superiors, colleagues, elected public representatives, and other cadre officers at the workplace. Supportive inter-personal relationships lead to better performance, sharing information in workplace, easy access to superiors, etc. Unfavorable inter-personal relationships directly affect the satisfaction level of an employee, which consequently produces other various issues like absenteeism, poor performance, efficient service delivery, etc.

c) Functional Designation -

Here functional designation refers to placement as UNO at upazila or as Senior Assistant Commissioner or Additional Deputy Commissioner at the district or as Senior Assistant Commissioner at divisional office.

2.7.3. External Organizational Factors -

a) Work-life balance -

In this study work-life balance refers to having family support to work in the office efficiently, managing leaves in case of family needs, having adequate holiday and flexibility in office time, flexible work load to spend quality time with family after work, have a baby care centre in the work place to take care of her babies at work hour, etc. When an employee can maintain official duties as well as family responsibilities properly on time then work-life balance is insured. So, the satisfaction of an employee can derive from work-life balance also.

b) Place of Posting -

Place of posting refers to posting at field level or at ministry level which is related to placement or transfer. It is a vital factor for the job satisfaction of an employee as it is related to career and family planning of an employee. In public sector it is a common issue of dissatisfaction for the officers. Proper posting refers to systematic and timely posting maintaining government rules and regulations without any biasness. Proper and timely posting can enhance the job satisfaction of BCS officers. Adversely, sudden or simultaneous posting and placement subsequently affects the satisfaction level of civil service officials, which is also a barrier for their quality services to the public.

c) Award/ Recognition-

Award or recognition refers to some social or financial or both achievement for any creative or extra ordinary performance. That means the officer will be rewarded for his/her work based on performance. Thus it may include financial benefit or written appreciation or verbal recognition or all at the same time from the higher authority. But in public sector there are hardly any award/ recognition for work. It is not that the public officials do not perform innovative or excellent works in service providing sector for the citizens. But the process-oriented administrative system oftentimes does not support any award or recognition for the prompt and talented officers which affect the civil service officers' job satisfaction.

2.7.4. Achievement and performance factors -

The work performance of the officers differs based on their mind sets. Here two groups of officers can be mentioned for study purpose – process-oriented and result-oriented officers. The process-oriented officers refer to that group of officers who only maintain their routine works and instructions by their higher authority or ministry. These officers are not innovative and only follow the processes rather than results of the work. They

do not perform extra works related to their job to enhance the service quality. As a result, they have not done any innovation at their workplace and also have not achieved any award regarding job related works.

On the other hand, result-oriented officers refer to that group of people who do not only maintain their routine works but also perform extra works related to their job to enhance the service quality. These officers have done innovative works at their workplace to enhance the quality and delivery of service. Some are also awarded for their extra performance related to job.

2.8. Measurable Indicators:

Some indicators are identified to analyze the independent variables accurately and to collect related data properly. The identified indicators and issues are shown in following table.

Dependent Variable	Measurable Scale	Independent Variables	Indicators/ issues
Job Satisfaction	1-5 point Likert Scale	Socio-demographic factors	Gender Academic qualification/ Education
		Internal organizational factors - i) Working environment ii) Inter-personal relationships iii) Functional designation	Proper and concurrent rules and regulations, Financial and logistic support, Sufficient manpower, Individual autonomy in work, Pressure from political parties, Mass media and civil societies activities
			Easy access to superiors, Relations among colleagues as well as other cadre officers
			Posted as UNO or SAC or ADC
		External organizational factors - i) Place of posting ii) Award/ recognition iii) Work-life balance	Maintaining minimum and maximum tenures, Desired posting and Relevant to academic background or training
			Verbal/ written appreciation by superior, Financial and social recognition
			Family support for working, Spent quality time with family after work, Baby care centre at workplace and Flexibility in office time
		Achievement and performance factors -	Special achievement (award) and Innovation in workplace

Table 2.2: Measurable Indicators for the Study

2.9. Analytical Framework:

An analytical framework has been developed to analyze the primary data and to find out the result. This framework is based on the review of literature review and theoretical discussions. Here job satisfaction is a dependent variable, where independent variables are influencing the job satisfaction. By putting primary data, independent variables, into this analytical framework the variance of the dependent variable, job satisfaction, can be easily accessed. The analytical framework is given below-

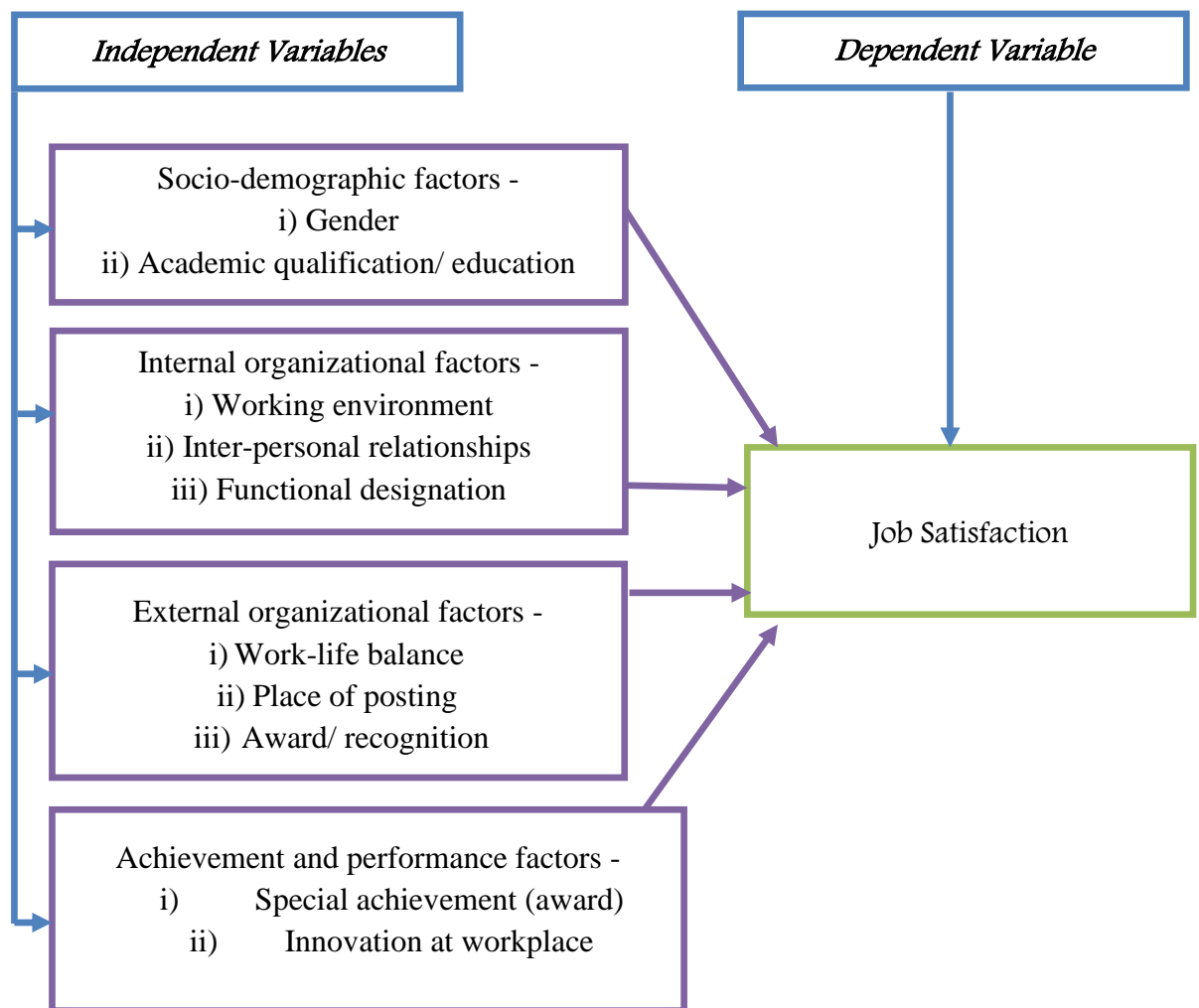


Figure 2.7: Analytical Framework

The above analytical framework shows that how the dependent variable is measured by the independent variables through the indicators of dependent variable.

2.10. Research Hypotheses:

The study conducted the Chi-Square test of independence to determine the significant relationship between dependent and independent variables. Therefore, some hypotheses have been taken to conduct the study more accurately.

Independent Variable	Null Hypothesis	Alternative Hypothesis
Gender	Gender has no significant relationship with job satisfaction.	Gender has significant relationship with job satisfaction.
Academic Qualification	Academic qualification has no significant relationship with job satisfaction.	Academic qualification has significant relationship with job satisfaction.
Working Environment	Working environment has no significant relationship with job satisfaction.	Working environment has significant relationship with job satisfaction.
Inter-personal Relationships	Inter-personal relationship has no significant relationship with job satisfaction.	Inter-personal relationship has significant relationship with job satisfaction.
Functional Designation	Functional designation has no significant relationship with job satisfaction.	Functional designation has significant relationship with job satisfaction.
Work-life Balance	Work-life balance has no significant relationship with job satisfaction.	Work-life balance has significant relationship with job satisfaction.
Place of Posting	Place of posting has no significant relationship with job satisfaction.	Place of posting has significant relationship with job satisfaction.
Award/ Recognition	Award/ recognition has no significant relationship with job satisfaction.	Award/ recognition has significant relationship with job satisfaction.
Special Achievement (award)	Special achievement has no significant relationship with job satisfaction.	Special achievement has significant relationship with job satisfaction.

Innovation	Innovation has no significant relationship with job satisfaction.	Innovation has significant relationship with job satisfaction.
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Table 2.3: Hypotheses for the Study

2.11. Conclusion:

The chapter elaborates a detailed discussion on related concepts and terminologies, related literature review regarding job satisfaction. The literature review also made a comparative analysis of public sector employee's job satisfaction and also in Bangladesh context factors and their extent. In addition, the job satisfaction and motivation factors of satisfaction of Bangladesh Civil Service (BCS) officers of different cadres are also depicted here. Relevant theories and models of job satisfaction are briefly discussed and at the same time independent variables were also developed. The next step includes establishing linkages between variables and theories. The chapter also identified and measured some indicators of independent variables for the accurate collection of relevant data for analysis. Finally an analytical framework has been developed to analyze the data to find the job satisfaction of BCS (Administration) cadre officers posted at field level.

Chapter # 3

Overview of BCS Administration

3.1. Introduction:

This chapter will elaborately discuss about the overview of Bangladesh Civil Service specially administration cadre – the history and evolution of BCS administration. Along with this, the chapter will cover the step wise history of field administration of Bangladesh as well as the current system and situation of field administration of the country. Not only this, but also the chapter includes a brief discussion of the rules, policies and time to time taken initiatives regarding the officers of Bangladesh Civil Service (BCS) and their satisfaction towards job. Moreover, the recent three policies regarding Bangladesh Civil Service (BCS) officers is briefly viewed and talked about here. Lastly, some dysfunctions of bureaucracy of Bangladesh will be talked about by which the job satisfaction of the officers of public service of Bangladesh vitally impacted for so long.

3.2. Overview of Bangladesh Civil Service:

3.2.1. History and Evolution -

‘Bureaucracy is the management apparatus of a state administration. Even in private sector, bureaucratic organization is very much essential for its smooth functioning and betterment’ (Hanif Miah 2013). Thus, bureaucracy is a system which is run by bureaucrats. The bureaucracy of Bangladesh has a long history consisting the three significant eras, such as-

- The British era (1757-1947): British Colonial Regime
- The Pakistan era (1947-1971): Military-turned-civilian Regime
- The Bangladesh era (1971-2016)

These eras played a vital role in creation and development of the bureaucracy as well as bureaucratic culture in Bangladesh. Followed by the British era, the bureaucratic system of Bangladesh still possesses a centralized-unitary government. During this colonial period, the state of bureaucracy was an autonomous body, which has the total control and dominance power over the whole colony as well as the society. At that time, the weak and under-developed role of political institutions failed to gain the societies control. As a result, the bureaucratic system and hierarchical control was fully furnished with clear and well established structures along with its goals and objectives. The East India Company ruled the whole colonial system with the leaders of ICS (Indian Civil Service) officials.

When the British authorities withdrew from the Indian subcontinent in 1947, and two separate states, namely India and Pakistan, were formed. Then they could actually become a state. Because the two states were sovereign, which was not the state of British India. Actually, India was not even considered as a state at that time. His identity was as a British colony.

There were three pillars of state-independent India and Pakistan. Although Pakistan spent a long time in making the constitution, they did not have constitutional recognition till almost 10 years after independence. Before the Constitution was finalized in Pakistan, the government came to change. The authorities of the elected representatives took away the power of the elected representatives. Then, almost continuously, the government is managed in the archaic way. The founding of the basic democracy has given the opportunity to use the power of the republican government. So before 1971, when the Pakistanis were demolished in two pieces, the military and the civilian government played a role in managing the government.

Among the civil bureaucrats, members of the cadres of the colonial era, the ICS, the IPS etc., who showed loyalty to the Pakistani side. Needless to say, these military civil

servants have not been appointed in important positions because of their age-related appointments. However, in 1947, competitive examinations were started for the appointment of bureaucrats of different cadres in Pakistan on the basis of ICS. Based on the results of the examination, the above was the civil service, then or the foreign service in bondage, then police service, account service etc. In order to protect equality between East and West Pakistan, provision of provincial quota was made to exclude Merit quota. This resulted in equality in various central cadres.

But since the former bureaucrats of ICS, IPS etc. have been engaged in the top positions, the new bureaucrats of East Pakistan have joined the downstream of Bangladesh. The same happened to the army. In the development of undivided Pakistan, discriminatory policies were adopted against East Pakistan and in the process the East Pakistan was behind the socio-economic criteria. The main reason was that non-Bengali bureaucrats dominated almost all posts of high rank.

The British colonial-style ICS was abolished in 1947 as part of India's sub-continent division. However, in both India and Pakistan, the British administration remained largely unattached and there was an elite cadre class in the upper echelons of the civil service. Thus India has maintained an elite Indian Administrative Service since 1947. Pakistan's Civil Service of Pakistan (CSP) - under which was its own elite government official. In 1971, before the emergence of the partition of Pakistan and the emergence of an independent Bangladesh, the CSP cadre was in its earlier state. In the new situation, the elite civil service was reorganized for the needs of the newly formed state.

Moreover, the Pakistan era, especially the Civil Service of Pakistan (CSP), influenced control over the governmental process. The absence of effective and dominating political institutions in East Pakistan (current Bangladesh) lead the elitist-generalists to rule over the country at that time. The military-turned-civilian regime rose during this period. The politicization of public institutions began to run the whole nation. Not only

this, all the higher level posts and job opportunities were reserved and occupied for the CSP officers and also for the military officials. The local government system, economic and public policy as well as bureaucratic accountability were on the upper hands of bureaucracy. This consequently generated the autocratic governance system. This system served the twin goals of consolidating bureaucratic manipulation and allowing way for local election conferring a semblance of legitimacy on the government (Alavi, 1982:78).

Those who worked in the ⁵Mujbnagar government got lucrative posting after the liberation war. The CSPs who were involved in the then exile government of Bangladesh became the secretaries of the ministries; though seniority was not properly maintained. That is why many CSP officers were aggrieved. After the political turn around in 1975, those who were aggrieved regarding their posting and seniority had been evaluated. There were still conflict among the CSPs, Provincial Cadres and the other cadre officers but later all the cadre posts were merged.

In the time of military government, CSPs were weakened because the army officers did not like the CSP officers. Military government gave the other cadre officials chance to ascent top posts of the government. Later, 29 sub cadre posts were created and anybody can join these cadres through competitive exams. This brought transparency in the cadre post appointments and promotions. The then members of the Pakistan Civil Service officers were adopted in the new cadres. Still there is some sort of discord remains regarding who will be the Secretary, Additional secretary and other vital posts.

Politicians and the civil servants were never friends. The dispute between bureaucrats and the politicians originated long time ago which remained the same in the Pakistan regime. Moreover, interference of the military junta in the administration system intensifies that. In the martial law period both armed officers and the civil officers ruled

⁵ Mujibnagar Government: the government constituted at Mujibnagar to conduct the Bangladesh war of liberation, formed on 10 April 1971 after the declaration of independence on 26 March 1971.

but the armed officers always made the civil officers think that they are inferior to the military officers. Bureaucrats discharged their duties in the direction of the President but the political leaders became the ministers who are officially boss to the secretaries. This complex situation made the situation worse between the bureaucrats and the politicians.

After the independence of Bangladesh, the Central Services bureaucrats, who came to Pakistan after the liberation of Pakistan, quickly got promotion and got the opportunity to perform duties in different parts of the government. The provincial civil service officials rarely received this opportunity compared to them. Since the CVR of Pakistan men is in the central service cadre during the Pakistani period, the Bengali CSP officers were deployed in almost exclusively higher posts in the Government of Bangladesh. However, here too, the CPS did not admit porosity. The CSP (and members of other cadres) who worked in the Mujibnagar government, all of them were appointed as secretaries in different ministries of Bangladesh Government.

They were angry, but they did not say anything. After the political transition in August 1975, instead of the secretaries of ⁶Mujibnagar, the beginning of the appointment to central and other higher administrative posts began. Before and after 1975, some bureaucrats (people outside the bureaucracy) were appointed on the higher side of the government, thanks to the blessings of political and social government. The members of the provincial civil service were annoyed with not getting these opportunities, and they were appointed by the strong lobbying. The purpose is to integrate the provincial junior and senior civil service. During the Pakistani period, the members of the CSP cadres and other cadres were in the position of being appointed to the higher posts in the administration. The members of other service cadres were immediately opposed to promoting and recruiting CSPs.

⁶ formerly known as Baidyanathtala (Badhayanathtola) and Bhaberpara, is a town in the Meherpur District of Bangladesh.

After the political transition of 1975, the members of the non-CSP cadre got the support of the military authorities. The number of those who were more than ever was in contact with the military authorities. Military authorities also did not see the monopoly and dominance of the CSP. For this reason, administrative changes were made by the other cadre members and the higher positions of the government, especially the Secretary, additional secretary and joint secretary level appointments. At first the members of other service cadre were appointed on the basis of *jyotesty*⁷. After the creation of a uniform cadre named Bangladesh Civil Service (BCS) 29 sub-cadres were created under it. On the basis of competitive exams, these sub-cadres are placed under the provisions of sub-cadre.

This step brings transparency in the administration and promotion of the administration. The members of different cadres of former Pakistan Civil Service became involved in these sub cadres. There is parity in important positions and promotion. Despite this, dispute and dissent continue to be a member secretary, additional secretary or joint secretary for sub-cadre.

From 1947 to 1971, the Pakistan Civil Service represented the elite of the bureaucracy. He was engaged in the highest posts of the sub-divisional, district and secretariat. In addition, there were some special elite services such as Pakistan Foreign Service, Accounts and Audit, Taxes, Customs and Excise, Military Accounts, Secretariat and Postal Department etc. The elite bureaucrats had positions in each branch of the senior service. There were special features of the elite civil service which came under continuation of British rule. Their assignment structure, formation, training and customs were different. After the appointment, all elite cadre service members had to conduct extensive and strict training for two years.

⁷ Just As

There was a conflict between the well-organized and well-educated bureaucracy, with enough unconvincing politicians about the administrative process. In the Pakistani period and after the independence of Bangladesh, it has become more profound because of repeated and long-term handling of the military in political affairs. The military's authority in politics and the occupation of state power by the military leadership are influencing the bureaucracy's authority and influence on politicians.

After occupying the power of the military, the military bureaucrats dominated by civil administration generally tried to create a new equation by pushing the underlying role of civil bureaucracy. Civil bureaucracy did not always agree to accept it. During military rule, the administration had complete control over both military and civil bureaucracy. In the governments of the presidential system, the permanent secretaries of various government ministries are appointed as chief accounting officers in the executive head and the concerned ministry. Ministers who were in their senior political rank were described as supervisors of this provision.

That is, the political authorities were essentially the advisors of the President, who had no power at all. The influence that they could have, had to be achieved through Tamil-speaking order of their supreme power. The President could administer and assist the permanent secretaries and assist them. Most of these secretaries were civilians.

Since the independence of Bangladesh, the bureaucratic culture still nurtures the elements of the British colonial regime and also that of military-turned-civilian regime. The government started to follow the West Minister model of parliamentary democratic system. 'In independent Bangladesh, the "new" bureaucracy, crystallized from the remnants of the CSP and other central services in Pakistan as well as the old provincial services, failed to abandon the ingrained cultural traits acquired through the internalization of values from the past and the contemporary societal environment' (Habib Zafrullah 2013). Not only this, but also the political influence got the opportunity

to dominate more over the bureaucracy. The newly formed government of Bangladesh was highly motivated by the political dominance, which ultimately created a barrier to a democratic government system. Subsequently, that gave birth to higher level of sycophancy over Bangladesh Civil Service Officers. As there were no specific rules and regulations for the development of the public officers, thus for over commitment of the career opportunity, absence of obstacles and undue harassments, favorable posting and timely promotion, etc. lead the government officials to support the party in power. 'The bureaucratic appliance of Bangladesh is founded on the Weberian style and procedures that conflict with prevailing indigenous societal values and norms and, therefore, unable to cope with the demands of the community it serves' (Habib Zafrullah 2013). This, subsequently, hampered and de-motivated the civil service officers as well as the goals, objectives and the process of nation building.

The 'one party dictatorial presidential system' of governance, which started to rule from 1975, excessively supported the political institutions of the country. As a result, the civil servants of that time felt insecure of their job and position. The undue patronization of a selected group gave rise to artificial and abnormal sycophancy over the country, which mislead the civil officials to sustain the morale and values of the society. There is no doubt that political bodies of Bangladesh have captured the bureaucracy of this country in all spheres. 'Political connections are now considered vital for promotion, transfer, posting and even recruitment' (Jamil 2007). Excessive political influence has made the bureaucracy a highly politicized institution. It has not only uses the bureaucracy for their own interest but also hampers the process of public deliveries to the citizens. As a result, they failed to attain the public demands and there was a wide range of dissatisfaction over the nation.

Followed by the colonial regimes, the BCS (Bangladesh Civil Service) was established and formed to control the bureaucratic systems and procedures of the newly build nation,

Bangladesh. This evolution of bureaucracy was also politicized because of the weak structure and confliction among the various level of societal and economical factors.

3.2.2. History of Field Administration-

Field administration means administrative divisions such as district, police station and union level administration. Among them, the minimum unit is union, which is the smallest local government organization formed by several villages. Perhaps it is the oldest administrative center. It was born in the interest of consolidating the land management of Bengal.

Even in ancient times, for the sake of state control and collection of revenue, the whole state was divided into several handfuls. Because the current administrative infrastructure is considered to be effective at the time of the Sultanate regime, they continue to rectify the revenue collection through the old system by making some changes to the state control system and infrastructure. In Mughal period, some basic changes were brought to the district administration infrastructure.

They divided the whole state into greater districts or government and divide governments into districts and districts in the paragraph. Parganas⁸ consisted of several mouzas⁹. At the beginning of the British rule, an administrative unit was established in association with several parganas, and the name of the unit was given to the district. This process was going on throughout the full time of British rule. It is almost similar to the present district administration system. In ancient times the local unit of panchayat or village administration was a powerful governance and control medium. Lord

⁸ A pargana or parganah, also spelt pergunnah during the time of the Sultanate period, Mughal times and British Raj, is a former administrative unit of the Indian subcontinent, used primarily, but not exclusively, by the Muslim kingdoms.

⁹ In Bangladesh, Pakistan and parts of India a mouza or mauza is a type of administrative district, corresponding to a specific land area within which there may be one or more settlements. Before the 20th century, the term referred to a revenue collection unit in a pargana or revenue district.

Cornwallis, through one law (1793) declared the official extinction of a strong and effective field administration unit without any alternative institution. The consequences of law and order in the rural areas resulted in severe deterioration.

In order to prevent the decline of law and order and to create an administrative basis for overall gram level, check-intensity law was introduced in 1870. Through this, a union was formed with several villages and every union was divided into wards again. The work of these unions was to monitor the law and order situation. Initially, union was created to monitor only law and order situation, but this union later became the primary unit of local government. During the rule of Lord Ripon (1880-84) the local government system was further strengthened by the formation of Union Board, Municipality, Revenue Circle etc.

At the beginning of the establishment, only three people were in the district level. They are District and Sessions Judge, District Magistrate and Collector and Superintendent of Police. However, later, more specialized divisions were created at district level. District Magistrate and collector of the above three working departments were the chief executive of the district. He possessed the greatest power of justice, police and revenue collection. However, in the case of judicial power, he was the head of the district and sessions judge. Regarding the administration and power related matters, district magistrate and collector were governed by the control and direction of the Divisional Commissioner. Likewise, the police superintendent would be supervised by the Superintendent of Police and sub-inspector. During the colonial era, the area covered by sub-inspector and the inspectors was called Ranges. The geographical area of these ranges could have been more or less than the administrative division's size. District and Sessions Judge used to supervise and control the High Court.

In the British colonial era, the field administration carried out the responsibility of the two main welfare activities. One of them was special responsibility for the famine. Field

administration had to perform duties before and after disaster. The second of the public welfare work was to ensure proper distribution of agricultural loans and to create employment for the poor through the Test Relief Work. It is therefore seen that in addition to these two basic functions, regulating the maintenance of law and order and revenue collection, several magistrates involved in the welfare activities of the District Magistrate and collector district chief executive.

District level departmental officers worked under the administrative control of their respective divisional head. This difference of control gives rise to controversy about district magistrates and collectors with other district officials. The Montagu-Chelmsford report concludes with a debatable debate over the relationship. The district magistrate and collector was not associated with the district level officials working in the special education division as senior-subordinate.

At that time, the district administration and other field level (district level) officials were independent of each other in the field of work. But in the last phase of the colonial regime, the post of District Magistrate and collector became very important for the work of the local government and the development of the police. The report submitted by the Royal Commission headed by the Bengal Administrative Committee was recommended. The role of the district administration in relation to local government and policy development was continued in 1947 as an independent state after the emergence of Pakistan and India.

In 1960, a significant change was made in the local government system. This change begins with the introduction of fundamental democracy. During this time, the District Magistrate and collector were named as Deputy Commissioner. It is said that at that time the system was introduced to ensure the desired use of government resources. In this process, the representatives of the public electorate and appropriate trained officers of the government are assembled in all levels of the field administration by

forming the council. Then the field-level bureaucrats were tasked to fulfill the demands of the rural population and to fulfill the aspiration. That is why fundamental democracy has been criticized as a kind of given democracy.

With the emergence of Bangladesh in 1971, the need for revival of field administration was strongly felt. At the time, the government of Bangladesh formed a committee for the purpose of effectively restoring civil administration. The committee recommends arranging the field administration on the basis of urgency among others. In view of this recommendation, the infrastructure and activities of the field administration are kept unaffected.

Effective application of the local government system was deeply related to the rehabilitation of the field administration. As an immediate step, the government has announced the abolition of some local government councils. Only two local government institutions are kept in the zilla parishad¹⁰ and union parishad. In that order, nothing was said about the Thana Parishad or the Divisional Council. It is assumed that the then administration did not want any local government council to exist except the Union Parishad and the Zilla Parishad. During this period union council and district council were named as union panchayat¹¹ and district council respectively. Until the general election, subdivision administrators were given the power to appoint administrators in their respective geographical boundaries.

In the district boards, the government administrator is appointed to manage the constitution of the committee. The local government law was amended by the order of No.19 of President of 28 February 1972. Through this amendment, the deputy commissioner was given the ability to reconstruct the appointment of people in the

¹⁰ The Zila Panchayat or District Council or Zilla Parishad or District Panchayat, is the third tier of the Panchayati Raj system. Zila Parishad is an elected body.

¹¹ *panchayat* means "assembly" (*ayat*) of five (*panch*). Traditionally panchayats consisted of wise and respected elders chosen and accepted by the local community.

development committee. But later, through a circular, a controversial order for the formation of the thana¹² development committee was issued with the elected members of parliament, or political persons, in the central legislature. It was canceled by another circular issued in 1972. Through this circular, the government officers were appointed to appoint administrators. Through the circularly changed circulars, the procedure for the formation of the Local Government Council for the period of time is indicated. In this method, the decisions of the district administration and district administration and its following administrative units are decided by the political parties to conduct the functions of those institutions.

On January 25, 1975, the then government revised the constitution and introduced the single-party political party and the president-ruled government system. In this amendment, the only national team of Bangladesh Krishak Sramik Awami League (BAKSAL) was formed. In spite of introduction of one-party rule, the influence of political change in the field administration and local governments also came to an end.

The constitutional amendment (Fourteenth Amendment) Act (Act No. 2 of 1975) was declared abolished in the original local government system. In this process, the district level field administration was piled up. The head of every district is appointed by the President of the government, the Jatiya Sangsad¹³ and the BAKSAL members to appoint the district governor. The total number of districts across the country increased from 22 to 61. The district governor was declared the head of the district's general administration and revenue administration. In addition to handing over the court and court judgments, the district governor has the power to supervise and control the functioning of all officers and employees working in the district. In the newly established administrative system, he became the deputy commissioner in the field administration. During the absence of the district governor, he got the power to perform the functions as a district governor. This new program of field administration could not be

¹² Former sub-districts in the administrative geography of Bangladesh; later renamed to Upazila.

¹³ Bangladesh Parliament (*Jatiyo Sangshad*) is the supreme legislative body of Bangladesh.

implemented due to the tragedy of 15 August 1975. The next government declared a repeal of the district administration law in Ordinance (Ordinance 45 of 1975) issued on 27 August 1975.

In 1976 new local government legislation was issued in the union and district levels to provide elections. Under this law, nothing has been said about the Thana level local government. Under the law, elections of Union Parishads and Municipalities were held in 1977. But no initiative has been taken to hold the district board election. From this it is clear that the field administration remains almost identical to the basic democracy created in the sixties.

At the end of the seventies, two important changes were noticed in the field administration. The first is the formation of the thana development committee as well as the thana council, in addition to the elected members of union parishad. The second is the District Development Coordinator of the elected parliament members of the ruling political party. These politically-appointed districts have been given the rank of Deputy Minister of Development Coordinators. In 1982, the military ended the test and took full control of the administration of the government by enforcing martial law.

On the other hand, after the introduction of martial law, the new government examinations began in the name of reform in the local government. The field administration is largely accepted as a field of reform. Through this (a) the single subdivision of conventional field administration was abolished for a century; (B) The overall quality of the police station was upgraded and the power of both the control and development of the upazila administration was granted; (C) Old subdivisions are converted into districts.

But with this transformation, no newly formed district level new government organization was formed; (D) To make decisions on the development and

implementation of development projects at the local level, this council was given extensive powers to the thana councils and the thana council was named as Upazila Parishad¹⁴; (E) The basic structure of the Thana Council is kept unutilized and it is controlled by the chairman of the elected councils elected directly by the public; (F) All the officials of different departments working at thana (upazila) level have taken administrative control of the chairman of the upazila council.

Another notable aspect of administrative reform is the appointment of Munsif and Hakim ¹⁵(magistrate) in the upazila level for the trial of civil and criminal cases. However, the regulatory parts of the administration, such as the judiciary and the police, are kept outside the control of the upazila council and its elected chairman.

As a result of the above mentioned reform activities, 460 Upazila Parishads were formed in 64 districts across the country. The reforms brought about basic control in the way of administrative control of the officials engaged in different departments of the upazila level and their functioning supervision. The ability to control the officials is entrusted to the elected chairman of the Upazila Parishad. As a result, officials of various departments working in upazila level were dual control of the upazila council chairman and district level officer of the concerned department. The concerned department reserves the right to transfer and posting officials of the upazila level. In the district administration there is no pre-existing method in the field administration because no elected council is formed.

Converting all sub-sub-district and some police stations into districts has reduced the size of districts. But in each new district the administrative structures of the previous districts were kept untouched. As a result, the number of government officials / employees working in the field administration increased greatly. Thus, the geographical area of administrative units was reformed and reformed. In view of this change, the

¹⁴ Sub-district council

¹⁵ Judge

need to redefine the relation of the Upazila Parishad with the deputy commissioner becomes necessary.

Under the Local Government Act, the authority of the Deputy Commissioner's investigation was kept in view of the allegation of abuses, misconduct, etc. of the Upazila Parishad chairman. Upazila Parishad chair makers are members of the Upazila Parishad Chairmen in a number of committees constituted in the chairmanship of the Deputy Commissioner. Even the Deputy Commissioners were given the power to inspect the upazila council offices and projects.

This kind of field administration and local government system is going on for almost 5 years. At that time, the president-ruled government was established at the center. But the subsequent public outcry against the central government led to political unrest in the country and it began to change the government in 1991. In view of this, later the government system was changed. Instead of the president-ruled government in the center, the government-ruled government system was introduced.

The government formed under the leadership of Bangladesh Nationalist Party (BNP) canceled the local government law as unwanted. As a result, the field administration went back to the previous state of 1982. But the area and number of the newly established district already existed as before. Upazila was renamed as Thana. But the retired officers are working there. Upazila Nirbahi Officer (UNO) was renamed as Thana Executive Officer (TNO).

The 'Upazila Parishad Act, 1998' passed during the Awami League regime (1996-2001). Before formulating this law, the government constituted a commission for the local system. The Commission submitted a report in 1997. The report recommended the formation of the elected council at union, thana and district levels. In addition, the commission also recommended the formation of elected village council at village level.

In this council, it is recommended that the government officials / employees, freedom fighters and other deputies of the deprived communities of government departments, such as the Department of Agricultural Extension Department, Health Supervisor, Health and Family Planning Assistants, and other departments working at the ward have been recommended. Committee member Government officials / employees will not have any franchise. The commission recommended the establishment of a similar council for the union.

Steps were taken to restore the local government level to the upazila system. However, in the Thana Parishad, the elected MPs of the concerned thana area were advised to remain as advisers. This resulted in the introduction of upazila system with some changes in the field level administration. A total of 463 Upazila Parishads were organized in 64 districts through the Upazila Act of 1998.

The law of the new law is to declare the upazila as the administrative unit under Article 152 (1) of the Constitution. It is further said that the officials of different departments working at the field level will be responsible for the control and supervision of Upazila Parishads. Under this Act, Upazila Parishad was given the power to submit an annual confidential report to the details of the activities of the head office of the thana level of ten departments. However, the police and judiciary were excluded from the coverage of the Upazila Parishad. It is compulsory to assist the Upazila Parishad with the views of the concerned departments (divisional head) by giving an opinion on the issue of the Upazila Parishad. But the members of the Upazila Parishad will not be able to vote in the council meeting.

The administration system of Chittagong Hill Districts is different from the field administration in other areas of the country. Under British colonial rule, different regions of India were divided into two regulated and unregulated territories. The district administration and the field administration of the provincial provinces were regulated

by British law at different times. With the settlement of Bengal, Madras and Bombay were covered under these controlled provinces. On the other hand, the newly occupied area of the British was an unregulated territory. The overall situation of this area was relatively uncomfortable and administrators needed more autocratic power than the regulated area to control law and order. In the unregistered provinces, the Deputy Commissioner or Deputy Commissioner of District Magistrates and Collectors was the last person.

Before 1947, the Deputy Commissioner of Sylhet district of Assam Province and the Deputy Commissioner of Chittagong Hill Tracts district were working. In 1960, all the district magistrates and collectors were renamed as district administrators. In spite of this, untrained administrative system in the Chittagong Hill Tracts district remains unmanageable. A district was operated by the Chittagong Hill Tracts District Regulation, 1900 (Act 1 of 1900).

The Deputy Commissioner of Chittagong district and the Chittagong Divisional Commissioner's power and authority were very different in comparison to the Deputy Commissioners and Commissioners of the other parts of the country. The Deputy Commissioners of Chittagong Hill Tracts were entitled to exercise authority over criminal and civil justice and other related matters (Regulation No. 7 of 1900 Act). In the interest of the Chittagong Hill Tracts, the session division was formed and the Chittagong divisional commissioner was appointed as the Judge (Judge) of the session. As a sessions judge, the divisional commissioner is given all the powers of the High Court under the Criminal Procedure Code.

Further, according to the provisions of Act 9 of the Act, the divisional commissioner was sentenced to death as a session judge, and there was provision for the implementation of the provincial government with the approval of the High Court. According to this provision, Chittagong Hill Tracts was declared as Police District under the definition of

Police Act 1861. The police superintendent of East Bengal was given the authority to apply the power given to the super-inspector in Chittagong Hill District.

This comprehensive administrative and judicial power of administration officers working in the field administration of Chittagong Hill Tracts is almost the same. However, some changes have been made in other stages, especially in the formation of local government and in the hill state of hill related public administration. The first change was the formation of three separate local government councils in three districts in 1989 through division of the Chittagong Hill Tracts. The three Local Government Councils formed in the Hill Districts were formed in the Act 18 of 1989 and 1989. Under the provisions of this Act, the chief executive of Zilla Parishad formed in the hill districts will be elected directly from the tribal population and members will be elected representatives in direct vote of tribal and non-tribal people. The deputy commissioner will be in full capacity to serve as the secretary of the council.

In this Local Government Act, some authority has been made to the council on the police administration. In this law, it has been prescribed that the sub-inspector or its lower level police officers / employees will be able to appoint a consolidated council. The council may transfer the police officers / employees; they can also take disciplinary measures against them in case they are necessary. The district police administration was also made responsible to the concerned Hill District Councils. As a result, every police officer is bound to keep the zila parishad chairman informed about the offenses committed within their respective geographical boundaries.

In December 1997, after the government and hill tribes achieved the peace symbol, the laws of 1989 were amended by the laws of 9, 10 and 11 of 1998. The main objective of this Act was to confer greater authority and power to the tribal population and to ensure their effective participation in development and control activities.

Finally, on the basis of the agreement signed on December 1, 1997, the Chittagong Hill Tracts Regional Council was formed in the 12th of 1998. The regional councils are given the responsibility to supervise and coordinate all kinds of development activities of their respective councils. At the same time, the zonal council has the power to supervise the other functions of the zila parishad under the jurisdiction. The Regional Council also receives and coordinated the activities of the local municipalities.

3.2.3. Current System of Field Administration -

Field administration of Bangladesh is administered by division, district and upazila level. They are the administrative units to run the field administration. Among them, the divisional level is the oldest organ followed by district administration which actually created to strengthen the land revenue management in the Bengal. The land system of Bengal is the main reason behind the association of this system.

Level of Field Administration	
1 st Tier	Division
2 nd Tier	District
3 rd Tier	Upazila

Table 3.1: Level of Field Administration

Even in ancient times an area was divided into several manageable units for the purpose of revenue collection and state control. The Sultani regimes found the old system workable and maintained it with some structural changes in the revenue collection and control system. The Mughals further sophisticated the district administration. They divided the whole country into large territorial districts called sarkars, a sarkar into zilas (district) and a zila into Parganas. The parganas consisted of a number of mouzas. A group of parganas were made an administrative unit called a district during the early years of British rule, and the system continued throughout the British period. More or less the same district system still operates.

In the British regime, district unit was created taking one or more ‘parganah’ of Sultanat of the then Mughal regime into account. The district units exist the same as earlier. There was strong ‘panchayet’ in the village level but Lord Cornwallis abolished it with an act of 1793. The abolishment of the village panchayet system subsequently created some anomalies and the law and order of the villages deteriorated. To improve the law and order situation a new law was enacted named “the Chowkidari” system in 1870. With this law union was created which consisted of several villages and wards. Union councils mainly monitored the law and order system of the villages. Later, the union council became the primary unit of the local govt. and during the time of Lord Ripon (1880-1884) other institutions like union board, pourashava board, and revenue circle were formed to make the local govt. more effective.

BCS Administration Officers at Field Level	
Designation	Number of Officers
Divisional Commissioner	8
Additional Divisional Commissioner	14
Deputy Commissioner	64
Additional Deputy Commissioner	198
Senior Assistant Commissioner	126
Senior Assistant Secretary as Upazila Nirbahi Officer (UNO) and Executive Magistrate	371
Assistant Commissioner and Executive Magistrate	1436
Total=	2217

Table 3.2: Population of Field Level BCS (Administration) Cadre Officers

Source: www.mopa.gov.bd as on 30/09/2017

a) Divisional Level Administration –

At divisional level, 'Divisional Commissioner' is the chief of the whole division. Divisional Commissioner is the member of BCS (Administration) cadre and is appointed by the government from Joint Secretary position. A divisional commissioner has to maintain revenue matters, resolute regarding inter district boundary disputes, recruit of all 3rd class employees of the division in the government offices, give oath to upazila chairman, vice chairman, municipal mayor and councilors, etc.

b) District Level Administration -

At District level, 'Deputy Commissioner' is the chief of all other chiefs of the district. Deputy Commissioner is the member of BCS (Administration) cadre and is appointed by the government from Deputy Secretary position. Initially the District Magistrate and Collector conducted various duties related to law and order, maintained revenue matters but gradually the post discharged many duties like protecting hunger and famine, aware people during the natural disasters, coordinate village development, distributing loans among the farmers and so on. The Collector and District Magistrate played the role of the chief executive of the district. The role remained the same in the Pakistan period. In 1960, basic democracy was introduced and the collector and district magistrate was called the 'Deputy Commissioner'. After the independence of Bangladesh the district administration was revived and the deputy commissioners found their role same as earlier. Then the current system was formulated gradually.

c) Upazila Level Administration -

Upazila or thana is the basic unit and 2nd lowest tier of field administration in Bangladesh. They are mainly administered by Upazila Nirbahi Officer (UNO) who is a member of BCS (Administration) cadre and also appointed by the government from Senior Assistant Secretary position. This is the grass-root level of field administration where the UNO is the head responsible officer as well as the coordinator of that upazila for various social and financial activities. In addition, they are responsible for

implementing a wide range of centrally-planned development projects as well as social safety-net programmes targeted to the poor and the disadvantaged. Currently, there are 491 upazilas (as of 9th January, 2017) and 509 administrative thanas in Bangladesh.

3.3. Rules, Policies and Initiatives Regarding Civil Service Officers:

From the establishment of Bangladesh Civil Service time to time various rules, policies and initiatives have been enacted and taken for the well being as well as smooth working of Bangladesh Civil Service (BCS) officers. Here are the glimpse of some featured.

3.3.1. The Government Servants (Conduct) Rules, 1979 -

The activities of government servants of Bangladesh are managed and controlled by this rule. The rule elaborately describes what activities a government service holder can perform or not during his or her service period. The rule maintains a common bindings to all BCS officers as well as public service holders about raising of funds from different purposes, the acceptance of foreign award and gifts, borrowing and lending of money or fund, achievement and handover of valuable things immovable properties, construction or purchasing of building or apartment, property declaration, private investment or trade or employment, taking part in elections and politics, use of political influence or others affiliations for personal gain, etc.

3.3.2. The Government Servants (Discipline and Appeal) Rules, 1985 -

This rule imposes some common provisions about the grounds of penalty and punishments, the related examinations and investigations, terms for being suspension, both temporary and permanent and related their compensation, pension and gratuity, provisions and procedures of appeal, review and revision, etc.

3.3.3. Bangladesh Civil Service (BCS) Officers Promotion Rules, 2002 –

In 2003, the government of Bangladesh enacted the rules regarding the promotion to the posts from deputy secretary up to secretary rank. These rules impose some minimum qualifications and criteria based on which the senior rank promotion and posting will be maintained and followed. The conditions includes minimum qualifying period for different posts of service, various marks regarding selection for promotion, consideration of discipline case, record in Annual Confidential Record (ACR), consideration of academic background, etc.

3.3.4. Other Related Rules –

The Prescribed Leaved Rules, 1959; The Public Servants (Retirement) Rules, 1975; The Bangladesh Services (Recreation Allowance) Rules, 1979; The Bangladesh Civil Service (Examination for Promotion) Rules, 1986; Bangladesh Public Administration Training Policy, 2003, etc.

There are hundreds of policies and rules for the public service officers to conduct the government activities accordingly. But some of the policies and rules are formulated in at the establishment of BCS and are not updated or amended as per the current situation. Meanwhile some new policies, rules and regulations have formulated to operate the administrative as well as functional activities of the government of Bangladesh by the government officers.

3.4. Recent Three Policies:

3.4.1. “Posting Policy of BCS (Administration) Cadre Officers, 2015” -

To increase the efficiency, experience and bringing mobility in work as well as confirming valid public service the policy regarding posting of BCS (administration cadre) officers has been issued by the government of Bangladesh. This policy will be followed

in the implementation of field and central level posting of BCS (administration) cadre officers. The posting policy includes some major criteria for joining and posting as Assistant Commissioner (AC- probationer), Assistant Commissioner (AC- Land), Upazila Nirbahi Officer (UNO), Senior Assistant Secretary (SAS)/ Additional Deputy Commissioner (ADC). It also considers a general rule for the minimum and maximum time period of posting in a district or upazila.

3.4.2. “Public Administration Award Policy, 2015” -

The government of Bangladesh is encouraging innovation and simplification of service delivery by giving this award which is enacted and implemented very recent. The main theme of government innovation is to decreasing the time period, expenses, and transport by providing door to door services to the recipients. For this, the role of information technology is very vital.

3.4.3. “Higher Studies Policy, 2015” -

The government of Bangladesh has seriously considered higher studies of the officers who are delegated to the nation and working under government/ semi-government/ rule oriented/ autonomous organization for their capacity building as well as a part of their career planning inside the country. The basic objectives of this policy are – to enhance the knowledge and capacity; to encourage higher studies by considering their application; and to develop professionalism by formulating and implementing people-friendly policy. This policy includes deputation period and process, study leave and other leave periods, distance learning, age limit of public service holder, action taking under provision 34 of ‘Bangladesh Service Rules’ (BSR), etc.

3.5. Dysfunctions of Bureaucracy in Bangladesh:

The bureaucracies are frequently characterized and criticized by different authors and writer at different times. They characterized it as an inefficient and disorganized body which is more or less artificially concerned with their strict laws, rules and regulations. The hierarchical structure of this organ of the nation is almost entirely undemocratic, which shows that the lower-level employees have little or almost no say about the organizational functions. Moreover, the size of the operations makes it more difficult for the organization to count single voices. The bureaucracy is more rule-oriented than result-oriented. The system treats people as data rather than as citizens to whom the bureaucrats are accounted for. Due to its strict and rigid rules and regulations, the civil servants are also limited to their inputs and creativities in delivering public service. 'In Bangladesh, such objectivity of the legal-rational administrative system is often compromised when bureaucrats are entrapped in clientelism' (Zafrullah 2010). As a result, the bureaucrats of Bangladesh are often times fail to accomplish the goals and objectives efficiently for the nation.

A number of evidence of the dysfunctions of the public bureaucracy in Bangladesh can be found from the history and evolution. 'Functioning behind a veneer of neutrality, the bureaucracy is a highly politicized autonomous entity with direct involvement in policymaking—a basic political exercise' (Zafrullah 2010). Thus, the dysfunctions of the bureaucracy of Bangladesh mainly occurred from highly political interference and influence of every political party in power. Max Weber argued that 'sometimes political components control over the economic elements in the state on the basis of authority' (Hanif Miah 2013). 'The bureaucracy in Bangladesh is often alleged with inefficiency, corruption, nepotism, lack of accountability and an assortment of other ailments. It is sometimes portrayed as a negative rather positive catalyst to development' (Taiabur Rahman 2002).

Thus, the dysfunctions of the bureaucracy of Bangladesh consists various issues, such as- failure to administrative reform, politicization of bureaucracy, lack of effective

engagement with civil society and non-governmental organizations, a steady decline in the educational quality and professional standards of bureaucrats due to sycophancy, right persons are not in right places, rise of corruption, factionalism in the public sector, unproductive public management practices or rule-oriented practices, centralization of power, delay in decision making, gap between the goals and targets regarding policy formulation and implementation, lack of good governance (accountability, transparency and public participation), etc.

3.6. Conclusion:

Bangladesh Civil Service can be considered as an “open” system that interacts with or is affected by the environment in which it operates. Traditionally, this environment consisted of only the “domestic economic, political and social context within which the organization is located” (Welch and Wong, 2001: 372-73). The history and evaluation as well as the current system of Bangladesh Civil Service (BCS) Administration show that the path was really hard enough to handle so many changes with time to time difficulties. As a dispensable organ of the nations’ operating system BCS (administration) cadre still now survived with its own features and also improved the quality of officers for the betterment of the nation. The so called bureaucratic complexity has been removing as the government of Bangladesh is more focused to enhance to quality as well the efficiency of BCS (administration) cadre officers to give better and effective public services.

Chapter # 4

Data Presentation

4.1. Introduction:

This chapter mainly presents the data, both quantitative and qualitative, from the research instrument – questionnaire and interview. Along with the chapter elaborates the process of data analysis by which the data are processed and analyzed for the study to ferret the findings of the research question as well as the objectives of this study. Moreover, in this study the respondents were asked to give their opinions on three policies which are formulated and implemented recently in the year 2015 for Bangladesh Civil Service Officers. The chapter sequentially presents quantitative data presentation by MS Excel, 2007 along with qualitative data collected from the questionnaire and interview from the respondents. Moreover, this data includes the recent policies views by the respondents with a conclusion.

4.2. Data Presentation:

For collecting primary data by a structured questionnaire, total 60 BCS (administration cadre) officers of Bangladesh were selected for data collection. Among them 53 responded within time. The following data are presented through MS Excel, 2007 with some pie charts and graphs. Moreover, in this study the qualitative data are presented from the interviews and opinions of the respondents with the indicators to evaluate the independent variables which directly affect the dependent variable – job satisfaction. Therefore, the data mainly define the reasons behind the level of their job satisfaction and related others factors working for it, which are presented and analyzed as follows.

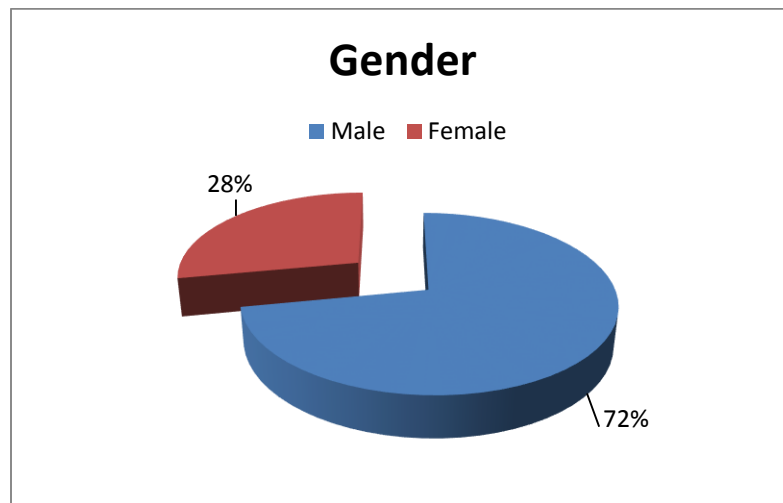
4.2.1 Socio-demographic Data -

In this study socio-demographic data includes gender, marital status, and education/academic qualification.

4.2.1.1. Gender -

Figure 4.1 shows the percentage of gender from the sample of the study. Among the respondents – 72% (38 respondents) are male officers and 28% (28 respondents) are female officers. Therefore, the number of responded male officers is more than double than female officers.

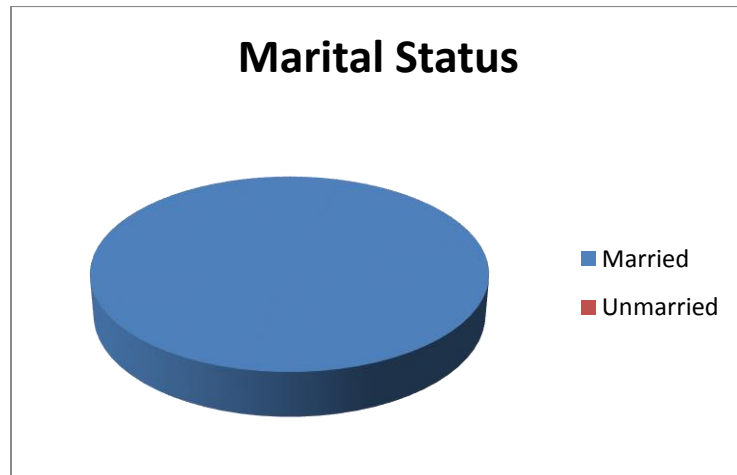
Figure 4.1: Gender of the respondents



4.2.1.2. Marital Status -

Figure 4.2 shows the marital status of the respondents. Here, 100% respondents are married as on one is unmarried, which also reveals that they all have families.

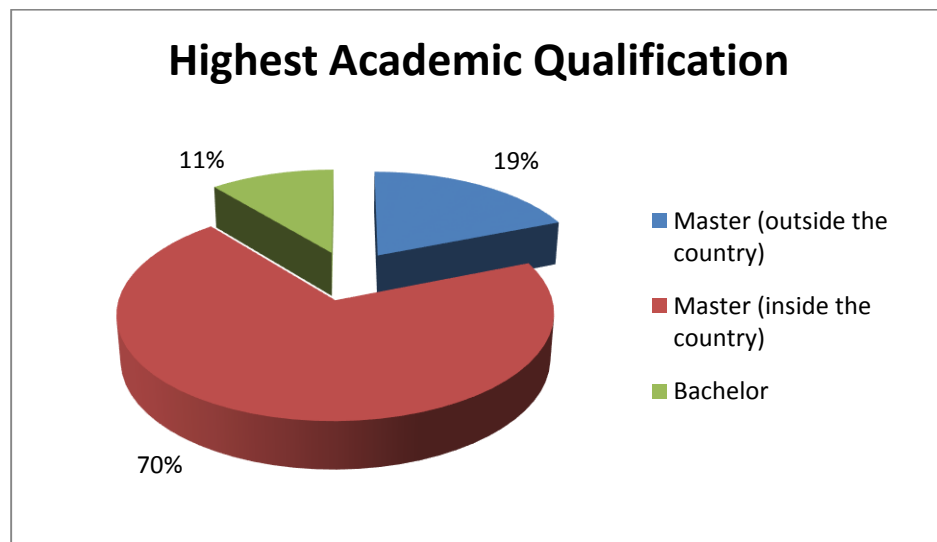
Figure 4.2: Marital status of the respondents



4.2.1.3. Academic Qualification/ Education -

Figure 4.3 illustrates the highest academic qualification of the responded officers.

Figure 4.3: Highest academic qualification of the respondents



It shows that 19% officers (10 respondents) have completed their highest academic study as master degree outside the country, where 70% (37 respondents) officers have done master degree inside the country and the rest 11% (6 respondents) officers have

done their bachelor degree. The study also reveals that no one have completed any degree regarding diploma, Mphil or MS or PhD.

The respondents were also asked - 'Do you agree that academic background relevant to a particular job affects job satisfaction?' based on their highest academic qualification. More than half of the respondents mentioned that academic background related to a particular job effects job satisfaction. On the other hand, a very few number of respondents mentioned that they are satisfied with their current job regarding their educational background. Here, the data also finds that some officers have completed their higher studies after joining this job into a particular field to develop their career regarding those fields. But, inconsistency with "Higher Studies Policy (Inside the Country), 2015", absence of career planning, lack of opportunities to explore and irrelevant posting after completion of the study really affects their job satisfaction.

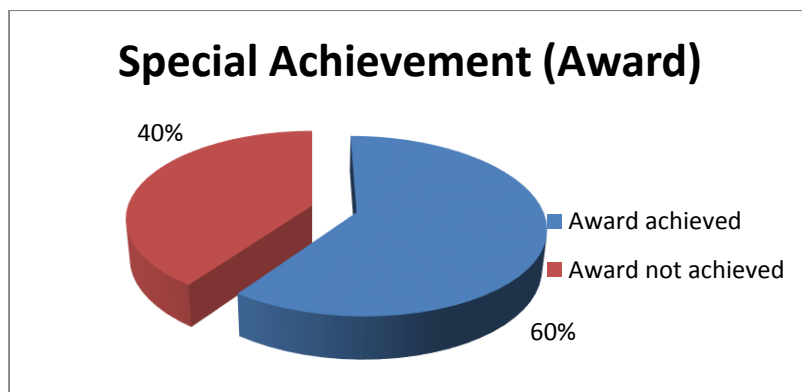
4.2.2. Achievement and Performance Data -

In this study achievement and performance related data have been collected to find out the effect of these variables on the main dependent variable – job satisfaction. Here the data will assess whether the level of job satisfaction as special achievement holders and innovators will vary or not.

4.2.2.1. Special Achievement (award) -

The data shows that 60% officers (32 respondents) have received award in various sectors including poverty reduction, development activities, education, tree plantation, ICT, land and others, where the rest 40% officers (21 respondents) have not achieved any award. The following figure 4.4 illustrates the percentage of respondents that has achieved award regarding office works based on their performance during their service life.

Figure 4.4: Special achievement (award) by the respondents

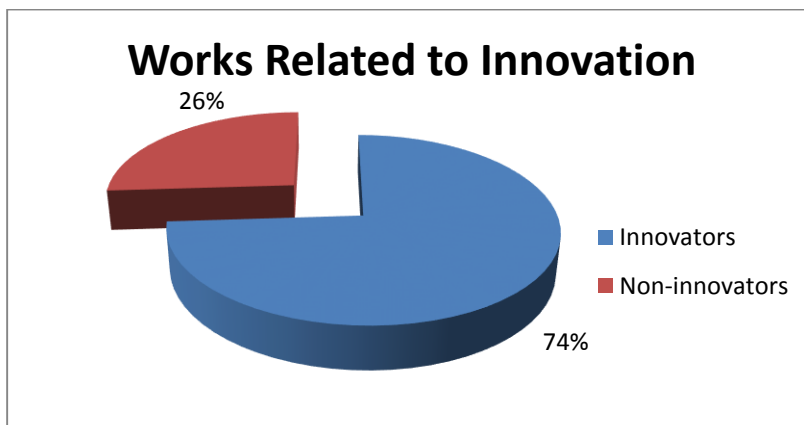


Here the data reveals that more than half of the respondents have received award in different sectors for their job duty.

4.2.2.2. Works Related to Innovation -

The data finds that, 74% officers (39 respondents) have done innovative works in field level in various sectors including poverty reduction, development activities, education, tree plantation, ICT, land and others and many of them have received award for this. The rest 26% officers (14 respondents) have not done any innovative works in the field level and have not received any award. Figure 4.5 presents the percentage of officers who has done innovative works related to their job during the service period.

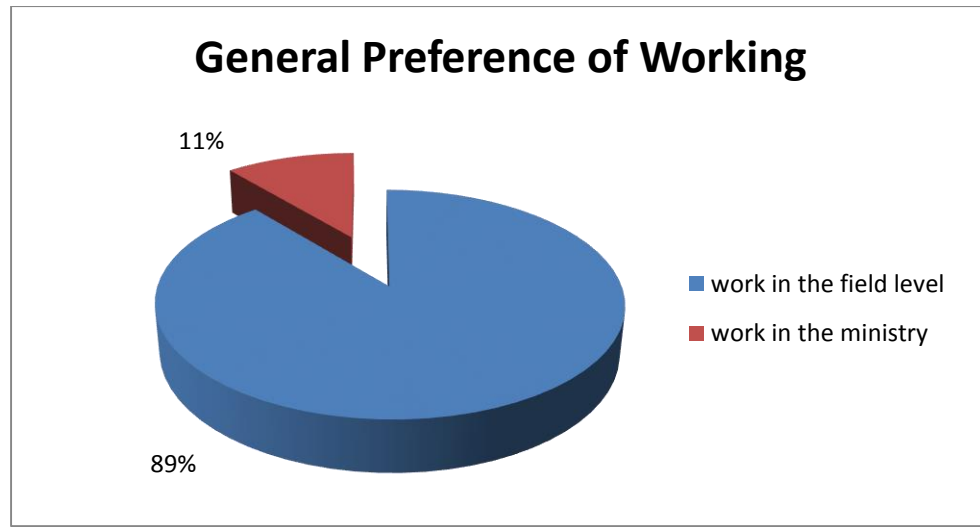
Figure 4.5: Works Related to Innovation



4.2.2.3. General Preference of Working -

Figure 4.6 shows the general preference of working of the responded officers. Here, 89% officers (47 respondents) prefer to work in the field level (as field officer), where the rest 11% officers (6 respondents) prefer to work in the ministry (as the desk officer).

Figure 4.6: General preference of working of the respondents



4.2.3. Organizational Factors Related Data -

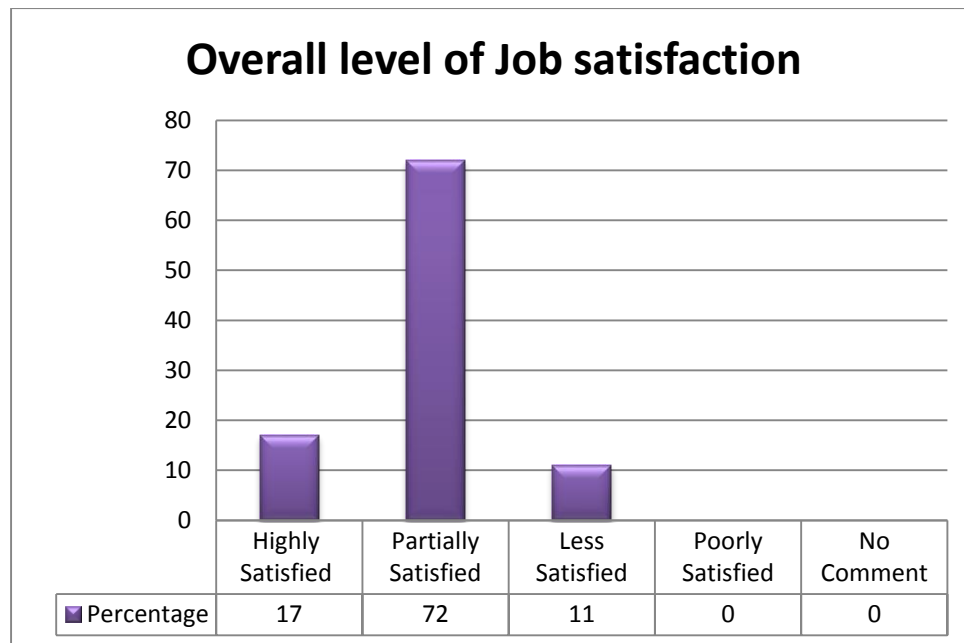
Here the data are presented to find out the level of job satisfaction on independent variables - internal and external organizational factors demonstrated on the analytical framework for the study.

4.2.3.1. The Level of Job Satisfaction Working at the Field -

The following figure 4.7 illustrates the overall level of job satisfaction of the responded officers considering all the factors currently working at the field level. The data reveals that 17% officers (9 respondents) mentioned that they are highly satisfied to work at the field level, 72% officers (38 respondents) mentioned that they are partially satisfied to work at the field level and the rest 11% officers (6 respondents) mentioned that they are

less satisfied to work at the field level. Here no officers mentioned that they are poorly satisfied to work at the field level.

Figure 4.7: Overall level of job satisfaction of the respondents



Therefore, the analysis shows that the highest number of respondents is moderately satisfied by their job considering so far.

4.2.3.2. Evaluation of The Factors Relevant Organization-

In this study the respondents were given five independent variables or factors relevant to their organization to evaluate regarding their job satisfaction (which is the only dependent factor in this study) for working at the field level on the questionnaire segment for data collection. The evaluations by the respondents on the independent variables are discussed as followings.

IV-1 - Working Environment:

In this study, working environment is the first independent variable and also is a serious factor regarding job satisfaction in BCS field level offices. This working environment is a reflection of the overall organizational support, such as- rules and regulations, manpower, financial and logistic support. Favorable working environment influences employee to perform smoothly in a sound mind. Adversely, under an unfavorable working environment an employee gets demoralize about his or her works and job responsibilities.

Figure 4.8 shows the level of satisfaction of the responded officers on their working environment at current place. Among them, 28% officers mentioned that they are highly satisfied working at the field, where most of the officers, 58%, mentioned that they are partially satisfied with their job at field level. Very few officers, 11% officers mentioned that they are less satisfied and 2% officers mentioned that they are poorly satisfied working at the field.

Figure 4.8: Level of satisfaction on working environment



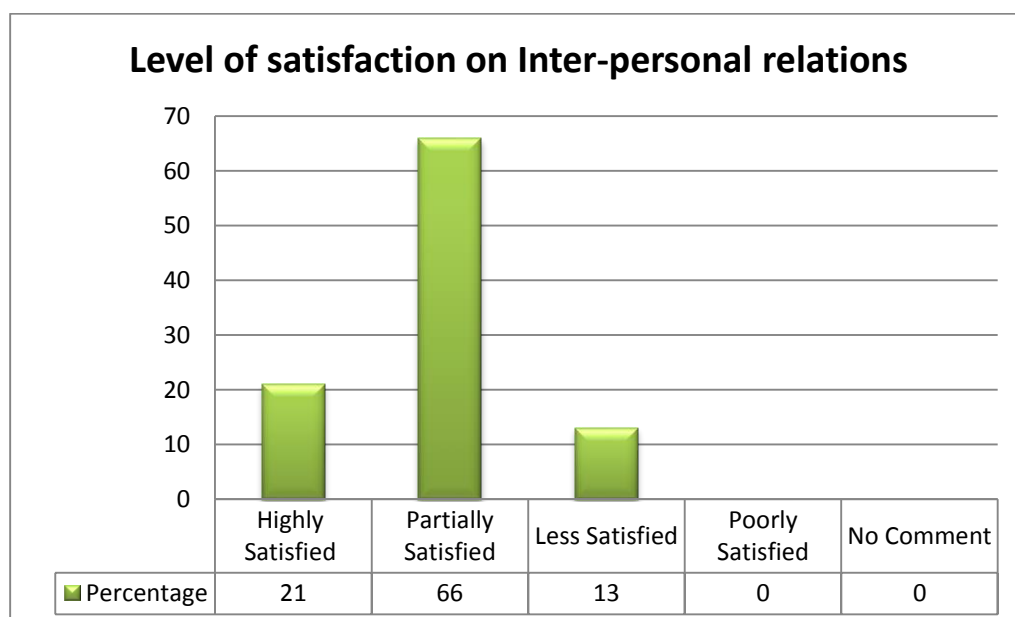
So the study found that the level of satisfaction on working environment is moderately high. Here, the respondents were asked about their working environment in their

current posting place. Maximum officers mentioned that the financial and logistic support is adequate as well as the rules and regulations to work are proper and concurrent to work at the field. Their individual autonomy to work sometimes is affected by the ground realities as they are more or less tough to handle working at the field. They also disclosed that manpower should be more sufficient and competent.

IV-2 - Inter-personal Relationships:

Inter-personal relationship is the second independent variable in this study. It refers to the relations among sub-ordinates and superiors, that is- helpful, supporting and access to superiors at working place. The variable also includes the relations with other colleagues, civil society, mass media, political party elected public representatives and other cadre officers at the working place. Supportive inter-personal relations lead to better performance, sharing information in workplace, easy access to superiors, etc. Unfavorable inter-personal relations directly affect the satisfaction level of an employee, which consequently produces other various issues like absenteeism, poor performance, efficient service delivery, etc. The following figure 4.9 presents the level of satisfaction of the respondents on inter-personal relations working at the field.

Figure 4.9: Level of satisfaction on Inter-personal relations



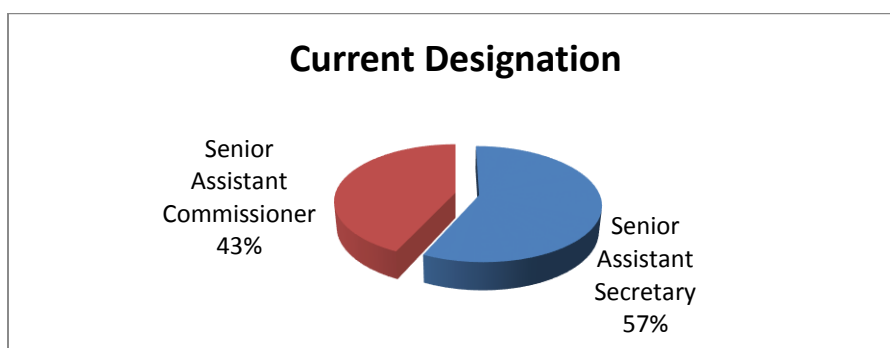
In this study, 21% officers mentioned that they are highly satisfied, where the most, 64% officers mentioned that they are partially satisfied with inter-personal relations at the field level. A very few as well as the rest, 13% officers mentioned that they are less satisfied with this variable at the field level. But no officer has mentioned that he/ she is poorly satisfied with inter=personal relations working at the field.

The data analysis shows that the level of satisfaction on inter-personal relations of the respondents is moderately high. The respondents were asked about their inter-personal relations at current working place. Here, almost all of the officers are partially and highly satisfied to having helpful, supporting and access to superiors. They also mentioned that they are moderately satisfied with their relations among colleagues and with civil society. They also disclosed that the relations with political parties, elected public representatives as well as mass media should be improved to work at field level.

IV-3 – Functional Designation -

Figure 4.10 presents the percentage of current functional designation of the respondents. Here, 57% officers (30 respondents) are working in the field as Senior Assistant Secretary (SAS), currently posted as Upazila Nirbahi Officer (UNO) at different upazila at their own office and 43% officers (23 respondents) are working in the field as Senior Assistant Commissioner (SAC) at various Offices of the Deputy Commissioner (DC Office) and also at the Offices of the Divisional Commissioner. The both designation holds the same rank of Bangladesh Civil Service (BCS).

Figure 4.10: Current functional designation of the respondents

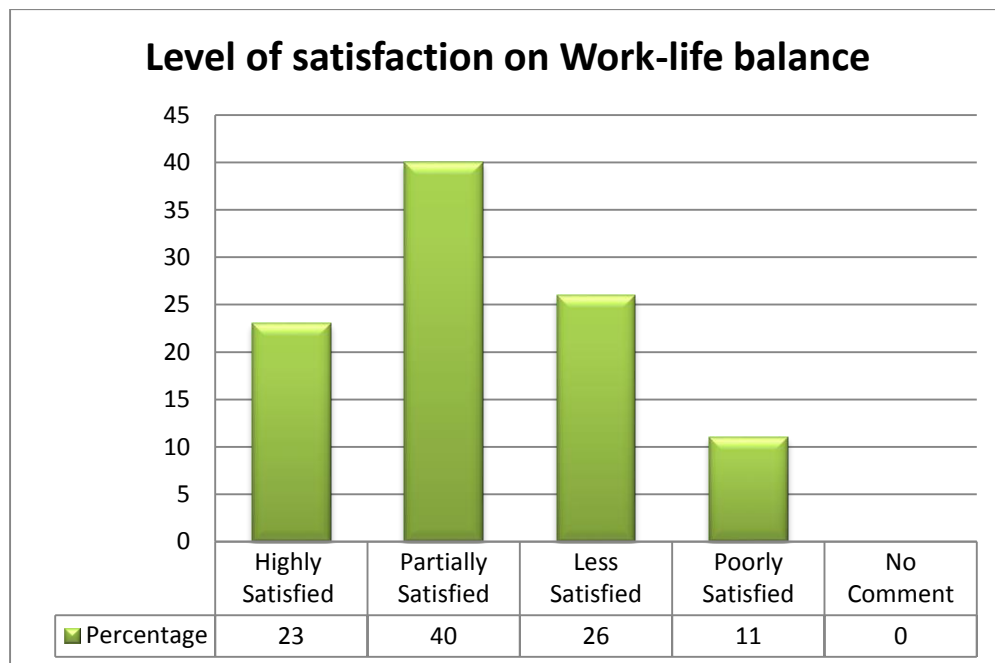


IV-4 - Work-life balance:

When an employee can maintain official duties as well as family responsibilities properly on time then work-life balance is insured. The satisfaction of an employee derives from work-life balance also. If he/she gets family support to work in the office efficiently, have a baby care centre in the work place to take care of her babies at work hour, can easily manage leaves in case of family needs, etc. then the employees becomes naturally satisfied to his/her job.

The data shows that 23% officers mentioned that they are highly satisfied and 40% officers mentioned that they are partially satisfied with their work-life balance at the field level. Where 26% officers mentioned that they are less satisfied and 11% officers mentioned that they are poorly satisfied with their work-life balance working at the field.

Figure 4.11: Level of satisfaction on Work-life balance



Therefore the data analysis from the above shows that most of the respondents are moderately satisfied on work-life balance. Here, most of the respondents mentioned

that family support matters for working without any pressure especially at field level. The data also found that almost all the children of female officers live with them in the field level irrespective of their husband and other members of the family and it gives them lots of support to work. But almost half of the males live without their family members at the field level for which they cannot maintain their work-life balance. They also mentioned that husband and wife both serving as public servant are getting priority according to the “Posting Policy for BCS (Administration) Cadre, 2015” which is a very good initiative to balance their work and life. But both male and female officers disclosed that work load hampers family life as there is no flexibility in office time. Moreover, leave and holiday is not adequate to spend quality time with family after work. Almost all of them noticed that baby care centre is needed and should be placed at workplace to balance their work and life.

IV-5 – Place of Posting:

Place of posting is a vital factor for the job satisfaction of an employee. In public sector it is a common issue of dissatisfaction for the officers. Proper posting refers to systematic and timely posting maintaining government rules and regulations without any biasness. Proper and timely posting can enhance the job satisfaction of BCS officers. Adversely, sudden or simultaneous posting and placement subsequently affects the satisfaction level of civil service officials, which is also a barrier for their quality services to the public.

Figure 4.12 shows the level of satisfaction on current posting/ placement of the responded officers. Among them, 26% officers mentioned that they are highly satisfied and 40% officers mentioned that they are partially satisfied with this variable. 17% officers mentioned that they are less satisfied and the rest 17% officers mentioned that they are poorly satisfied with posting/ placement working at the field level.

Figure 4.12: Level of satisfaction on place of posting



The above data shows that more than half of the respondents are moderately satisfied with their current place of posting and almost half of the respondents' satisfaction level is low due to this independent variable.

The data also find that most of the officers are partially satisfied according to their duration at current posting, but few officers' satisfaction level is low. Almost half of the respondents are partially satisfied with their current place of posting compared to their desired posting, while others are less and poorly satisfied about it.

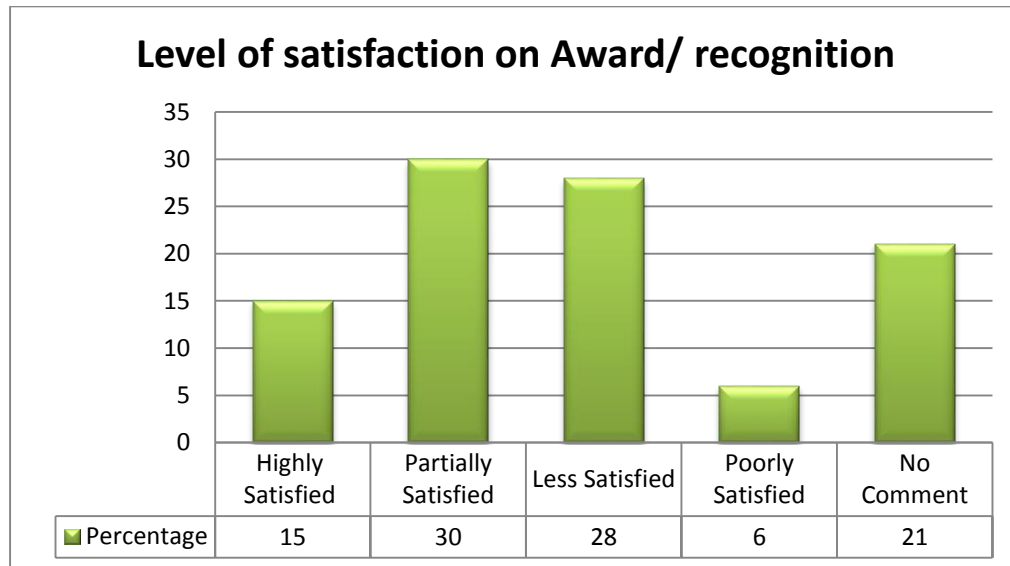
IV-6 - Award/ recognition:

It is vital issue of job satisfaction in the public sector of Bangladesh. Award or recognition refers to some social or financial or both achievement for any creative or extra ordinary performance. But in public service there are hardly any award/ recognition for work. It is not that the public officials do not perform innovative or excellent works in service providing sector for the citizens. But the process-oriented

administrative system oftentimes does not support any award or recognition for the prompt and talented officers which affect the civil service officers' job satisfaction.

The data shows that 15% officers mentioned they are highly satisfied and 30% officers mentioned that they are partially satisfied with this independent variable. Another 28% officers mentioned that they are less satisfied and 6% officers mentioned that they are poorly satisfied with award/ recognition. The rest 21% officers mentioned no comments regarding this variable. Figure 4.13 shows the level of satisfaction on award/ recognition of the responded officers.

Figure 4.13: Level of satisfaction on Award/ recognition



The data analysis presents that less than half of the respondents are moderately satisfied with their service related award/ recognition and a significant number of respondents not mentioned their level of satisfaction regarding this variable.

The respondents were also asked about their service related award/ recognition. Almost all of them mentioned that written and financial appreciation/ recognition inspires good work and they are often verbally recognized by their superiors for their good work. Moreover, for past 2-3 years innovations are appreciated for awarding. But, achieving

award only brings temporary satisfaction about their work performance as it does not relates to other crucial benefits like, pay scale, desired posting or promotion. Most importantly, almost all of them mentioned that such award/ recognition influences to better service delivery at their workplace but does not

4.3. Policy Views:

Here the respondents also viewed their opinions about the “Posting Policy for BCS (Administration) Cadre, 2015”. Most of the respondents agreed that that this policy influences job satisfaction at field level and it helps for career advancement. They also mentioned that the minimum and the maximum tenures are appropriate (at least 2 years as AC land and UNO, maximum 3 years at a station) to work at field level. But according to categorized districts and sub-districts for posting, half of the respondents think that it is proper while the rest half opposed it. Most of the respondents disclosed that postings are often done arbitrarily at the instance of others and is not implemented equally for all. They also suggested that relevant academic background or training should be considered for the posting for their career development.

The respondents also viewed their opinions about the “Higher Studies Policy (Inside the Country), 2015”. Most of the officers mentioned that the policy is proper and concurrent and the deputation period given for the higher studies are sufficient as well as this policy influences job satisfaction. They also said that the policy is impartial and fair for all. But they disclosed that the clause no. 11(ch) of the policy is not followed (the studied subject is not considered for next posting) and the achieved degree from higher study should be considered for next related posting. They also noticed that maximum 2 master courses should be given (one inside the country and one outside the country) as a part of higher studies, while a very few of them think that this policy should include cadre related academic short/long courses.

The respondents also viewed their opinions about the 'Public Administration Award Policy, 2015' here. Surprisingly only half of the respondents were partially and fully satisfied about the fairness of the selection procedure for award/ recognition regarding this policy while the rest are not and they asserted that the selection procedure should be more fair and transparent for nominations as well as impartial for all. In spite all most of them fully and partially agreed that the policy is proper and concurrent and it motivates to service delivery as well as influences job satisfaction.

4.6. Conclusion:

The chapter elaborately presents the data collected from the respondents by the research instruments – questionnaire and interviews, from the respondents selected by simple random sampling. The quantitative data is presented through Microsoft Office Excel, 2007 with some pie charts and graphs to make it ready for data analysis followed by the next chapter. Moreover, the qualitative data collected by the interviews are also presented here to figure out the causes and opinions about the respondents' job satisfaction at field level in Bangladesh.

Chapter - 5

Data Analysis and Findings

5.1. Introduction:

The data presented in the previous chapter by Microsoft Office Excel, 2007 has been analyzed here. Thus, this chapter mainly presents data analysis through SPSS – correlation and multiple regression analysis following the analytical framework established previously for this study. The data analysis process will also be discussed here. The analysis is further been reinforced by Chi-Square to test the hypotheses relevant to this study. Along with, the chapter elaborates the main findings from the data analysis. The findings of this chapter will systematically follow the objectives of this study to find the answer of the main research question.

5.2. Data Analysis Process:

There are various types of methods and techniques in conducting research. From the certain known research methods, appropriate methodology has been chosen according to the paper objectives, available time, financial capacity and effort. Data obtained through questionnaire have been analyzed by SPSS to conduct the study systematically. Here job satisfaction and other related independent variables are evaluated and measured by 1-5 point Likert scale shown as follows.

1	2	3	4	5
Highly satisfied	Partially Satisfied	Less Satisfied	Poorly satisfied	No comment

Table 5.1: Likert Scale

Both qualitative and quantitative methods are used in this study as mixed method. This method design involves research that uses mixed data (numbers and text) and additional means (statistics and test analysis). A statistic analysis will be followed for this

process. A mixed method uses both deductive and inductive scientific method, has multiple forms of data collecting tools and produces eclectic and pragmatic reports. Moreover it creates an opportunity to cross-check the information so that their validity can be assured.

5.3. Data Analysis through SPSS:

The quantitative data are analyzed by SPSS – correlation and multiple regression analysis - to find the relation and significance among the dependent and independent variables of analytical framework.

5.3.1. Pearson Correlation Analysis -

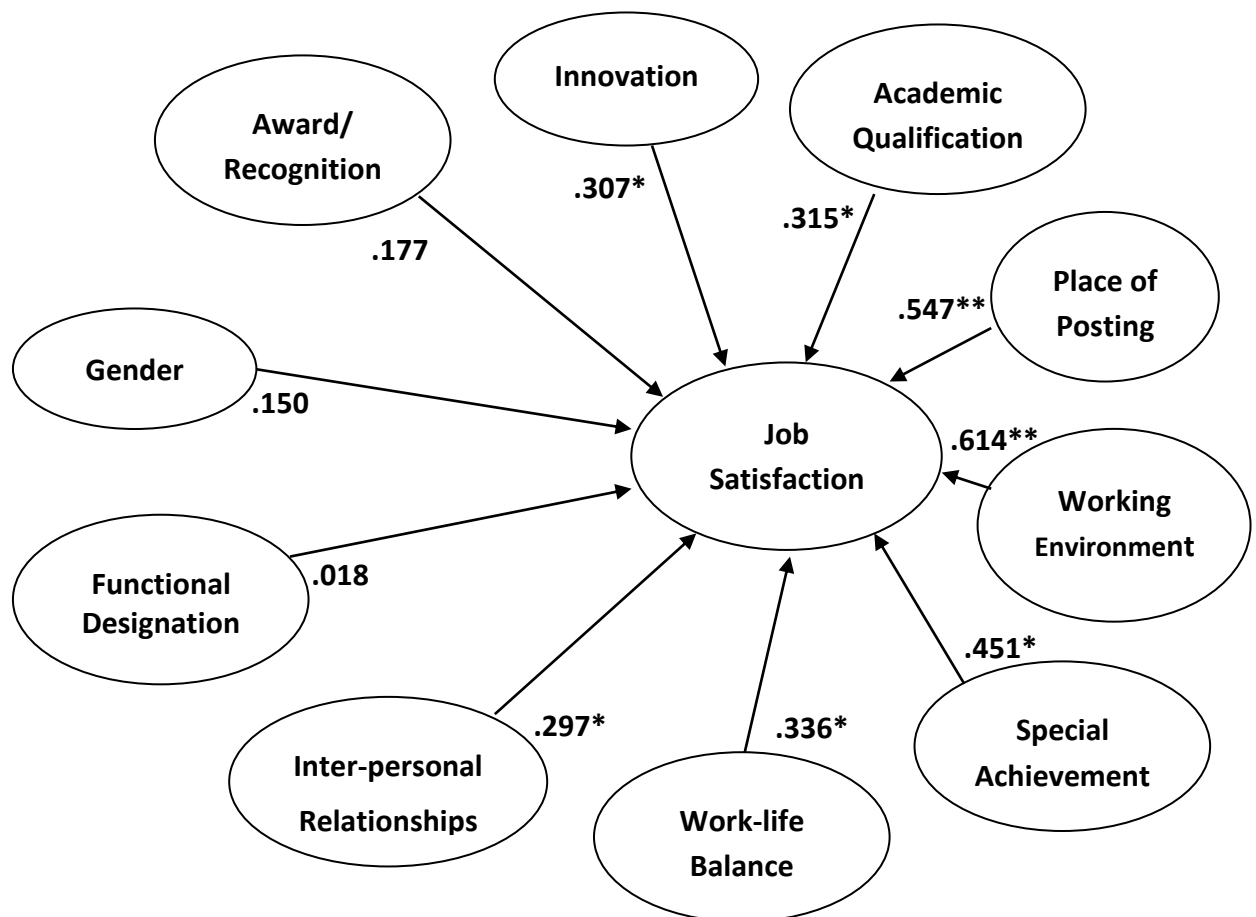


Figure 5.1: Pearson Correlation Analysis

Analysis –

****.** Correlation is significant at the 0.01 level (2-tailed).

*****. Correlation is significant at the 0.05 level (2-tailed).

The results of Pearson correlation analysis indicate that among 10 independent variables chosen for this study, 7 have significant relation with job satisfaction. The study found that there is no significant relationship between functional designation and job satisfaction (0.018), between gender and job satisfaction (0.150) and between award/ recognition and job satisfaction (0.117). But the other independent variables have some level of significance with job satisfaction. Among them there are strong significant relationship between special achievement and job satisfaction (0.451), between place of posting and job satisfaction (0.547) and between working environment and job satisfaction (0.614).

Thus it can be said that these three independent variables – place of posting, working environment and special achievement affects significantly on the job satisfaction level of field level BCS (administration) cadre officers.

5.3.2. Multiple Regression Analysis -

The multiple regression analysis finds out the following result.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.233	.300		-.778	.441
Functional Designation	.098	.107	.091	.917	.365
Gender	.088	.124	.077	.706	.484
Academic Qualification	.098	.073	.183	1.346	.186
Special Achievement	.405	.134	.375	3.032	.004
1 Innovation	-.105	.156	-.087	-.670	.507
Working Environment	.263	.101	.335	2.593	.013
Inter-personal Relationships	.028	.082	.038	.344	.732
Work-life Balance	.147	.073	.260	2.005	.051
Place of Posting	.185	.049	.359	3.753	.001
Award/ Recognition	-.009	.047	-.022	-.191	.849

a. Dependent Variable: Job Satisfaction

Adjusted R square: 0.064

Table 5.2: Coefficients of Multiple Regression Analysis

Analysis –

The significance level of the independent variables shows the actual scenario of their relations which ultimately affect their level of job satisfaction. The level of significance means the chances of errors occurring in the analysis. The lower the significance level, the stronger the relations between the variables. Here, place of posting variable bears the lowest significance (0.001), then special achievement (0.004), working environment (0.013) and work-life balance (0.051) variable.

The table also shows the multiple linear regression model summary and overall fit statistics. The result found that the adjusted R^2 of the model is 0.640 with the $R^2 = .710$, which means that the linear regression explains 64% of the variance – job satisfaction of field level BCS (administration) cadre officers, in the data. In other word, independent variables explain 64% variance of the dependent variable. Here, it can be said that these four factors - place of posting, special achievement, working environment and work-life balance - are influencing 64% of the dependent variable – job satisfaction. Thus, the model fits in terms of R square.

5.3.3. Chi-Square Test Analysis –

The study has done Chi-square test to find the significance of the relationships between the dependent and independent variables.

Hypotheses	Significant Value	Result	Comment
<i>Null hypothesis:</i> Gender has no significant relationship with job satisfaction. <i>Alternative hypothesis:</i> Gender has significant relationship with job satisfaction.	Chi square 2.216, $P < 0.330$	Statistically insignificant	<i>Null hypothesis is accepted</i> - Gender has no significant relationship with job satisfaction.
<i>Null hypothesis:</i> Academic qualification has no significant relationship with job satisfaction. <i>Alternative hypothesis:</i> Academic qualification has significant relationship with job satisfaction.	Chi square 8.333, $P < 0.215$	Statistically insignificant	<i>Null hypothesis is accepted</i> - Academic qualification has no significant relationship with job satisfaction.

<p><i>Null hypothesis:</i> Working environment has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Working environment has significant relationship with job satisfaction.</p>	<p>Chi square 39.165, P<0.000</p>	<p>Statistically significant</p>	<p><i>Alternative hypothesis is accepted</i> - Working environment has significant relationship with job satisfaction.</p>
<p><i>Null hypothesis:</i> Inter-personal relationship has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Inter-personal relationship has significant relationship with job satisfaction.</p>	<p>Chi square 10.085, P<0.121</p>	<p>Statistically insignificant</p>	<p><i>Null hypothesis is accepted</i> - Inter-personal relationship has no significant relationship with job satisfaction.</p>
<p><i>Null hypothesis:</i> Functional designation has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Functional designation has significant relationship with job satisfaction.</p>	<p>Chi square 0.576, P<0.750</p>	<p>Statistically insignificant</p>	<p><i>Null hypothesis is accepted</i> - Functional designation has no significant relationship with job satisfaction.</p>
<p><i>Null hypothesis:</i> Work-life balance has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Work-life balance has significant relationship with job satisfaction.</p>	<p>Chi square 11.654, P<0.070</p>	<p>Statistically significant</p>	<p><i>Alternative hypothesis is accepted</i> - Work-life balance has significant relationship with job satisfaction.</p>
<p><i>Null hypothesis:</i> Place of posting has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Place of posting has significant relationship with job satisfaction.</p>	<p>Chi square 20.364, P<0.002</p>	<p>Statistically significant</p>	<p><i>Alternative hypothesis is accepted</i> - Place of posting has significant relationship with job satisfaction.</p>

<p><i>Null hypothesis:</i> Award/ recognition has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Award/ recognition has significant relationship with job satisfaction.</p>	<p>Chi square 18.316, P<0.019</p>	<p>Statistically significant</p>	<p><i>Alternative hypothesis is accepted</i> - Award/ recognition has significant relationship with job satisfaction.</p>
<p><i>Null hypothesis:</i> Special achievement has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Special achievement has significant relationship with job satisfaction.</p>	<p>Chi square 10.796, P<0.005</p>	<p>Statistically significant</p>	<p><i>Alternative hypothesis is accepted</i> - Special achievement has significant relationship with job satisfaction.</p>
<p><i>Null hypothesis:</i> Innovation has no significant relationship with job satisfaction.</p> <p><i>Alternative hypothesis:</i> Innovation has significant relationship with job satisfaction.</p>	<p>Chi square 11.331, P<0.003</p>	<p>Statistically significant</p>	<p><i>Alternative hypothesis is accepted</i> - Innovation has significant relationship with job satisfaction.</p>

Table 5.3: Chi-Square Test Result

Thus the Chi-square test result reveals that job satisfaction has significant relations with working environment, place of posting, work-life balance, award/ recognition, special achievement and innovation.

The multiple regression analysis also finds that there are significant relations between job satisfaction and place of posting, working environment, work-life balance and special achievement. Thus these four variables are greatly influencing the level of job satisfaction of field level BCS (administration) cadre officers.

5.4. Findings of the Study:

5.4.1. Overall Level of Job Satisfaction –

The main research question of this study is – ***‘How much satisfied are BCS (administration) cadre field level officers to their job?’***

The primary data analysis finds that most of the BCS (administration) cadre officers working at the field are moderately satisfied with their job considering all the factors of field level in their current working place. That means they are not highly or less satisfied with all the factors of job satisfaction. Some factors are highly satisfactory where some are less satisfactory to them while working at the field. That is why they are moderately satisfied with their job at current working place.

Moreover, the satisfaction level of the six independent organizational variables i.e. working environment, inter-personal relationships, functional designation, work-life balance, place of posting and award/ recognition of field level BCS (administration) cadre officers help to describes the present scenario and facts of their current working place. Here, the data collected from interviews of the respondents of this study finds that almost all of the field level BCS (administration) cadre officers currently prefer to work at field level as administrative officer rather than working at ministry level as desk officer. The power, prestige, etc. lies in the independence and nature of the work.

5.4.2. Most Important Factor of Job Satisfaction -

The second objective of this study is – ***‘to identify the factor of job satisfaction contributing most of those officers working at the field’.***

The study finds that the 1st most important factor among the independent variables is working environment. The Pearson correlation analysis by SPSS for the independent variables and job satisfaction finds that among 10 independent variables, working

environment ($R = 0.614^{**}$, $\text{sig.} = 0.000$), place of posting ($R = 0.547^{**}$, $\text{sig.} = 0.000$) and special achievement ($R = 0.451^{**}$, $\text{sig.} = 0.001$) has significant relationships with job satisfaction. The multiple regression analysis finds that among 10 independent variables, 8 independent variables have positive relationship with job satisfaction, where only 2 have negative relations with job satisfaction. Among these, place of posting has the highest significant relationship with job satisfaction ($B = 0.359$, $\text{sig.} = 0.001$). That means that job satisfaction of field level BCS (administration) cadre officers increases .359 units for 1 unit change in place of posting. The analysis is further been reinforced by Chi-square test. Here, alternative hypothesis is accepted which means that there is significant relationship between place of posting and job satisfaction. Here, this variable is highly significant ($P < 0.002$). Moreover, the interviews of the respondents reveal that most of the officers are moderately satisfied according to their duration in current place of posting. But compared to their desired posting and academic background or training the satisfaction level varies greatly from partially to poorly satisfied.

5.4.3. Socio-demographic Variables and Job Satisfaction –

i) Gender:

The level of job satisfaction can vary significantly sometimes depending on gender. The nature and job duties sometimes vary due to this factor. From the data analysis and findings it is found that the number male officers are almost triple than that of female officers. The Pearson correlation analysis has found that job satisfaction of field level BCS (administration) cadre officers varies across gender ($R = 0.150$), male and female officers. But there is no significant relationship between these two variables. The Chi-square value is also statistically proven insignificant (0.330). Because in BCS (administration) cadre, the officers are treated as officers, not as male officers or female officers. From routine file works to various magisterial duties and protocol duties both male and female have to exercise the same power to perform same duties. There is no

discrimination done with regard to assignment of duties. All of them possesses the same respect as well as the decision making power at all level of their service life. Thus, the gender cannot affect significantly the level of job satisfaction of field level BCS (administration) cadre officers.

ii) Academic qualification/ Education:

The data analysis by Pearson correlation has found that the correlation is significance at 0.022 level for academic qualification with a P value of 0.315. The regression analysis reveals that job satisfaction will increase of 0.098 units for 1 unit change in academic qualification. Therefore, academic qualification affects on the level of job satisfaction of BCS (administration) cadre field level officers. Here, the Chi-square test value proves that academic qualification/ education has no significant relationship with job satisfaction. Since inception, BCS (administration) cadre occupies a vast area of positions to build and develop career for its officers. The officers of Bangladesh Civil Service are from various academic backgrounds. Now-a-days it is common that a doctor or an engineer is serving as an Executive Magistrate or Assistant Commissioner of Police or other cadres. As a result, in field level a miss-match of the officers' academic qualifications is observed and at the entry level their academic qualifications do not affect their job satisfaction. Here, the data finds that some officers have completed their higher studies after joining this job into a particular field to develop their career regarding those fields. With the expanding opportunities of higher studies, many officers are interested to achieve higher degrees for higher study purpose as the government of Bangladesh is now encouraging the officers by formulating and implementing rules and policies in this regard. Prospects of higher education after entering the job work as incentive for promotion and better career opportunities. But their career planning actually does not match due to some inconsistency in the policies as well as bureaucratic complexities. Absence of career planning in public sector not only hampers the job satisfaction of these officers but also lacks the opportunities to explore the civil officer's quality in particular sector. Thus pre-entry academic

qualification and higher educational degrees do not affect the job satisfaction of field level BCS (administration) cadre officers. But post-entry academic qualification affects on the job satisfaction of these officers.

Moreover, the field level BCS (administration) cadre officers think that the “Higher Studies Policy (Inside the country), 2015” is a very good initiative taken by the government of Bangladesh to improve the public officers knowledge and quality. But more or less they uttered that this policy should be more appropriate and fair for all. At least the foreign training must made compulsory for all officers of BCS (administration) cadre to address the future challenges both home and abroad. Place of posting should be commensurate with the academic background of the officers to enhance the quality of public services. The officers also said that higher studies should be made compulsory to enhance knowledge and expertise for career development in a particular field. The officers who have completed their master degree after joining this job have made their career planning close to that sector. But unfortunately many of them could not get the opportunity to apply their knowledge after completing the degree in that particular sector. They noticed that the higher authorities are little concerned about the policies related to career planning and the improvement of the government expertise. Rather they are more concerned about the field level posting and often do not follow the proper process. As a result, these activities hampers the BCS (administration) cadre officers’ job satisfaction naturally and many others think that academic achievement is a kind of wastage of time and money as it does not relate to actual career planning process in this sector.

5.4.4. Internal Organizational Factors and Job Satisfaction –

Internal organizational factor consists of those variables that are maintained and controlled by the persons within their organization or at the current working place i.e. working environment, inter-personal relations and functional designation. The findings from the data presentation and analysis are elaborately discussed here.

i) Working Environment –

In case of working environment, the field level BCS (administration) cadre officers has depicted some indispensable elements of working environment which was not been reflected in any previous study. Both quantitative and qualitative data has found that this factor influences the field level BCS (administration) cadre officers vitally. The quantitative data analysis SPSS finds that it is the second vital factor of job satisfaction to the BCS (administration) cadre officers for working at field level. The Pearson two tailed correlation coefficient analyzed that working environment has positive relationship with job satisfaction and the relationship is significant ($R= 0.614^{**}$, $\text{sig.}= 0.000$). The Chi-square test result also finds that there is significant relationship ($P<0.000$) between working environment and job satisfaction. The multiple regression analysis also shows that job satisfaction increases 0.263 units (B) for one unit change in working environment with the sig. value of 0.013. Various reasons are working for this.

The public service is restricted to and bounded by various strict rules and regulations. The bureaucracy of Bangladesh operates the whole governments system and at the same times the public service officials through these rules and regulations to avoid coalition and to maintain a unitary system for all. The officers revealed that the rules and regulations for working properly are adequate as well as concurrent for field level. But what they are dissatisfied about that in spite of having adequate and concurrent policies often times it is seen that for some illegal purpose or just for nepotism and sycophancy these service rules and regulations are not followed in a proper manner or system. Their individual autonomy is often hampered as they feel pressurized for violating the actual process of working as they are facing problems because of local political parties. Political party people often pursue some illegal requests and demands to them for their own interest rather than the betterment of the mass people. Moreover, mass media also sometimes misleads news which is not expected for working in a friendly environment. Consequently the public service officials' job satisfaction is affected. But the financial support for office maintenances and day-to-day working are

quite satisfactory except the expenses given for celebration of different days and events at field level. Rigorous day celebrations not only hamper their other important official works but also sometimes pressurize to gateway to other offices or the Member of the Parliament (MP) of that area. Along with this, the logistic supports they get from the government for smooth working is quite well in upazila level compared to district and division level as UNO gets the sole benefit of car, home, man power and other facilities. But almost all the offices of field level suffer from sufficient and competent manpower for time befitting and efficient field work.

ii) Inter-personal Relationships –

The data analysis finds that a larger portion of BCS (administration) cadre officers are highly and partially satisfied with their inter-personal relations with superiors or higher authorities, colleagues, and other cadre officers at their working place. All the officers firmly said that supportive inter-personal relations enhance their working performance as well. In this process they are facing problems with elected public representatives. They also give pressure and most of the times these activities avert the officers timely promotion, appropriate posting and due transfer, etc. There are also some evidences of political punishment transfers of public officials for not granting their illegal requests. Thus, they are sometimes abused and harassed by elected public representatives.

The Pearson two tailed correlation coefficient analyzed that inter-personal relations has positive relationship with job satisfaction but the relationship is not significant ($R=0.297^*$, $\text{sig.}=0.031$). The multiple regression analysis also shows that job satisfaction increases .028 units for one unit change in inter-personal relations with a significance value at 0.732. The Chi-square test also finds that Inter-personal relationship has no significant relationship with job satisfaction.

iii) Functional Designation -

There are different posts and places of field level postings which is a vital factor regarding the field level officers job satisfaction. Sometimes rural posting is more appreciated depending on the mindset of the officer. Pearson correlation analysis has found that functional designation has a positive relationship with job satisfaction but the value is not significant ($R= 0.098$, $\text{sig.}= 0.900$). The multiple regression analysis finds that job satisfaction increases .098 units for 1 unit change in job satisfaction with a significance of 0.356. Moreover, the Chi-square test has also found that functional designation has no significant relation with job satisfaction. The reasons are explored from interview session from the respondents.

As UNO of an Upazila, the honor and autonomy as well as the power exercise they enjoy in field level cannot be compared to the district or divisional level. He/ she is all in all of that upazila to interfere and give decisions in every government activities. Moreover, UNO also exercises the highest financial and executive power of empowered upazila. Thus from the interview sessions it is found that officers working at upazila as UNO and executive magistrate are comparatively more satisfied than working at DC office or Divisional Commissioners' office. Thus, the level of job satisfaction of BCS (administration) cadre officers varies for functional designation for rural and urban postings but not significantly.

5.4.5. External Organizational Factors and Job Satisfaction –

i) Work-life Balance –

Balancing work and life for the job holders, both male and female, is a great challenge. From the data presentation of this study it is found that the field level BCS (administration) cadre officers are moderately satisfied with their work and life balance. The Pearson two tailed correlation coefficient analyzed that work-life balance factor has

positive relationship with job satisfaction but the relationship is not significant ($r=0.336^*$, $\text{sig.}=0.014$). The multiple regression analysis also shows that job satisfaction increases 0.147 units for one unit change in this factor with a significance value of 0.051. The Chi-square test also proves that work-life balance has no significant relationship with job satisfaction. There are various reasons attached to it.

The data from interviews has found that almost all the children of female officers live with them in the field level irrespective of their husband and other members of the family. It gives the female officers lots of support to work without leaving the work station randomly. But almost half of the males live without their family members at the field level for which they cannot maintain their work-life balance in a proper manner. Some are getting benefit by the “Posting Policy for BCS (Administration) Cadre, 2015” which is a very good initiative to balance their work and life. Here, husband and wife both serving as public servant are getting priority for being posted in same work station or adjacent station. But the officers disclosed that work load hampers family life as there is no flexibility in office time at field level. Moreover, leave and holiday is not adequate to spend quality time with family after work. Almost all of them firmly said that baby care centre is needed and should be placed at workplace. This will be helpful for them and also for other officers at the field those who does not have proper and sufficient manpower to look after their toddlers while working at office. The officers mentioned that family support matters for working without any pressure especially at field level and it is tough to balance work and life at the same time working at the field level.

ii) Place of Posting –

It is found from the presented data by MS Excel, 2007 that almost half of the field level BCS (administration) cadre officers’ satisfaction level is low due to this place of posting factor. The Pearson two tailed correlation coefficient analyzed that place of posting factor has positive and significant relationship with job satisfaction ($r=0.547^{**}$, $\text{sig.}=$

0.000). The multiple regression analysis also shows that job satisfaction increases 0.185 units for one unit change in this variable with the lowest significance value at 0.001. The Chi-square test also proves that place of posting has significant relationship with job satisfaction.

The data from interview has found that here most of the officers are partially satisfied with their current place of posting compared to desired posting and the duration. But what they are concerned and dissatisfied about is the posting policy implementation. Here the officers also viewed their opinions about the “Posting Policy for BCS (Administration) Cadre, 2015” as it is mostly related to the field level. Most of the BCS (administration) cadre officers disclosed that the policy is not implemented equally all time for all as postings are often done arbitrarily at the instance of others. This tendency hinders the process of having ‘right person in the right place’. Moreover, the policy should be realistic and applicable. They also said that relevant academic background or training should be considered, as included in the policy, for the posting for the officers’ career development. Posting in the hilly area or remote places should not be exceeding more than 1 year.

In spite of all these, most of the officers deliberated that this policy actually is an inspiration of their job satisfaction at field level and also helps for career advancement those who want to build their career at field. They also mentioned that the minimum and the maximum tenures are appropriate (at least 2 years as AC land and UNO, maximum 3 years at a station) to work at field level. But according to categorized districts and sub-districts for posting, some think that it should be somewhat relaxed and amended for the benefit of the field level officers. Because, desired and timely posting maximizes the job satisfaction of BCS (Administration) cadre officers working at the field.

iii) Award/ Recognition –

Award/ recognition is a vital issue in the public sector of Bangladesh from the past few years. In private sector, there are special incentives, such as increment in salary or promotion, for any special achievement or work done for the benefit of the organization. The scope of innovation is also high in private sector for this matter. This trend has also affected the public sector. The current government of Bangladesh has established a separate division under the Prime Minister's Office, called a2i, for influencing the public officials for taking innovative initiatives in service delivery system. The goal is to ease the service delivery to the mass people.

The MS Excel, 2007 data presentation finds that study finds that one-third of the field level officers are moderately satisfied, one-third are less satisfied with their service related award/ recognition and a significant number of officers have not mentioned their level of satisfaction regarding this variable. The Pearson two tailed correlation coefficient analyzed that this factor has positive relationship with job satisfaction but not significant ($r = 0.177$, $\text{sig.} = 0.205$). The multiple regression analysis also shows that job satisfaction decreases .009 units for one unit change in this variable with a significance of 0.849. The Chi-square test also proves that there is no significant relationship between these two variables.

For past 2-3 years innovations are appreciated for awarding. Almost all of the field level BCS (administration) cadre officers mentioned that written and financial appreciation/ recognition inspires good work. Most importantly, all of them mentioned that such award/ recognition influences their service delivery at workplace. But their low level of satisfaction as well as not responsiveness to this factor indicated some major reasons behind these. They mentioned that achieving award brings temporary satisfaction about the work performance, but not relates to other crucial benefits like, pay scale, desired posting or promotion.

The field level BCS (administration) cadre officers here mentioned some discrepancies about the 'Public Administration Award Policy, 2015'. Surprisingly only half of the officers were partially and fully satisfied about the fairness of the selection procedure for award/ recognition regarding this policy while the rest are not. It is not that the public officials do not do innovative or excellent works in service providing sector for the citizens. But this recognition system is also tempered by political or partisan interest groups. Thus, public service officers often times feel dissatisfied as there is no recognition of work. That is why they asserted that the selection procedure should be more fair and transparent for nominations as well as impartial for all. A yardstick should be set up like APA (Annual Performance Agreement) and based on this award should be given. In spite all, most of them fully and partially asserted that the policy is proper and concurrent and it motivates to service delivery as well as influences job satisfaction.

5.4.6. Achievement and Performance Factors –

Here, the analysis is aimed to find out the comparison between the level of job satisfaction of process-oriented officers and result-oriented officers working at the field level in BCS (administration) cadre. Field level possesses the vast opportunity for the officers to get involved at various innovative works. As an UNO of that upazila the officer has more autonomy of work than other field level officers and can improve service quality. Here process-oriented officers refer to that group of officers who only follow the routine works rather than perform extra works related to their job. These officers only maintain their day-to-day office works instructed by their higher authority or ministry. They are not innovative and only follow the processes rather than results of the work. This study found that less than half of the officers of field level are process-oriented officers as they have not done any innovative works in their working place and also have not received any award at any level.

Here, maximum BCS (administration) cadre officers working at the field are very innovative and are awarded in various levels of field level works. Here, more than half of the field level BCS (administration) cadre officers have received award in various fields including poverty reduction, development activities, education, tree plantation, establishing public libraries, ICT, land and others. The Pearson two tailed correlation coefficient results indicate that the relationship between job satisfaction and special achievement (award) is positive and at the same time significant ($r = 0.451^{**}$, sig.-0.001). The multiple regression analysis also has found that job satisfaction increases 0.405 units for 1 unit change in special achievement. The Chi-square test also finds that special achievement (award) has significant relation with job satisfaction. That means that the level of job satisfaction of award achievers is much higher than that of non-achievers and varies significantly.

On the other hand, there is no significant relationship between innovation and job satisfaction ($r = 0.307^{*}$, sig.= 0.025). The multiple regressions analysis finds the negative relationship between these two variables where chi-square test has proved that innovation has a significant relation with job satisfaction. That means the level of job satisfaction of innovators than that of non-innovators does not vary significantly.

Mainly, innovation is a relatively new concept for the public sector in Bangladesh. Citizen expectations from public servants have increased; as have their expectations for the quality and timeliness of services delivered by government. Innovation in governance encourages many new forms of citizen engagement, transparency and accountability. In 2012, the Government of Bangladesh established the Governance Innovation Unit (GIU) in the Prime Minister's Office and tasked it with re-inventing the public sector to encourage *Putting Citizens First* by improving citizen satisfaction with services. The GIU was formed to help public servants understand the transformations in service delivery possible through innovation. At its core, innovation means working smarter. It also means being inclusive by using successes and lessons

learned from other countries, ministries and non-government organizations to multiply results for citizens. Finally, innovation means cutting red tape and learning to manage risks, through pilots and models. Many public sector employees have ideas for creating value for the citizens they serve; the GIU serves as a catalyst to encourage their ideas and good work.

5.5. Conclusion:

When it comes to relationship between job satisfaction and socio-demographic variables and other personal variables, some important findings are visible in this research. There is no significant relationship between job satisfaction and gender. And the relationship between job satisfaction and academic qualification also does not imply anything very significant. That means job satisfaction of the BCS (administration cadre) officers working at the field level varies due gender and academic qualification but not significantly.

Organizational variables like working environment, work-life balance, functional designation, place of posting, award/ recognition and interpersonal relationships are used to know whether these affect the job satisfaction of the civil servants. The multiple regression analysis shows that place of posting, working environment and special achievement are the most influential factors when it comes to job satisfaction of field level BCS (administration) cadre officers. Others variables do not have this much significant effect in job satisfaction. So, it is very vital to ensure proper working environment with well-planned posting with career as well as family planning to motivate BCS (administration) cadre officers working at the field.

There is significant relationship between special achievement and job satisfaction. But innovation does not have any significant relationship with job satisfaction. Therefore,

the contribution of special achievement (award) in job satisfaction cannot be overlooked.

In multiple regressions it has been found that R square is 0.064. So, the independent variables explain 6.4% about the job satisfaction. So, there are more variables we need to explore which has direct connection with job satisfaction of field level BCS (administration) cadre officers. This research will be a mile stone for marking a significant change or stage in development to pursue more about job satisfaction in civil service of Bangladesh.

Chapter - 6

Observations and Conclusion

6.1. Introduction:

The study aimed to find the level of job satisfaction of field level BCS (administration) cadre officers. At the same time it was also directed to assess the most important factor related to their job satisfaction at field level as well as the impact of gender, academic qualification, current designation or posting and working performance. Related policies were also viewed to extract the policy impacts over the job satisfaction of these officers. This chapter includes major observations from the data analysis and findings. Moreover, the linkages between the theories and the findings will also be discussed. Based on these, the chapter also elaborates some grounds for policy implications and further research areas. The chapter finally ends up with some recommendations with a conclusion.

6.2. Major Observations of the Study:

According to Maslow (1970), 'improving organizational performance needs a holistic approach. An individual is an integrated, organized whole'. The findings of the study reveal the research objectives as well as the answer of the main research question. The highest number of Bangladesh Civil Service (BCS) cadre officers working at the field is in administration cadre. To explore the level of job satisfaction of field level officers, these officers opinion plays a vital role. They not only serve the mass people by implementing various government rules and policies but also experience the shortcomings and challenges of policy implementation. Moreover, job satisfaction of these field level officers is also a vital issue because the performance of government activities is mostly dependent on these officers at field level. As a direct representative of cabinet they are

also essentially responsible to give feedback of every government work by coordinating other necessary offices and departments of field.

The study reveals that the level job satisfaction of field level officers varies across socio-demographic variables. Here, socio-demographic variables include gender and academic qualification. In case of gender, the level of job satisfaction varies but not significantly.

Another socio-demographic factor is academic qualification. As highest academic qualification varies dramatically from person to person thus the level of their job satisfaction varies for this factor. The study found that there is no significant relation between academic qualification and job satisfaction. Here most of the BCS (administration) cadre field level officers are partially satisfied about current place of posting with their highest academic background. But most of them have also moderately agreed that academic qualification relevant to a particular job affects their job satisfaction level. These findings also depict some shrewd observations. Mainly the graduates join BCS cadre for power, prestige and devotion to serve the country. Many of them have also shifted their job from private or public sector for these reasons. So, primarily educational background does not affect for working in field level in BCS (administration) cadre. But from the beginning of BCS (administration) cadre occupies a vast area of positions to build and develop career for its officers. The government of Bangladesh has also formulated and implemented a policy regarding the higher studies of these officers both inside and outside the country to enhance the officers' knowledge in order to give improved and updated service to the nation. And for this reason many officers have completed their higher studies after joining this job with a future career plan to develop their career particularly in their targeted fields or sectors. This decision of achieving higher studies was related to their various family planning too. But the findings of the study reveal that the unplanned postings and absence of career planning is hindering the future career planning of these officers in this job. Moreover, the absence of human resource planning for this cadre is also an obstacle to the job satisfaction level of these officers as well as to their career path. More or less they feel

that 'right persons are not put in right place' due to some bureaucratic complexity and negligence. This process is also liable for many official shortcomings and financial loss i.e. project failures, Padma bridge construction issue, recent controversial construction of Mogbazar flyover, unplanned urban planning, inconsistency in budget, etc.

In this study it is also observed that BCS (administration) cadre field level officers are moderately satisfied to their job. Moreover, external organizational factors i.e. work-life balance, place of posting, award/recognition, impacts relatively more than internal organizational factors i.e. working environment, inter-personal relationships, functional designation, on the level of job satisfaction of the field level BCS (administration) cadre officers. All external organizational variables have significant relations with job satisfaction of these officers. It is also observed that place of posting is the most important variable among other variables of job satisfaction to BCS (administration) cadre field level officers.

The internal organizational factors also reveal some resourceful observations from the data analysis and findings. Posting in rural or urban area also matters for the level of job satisfaction of BCS (administration) cadre field level officers. It also varies due to the mindset as well as the managing capability of a person. From the data analysis and findings it has been observed that functional designation – working at upazila, district or division – affects the level of job satisfaction of these officers. But the level does not vary significantly. The study also finds that almost all of the field level BCS (administration) cadre officers currently prefer to work at field level as administrative officer rather than working at ministry level as desk officer. Moreover, favorable working environment and inter-personal relationships influence an employee to perform smoothly in a sound mind. Adversely, under an unfavorable working environment and inter-personal relationships an employee gets demoralize about his or her works and job responsibilities. The study has found that favorable working environment is essential for job satisfaction of BCS (administration) cadre officers at

field level. Operating procedure consisting government policies, procedures, rules, perceived red tape, financial and logistic support, manpower to work, etc. are the main components of working environment. It is also observed that BCS (administration) cadre field level officers are moderately satisfied with their working environment at current working place. What really matters are – individual mind set up, knowledge based working environment, sufficient and competent manpower and most importantly individual autonomy to give the best performance by applying proper rules and procedures. It is observed that in field level job satisfaction depends on overall work environment having no unwanted influences from political masters and from higher authorities at working place. So in the case of inter-personal relationships with colleagues, civil society, political parties, elected representatives, mass media and other cadre officers at the working place. It is observed that helpful and supporting superior authority greatly matters because right and timely instructions and guidance from the superior authority in right time improves the work performance and also influences them. On the other hand, often political pressure damages the relations with political parties and elected public representatives that affect the officers' timely promotion, appropriate posting and due transfer, etc. Political punishment transfers, abuses and unnecessary harassment cases of public officials are occurring often. Local mass media also misleads some news supporting the local parties. From the study it is observed that the ground realities at field are complex and tough to handle but the BCS (administration) cadre officers also enjoys their job at field after successfully handling those issues.

The external organizational factors i.e. work-life balance, place of posting and award/ recognition also delineate several observations from the data analysis and findings. The study has found that BCS (administration) cadre officers working at the field are moderately satisfied with balancing their work and life. It is observed that officers who are living with their family and children at the work place are more satisfied than other officers as family support matters. Lack of flexibility in office time, absence of baby care

centre, unnecessary and undesirable works make it tough to balance work and life at the field. Moreover, place of posting affects these officers' level of job satisfaction also. Here it is observed that the most qualified officers according to highest academic qualification are less satisfied with their place of posting. Their desired posting related to their career planning impacts most on their level of job satisfaction. Along with this, contingent procedures i.e. sense of respect, recognition and appreciation also impacts on their job satisfaction level. The study has observed that award or recognition greatly influences job satisfaction as well as improves the public service delivery at field level. What really matters for the field level officers are - expected and qualified posting; appreciation and support as well as recognition and reward for good work; right information from the superior authority in right time.

At the end of the study it is observed that mind set of an officer really impacts on his/her work as well as ones' level of job satisfaction. The lattermost independent variable of the analytical framework was to observe the level of job satisfaction of process-oriented officers versus result-oriented officers. From the data analysis and findings it is observed that process-oriented officers are less satisfied with their job than result-oriented officers. Several reasons can be behind this. Mainly, job satisfaction is how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. So, the sense of personal achievement can impact significantly. In this study the field level BCS (administration) cadre officers who have special achievements (award) are significantly satisfied with their job. It is obvious that those who enjoy their works, have performed better and received awards, are more satisfied than others.

Finally, there are some inconsistency regarding policy implementation and these affects the level of job satisfaction of these officers.

6.3. Linking Findings with Theories:

This study was conducted with the use of two theories which are as follows -

3) Herzberg's 'Two-Factor Theory' or 'Motivation-Hygiene Theory'

4) Edwin A, Locke's Range of Affect Theory'

Herzberg's 'Two-Factor Theory' or 'Motivation-Hygiene Theory' relates most of the factors related to the job satisfaction of BCS (Administration) cadre officers by both motivation and hygiene factors. Here the hygiene factors cover - company policy and administration; good inter-personal relationships; working conditions and work-life balance. On the other hand, the motivators cover - sense of personal achievement; recognition; challenging/ stimulating work. This theory mainly states that the presence of motivators influence job satisfaction where the presence of hygiene factors prevents dissatisfaction of employees. Mainly, the research objectives followed by the findings of the study relate to this theory. Here, the field level BCS (administration) cadre officers are moderately satisfied with their job.

Moreover, the second theory, 'Range of Affect theory', has supplemented the 1st one as this theory is so far recent and conveniently applicable in the public sector. This theory contains the related factors of this study i.e. work condition, good manager relationship, recognition, advancement, personal growth, feedback and support. Here, job satisfaction is measured by the difference between what one wants in a job and what one is getting from a job. The higher degree of difference leads to the lower level of job satisfaction of the employee. Moreover, this theory affirms that the priority of facet varies from individual to individual. What an employee think as a priority of his satisfaction factor, another may not give priority to that factor. That means the satisfaction level of process-oriented officer and result-oriented officer differs as the priority differs. Also, the socio-demographic variables i.e. gender, academic qualifications and functional designation affects the officers' level of job satisfaction but

not significantly. Thus, this difference determines the extent of job satisfaction, which is the main research question of this study.

6.4. Ground for Policy Implementations:

The study not only has gagged to follow the regular process but also has explored some recent policies related to the independent variables. Here the field level officers from BCS (administration) cadre has reviewed three recent policies that have been implemented for their benefits related to career planning as well as job satisfaction. Form this study it is observed that there are policies and rules but they are not implemented and followed properly for all. As a result, the officers are not properly benefitted and this process hampers to build their career properly in their choice of specialized field.

The first policy is regarding the posting or placement of the field level officers. There always remains a massive uncertainty about their posting or placement. This not only hampers their career plan but also affects their family plans too. In maximum cases trainings and higher studies related to their career planning in job mostly do not match or relate to their postings. In addition, the findings of this study have discovered that posting/ placement is the most important factor of job satisfaction of these officers. Regarding the 'Posting Policy for BCS (administration) cadre, 2015', most of the officers are fully agreed that the minimum and maximum tenures for field level posting are appropriate but relevant academic background or training should be considered for posting/ placement. They also stated that this policy is not implemented equally for all and postings are often done arbitrarily at the instance of others. But most of them partially agreed that this policy helps for career advancement, if properly followed, and influences job satisfaction at field level. From the officers view it is observed that forced postings should be stopped and posting options should be imposed on a software basis. Human Resource Management cell should be opened in MOPA for properly using this

huge potential manpower. Moreover, the government of Bangladesh should sort out the officers on bias less merit as well as overall performance to place the right person in right place.

The second policy is related to the academic qualification of the officers of BCS (administration) cadre. Regarding the 'Higher Studies Policy (inside the country), 2015' most of the field level officers have agreed that the policy is proper and concurrent as well as fair for all. They also stated that the degree should be considered for the next related posting as it is also related to their career planning. By following their views several MOUs can be signed among the public and private universities of Bangladesh. This step can not only benefit the BCS officers but also the government of Bangladesh. Because with same scholarship amount more officers can be trained or achieved higher degrees inside the country. Those who want to achieve higher degrees inside the country can be a big opportunity for them. Moreover, they do not have to sacrifice their family life during higher studies. It is also observed that most of the officers want to achieve maximum two master courses, one inside the country and one outside the country, as a part of higher studies. As a result, the government of Bangladesh can pursue study leaves on deputation for minimum one or two years gap between two master degrees.

The third and last policy is related to the officers' achievement from their work. From the past few years the government of Bangladesh is awarding the BCS (administration) cadre officers for their excellent and innovative performance in public service delivery. From the views of these officers it is observed that the 'Public Administration Award Policy, 2015' have been critically analyzed. Surprisingly only half of the respondents were partially and fully satisfied about the fairness of the selection procedure for award/ recognition regarding this policy while the rest are not and they asserted that the selection procedure should be more fair and transparent for nominations as well as impartial for all. In spite the above all, most of the field level officers from BCS

(administration) cadre have fully and partially agreed that the policy is proper and concurrent and it motivates to service delivery as well as influences their job satisfaction. Thus, the government of Bangladesh should confirm the transparency of the selection procedure of base on demand of these officers.

The above three policies are relatively new and full scale implementation and their effects on job satisfaction of field level BCS (administration) cadre officers may still be missing.

6.5. Scope of Further Research Implications:

In multiple regressions it has been found that R square is 0.710 and adjusted R square is 0.640. So, the independent variables explain 64% about the job satisfaction of BCS (administration) cadre officers working at the field level. Thus the study has found that there are some other factors related to the job satisfaction of BCS (administration) cadre officers working at the field. So, there are more variables that are needed to explore which has also direct connection with job satisfaction of these officers.

6.6. Recommendations:

It is clearly understood that job satisfaction is the personal level of perception of employees where employer provides the opportunities and incentives to enhance their level of satisfaction as well as the flow of work. Based on the findings of the study the following recommendations can be given to enhance the job satisfaction of BCS (administration) cadre officers at field level.

- ✓ Policies should be implemented equally for all;
- ✓ Everyone should be considered equally to avail all existing facilities, like- posting, foreign training and other job related facilities;

- ✓ Performance based award and posting can be generated;
- ✓ Leave should be given mandatorily in case of family emergency;
- ✓ Honesty should be evaluated and at the same time reward for good work and punishment for unethical and corruption should practiced;
- ✓ Recognition of award should be given based on free and fair appraisal;
- ✓ Emphasis should be placed on capacity building;

6.7. Conclusion:

A world-class civil service is very much essential for building efficient and effective government and also for delivering world-class public services. It matters because it forms the bedrock of our democracy. It makes the government work, formulates policies and implements those and changes the lives of the citizens. It is highly important for all of us that our civil service officers have a positive concept about their service, which impacts on their level of satisfaction. It will not only influence them to participate effectively in the national interest, but also scatter a positive impact of Bangladesh Civil Service (BCS) throughout the whole society. Civil service is made up of dedicated and highly-skilled public servants who are really committed to 'Delivering for the Nation'. But, however, in the real world, civil servants are operating in an exceptionally challenging environment of diminishing resources, radical change, and a firm commitment of serving the nation throughout his/ her service life. There is scarcity of research work about the civil servants even though civil servants play a sheet anchor role to manage the nation. This research has unearthed some important factors about the civil servants. It's very crucial to know whether civil servants are happy with their job. If they are not happy and well-motivated to do the work then the development of our country will be at stake.

As it has been found that working condition plays a vital role for motivation civil servants, the civil service authority must develop working environment more for public

servants. Apart from this, there should be transparent and proper procedures for placement or posting. If the civil servants are not placed or posted transparently there will be huge job dissatisfaction. As civil servants can contribute by super innovation in the development of our country, more innovative approach can be introduced for civil servants. Innovation effects significantly on civil servants to be motivated about the job.

This research will play a vital role to take necessary steps to improve the job satisfaction further for the civil servants who are the linchpins of the civil service. So, it is the high time to identify the actual factors that are most important to their job satisfaction and to overcome the hindrances relevant to those factors for a better future of Bangladesh Civil Service as well as of the whole nation.

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Job Satisfaction of Field Level BCS (Administration) Cadre Officers

- Survey Questionnaire -

This questionnaire will be used for the above study. This study is a part of partial fulfillment of the Master degree in 'Public Policy and Governance' (MPPG) under Department of Political Science and Sociology, North South University. The current study attempts to assess the job satisfaction level as well as to identify the factor of job satisfaction contributing most of BCS (Administration) Cadre Officers working at the field. You need not to mention your name and ID. The privacy of the respondents will be kept and the data collected by this questionnaire will be used only for the academic/research purpose. It will only take 10-15 minutes from your most valuable time. Your kind cooperation is greatly needed and your answers will be highly valued.

Thank you.

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Please give tick ✓ mark(s) or use the given space where necessary.

Section A: Demographic and Personal Information:

1. Current designation –
2. Current posting place (upazila, district and division) -
3. Gender –
 - i) Male ()
 - ii) Female ()
4. Marital status –
 - i) Married ()
 - ii) Unmarried ()
5. Highest Academic Qualification –
6. Do you agree that academic background relevant to a particular job affects job satisfaction?

Fully Agree (1)	Partially Agree (2)	No Comment (3)	Partially Disagree (4)	Fully Disagree (5)

7. Special achievement in current job (please ✓ if any award) –

i) Poverty reduction	ii) Developmental activities
iii) Education	iv) Tree plantation
v) ICT	vi) Others

8. Please mention if you have done any innovative works in field level {please ✓ the field(s)}.

i) Poverty reduction	ii) Education	iii) EPI	iv) Sanitation
v) TQM	vi) Kyjen	vii) Tree plantation	viii) Others

9. What is your general preference for work?
 - i) in the field level (as field officer)
 - ii) in the ministry (as the desk officer)

Section B: On the Job Satisfaction Related Information:

10. Please mention your job satisfaction level now working at the field. –

Highly satisfied (1)	Partially Satisfied (2)	Less Satisfied (3)	Poorly satisfied (4)	No comment (5)

11. Please evaluate your ***job satisfaction level*** at your current place of posting–

Factors	Highly satisfied (1)	Partially Satisfied (2)	Less Satisfied (3)	Poorly satisfied (4)	No comment (5)
Working environment					
Inter-personal relations					
Work-life balance					
Place of Posting					
Award/ recognition					

12. How much you are satisfied about your current '***working environment***' –

Statement	Fully agree (1)	Partially agree (2)	Neutral (3)	Partially disagree (4)	Fully disagree (5)
Financial support (office allowance etc.) is adequate					
Logistic support (Vehicle, accommodation, etc.) is adequate					
Manpower is sufficient and competent					
Rules and regulations to work are proper and concurrent					
Individual autonomy is present at work					
Ground realities are complex and tough to handle					

13. How much do agree/ disagree according to your current '***work-life balance***' –

Statement	Fully agree (1)	Partially agree (2)	Neutral (3)	Partially disagree (4)	Fully disagree (5)
Family support matters for working without any pressure					
Leave and holiday is adequate to spend quality time with family after work					
Baby care centre at workplace is needed					
There is flexibility in office time					
Work load hampers family time					

14. How much do agree/ disagree your job satisfaction regarding ***'award/ recognition'*** –

Indicators	Fully agree (1)	Partially agree (2)	Neutral (3)	Partially disagree (4)	Fully disagree (5)
Selection procedure for award/ recognition is fair					
Financial recognition inspires good work					
Innovations are appreciated for awarding					
Written appreciation/ recognition inspires good work					
Often verbally recognized by superiors					
Award/ recognition influences service delivery					

15. Please evaluate your current ***'inter-personal relations'*** –

Indicators	Highly satisfied (1)	Partially Satisfied (2)	Less Satisfied (3)	Poorly satisfied (4)	No Comment (5)
Helpful, supporting and access to superiors					
Relation among colleagues					
Relation with civil society					
Relation with political party					
Relation with elected public representatives					
Relation with mass media					
Relation with other cadre officers					

16. Please evaluate your current ***'place of posting'*** –

Indicators	Highly satisfied (1)	Partially Satisfied (2)	Less Satisfied (3)	Poorly satisfied (4)	No comment (5)
According to the duration					
Compared to your desired posting					
Compared to your academic background or training					

17. What really matters for job satisfaction of BCS (Administration) cadre officers at the field level?

18. Leave your comment and suggestion to enhance job satisfaction of BCS (Administration) cadre officers working at the field.

Section C: Views on recent policies which may impact job satisfaction of field level officers:

19. Statements and issues regarding '*Posting Policy for BCS (Administration) Cadre, 2015*' –

Statement	Fully Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Fully Disagree (5)
Minimum and maximum tenures are appropriate (at least 2 years as AC land and UNO, maximum 3 years at a station)					
Relevant academic background or training should be considered					
The posting according to categorized districts and sub-districts are proper					
Husband and wife serving as public servant are getting priority according to this policy					
Postings are often done arbitrarily at the instance of others					
It is implemented equally for all					
It helps for career advancement					
This policy influences job satisfaction at field level					

20. Give your observations regarding the above policy-

21. Statements and issues regarding '**Public Administration Award Policy, 2015**' –

Statement	Fully Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Fully Disagree (5)
Selection procedure is fair and transparent for nominations					
It is proper and concurrent					
It motivates to service delivery					
It is fair and impartial for all					
It influences job satisfaction					
The award should be considered for next posting					

22. Give your observations regarding the above policy-

23. Statements and issues regarding '**Higher Studies Policy, 2015**' –

Statement	Fully Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Fully Disagree (5)
It is proper and concurrent					
It is impartial and fair for all					
The clause no. 11(cha) is not followed (the studied subject is not considered for next posting)					
The degree should be considered for next related posting					
The deputation period is sufficient					
Maximum 2 Master courses should be given (one inside the country and one outside the country)					
The policy should include cadre related academic short/long courses					
The policy influences job satisfaction					

24. Give your observations regarding the above policy-

Thank you very much for kind cooperation.

Correlations

		Functional Designation	Gender	Academic qualification	Working Environment	Inter-personal Relationships	Work-Life Balance	Place of Posting	Award/ Recognition	Special Achievement	Innovation	Job Satisfaction
Functional Designation	Pearson Correlation	1	.241	.178	.108	-.031	-.156	-.239	-.146	-.134	-.157	.018
	Sig. (2-tailed)		.082	.201	.440	.823	.264	.085	.295	.337	.261	.900
Gender	Pearson Correlation	.241	1	-.170	.015	.301*	-.194	-.046	.159	.352**	-.045	.150
	Sig. (2-tailed)	.082		.222	.917	.028	.163	.743	.255	.010	.749	.284
Academic qualification	Pearson Correlation	.178	-.170	1	.360**	.033	-.172	-.041	.354**	.306*	.457**	.315*
	Sig. (2-tailed)	.201	.222		.008	.813	.218	.772	.009	.026	.001	.022
Working Environment	Pearson Correlation	.108	.015	.360**	1	.387**	.415**	.211	.086	.044	.117	.614**
	Sig. (2-tailed)	.440	.917	.008		.004	.002	.130	.542	.753	.402	.000
Inter-personal Relationships	Pearson Correlation	-.031	.301*	.033	.387**	1	-.021	.084	.414**	.238	.016	.297*
	Sig. (2-tailed)	.823	.028	.813	.004		.882	.552	.002	.087	.910	.031
Work-Life Balance	Pearson Correlation	-.156	-.194	-.172	.415**	-.021	1	.267	-.245	-.229	.197	.336*
	Sig. (2-tailed)	.264	.163	.218	.002	.882		.053	.077	.099	.157	.014
Place of Posting	Pearson Correlation	-.239	-.046	-.041	.211	.084	.267	1	.093	.257	.190	.547**
	Sig. (2-tailed)	.085	.743	.772	.130	.552	.053		.509	.063	.172	.000
Award/ Recognition	Pearson Correlation	-.146	.159	.354**	.086	.414**	-.245	.093	1	.428**	.445**	.177
	Sig. (2-tailed)	.295	.255	.009	.542	.002	.077	.509		.001	.001	.205

Special Achievement	Pearson Correlation	-.134	.352**	.306*	.044	.238	-.229	.257	.428**	1	.477**	.451**
	Sig. (2-tailed)	.337	.010	.026	.753	.087	.099	.063	.001		.000	.001
Innovation	Pearson Correlation	-.157	-.045	.457**	.117	.016	.197	.190	.445**	.477**	1	.307*
	Sig. (2-tailed)	.261	.749	.001	.402	.910	.157	.172	.001	.000		.025
Job Satisfaction	Pearson Correlation	.018	.150	.315*	.614**	.297*	.336*	.547**	.177	.451**	.307*	1
	Sig. (2-tailed)	.900	.284	.022	.000	.031	.014	.000	.205	.001	.025	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).