

Work-Life Balance: Study on Female Civil Servants in Urban Areas of Bangladesh

By

Nusrat Jahan Sumi

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**Department of Political Science and Sociology
North South University
Dhaka, Bangladesh
www.mppg-nsu.org**

Dedicated To

***My Husband, Khalid Hossin and My Daughter, Parizad Khalid
Rimsha Without Whose Support and Sacrifice it Was Not Possible to
Complete the Research.***

Abstract

A significant number of female cadre officials are joining in Bangladesh civil service which has been started on regular basis from 1982. Govt. is giving emphasize on gender balanced recruitment in BCS with some special privileges like quota system. The constitution of Bangladesh also ensures the gender equality in all sectors.

Many of female cadre officials are working in urban areas (especially in Dhaka city). The reasons behind the people's participation in civil service are- high social status, prestige, family influence due to security of job, to apply the knowledge gathered from education, financial solvency as well as empowerment, willingness to serve own society and as well as own country in the best way, etc. But the pathway to be appointed as first class gazetted officer was not so smooth- history proves it.

As the career progression of women civil servants is influenced by different factors like social, familial or other related issues, so a balance between work and family life is essential.

A series of relevant literatures have been reviewed and Role Balance Theory has been used to make the conceptual framework.

Generally, women's have to do more than their fair shares of family responsibilities compared to men and office load is equal to the male colleagues. Beside family responsibilities, as a social being sometimes they have to attend in and arrange social programmes to maintain good relationship with relatives, neighbors, friends, and well-wishers. A civil servant is bound to respond at any time to the emergencies which may create an imbalance between work and family life.

In this research work, researcher's intention is to identify the challenges of female civil servants in making a balance between work and family life and how they are adapting and performing in these situations.

To fulfill the research objectives, primary data was collected from 121 respondents and secondary data was collected from books, journals, on line articles etc. A questionnaire was prepared with a pre-structured, formerly designed and pre-tested questions and it contains both close ended and open ended questions. A purposive sampling method was followed to collect the data through questionnaire survey.

Close ended questions have been processed and analyzed by using statistical tools like SPSS 20 and Microsoft Office Excel 2007. Open ended questions of the questionnaire, interviews and case studies etc. have been processed and analyzed by using qualitative methods.

To observe the relationships between dependent and independent variables, a series of significance test (chi-square tests) has been performed. One but all hypotheses have been proved to be significant.

Majority of the respondents are found below the age range of 35 years (74%) having a work experience not more than six years, all of them are married, and majority of them are living with family members including husband, children and supporting people.

The study identified several challenges like absence of supporting people in family, absence/inadequacy of day care facilities in work places and strong influence of socio-cultural norms and some ways out are recommended to make a work-life balance.

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LIST OF ABBREVIATIONS

BPATC- Bangladesh Public Administrative Training Centre.

BCS-Bangladesh Civil Service.

KI- Key Informant.

SPSS- Statistical Tools for Social Science.

POA- Platform for Beijing Action.

BPSC-Bangladesh Public Service Commission.

ACR- Annual Confidential Report.

VAT- Value Added Tax.

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Chapter One

Introduction

“Imagine life as a game in which you are juggling some five balls in the air. You name them --work, family, health, friends and spirit and you're keeping all of these in the air. You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls -- family, health, friends and spirit are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same. You must understand that and strive for balance in your life" (Brian Dyson¹).

1.1 Background and Context of the Study:

Work/life balance can be defined as equal level of prioritize on both office work and lifestyle. Work/life balance is important for those who are involved in both office activities and family management. The term ‘work-life balance’ sometimes is used as a noun (when, for example, one is encouraged to achieve balance), and other times as a verb (to balance work and family demands) or an adjective (as in a balanced life), work–family balance often implies cutting back on work to spend more time with the family or may be the opposite. Moreover, it is thought to be in an individual’s best interest to live a balanced life (Kofodimos, 1993, cited in Greenhaus, Collin & Shaw, 2002). Work–family balance reflects an individual’s orientation across different life roles, an interrole phenomenon (Marks & MacDermid, 1996, cited in Greenhaus, Collin & Shaw, 2002). In contrast to the prevailing view that individuals inevitably organize their roles in a hierarchy of prominence, Marks and MacDermid (1996), suggest that individuals can—and should—demonstrate equally positive commitments to different life roles; that is, they should hold a balanced orientation to multiple roles. So, work- life balance is a concept that includes proper balance between work (career and ambition) and lifestyle (friends, family, health, recreation, pleasure, leisure, spiritual development etc.). Balance between work and family depends not only on family but also on the efficiency of the women in managing their office work, working environment, support from the colleagues, and the predominant social and organizational culture etc. A number of civil

¹ He worked with The Coca-Cola Company for 35 years. He served as chief executive officer (CEO), Senior Consultant of Coca-Cola Enterprises Inc. and after retirement he accepted the position of Vice Chairman and Chief Operating Officer (COO) of the Coca-Cola Company (<http://www.dankind.com>).

servants are entering in Bangladesh Civil Service (BCS) on regular basis now. Civil servants are those people who get appointed in public service through competitive exams held by Bangladesh Public Service Commission (BPSC)². Generally they are politically neutral and unbiased people.

At present, Bangladesh civil service consists of more than one million civil servants in 37 ministries, 11 divisions, 254 departments and 173 statutory bodies

(<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Women-s%20Empowerment/BangladeshFinal%20-%20HiRes.pdf>).

A number of cadre officers are working in urban areas. Some ministries in Bangladesh appoint their officers and staffs in both rural and urban areas and some others operate only in urban areas. The reasons behind the people's participation in civil service are- high social status, prestige, family influence due to security of job, to apply the knowledge gathered from education, financial solvency as well as empowerment³, willingness to serve own society and as well as own country in the best way, etc. But the pathway to be appointed as first class gazetted officer⁴ was not so smooth- it can be understood easily if we look back to the history of public administration of our subcontinent.

Although overall constitutional rights and formal legal-socio-economic commitments are equal between men and women in Bangladesh, they differ in reality. Women face different obstacles and lack of opportunities and have very little voice in decision-making process (Aminuzzaman, 2011). According to Farzana Naz, "The issues and problems related to women are not looked at and solved the way they should be" (Naz, 2006). Women civil servants are surrounded by various kinds of problems which primarily come

² The Bangladesh Public Service Commission (BPSC) is a quasi judicial body established in 1972 under the Constitution of the People's Republic of Bangladesh. It works under the provisions of the Article 137 - 141 of the Constitution of Bangladesh and certain other rules and regulations made by the government from time to time. Its objective is to help Govt. to establish an appropriate civil service for the 21st century through selection of capable & efficient officials for the Republic who would be endowed with high level of integrity and dynamism (<http://www.bpsc.gov.bd>).

³ It means "giving authority to somebody", or "to give somebody a sense of confidence or self-esteem" (Azim and Sultan, 2010). The Beijing Platform for Action (POA) (1965) defines women's empowerment as "women's active participation in all spheres of public and private life through a full and equal share in economic, social, cultural, and political decision-making" (UNDP 1996:17, cited in Azim and Sultan, 2010).

⁴ All class-I and most class-II government servants are Gazetted officers as their appointment, transfer and promotion are contained in a public document published periodically by the government known as Gazette (Morshed, 1997:77).

from their family, from the broader spectrum of the society, and then from the organization as well. In our country perspective the real scenario is that after joining in BCS or any other job, pressure from family comes to go for a marriage and then for having a baby. As a family person she is responsible for all of the household activities and at the same time she is holding a first class gazetted officer post in her work place. The main added responsibility as a mother of bearing child/children also goes to her. But she can't take the children to the office because in most of the government offices there is absence of 'Child Care Centre'. So, she leaves her child in home with her mother or mother-in-law or with any other family members in case of joint family. But in case of nuclear family (single family) she has to leave her child/children with a paid servant and feels very anxious about the security of the child because any harm can be occurred to the child by the paid servant due to lack of consciousness of the servant. If the baby is sick, sometimes she can't concentrate to her office work which may hamper her career.

Support from family members and especially from husband is a very important factor here. If husbands are from the same professions, they support their wives' profession. But if they are from different tract, they actually can't realize their wives' problems. Even though they support their wives' profession, sometimes they can't help their wives in household works or in child bearing activities because of their own job nature.

As the career progression of women civil servants is influenced by different factors like social, familial or other related issues, so a balance between work and family life which is actually a broad and complex phenomenon, is essential. Equally prioritizing both sectors sometimes may not be possible and the perceived imbalance between work and family life ultimately affects the career progression of the female civil servants.

1.2 Statement of the problem:

Work and family-are the two important dominants of life. Work-family balance reflects an individual's orientation across different life roles, an interrole phenomenon (Marks & MacDermid, 1996, cited in Greenhaus, Collin and Shaw, 2002). According to Greenhaus, Collin and Shaw (2002), 'Work/family balance is the extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role.'

Generally, women's have to do more than their fair shares of family responsibilities compared to men and office load is not lesser than the male colleagues. If husbands' working place is elsewhere, then women have to bear all of the family responsibilities.

Beside family responsibilities, as a social being sometimes they have to arrange and also attend in formal-social programmes to maintain good relationship with relatives, neighbors, friends, and well-wishers. The balance can lead to a happy life. Keeping a balanced relationship between the two different domains of work life and family life sometimes may not be possible. The reasons of imbalance may be-

- Too much time at work and too little time for family or too much time at family and too little time for work.
- Household or office workload.
- Lack of supporting people in family especially in case of single family culture.
- Not enough time for friends and relatives.
- Lack of proper timing for own interests and hobbies.
- No time bindings for job responsibilities etc.

Because of imbalance between work and life—it creates-

- Higher levels of stress,
- Detracts from quality of life,
- Increased level of anxiety and depression,
- Less life satisfaction,
- Less concentration to both work and family,
- Poor mental and physical health,
- Continuous fatigue and sleeplessness, and
- Ultimately reduces individuals' effectiveness at work.

So, maintaining the balance is a must to improve the quality of life because of these reasons:

- First, involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role (Barnett & Hyde, 2001 cited in Greenhaus, Collin and Shaw (2002).
- Beyond this buffering effect, work–family balance is thought to promote well-being in a more direct manner. Marks and MacDermid (1996: 421), believe that balanced individuals are “primed to seize the moment” when confronted with a role demand because no role is seen as “less worthy of one’s alertness than any other” (Marks and MacDermid, 1996 cited in Greenhaus, Collin and Shaw, 2002).

- Balanced individuals experience low levels of stress when enacting roles, presumably because they are participating in role activities that are salient to them. Moreover, a balanced involvement in work and family roles may also reduce chronic work–family conflict. Because balanced individuals are fully engaged in both roles, they do not allow “situational urgencies” to hinder role performance chronically (Marks & MacDermid, 1996 cited in Greenhaus, Collin and Shaw, 2002).
- Balanced individuals develop routines that enable them to meet the long-term demands of all roles, presumably avoiding extensive work– family conflict.
- In sum, a balanced engagement in work and family roles is expected to be associated with individual well-being because such balance reduces work– family conflict and stress, both of which detract from well-being (Frone, Russell, & Cooper, 1992 cited in Greenhaus, Collin and Shaw, 2002).

In this research work, the researcher’s intention is to focus mainly on the issues and challenges of female cadre officers which are seriously affecting the balance between their work life and family life. Is that so, balance between work and family life is a must.

Despite having talent and sacrificing mentality, the female civil servants sometimes have to make compromise with their career because of some family issues and lack of attention and support from organization. For maximizing the efficiency of the female civil servants, the family issues as well as work issues should be recognized. As women is almost half of our country’s total population, so the development of our country is not possible without the active participation of women in decision-making level. Because of these reasons support from family as well as organization and a balance between work and family life is very essential.

1.3 Review of Existing Literature:

This chapter presents an overview of the existing literatures related to female civil servants of Bangladesh and other South Asian country context and work-life balance scenarios with different perspectives.

Literatures Related to Female Civil Servants:

Aminuzzaman (2011) studied on Policies Budget and PRSP and found that the number of women in the leadership positions in the civil service does not adequately represent the

existing pool of trained female labor in the country. It is an imperative that women are adequately represented in the policy making and policy implementation levels so that incorporation of women's critical and strategic needs in the development plans can be ensured and women's interest in various sectors are taken care of.

Khan (1995) collected primary data on the number of women in different Ministries and different positions of administration and she showed that women are underrepresented in those areas. She argued that despite constitutional assurance and different measures taken by the government including quota system introduction, women participation in bureaucracy is still very low. Khan statistically revealed that development planning and policy formulation in Bangladesh is essentially administered and controlled by men.

Kabir (2013) conducted some studies on female civil servants of this subcontinent. The author found that many factors adversely affected women's participation in civil services in Bangladesh, India and Pakistan which included organizational, cultural and political factors.

Jahan (2010) conducted a research on the problems of women civil servants at the field level. The study revealed that the women working in the field are in disadvantageous position compared to their male colleagues. It was also revealed that though women civil servants are part of very powerful respected and sometimes feared organizations; because of their gender identity they have to bear most of the problems those other women in the society experience. It is coherent in Bangladesh because of male dominated societal system, large power distance and high uncertainty adverse society. She made some recommendations to overcome these situations like to organize preferential housing arrangements, to provide security, adequate logistic and official resources, social awareness initiative, etc.

Siddika (2012) worked on job satisfaction of field level civil servants and identified different factors impacting their job satisfaction. According to Siddika (2012) "The civil servants, who are now working at the Upazila level, are moderately satisfied. Analysis indicates that transfer and posting, work and working environment and promotion and recognition are significant predictor of job satisfaction except the other two variables- salaries and training & career planning."

Hoque and Bala undertook a research in 1988 which was based on the general information of female in Bangladesh civil service which include some socio-economic features. This study tried to draw some recommendations which include training for female civil servants to make them congruent with their new positions, utilization of quota system properly, providing a posting to the nearest places of their husband (in case of both of them are government employees), transport facility, congenial working environment, etc.

Arafunnesa (2011) studied on the prospects and the problems of female officers in public administration and found that women are doing the administrative jobs successfully, however, there are some problems for female officers. She categorized the problems into four broad groups: problems related to mindset, work environment related problems, non-cooperation from male colleagues, and family related problems etc. She found in questionnaire survey that transfer without considering the familial condition and inappropriate residential facility are the two major problems in work environment, and caring for children without having day care service is the greatest problem for female administrator.

Islam (1997) in her study noted that working women have to face a number of problems. The major difficulties come from their families like seeking permission from male family members for working outside as they do not have own choice about their job. Similarly, at workplace they are treated as 'women', male colleagues are non-cooperate; even subordinates are unwilling to accept them as a boss. Women are generally considered as weak, inexperienced, unskilled, soft and submissive. So, they are not capable of taking decisions, making policies and visiting field offices alone.

Joshi (2011) conducted a research on motivational perspective of Nepalese female civil employees. The research revealed that support groups were one of the most important motivating factors which helped women to reach in the upper most administrative position. She found that women have the self-confidence, educational background, and years of experience to pursue upper-level administrative positions. Women were found self-fulfilled in their current positions and felt they achieved or exceeded their career goals. According to Joshi (2011), "The women administrators recognized the need for knowledge, skills, and experience to assist in their career advancement. Furthermore, they

emphasized developing and evaluating personal values, and ensured their personal values fit with institutional values. At the same time, women administrators stressed the value of time and the choices they made to balance time between work and family and between work and personal time.”

Bilkis (2012) conducted a research on the motivational factors that encourages women to join in public administration. This research revealed that the dominant motivational issues for choosing public service rather than private service are family influence, job security, power, status and social security of the job. Again, in this study Bilkis (2012) identified some de-motivating factors like- Transfer and posting to distant places (separation from family), non-co-operative attitudes of male colleagues, absence of suitable working environment, uncertainty in promotion, non-fulfillment of expectations, family burden etc. which sometimes discouraged female civil servants to join in administration cadre. A combination of Questionnaire Survey, Interview, Case Study and Observation methods has been used in the study to identify these motivating and de-motivating factors.

Labony (2013) conducted a research on Women Representation in Top Management of Civil Service in Bangladesh and found that though women have managed to increase their number in the service of the Republic, their position in terms of power and influencing decision making has not improved.

Literature Related to Work-Life Balance:

Uddin, Mamun, Hoque and Uddin (2013), in their article showed that because of changing mind set and increasing living cost, women can not only play their roles by nurturing and raising families for ensuring confident and competent future generations but also can generate income by joining in the working place. So, the traditional families are being replaced by dual career families which are putting mounting pressures on women for making a balanced life. In this article, a survey was conducted on 62 private educational institutions of Bangladesh and a sample of 320 female teachers were taken to know the real status of work-life balance and found out that the work-life balance situation is moderate which could be improved by ensuring flexible working hours (roistered days off and family friendly starting and finishing times), transport facility, residential facility, child care center, flexible work arrangements/ job sharing , reduced working hours & workload and child schooling for the female teachers.

Newaz and Zaman (2012) conducted a research which represented the scenario of work-life balance in private commercial banks of Bangladesh and indicated a pessimistic approach that had been adopted by the management. For this study, a sample of 220 employees (149 male and 71 female) had been selected purposively from 10 different commercial banks operating in Bangladesh. Majority of the employees in private banking sector were not familiar with this new concept since their organizations (50% of the reviewed banks) didn't have any work-life balance policy. It was suggested that participation of all levels of employees in policy formulation as well as proper communications and continuous training programs can eliminate this problem and also can ensure the successful implementation of this policy.

Summary of literature review

- Women have inferior status everywhere due to gender base discrimination.
- Despite government's policy of equal opportunity and affirmative action, the situation of women has not improved to any significant degree.
- Because of male dominated society women have to experience most of the problems of the society.
- Personal, attitudinal, organizational and functional barriers demotivated women to participate or continue civil service.
- Few female cadre officers are doing their administrative job successfully despite having various problems like work environment related problems, non-cooperation from male colleagues, familial problems and problems related to mindset etc.
- The women administrators recognized the need for knowledge, skills, and experience to assist in their career advancement. At the same time, women administrators stressed the value of time and the choices they made to balance between work and family time.
- The presence of women at the higher echelon is still low.
- Women experience additional stress from conflicts between their jobs and family responsibilities.
- Family influence, job security, power, status and social security of the job etc. work as motivating factors for women to join in civil service .Transfer and posting to distant places (separation from family), non-co-operative attitudes of male

colleagues, absence of suitable working environment, uncertainty in promotion, non-fulfillment of expectations, family burden etc. which sometimes discouraged female civil servants to join in administration cadre.

- Work-life balance situation can be improved by ensuring flexible working hours, increasing logistic supports etc. which can be done by ensuring the participation of all levels of employees in policy formulation and also by the successful implementation of this policy.

But in Bangladesh still now there is inadequate or no direct research on the issue of ‘work-life balance of female civil servants’ was conducted in broad perspective which provides a space to this researcher to conduct such a research.

1.4 Objectives of the Study

In this research work, researcher’s intention is to identify the challenges of female civil servants⁵ in making a balance between work and family life and how they are adapting and performing in these situations.

1.5 Research Questions

In order to seek the answers of the above objectives, this study provides the space to raise some basic questions like-

1. What are the challenges faced by female cadre officers in balancing their work and family life?
2. How do the challenges affect the performance of the female cadre officials?
3. What roles do the organizations play in addressing these balances?

⁵ Civil servants for the study refer only the cadre officers/officials of BCS.

1.6 Significance of the Proposed Research

Some studies were conducted in Bangladesh on women civil servants like-gender mainstreaming, problems when working at field level, motivation of women civil servants or job satisfaction of women civil servants, work-life balance of employees of private commercial banks and private educational institutions etc. But there was no significant study in Bangladesh highlighting the issue on urban female first class gazetted officers who want to make a balance between work life and family life. Lack of attention in this area encouraged this researcher to make a study on this issue. To make women the true human capital and for the real development of our country, this study will carry a great significance.

The research findings will be helpful in the following ways-

- It will make the clarity of the issue.
- It will acknowledge the issues, problems and their influences and consequences in proper manner.
- It will provide an understandable intervention package.
- It will draw policy makers' attention to make new policy on this issue.
- It will bridge the knowledge gaps of government initiatives and existing reality to ensure to identify the challenges.
- It will be helpful to the future researchers by providing some new ideas in this field.

1.7 Scope of the Study

The study was conducted to find out the challenges faced by female cadre officials⁶ of city areas in making balance between work life and family life. The sources of challenges were perceived as family as well as organizational culture. Very few (one/two) study were conducted on this issue in Bangladesh but the background and context were totally different. 'Dhaka City' was brought under study as a sample area. The scope of the study was limited on the female cadre officials who belong to the different cadres from different ministries.

⁶ Cadre officers are 1st class gazetted civil servants of Bangladesh. All cadre officers are civil servant but all civil servants are not cadre officer.

1.8 Limitations of the Study

This study was limited only on female cadre officials. Though balance between work and life in case of male civil servants is also important but because of our patriarchal nature of society, male civil servants are less responsible for family issues and so they are capable to maintain the balance between work life and family life. Only 50 female respondents were surveyed because of shortage of data collection time which is also a limitation of this study.

1.9 Methodology

According to Bennett (1983), “There are at least three points that should be borne in mind while choosing an appropriate research method, these are: answering to the research question, current state of knowledge and the nature of the variables involved in research” (Bennett, 1983:85 cited in Aminuzzaman, 1991:34). So, considering the above three matters, a combination of Questionnaire Survey, Interview, and Case Study methods has been selected for this study. Because these are the most suitable methods for this study considering the variables involved, fulfilling research objectives, and for answering the research questions. This combination has been considered to make a cross examination to validate the data and building the credibility of the investigation.

To reveal the features of work-life balances in case of urban female cadre officers, a combination of Questionnaire Survey, Interview and Case Study methods can bring a comprehensive finding of the study. The combination of the above stated methods has been brought into play for this research to make the proper use of the advantages of their respective strengths and to overcome their own limitations.

Experience has established the fact that use of one single method in social research is not always enough to respond to the research need rather a combination of methods is more useful to bring desired level of methodological sophistication (Aminuzzaman, 1991).

The reason considered behind using survey method was that “It is probably the best method available to the social scientists interested in collecting original data and this enables the researcher to identify not only the variables which are related to each other but also how these relationships change over time” (Aminuzzaman, 1991).

The topic is intensely related to social values, perceptions, culture, traditions and people’s attitude towards female professionals, and also organizational culture and attitude towards female colleagues. These phenomena vary from cadre to cadre, organization to organization, person to person, and also from family to family. So, survey method was

designed with the expectations to bring a larger sample with limited time span and resources and also facilitated reliable generalization for this exploratory research. Beside these reasons, as the sample was highly educated, it was expected that high quality data would be resulted through this questionnaire survey method.

Jahan (2007) said that the problems faced by female civil servants are not isolated issues; those are derived from complex interplay of factors – historical, cultural, socio-economic, administrative and attitudinal (Jahan, 2007). So, reasons behind using case studies are “It enables us to explore, unravel and understand problems, issues and relationships (Aminuzzaman, 1991)”. The use of case study method provides an opportunity for relating facts and concepts, reality and hypothesis (Wievioka, 1992 cited in Rigin C. and Beeker H.S). So, “... through study of cases it became possible to abstract the properties which are common to, or typical of, many cases from those which are peculiar only to the exceptional cases (Aminuzzaman, 1991)”. So, we can say that it is a holistic approach in which cases are studied as a whole.

The interview method has been used in this research to gather a clear idea about the whole topic through discussions with the Key Informant (KI), gender specialists, experienced personnel who explained details using their own experience. According to Aminuzzaman (2011), “A well structured interview is much more effective than an ‘oral questionnaire’. It is a verbal technique for obtaining data direct from the primary source. Interview is a very systematic method by which a person enters deeply into the life of even a stranger and can bring out needed information and data for the research purpose”. Both qualitative and quantitative methods have been used in this study. Because the mixed method is helpful in the following ways:

The missing information through quantitative methods can be captured easily by qualitative methods. Because in quantitative methods data are available in the form of number/numbers whereas in qualitative methods that become available in the form of combination of sentences.

Through qualitative methods the inner thoughts of the respondents can be captured easily and it is also helpful for better understanding of participant’s perspective directly. In a word it can be said that qualitative studies allow in-depth analysis while quantitative methods make the data analysis easier by using statistical methods which helps to reduce the human induced errors. In these ways, the qualitative and quantitative methods help each other to overcome internal weaknesses.

1.10 Sources of Data and Data Collection Techniques

Female cadre officers working in Dhaka city were brought study. At present, there are total 29 cadres of BCS. But some services don't have any urban posting. Civil servants from 16 cadres: Education; Information; Administration; Family Planning; Foreign Affairs; Agriculture; Fisheries; Audit; Taxation; Customs, Excise & VAT; Police; Statistical; Economic; Roads & Highways; Public Health Engineering; and Postal department were selected for the study.

Table 1: Data Source and Data Collection Techniques

Data Source	Data Collection
Survey	-Collecting information according to pre-designed questionnaire. Questions are both open & close ended.
Interview	- Taking in-depth interviews of selected three persons.
Case Study	- Presenting five cases to illustrate, analyze, & explain the fact.

Scale Construction: For the purpose of assessment of time balance, involvement balance, satisfaction balance, aggregate balance and supervisor's opinion, the following scale is constructed:

Table 2: Scale Construction

Scale	Time Balance	Involvement Balance	Satisfaction Balance	Aggregate Balance	Supervisor's Opinion
3	Strongly Agree	Strongly Involved	Fully Satisfied	Strongly Agree	Excellent
2	Moderately Agree	Moderately Involved	Moderately Satisfied	Moderately Agree	Good
1	Not That Much Agree	Not That Much Involved	Not So Much Satisfied	Not That Much Agree	Not That Much Good

1.11 Sample Size

Two sets of questionnaire were designed: i) a total of 50 respondents have been targeted purposively for the questionnaire survey; and ii) 50 immediate supervisors of the targeted respondents have also been surveyed with a separate questionnaire to know about the performance of the respective respondents. Besides, another ten (10) female officers of

different cadres have been interviewed purposively to suit the study purpose. Five (05) case studies have been included here for in-depth analysis of the situations. One Senior Secretary, one Deputy Secretary, one Gender Specialist, one Sociologist, and two Spouses of the respondents have been interviewed. In total, 121 respondents were brought under study. The sample size of this study has the following combination:

Table 3: Data Collection Method in Relation to the Respondents

Data Collection Method	Types of Respondents	Number
Questionnaire Survey	Female Cadre Officers (targeted respondents)	50
	Immediate supervisors	50
Interview	Female Cadre Officers (Secretary/Dep. Sec)	02
	Gender Specialist	01
	Sociologist	01
	Female Cadre Officers	10
	Family Members (Spouse)	02
Case Study	Female cadre Officers	05
Total		121

1.12 Sampling Method

“In purposive sampling method, certain units are selected purposively for judgment by the researchers. In this selection, the researchers try to make the selection as representative” (Aminuzzaman, 2011). For questionnaire survey and interviews, the respondents have been selected purposively to fit with the research objectives and to collect the relevant data. “However, if this method is seriously followed a small sample may even become highly representative” (Aminuzzaman, 2011).

The data of dependent variables were collected completely through questionnaire survey. The data related to the socio-demographic features (independent variable) of the respondents were collected completely from questionnaire survey and the data related to organizational culture (independent variable) were collected mainly from interviews and partially from open-ended questions of survey questionnaire.

1.13 Area Covered

The respondents of this study were scattered in different locations of Dhaka city. Respondents working in different ministries, head quarters/branches, and/or attached departments have been brought under study. Few questionnaires were also received through mail because of time limitations from both of the end.

1.14 Techniques of Data Collection:

Data were collected during September—October, 2015. Primary and secondary –both of these methods were used for collection of data.

1.14 (a) Primary Data: Three methods were used to collect primary data. These are: questionnaire survey, in-depth interview, and case study.

Questionnaire survey: Data were collected from 50 respondents and also from 50 immediate supervisors of the respective respondents. Questionnaire was designed mainly with close ended questions to save time. But a portion of the questionnaire was designed with some open ended questions to get in-depth knowledge and insight views; as well as personal experiences and observations of the respondents.

Interview: Primary data were also collected through interview by the researcher's own self. Interviews of some experienced persons of the relevant field were taken. For example, senior civil servant, with long working experience, experts like gender specialist, academicians working on women issue, etc. The participants were encouraged to tell their own stories and experiences, which allowed further understanding of the phenomena. As the respondents were from high echelon of the society, an open but formal approach was maintained.

Case Study: Case studies have been prepared by gathering the practical experience of the female respondents with their oral consent.

1.14 (b) Secondary Data

Secondary data were used for the re-analysis of the previously collected and analyzed data. In this research, books, journals, some official's records, online articles, and another documents were used as the secondary sources of data. "There are some clear advantages to working with an existing body of data, including cost, time and making difficult populations accessible (Punch, 1998: 107)."

1.15 Validation of Data

100 questionnaires were distributed among the participants but some of them did not return those. From the returned questionnaires only 60 were found useful for the study

after being scrutinized and those were selected for analysis. The researcher distributed and collected the questionnaire among and from the respondents personally by visiting fields. Some of the questionnaires were also distributed and received through mail. Whenever needed the responses were cross-checked with the respondents over telephone and mail also. Interviews and discussions were also conducted by the researcher as well. So, the data were credible and reliable as much as possible.

1.16 Data Processing and Analysis

The data were processed both quantitatively and qualitatively. Quantitative analysis was done using statistical tools such as SPSS and Microsoft Office Excel. Quantitative methods were used to generalize and also to identify prevalence from the data provided by the respondents. Qualitative methods were used to explain the significant phenomena, causalities, rationales, practical social realities and own practical experiences from both work and family. This is the best way to get the insiders perspectives, the actor's definition of the situation and the meanings people attach to things and events. They are well able to deal with the complexity of social phenomena (Punch, 1998). So, both of these methods complemented each-other in a disciplined manner in this research.

1.17 Operational Definitions of Different Concepts Used in the Study

Different concepts have been used in the study, following are the operational definitions.

Civil Service: According to Rai and Singh (1979), "The civil service is a body of neutral and professional experts in administration, which devoted to serve without affection to its personal gains or without reference to class interests or party political sights." The civil service organizes the administrative portion of the government that accomplishes the government's vision and mission.

Urban: Oxford Dictionary of English defines the term 'Urban' as 'having the qualities or characteristics associated with town or city life, especially, elegant and refined in manners, courteous, suave, sophisticated'. Urban is a place based characteristics that incorporates elements of population based density, social and economic organization, and the transformation of natural environment into a built environment (Weeks, N. D.).

Challenge: Obstacles faced by female civil servants originated from both office and family. Generally, Challenge means any situation/something that needs great mental or physical effort to overcome it successfully . In this study challenge means the obstacles

which are refraining the female cadre officers to make a balance between their office work and family life.

Imbalance: In simple term imbalance means the state and condition of lacking balance. In this research paper the term ‘imbalance’ is used to mean the same thing.

Female Civil Servant: All of the respondents of this study are the women who are belonging to the BCS, working at Dhaka city. Generally, any Bangladeshi citizen with a minimum educational qualification of graduation degree of 21 to 30 years is eligible for entering in the BCS. There is a relaxation of age; from 21 to 32 years for Freedom Fighter's Children and Health cadres and also for tribal candidates (for only general education cadre) (<http://www.bpsc.gov.bd/index.php?pid=1039>). Up to 59 years a civil servant can continue his/her job. So, in this research female cadre officers' age limit ranges from that level.

Dual Responsibility: In our country context, socio-cultural pattern is that women's first priority is domestic responsibilities. Then those, who want to and are permitted (by guardians) to work outside, it is assumed that they will also fulfill their responsibilities to their families. So, women who are working outside, they are holding important positions in office/organizations and are also expected to do the household chore activities as well. If any time they fail to give adequate time and attention in any of these two sectors, it is considered as negligence. Therefore, they always have to put extra effort to maintain both domestic and professional responsibilities which makes their works more stressful.

Casual Leave: One kind of leaves which an employee can enjoy without any extra financial benefit. Total leave days are fixed and if an employee doesn't enjoy his/her casual leave in a certain year then it expires the validity.

Performance: Generally it means how well a person is doing which is assessed through different measurements. In this research this term is used to mean the activities of female cadre officers in their respective organizations and this performance is evaluated at the year-end.

Key Informant (KI): In this research senior bureaucrats, gender experts and sociologist are interviewed as key informants.

Longer Hours: According to govt. rules the office hours is counted from 9 am to 5pm. But sometimes cadre officers have to stay in office for longer period beyond these 8 hours duties.

Decision Making Level: The top position of a country which is occupied by both political and non-political top position holder people of the country. Example: Parliament members, bureaucrats etc. They are the decision maker of a country.

Male Dominated Societal System/ Patriarchal Nature of Society: Men are the major decision makers in this type of societal system.

Large Power Distance: All of the people don't have the opportunity to use power equally. Some people exercise more power than the others.

Gender Disparity: It means men and women are not treated equally. In Bangladesh perspective generally man dominates over female in many respects.

Senior Position: The positions hold by Bangladesh civil service officials from deputy secretary to above, are generally known as Senior Position.

1.18 Problems of Data Collection

During data collection, some problems arouse like-

- Only married female cadre officers who have at least one child were the respondents. If unmarried female cadres could be included, then it would become very easier to collect more and more data.
- Research conducting time was very limited.
- Sometimes overlapping schedules needed to be rescheduled.
- All of the respondents were very busy on the working day. Because they had to finish office work at office time as well as family responsibilities after returning home. So, it was very difficult to collect data from them.
- Some of the respondents were found very cordial and reluctant to talk. They were more flexible in gossiping on other issues. So, it was also very tough to get quality data from them.

- Interview schedule had to change for several times, especially for the specialist of the relevant field.
- There were some questions related to personal experience. So, it was a challenge to convince the respondents in a normative way to get the answer.

However, the overall data collection period was very interesting and memorable one. The researcher personally visited (sometimes carrying child along) all of the spots and it was an opportunity to visit so many government offices and there were many things to learn from the participants. Personal and informal relations in some cases helped a lot. There was no communication gap between the respondents and the researcher because the population were highly qualified.

Chapter Two

Theoretical Framework

2.1 Role Balance Theory:

In this research, the researcher's intention is to focus on the challenges of female cadre officers whenever they want to make an equal balance between their work life and family life. For this purpose the '*Role Balance theory*' has been used here which was basically provided by Marks & MacDermid in 1996 but later on it was modified by Greenhaus, Collin & Shaw in 2002. To fulfill this purpose, Greenhaus, Collin & Shaw (2002) examined the relation between work-life balance and quality of life among different professionals employed in public activities. They also examined the definitions of work-life balance provided by different scholars and proposed their own idea about work-life balance which the researcher of this research paper is using as 'Theory of Work-Life Balance'. The different views of work-life balance of different scholars and the final observations of Greenhaus, Collin & Shaw (2002) are given below:

Edwards & Rothbard (2000) argues that they do not consider balance to be a work-family linking mechanism as it does not specify how conditions or experiences in one role are causally related to conditions or experiences in the other role (Edwards & Rothbard, 2000 cited in Greenhaus, Collin & Shaw, 2002). Instead, work-family balance reflects an individual's orientation across different life roles, an interrole phenomenon (Marks & MacDermid, 1996 cited in Greenhaus, Collin & Shaw, 2002). In contrast to the prevailing view that individuals inevitably organize their roles in a hierarchy of prominence they suggest that individuals can—and should—demonstrate equally positive commitments to different life roles; that is, they should hold a balanced orientation to multiple roles.

Again they define the role balance as "the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that evenhanded alertness known sometimes as mindfulness". However, they also note that this expression of full engagement reflects a condition of "positive" role balance, in contrast to negative role balance in which individuals are fully disengaged in every role. Although they are understandably more concerned with positive role balance than negative role balance, they acknowledge that it is important to distinguish the two concepts (Greenhaus, Collin & Shaw, 2002).

Greenhaus, Collin & Shaw (2002), also compiled other scholars' definition of work-life balance in a manner that is similar to Marks and MacDermid's (1996) conception of positive role balance. For example: Living a balanced life means "achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains" (Kirchmeyer, 2000 cited in Greenhaus, Collin & Shaw, 2002). Similarly, Clark (2000) viewed work-family balance as "satisfaction and good functioning at work and at home with a minimum of role conflict" and Kofodimos (1993) refers balance to "a satisfying, healthy, and productive life that includes work, play, and love. . ."(Greenhaus, Collin & Shaw, 2000).

Greenhaus, Collin & Shaw's (2002) observations are:

"These definitions of balance share a number of common elements. First is the notion of equality, or near-equality, between experiences in the work role and experiences in the family role. Clark (2000), Kirchmeyer (2000), and Kofodimos (1993) imply similarly high levels of satisfaction, functioning, health, or effectiveness across multiple roles. Perhaps, Marks and MacDermid's (1996) notion of 'evenhanded alertness' as a characteristic of positive balance is most explicit with regard to equality of role commitments. Even negative balance, to use Marks and MacDermid's (1996) term, implies an evenhanded lack of alertness in different roles. To draw an analogy from everyday life, a measuring scale is balanced when there are equal weights on both sides of the fulcrum, whether the weights are equally heavy or equally light" (Greenhaus, Collin & Shaw, 2002).

Greenhaus, Collin & Shaw (2002) argues that the definitions of work-family balance implicitly consider two components of equality: inputs and outcomes. The inputs are the personal resources that are applied to each role. To be balanced is to approach each role—work and family—with an approximately equal level of attention, time, involvement, or commitment. Positive balance suggests an equally high level of attention, time, involvement, or commitment, whereas negative balance refers to an equally low level of attention, time, involvement, or commitment. These inputs reflect an individual's level of role engagement—in terms of time devoted to each role or psychological involvement in each role. It is difficult to imagine a balanced individual who is substantially more or less engaged in the work role than the family role".

They defined the other component of balance as the resultant outcomes that are experienced in work and family roles. One outcome frequently included in definitions of balance is satisfaction. Positive balance implies an equally high level of satisfaction with

work and family roles, and negative balance suggests an equally low level of satisfaction with each role. Again, it is difficult to picture individuals as having achieved work–family balance if they are substantially more satisfied with one role than the other. In fact, one of measures of positive role balance assesses the extent to which an individual is equally satisfied in all life roles (Marks and MacDermid 1996 cited in Greenhaus, Collin & Shaw, 2002).

Greenhaus, Collin & Shaw (2002) argues that the term ‘balance’ represents a range of different patterns of commitment, rather than equality of commitments across roles. They believe that an individual who gives substantially more precedence to one role than the other is relatively imbalanced even if the distribution of commitment to family and work is highly consistent with what the individual wants or values.

So, Greenhaus, Collin & Shaw (2002) offered the following definition of work–family balance: *the extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role*. They argue that their definition is broad enough as it includes both positive and negative balance and role engagement can further be divided into elements of time and psychological involvement, they propose three components of work–family balance:

- **Time balance**: An equal amount of time devoted to work and family roles.
- **Involvement balance**: An equal level of psychological involvement in work and family roles.
- **Satisfaction balance**: An equal level of satisfaction with work and family roles.

They also added that each component of work–family balance can represent positive balance or negative balance depending on whether the levels of time, involvement, or satisfaction are equally high or equally low.

2.2 Conceptual Framework

The researcher used the role balance theory to formulate the conceptual framework of this study. Greenhaus, Collin & Shaw’s three components of work–family balance has been customized and generalized by incorporating the social, cultural and organizational factors prevailing in Bangladesh to match with the context of this research. The framework of the research is based on the assumption that the work-life balance of female cadre officials is composed of three types of factors like time balance, involvement

balance and satisfaction balance and these factors are dependent on two types of independent variables like- socio-demographic factors and organizational Culture.

Dependent Variable: The dependent variable of this study is work-life balance of female civil servants. This study is planned and designed to come up with the answers of the questions like what are those challenges, how female civil servants are going through the existing challenges, how those challenges should be addressed, what are the roles of the family and organization to make a balance between work life and family life.

The work-life balance is assumed to be composed of three types of dependent variables. Some indicators have been conceptualized to explain these dependent variables. These are:

i) Time Balance:

It means equal distribution of time between office works and family activities. In this research time balance actually means that within 24 hours a female officer has to finish all the office assignments and home work *with equal priority*. But the practical scenario is that suddenly huge pressure comes from office authority to tackle emergency situation which could take longer period of time beyond office hours and there may be no way to skip it. In this situation she may face difficulty to manage her family with the rest of the time. The reverse situation may also arise. That means sudden family demand/urgency can also take longer period to be settled down. So, combination of this two is important.

ii) Involvement Balance:

It means equal level of involvement in office work and family concern. Generally, involvement in office works means ownership on assigned duties, co-ordination with colleagues, or participation in group works, etc. and this involvement should be balanced as women have also to bear family responsibilities as per the demand of the family members.

iii) Satisfaction Balance:

Satisfaction means the state of feelings when expected things are achieved and satisfaction balance means the equal level of satisfaction that is achieved from office work and family life.

In daily life a female civil servant may be satisfied with both of her office work and family management and both of them are interrelated. Satisfaction in one domain positively affects the satisfaction in another domain. The indicators of satisfaction balance in office work are –satisfaction with job security, satisfaction with social recognition etc.

and the indicators of satisfaction balance in family life are- Sharing emotions with family members, supporting spouse to bear equal responsibility of success and failure etc.

Independent Variables: The challenges are assumed to be dependent on two independent variables. Some indicators have been conceptualized to explain or measure the independent variables. That are-

i) Socio-Demographic Features: The socioeconomic characteristics of a population can be expressed statistically, such as age, gender, education level, occupation, income level, marital status, spouse's profession, number of a family members, etc. All of these indicators play an important role in work-life balance of a female cadre official.

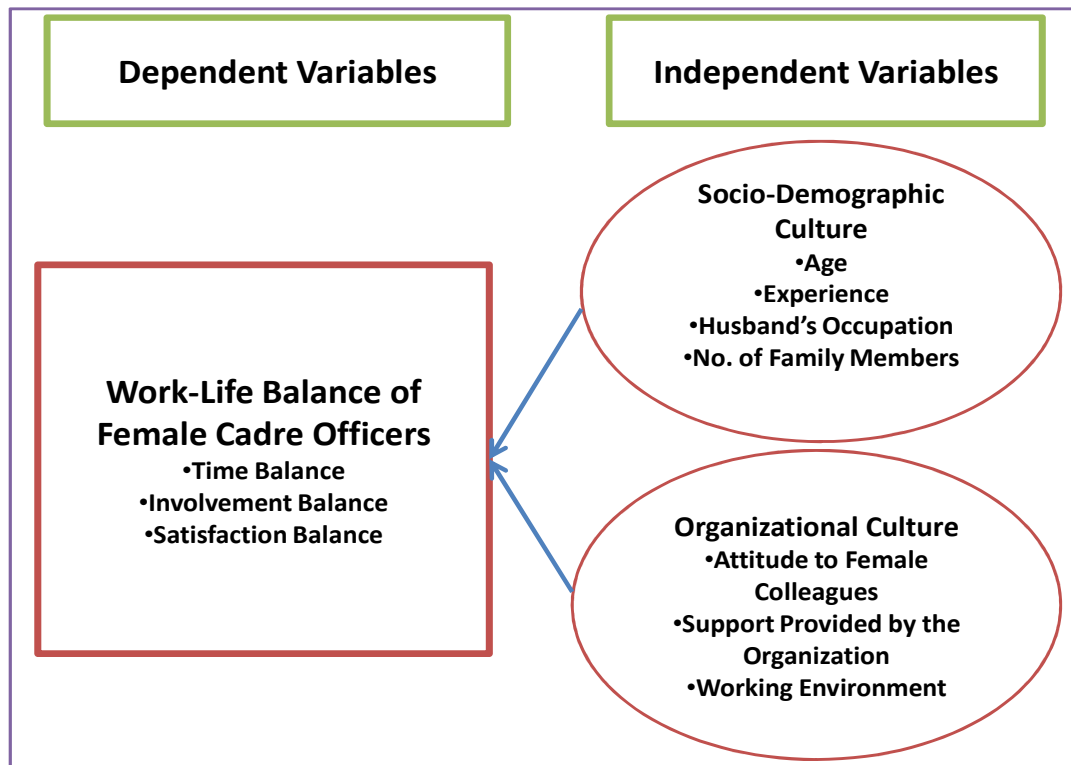
ii) Organizational Culture: Culture in general can be defined as “the collective programming of the mind that distinguishes the members of one group or category of people from others.” Consequently, organizational culture can be defined as “the collective programming of the mind that distinguishes the members of one organization from others” (Hofstede, 2010). Organizational culture varies from one organization to another. For this study the indicator is measured through:

- Attitude to Female Colleagues
- Support provided by the authority
- Working Environment.

The conceptual framework to be used in the study is illustrated below in the figure 1 and the variables, indicators and measuring method of indicators are shown in the table 4 and table 5.

2.3 Diagram of Conceptual Framework

Figure 1: Diagram of Conceptual Framework



2.4 Matrix of Variables

Table 4. Variables, Indicators and Measurement of Indicators of Dependent Variables.

Dependent Variable			
Indicators		Measurement of Indicators	
		Work Life	Family Life
Work-Life Balance	Time Balance	-Finishing Assignment -Office Hours -Scheduled Activities -Proper Filing	-Quality Time With Spouse -Quality Time With Children -Outing Together -Sharing Critical Issues
	Involvement Balance	-Visible in Office for Longer Hours -Ownership on Assigned Duty -Co-operation from Colleagues -Participation in Team Work	-Concern about Physical, Mental & Other Problems of Family Members - Responding to their Various Demands -Responding to Various Social Programs -Dependence of Family Members
	Satisfaction Balance	Regarding -Job Security -Salary Structure -Social Recognition -Ready to Accept Any Challenge for Greater Achievement	-Sharing Own Happiness and Comfort for Family -Sharing Family Emotions -Supporting Spouse to Bear Equal Responsibility of Success & Failure -Supporting People to Take care of Child.

Table 5. Variables, Indicators and Measurement of Indicators of Independent Variables.

Independent Variable	
Indicators	Measurement of Indicators
Socio-Demographic Culture	<ul style="list-style-type: none"> -Age -Occupation -Experience -Marital Status -Spouse's Occupation -Spouse's Working Place -Family Members
Organizational Culture	<ul style="list-style-type: none"> -Attitude & Behavior Towards Female Colleagues -Support & Facilities Provided by Authority -Working Environment

2.5 Operational Definitions of Variables

Work/life Balance: When a man is capable to make a balance in respect of time, involvement and satisfaction in both of his work station and family matters, then work/life balance is perceived to be achieved.

Psychological Involvement: It means both physical and mental engagement with office work and family management. Without psychological involvement it's not possible to finish any task properly.

Supporting People in Family: Supporting people in family means those kinds of people who provide positive support to the female cadre officers in continuing their jobs and to do so they help in household activities and also take care to the children of the female cadre officers. Normally in our patriarchal type of society husbands are busier than the wives. Mother/mother-in-law or other close relatives of female officers provides this kind of support.

Emergency in Office Work: Any situation may arise at any time and cadre officers are bound to respond and tackle the situation immediately with full responsibility.

Productivity in office work within scheduled time: It means completion of the targeted job without compromising the quality within a reasonable amount of time and without wasting time.

Quality Time with Family: It means that the time will be spent with family members in a productive way.

Consciousness about own responsibility to work: It means ownership on assigned duty and strong commitment to fulfill the desire and to be loyal with duty.

Adequate attention to family and family members: It means to be caring to family members, understanding family problems and trying to solve them in a decent way. Attending social programs, visiting relatives' house or inviting them to own house etc. are also crucial as a social being.

Dedication for Office work: A wholehearted devotion to work. Without dedication it's not possible to reach to the goal.

Devotion and Emotion to Family and Family Members: It basically means to sacrifice own interests for the sake of family members.

2.6 Hypotheses

Some hypotheses were made based on conceptual framework:

- i) Age matters in work-life balance.
- ii) Work-life balance varies with the length of service.
- iii) Job nature of spouse is a factor that affects work-life balance.
- iv) Posting place of spouse affects work-life balance.
- v) Work-life balance depends on number of family members.
- vi) There is a cadre wise variation in work-life balance.
- vii) Performance depends on work-life balance.

Chapter Three

An Overview of Women in Bangladesh Civil Service

3.1 History of Civil Service in Bangladesh

Despite constitutional assurance⁷ of gender egalitarianism, women of Bangladesh are still backward section of citizens and they continue to the subject of discrimination in society. As a result, women's participation in administrative posts is greatly influenced by social values and norms regarding gender and national culture. The society values women mainly for their reproductive role and discourages productive roles (Bilkis, 2012). Government of Bangladesh has realized the importance of women participation in productive roles for the development of the country and taken some policy measures to ensure equitable participation of female in the BCS. So, this chapter focuses on the overall situation of female civil servants in BCS from past history to present context with some relevant data.

Indian subcontinent⁸ was ruled over by British colonial administration for about 200 years. Bangladesh Civil service is the direct inheritor of the British colonial administration. It was started in 1601 as merchant service in British East-India Company; later turned into the state administration but there is no clear date of this transition (Emazuddin, 1994 cited in Jahan, 2010). The company staffs who were not involved in military affairs were classified as Civil Servants (Malley, 1931 cited in Jahan, 2010). By 1765 the designation "Civil Servant" was well established. From around 1878 the Civil Service of India was established and employees started to use the Indian ICS designation (Phinstone, 1989 cited in Jahan, 2010). The Indian civil Service (ICS) was not the exact service that worked for the state and king in Europe; rather it was an elite colonial cadre that served as an extension of colonial rule in India. So, they did not only work in administration but also in judiciary and government policy making at the highest level. Bangladesh civil Service derived from the Indian civil service through Pakistan civil Service. Till 1935 there was no woman serving in the Indian Civil Service (Begum and Ahmed, 2002 cited in Jahan, 2010).

⁷ Article 10, 11, 19, 27, 28 and 29 in the Constitution of Bangladesh (Government of Bangladesh 2008:5-15) declare the equal rights for both women and men, and there is a provision to take special measures for backward sections of citizens to come forward.

⁸ The core lands of India, Pakistan, & Bangladesh was combinedly known as Indian subcontinent.

Pakistan and India became separated from each other in 1947 and Bangladesh has got its independence from Pakistan in 1971. Since independence of India in 1947, the constitution has permitted Indian women to enter into services, especially in the public sector. But rule 5(3) of the Indian Administrative Services' Rules of 1954 empowered the government to demand the resignation of a female officer after marriage on ground of efficiency (Swarup and Sinha, 1991, cited in Kabir, 2013: 4). Afterward this provision was separated from the recruitment rules.

In Pakistan, although the 1956 and 1962 constitutions ensured equality of opportunity for all citizens with regard to public employment, in reality the situation was quite different. It was clearly mentioned in the recruitment rules of the civil services that women will be considered only for (a) audit and accounts service, (b) railway accounts service, (c) military accounts service, (d) income tax and postal services. In addition, they will receive appointment to those services in which they are fit after selection, only when they voluntarily declare that they would resign from their service after marriage or remarriage. The then Pakistan government was of the opinion that once women enter into matrimony, their skill diminishes (Chowdhury, 1969, cited in Kabir, 2013: 5). But the situation changed after 1973 because the constitution clearly pointed out the equal opportunities of women to enter into the civil service.

In Bangladesh women began to enter regularly in Bangladesh Civil Service (BCS) from 1982. Equal right to women to enter into any civil service and assurance of equality of sexes is given by the constitution of Bangladesh. Certain percentage of reserve posts (quota system) is also ensured for women to come forward and to remove the existing unequal representation.

3.2 Quota System in Civil Service at Recruitment Level

The government is increasingly giving emphasis on gender representation in civil service. That's why the reserved quota for women was introduced in Bangladesh in 1972 in line with the constitutional provision in order to increase the number of female officials in BCS which was modified in 1976 and became fully operationalized after 1980. According to this quota system, 10% of civil service posts are reserved for women. The quota distribution system in civil service at present from the past is shown in the following table:

Table 6: Changes in Recruitment Quota for BCS

Recruitment Policy	1972	1976	1985 to Date
Merit	20%	40%	45%
Freedom Fighters	30%	30%	
War Affected Women	10%	10%	
District Quota	40%	20%	
A. Wards of Freedom Fighters			30%
B. Women			10%
C. Tribal			5%
D. District Merit			10%
Total	100%	100%	100%

(Source:<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Women-s%20Empowerment/BangladeshFinal%20-%20HiRes.pdf>)

Therefore, at present, 45 percent posts (higher compared to the past) in Civil Service are recruited on the basis of merit at national level whereas the rest 55 percent are distributed to all of the 64 Districts according to their population size. Since the quota for women is not considered at national level, there is a debate among the scholars about the extent of benefits of the quota system. As Khan said, ‘It must be noted that the quota system for women is not applied at the national level. Jobs are allocated on the basis of region and distribution of population of quota on that basis often deprives women benefiting from the system. It has been observed that in many cases though women have fared well in the recruitment test, as there was no female quota for the particular geographical area, the job eventually went to a less qualified male candidate’ (Khan, 1988 cited in Bilkis, 2012). Though there is a debate on the quota system, it is essential for few years to have that kind of positive discrimination to recover the past discriminations against women (Bilkis, 2012).

3.3 Female Civil Servants in Decision-Making Levels

The following table presents the data provided by the Ministry of Public Administration on the proportion of male and female officers at middle and senior levels.

Table 7: Breakdown by sex of male and female officers at middle and senior levels, 1999-2011.

Position	1999		2006		2011	
	Men%	Women%	Men%	Women%	Men%	Women%
Secretary	98.0	2.0	98.4	1.6	96.1	3.9
Additional Secretary	98.2	1.8	100.0	0.0	94.8	5.2
Joint Secretary	98.5	1.5	93.2	6.8	90.2	9.8
Deputy Secretary	98.6	1.1	88.3	11.7	88.1	11.9
Senior Assistant Secretary	91.0	9.0	84.3	15.7	79.8	20.2
Assistant Secretary	85.7	14.3	77.3	22.7	79.8	25.9
Total	91.5	8.5	85.0	15.0	79	21

(Source: <http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Women-s%20Empowerment/BangladeshFinal%20-%20HiRes.pdf>)

We can see that over the years the average number of female civil servants in senior position⁹ (on average 1.57 in 1999, 5.02 in 2006 and 7.7 in 2011) has significantly increased.

3.4 Batch Wise Candidates Recommended for Recruitment

A significant majority of the 28th batch of Bangladesh civil service female cadre officials are serving various cadres that are predominantly being posted in field based assignments (see Annexure II).

The following table shows the recommended percentages of men and women candidates who were recruited in Bangladesh Civil Service from 24th to 28th batches.

⁹ See page no. 18: operational definition of Senior Position.

Table 8: Batch Wise Distribution of Female Candidates Recommended for Recruitment.

Batch	Female
24 th	1,416 (27.10%)
25 th	693 (25.46%)
26 th	360 (33.87%)
27 th	822 (25.38%)
28 th	670 (30.59%)

(Source:<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Women-s%20Empowerment/BangladeshFinal%20-%20HiRes.pdf>)

The above table shows an inconsistency but overall increasing trend of female representation in Bangladesh civil service. The increasing trend of women representation in BCS is very much positive. It may look like opportunities but at the same time it may bring the female civil servants to the frontier of challenges as gender related policies have not been appropriately completed with (Aminuzzaman, 2011). As of now we really do not know to what extent the female civil servants are capable to face the challenges. The quota system provided by the government will be frustrated and the entire spirit of gender representation will be disturbed unless a proper understanding of gender segregated roles in civil service is identified and understood properly.

Chapter Four

Data Analysis and Findings

This chapter discusses the challenges faced by the female cadre officers in making balance between their office work and family life and reasons behind those challenges as well as the consequences on the basis of the study. It also examines how the ‘Role Balance Theory’ provided by Greenhaus, Collin & Shaw (2002), is applicable in the context of female cadre officials working in the urban areas of Bangladesh. The conceptual framework has guided the investigation and analysis in this country context.

For the purpose of better assessment, data have been processed and analyzed by using two methods: quantitative method and qualitative method. Close ended questions have been processed and analyzed by using statistical tools like SPSS 20 and Microsoft Office Excel 2007. Open ended questions of the questionnaire, interviews and case studies etc. have been processed and analyzed by using qualitative methods. The final conclusion will be drawn on the findings of both quantitative and qualitative discussions.

4.1 Quantitative Data Analysis:

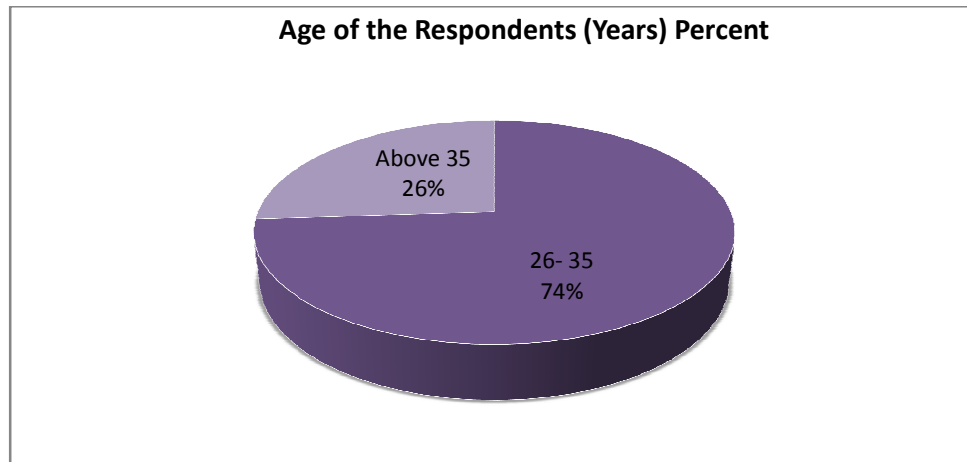
A total number of 50 respondents have been surveyed with a pre-structured, formerly designed and pre-tested questionnaire which contains both close ended and open ended questions. A purposive sampling method was followed to collect the data through questionnaire survey.

4.1.1 Profile of the Respondents:

Profile of the respondents describes the relevant information of the surveyed respondents which is necessary to understand their service life as well as family information.

Age: The following figure shows the age of the respondents.

Figure 2: Age of the Respondents.



Source: Field Survey

n=50

The minimum age of the surveyed respondents has been found 26 and the 'Age' was categorized into two types: i) 26-35 years, & ii) Above 35 years. It is to be noted that 74% of the respondents are from the age range of 26-35 years and 26% are from the age range of above 35 years out of which only 2% is 50 years old. In other words most of the respondents are relatively young, i.e. under the age of 35.

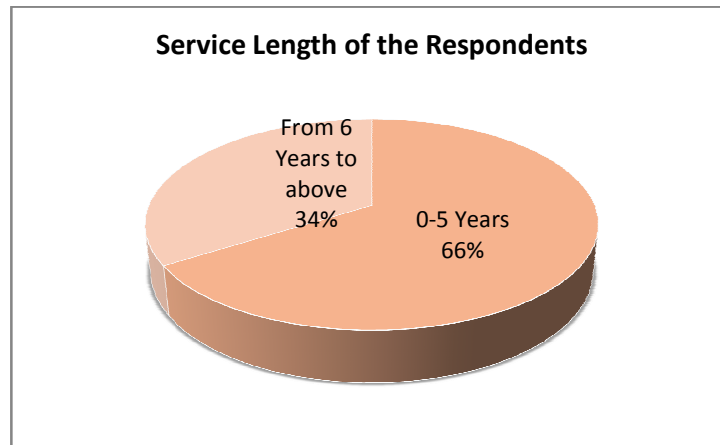
Marital Status of the Respondents:

100% of the surveyed respondents are married. Because only married female cadre officers have been brought under study through purposive sampling method.

Service Length:

The figure below shows the service length of the surveyed respondents.

Figure 3: Service Length of the Respondents in Years.



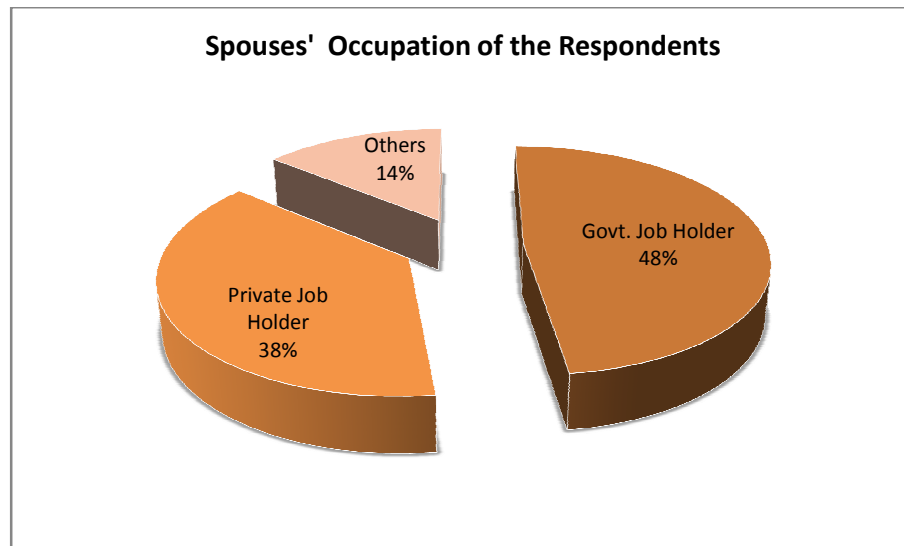
Source: Field Survey

$n=50$

The majority (66%) of the surveyed respondents have joined in their services 5 years ago. That means 66% of the respondents are from the level of Assistant Secretary or equivalent. 34% of the respondents are from the level of Senior Assistant Secretary (or equivalent) and above. Actually the sample is collected purposively to find out the work-life balances/imbalances of comparatively young female cadres. Because it is perceived that young female officers face more problems to make a balance between the two.

Occupation of Spouses: The following figure shows the occupation of spouses.

Figure 4: Occupation of Spouses



Source: Field Survey

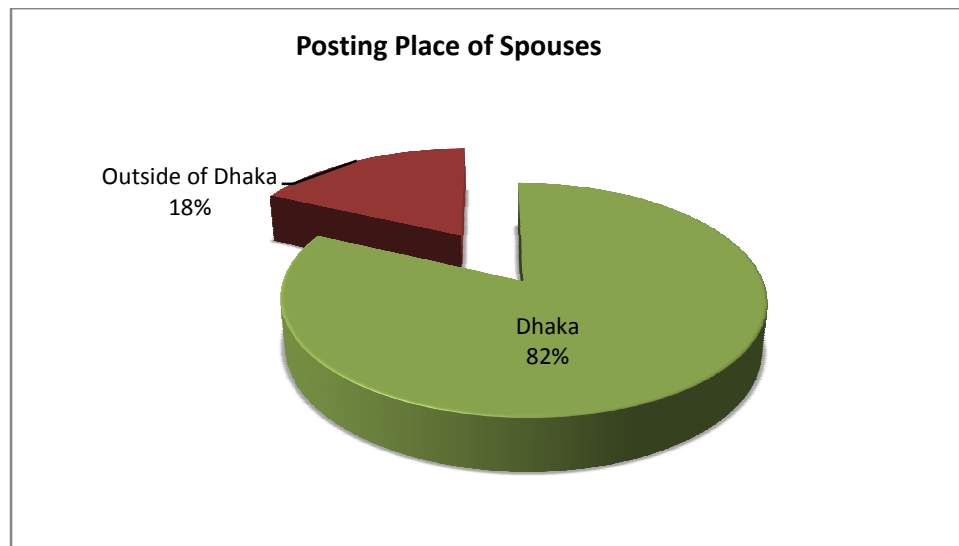
n=50

The variable, spouse's occupation is divided into three categories depending on the nature of job: i) Govt. service, ii) Private Service, & iii) Others. 48% spouses of the surveyed respondents are from government service and 38% are from private service. The rest of the spouses are from other services which include business, journalism etc.

Posting Place of Spouses:

The posting places of the surveyed respondents' spouses are shown below:

Figure 5: Spouses' Posting Place



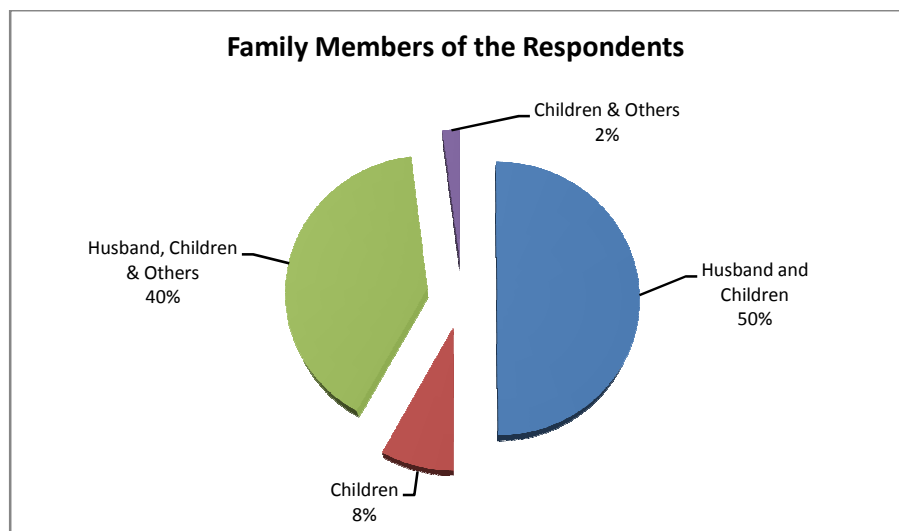
Source: Field Survey

n=50

Spouses' posting place was classified into two categories: Dhaka and outside of Dhaka. It is to be noted that 82% spouses of the surveyed respondents are posted in Dhaka city whereas 18% are working outside of Dhaka.

Family Members of the Respondents:

Figure 6: Family Members of the Respondents.



Source: Field Survey

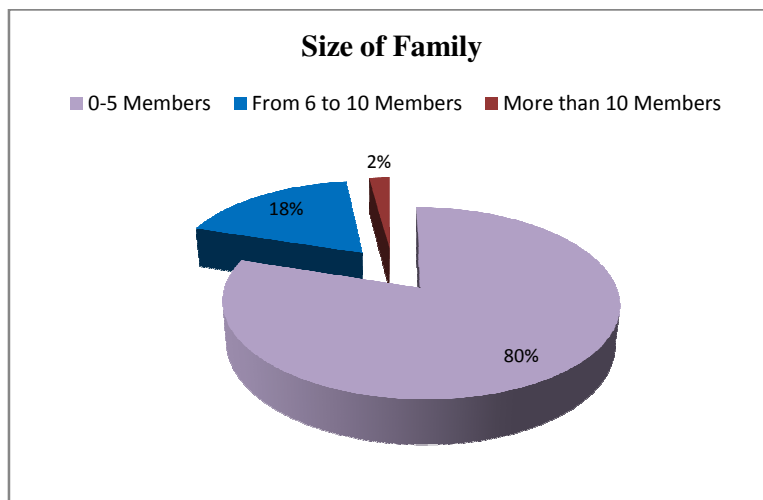
n=50

50% of the respondents are living with their husbands and children, 40% are living with husbands, children & others (parents/siblings/in-laws etc.), 8% of the respondents are living only with children (Husbands are living outside of Dhaka and there is no other supporting member living with her), and 2% respondents are living with children and other supporting member (s). So, it is to be noted that all of the respondents are living at least with their child/children and no respondent is living alone.

Family Size of the Respondents:

The family size of the surveyed respondents is shown below:

Figure 7: Family Size of the Respondents.



Source: Field Survey

n=50

80% family of the surveyed respondents consists of maximum 5 members (generally most of families in city areas consist of 3-4 members, i.e. husband, wife, and maximum two children) and only 2% respondents have a family consisting of more than 10 members (unusual feature). All of the respondents have at least one child.

Overview and Conclusion on Profile of the Respondents:

- Majority of the respondents are relatively young (age range of 26-35 years).
- All of the respondents are married.
- Most of the respondents have service length/experiences of 0-5 years.
- Majority of the spouses are govt. job holder (48%).
- 82% of the spouses are posted in Dhaka city (82%).
- All of the respondents have at least one child.
- Half of the respondents (50%) are living with husband and children.
- Majority of the respondents are living in a family consisting of 0-5 members.

4.1.2 Surveyed Close-Ended Questions

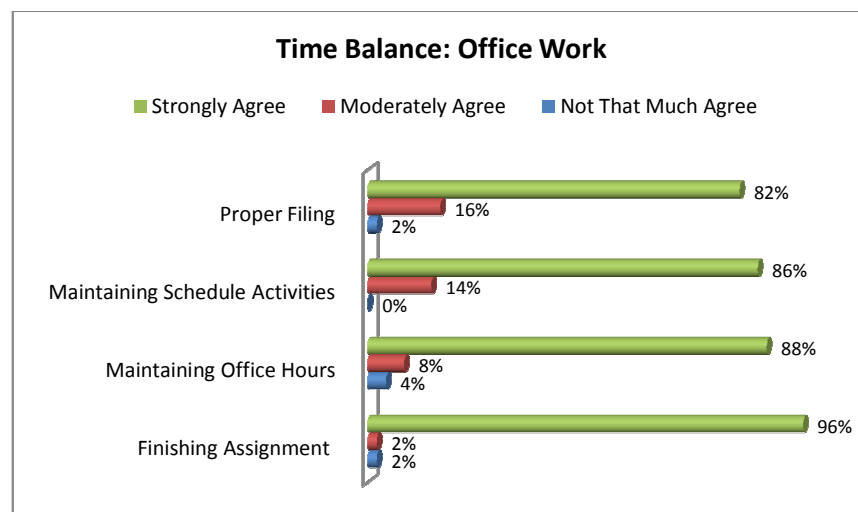
Work-life balance (dependent variable) has three indicators¹⁰ e.g., time balance, involvement balance and satisfaction balance. For the convenience of the assessment, each of the indicators has been divided into two parts e.g., office work and family life and four questions were asked to the respondents in each of the sections.

Time Balance: Office Work

For the assessment of time balance in office work four sub-questions under the broader question (mentioned below) were asked to each respondents regarding i) finishing assignment timely, ii) properly maintaining office hours, iii) maintaining scheduled activities, & iv) proper filing/ documentation.

(Question: How would you assess your time management at your office work?)

Figure 8: Assessment of Time Balance in Office Work.



Source: Field Survey

n=50

The highest number of respondents (96%) strongly agreed that they can finish their assignments within the stipulated time period. 88% of the respondents strongly agreed that they can maintain the office hours properly. Most of them, however, said that sometimes they stay in office even after the scheduled office hours to accomplish their assignments. In response to other question about maintaining schedule activities properly 86% of the respondents fully agreed on that matter. However, 82% of respondents fully

¹⁰ See page no. 30: Conceptual Framework

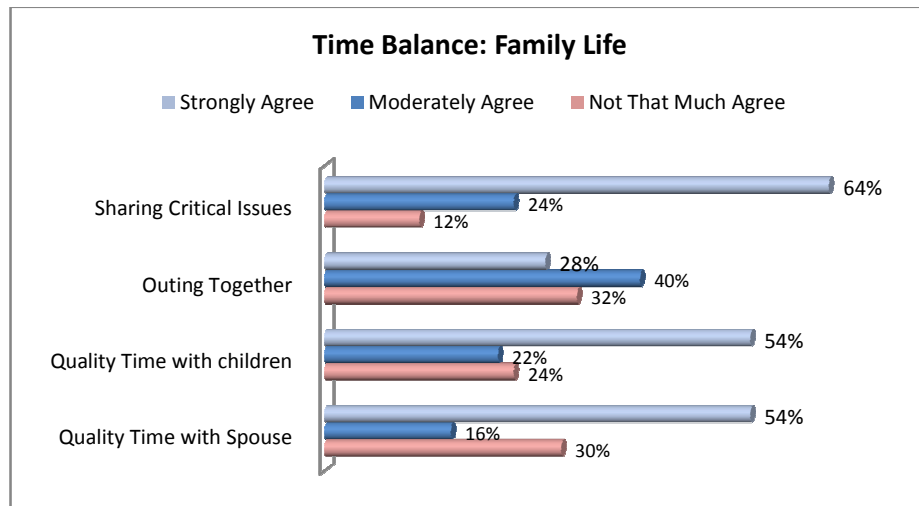
agreed on the matter of proper filing. The reason may be that all of the respondents are not assigned with filing activities and may be involved with other activities (in govt. offices there are staffs assigned for filing activities).

Time Balance: Family Life

(Question: Do you think that you get enough quality time to spend with your family members after finishing the office work?)

For assessing time balance in family life the broader question (mentioned earlier) asked with four sub-questions regarding: i) spending quality time with spouse, ii) spending quality time with children, iii) outing together, & iv) sharing critical issues with family members.

Figure 9: Assessment of Time Balance in Family Life.



Source: Field Survey

n=50

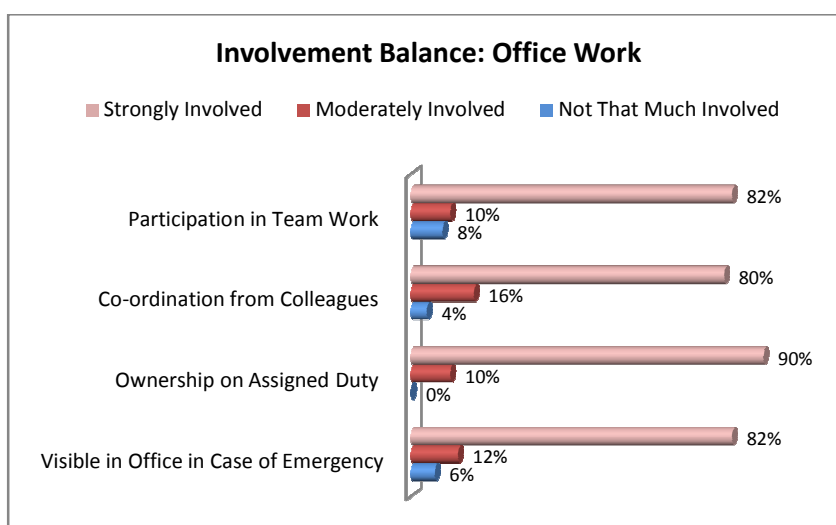
The highest number of respondents (64%) strongly agreed in case of sharing critical issues with family members. 54% of the respondents strongly agreed that they can spend quality time with spouse as well as with children while 40% of the respondents moderately agreed and 32% of the respondents said that they are not so much agreed with the issue of outing together with the family members. That means majority of the respondents spend quality time with husband and children through sharing critical issues also but very few of them can manage time for outing together.

Involvement Balance: Office Work

(Question: How would you rate your level of involvement at office work?)

Four sub-questions were asked to find out the answer of the above mentioned question in order to assess the involvement of the respondents in office work. The sub-questions were: i) visible in office even for longer hours¹¹ in case of emergency, ii) Ownership¹² on assigned duty, iii) co-ordination provided by colleagues, & iv) participation in team work.

Figure 10: Assessment of Involvement Balance in Office Work



Source: Field Survey

n=50

It is to be noted that in response to the question of ownership on assigned duty, 90% of the respondents said that they are strongly involved and no respondent refused to go with this issue. 82% of the respondents said that they stay in office even for longer hours in case of emergency¹³ situation and also in the case of team work. Another 80% strongly involved with the issue of getting support and co-ordination from the colleagues. So, it can be said that highest number of respondents are strongly involved with office work.

¹¹ See the operational definition on page no. 17

¹² To own something as my passion, love and responsibility also.

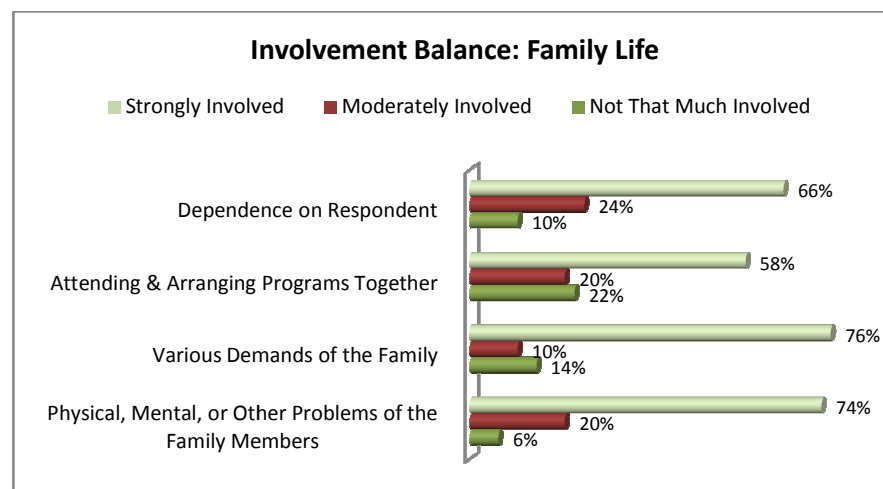
¹³ Govt. can assign any organization/ civil servant to accomplish any task immediately.

Involvement Balance: Family Life

For measuring the level of involvement in family affairs, the respondents had to answer the sub-questions (the broader question mentioned below) regarding: i) concern about physical, mental, or other problems of the family members, ii) ready to fulfill the demands of the family members, iii) attending and attending social programs together, & iv) dependence on the respondents.

(Question: Do you think that you are adequately involved to your family as regards the following questions?)

Figure 11: Assessment of Involvement balance in Family Life.



Source: Field Survey

n=50

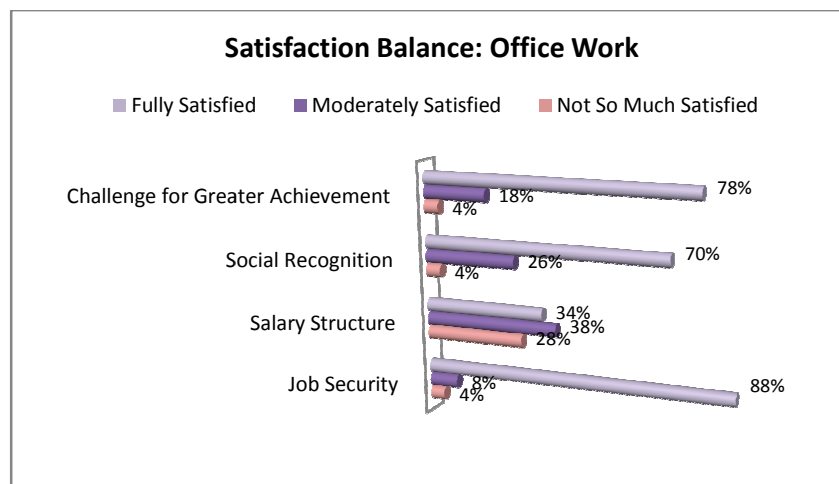
Figure 11 shows that 76% of the respondents answered that they are strongly involved with the issue of responding to various demands of the family members. 74% are strongly involved with the issue of physical, mental and other related problems of the family members while 66% of the respondents strongly agreed that their family members are dependent on them in various issues. That means majority of the respondents are strongly involved to their family matters.

Satisfaction Balance: Office Work

Satisfaction balance of respondents in office work was assessed by asking four issues regarding: i) job security, ii) salary structure, iii) social recognition, & iv) ready to accept challenge for greater achievement.

(Question: How would you rate your level of satisfaction at office work?)

Figure 12: Assessment of Satisfaction Balance at Office Work.



Source: Field Survey

n=50

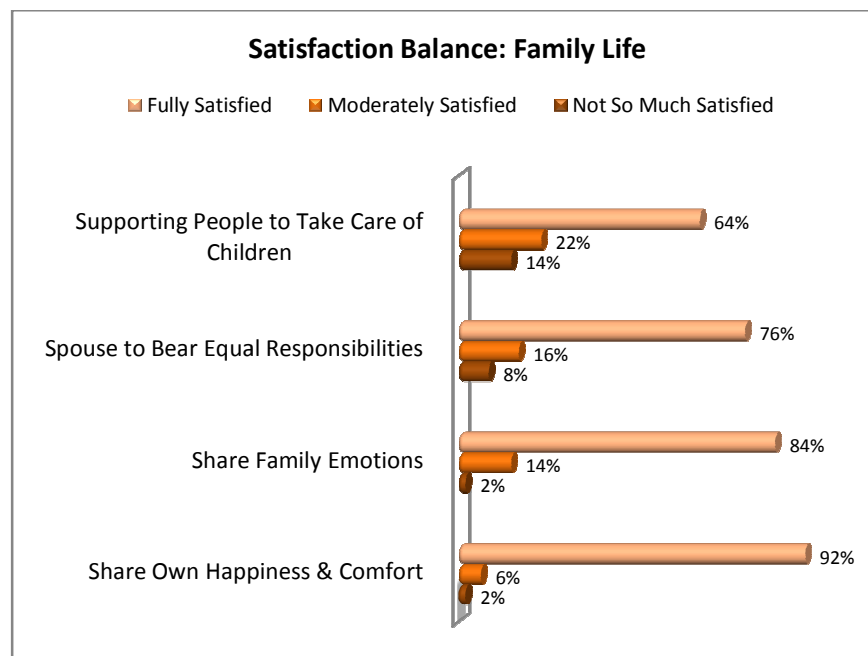
88% of the respondents said that they are fully satisfied with the issue regarding job security and 78% are fully satisfied in taking challenge for greater achievement while only 28% of the respondents are not much satisfied with the issue of existing salary structure. So, it is noted from the figure that though majority of the respondents are satisfied with the issues like job security, social recognition and challenge receiving issues but a portion of them aren't completely satisfied regarding the issue of existing salary structure.

Satisfaction Balance: Family Life

(Question: How would you rate your level of satisfaction at family?)

The respondents' satisfaction balance in family life has been measured by asking them the following sub-questions (under the above mentioned broad question) regarding: i) ready to share own happiness and comfort for the sake of the family, ii) sharing emotions of the family members, iii) supporting spouse to bear responsibilities in family, & iv) supporting people to take care of children.

Figure 13: Assessment of Satisfaction Balance in Family Life.



Source: Field Survey

n=50

92% of the respondents are fully satisfied that they are ready to share to own happiness and comfort for the sake of the family. 14% of the respondents are not so much satisfied about the supporting person to take care of the children which is one of the vital issues for any working lady to have a smooth career path. More than 60% of the respondents are fully satisfied with all of the issues questioned.

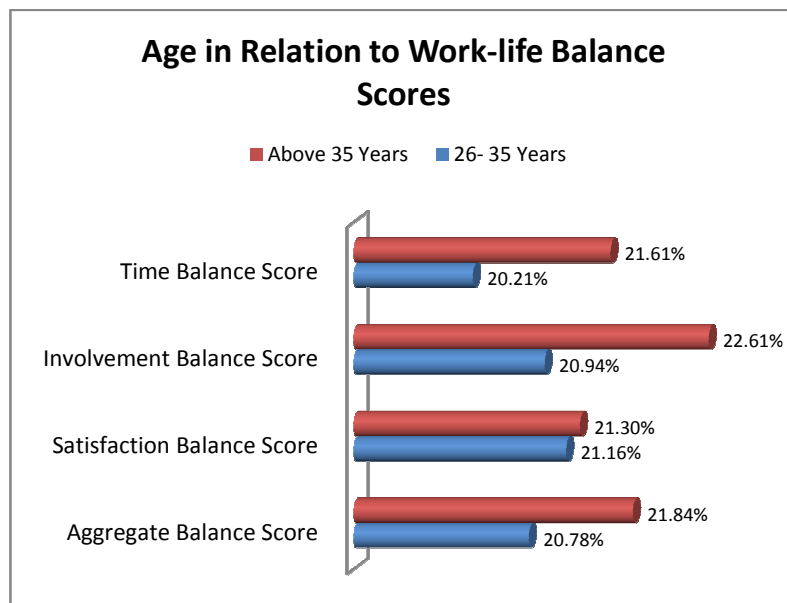
Findings on Work-Life Balance:

- In spite of various imbalances, majority of the respondents are noted to be able to manage office work properly.
- Majority of the respondents spend quality time with husband and children through sharing critical issues also but very few of them can manage time for outing together.
- Highest numbers of respondents are strongly involved to office work.
- More than half of the respondents opined strongly that they are capable to be involved with family matters regarding various issues.
- Though majority of the respondents are fully satisfied with the issues like job security, social recognition and challenge accepting mentality but a portion of them aren't completely satisfied regarding the issue of existing salary structure.
- Majority of the respondents are fully satisfied with the issues of sharing own happiness and comfort but a portion of them are not that much satisfied with the issues of supporting spouse to bear equal responsibilities and supporting person to take care of children in home.

4.1.3 Relational Statistics

The relation between the dependent variables (average score of time balance, involvement balance, satisfaction balance & aggregate balance) with independent variables (age, service length, occupation of spouse, posting place of spouse, number of family members, and size of family members etc.) are shown below :

Figure 14: Age of the Respondents in Relation to Work-Life Balance Scores.



Source: Field Survey

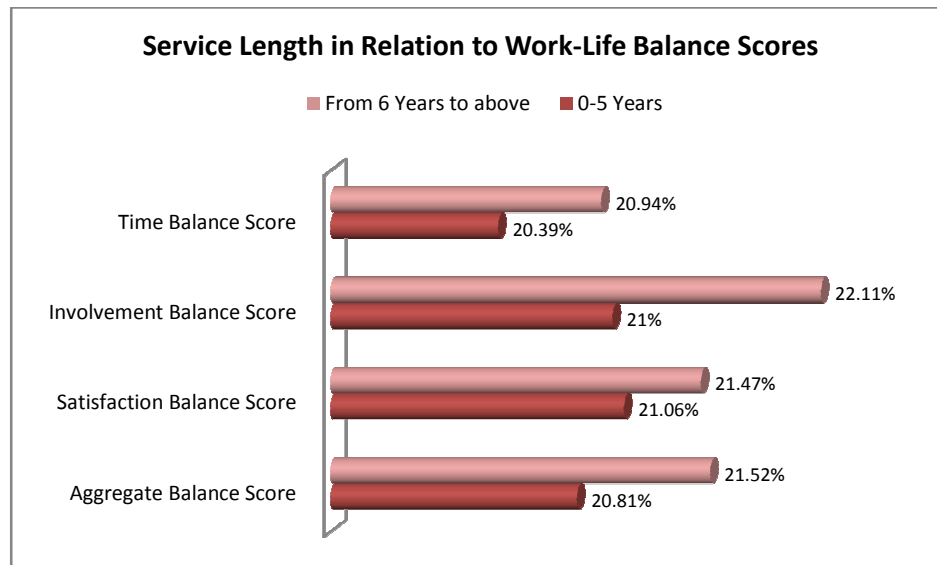
n=50

Findings:

Respondents' age is grouped into two categories: 26-35 years and above 35 years. The average score of work-life balances were grouped according to the age range. It is to be noted (from the bar chart) that in case of time balance, involvement balance, satisfaction balance, and aggregate balance¹⁴ the score increases slightly with increasing age.

¹⁴ The sum of time balance, involvement balance & satisfaction balance.

Figure 15: Service Length of the Respondents in Relation to Work-Life Balance Scores



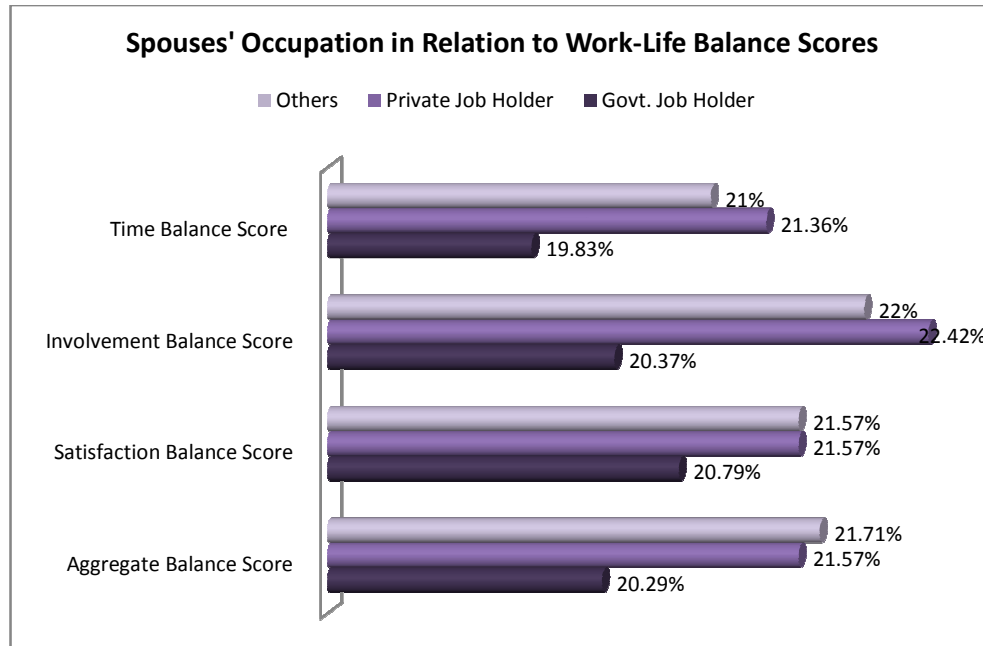
Source: Field Survey

n=50

Findings:

Service length of the respondents is grouped into two categories: from 0 to 5 years and from 6 years and above and the work-life balance score is grouped according to categories. The bar chart shows a very slight increasing trend of balance score with increasing service length.

Figure 16: Spouses' Occupation of the Respondents in Relation Work-Life Balance Scores



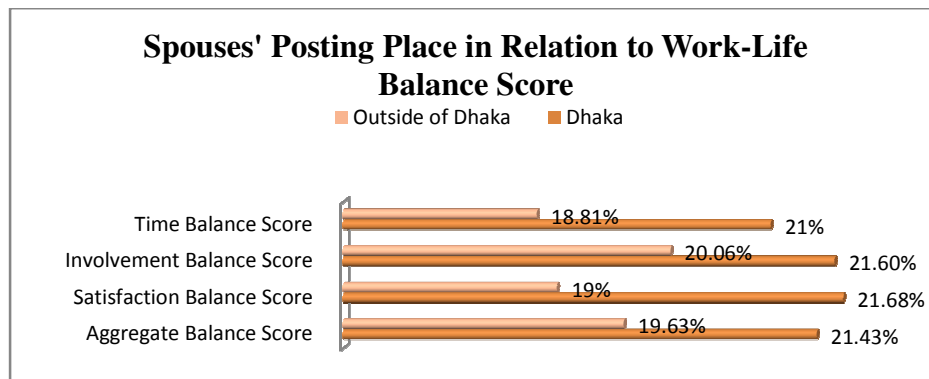
Source: Field Survey

n=50

Findings:

Spouses' occupation is categorized as: govt. job, private job and others (other professions include here journalism, business etc.) and work-life balance score was grouped according to the categories. It appears that the respondents whose husbands are in private jobs seem to have more balance (scored higher) compared to the respondents whose husbands are engaged in govt. service.

Figure 17: Spouses' Posting Place of the Respondents in Relation to Work-Life Balance Scores.



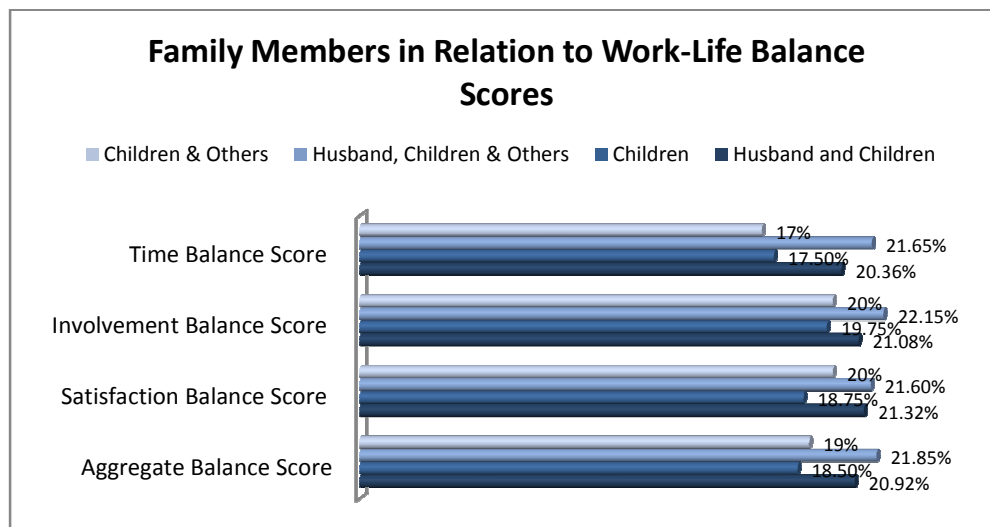
Source: Field Survey

n=50

Findings:

Spouses' posting place is grouped into two categories: Dhaka and outside of Dhaka. Work-life balance score is categorized according to the category of posting place. It is noted that the respondents whose husbands' are posted in Dhaka tend to maintain more balance (scored higher) compared to the respondents whose husbands are posted outside of Dhaka and others.

Figure 18: Family Members of the Respondents in Relation to Work-Life Balance Scores.



Source: Field Survey

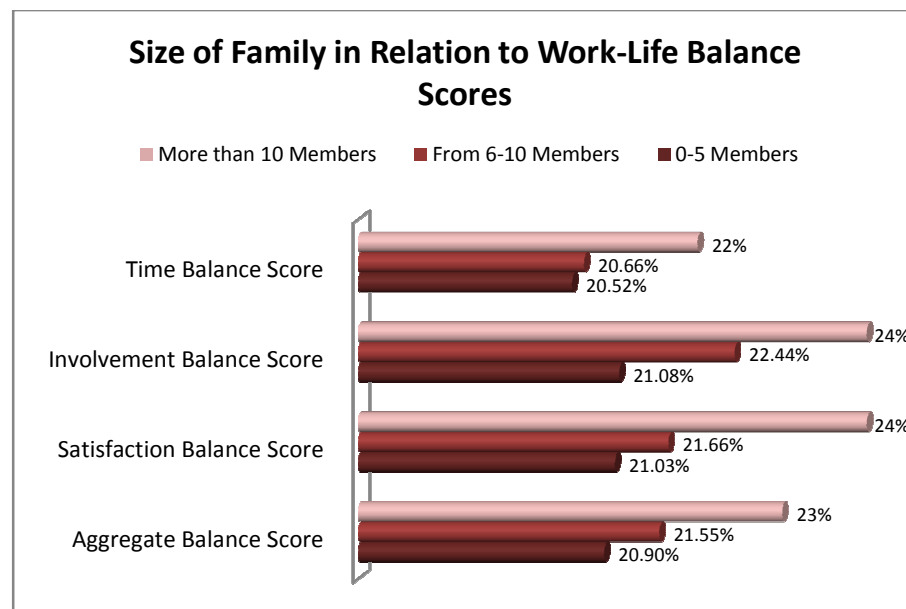
n=50

Findings:

Initially family members of the respondents were divided six categories: husband and children; husband; children; husband, children & others; children & others; and alone. But none of the respondents are living alone or only with husband.

The above figure (figure-18) shows that the respondents living with husband, children and others (parents, siblings, or in-laws) tend to maintain more balance (scored highest) compared to the other respondents.

Figure 19: Family Size of the Respondents in Relation to Work-Life Balance Scores.



Source: Field Survey

n=50

Findings:

Family size is determined by three categories: from 0 to 5 members, from 6 to 10 members, and more than 10 members and their work-life balance score is categorized accordingly. These balance scores (in terms of time, involvement, and satisfaction) increase slightly in case of the family consisting of 6-10 members compared to the families consisting of 0-5 members. The highest balance score is observed in the 3rd group (more than 10 members). But here the respondent number is minor (only 2%).

Conclusion on Relational Statistics:

- Balance scores increase slightly with increasing age.
- Balance scores show a slight linear increasing trend with increasing service length of the respondents.
- Work-life balance tends to be higher among the spouses who are holding private service.
- The spouses who are posted in Dhaka city scored higher.
- Respondents living with husband, children and others (parents, siblings, or in-laws), have scored the highest.
- Size of the family doesn't have any noticeable effect on making work-life balance.

4.1.4 Cross-Tabulation and Chi- Square Tests:

In this study forty (40) significance tests (Chi-Square) [Annexure-I]¹⁵ have been carried out, among which 11 tests have been found to be significant. These are as follows:

Age and Involvement Balance:

The Chi-Square test between dependent variable, Involvement balance and independent variable, Age has done and the value has been found to be 4.163 which is significant at 0.05 level. 35 respondents out of 50 think that there is a high and significant relation between age of the respondents and involvement balance between office work and family life. Generally, young officers face more difficulties to make a balance immediately after their entrance in civil service. One young respondent (Assistant Secretary Level) during interview noted, "I need to spend more and more time with my 14 months old baby boy but I can't do that because of my office responsibilities. He is growing up under my maid's supervision which makes me tensed." This type of problems more or less reduces after certain period of time specially after getting one or two promotions. Office burden somewhat reduces at this period and children are little bit grown up and in the mean time female officers are well managed to cope up with any situation. One Deputy Secretary said, "As my children (02) are studying in medical colleges and they are self sufficient to

¹⁵ It includes- list of the 40 chi-square tests, tables of 11 significance tests (Annexure: II.I-II.XI) & 1 insignificant test (II.XII).

accomplish their own task as well as household activities, so now I get more spaces to be involved with my office activities.”

Therefore, from the above discussions it can be said that the 1st hypothesis – *Age matters in work-life balance* - is found to be proved.

Service Length and Involvement Balance:

Service Length has been divided in two ranges: i) 0-5 years and ii) from 6-10 years and involvement balance score is also divided into two categories; i) Low (10-20) and ii) High (21-24) and a chi-square test has been done between these two variables. Here 35 respondents out of 50 supported for high involvement balance. The Chi-Square value has been found to be 4.079 which is significant at 0.05 level (0.043). It is perceived that more and more experiences are gathered with increasing service length which helps to make a balanced involvement with office work and family activities. Age also increases with increasing service length. In a in-depth interview one respondent said, “After joining in cadre service I got married and then had a baby at the first year which was a crucial period of my service life. I missed my senior scale examination ¹⁶ first time because of my second issue and so that I got promotion after one year whereas my batch mates got promotion timely. I had to carry my daughters to office along with me as there was no one to take care of them in home. Many times I was insulted by my colleagues and that was a very hard time for me. Now I’m passing 10th year of my service life and my daughters are little bit grown up. In this year my office head rewarded me as the best officer of this office. In these years I’ve learned how to manage office activities without compromising family comfort in a planned way that helped me to be rewarded as the best officer.”

So, there is a significant relationship between work-life balance and service length and the 2nd hypothesis *Work-life balance varies with the length of service* is found to be significant.

¹⁶ After being eligible for getting selection grade an officer can apply to sit for senior scale examination. Successfully passing senior scale exam is a must to get the first promotion.

Spouses' Occupation and Involvement Balance:

The Chi-Square test value, 6.303, is found to be significant at 0.05 level.

The variable spouses' occupation has been divided into three groups: private job, govt. job and others (business, journalism etc.). Figure 16 shows that private job holder spouses are more supportive to the respondents compared to the govt. job holder spouses. Generally, private job holder spouses feel proud of their wives' occupation. They are more supportive to their wives' jobs as well as to accomplish household activities compared to govt. job holder spouses. Another reason is that the govt. job holder spouses are more or less busy like their wives. Two spouses were interviewed: one is from govt. service and another one is from private service (banker). Both of them opined that they are very much supportive to their wives' job and they help in household activities including parenting which helps their wives to be involved in both office work and family life properly.

So, the 3rd hypothesis: *Job nature of spouse is a factor that affects work-life balance* has been found to be proved.

Spouse's Posting Place and Different Balances (in Terms of Time, Involvement, Satisfaction, and Aggregate):

In this research the variable, posting place of spouses has been grouped into two categories: Dhaka and outside of Dhaka. Four chi-square tests have been done in relation to spouses' posting place. Their values are shown below:

Table 9: Chi-Square Tests of some Variables in Relation to Spouse's Posting Place

Chi-Square Tests	Value	Significance Levels
Spouse's Posting Place and Time Balance	4.686	0.10
Spouse's Posting Place and Involvement Balance	5.067	0.10
Spouse's Posting Place and satisfaction Balance	5.995	0.05
Spouse's Posting Place and Aggregate Balance	6.758	0.05

Significant relations of spouses' posting place exist with time balance, involvement balance, satisfaction balance and aggregate balance. Figure 17 shows that spouses working in Dhaka are more supportive to the respondents compared to the spouses who are working outside of Dhaka. The reason is very simple- Dhaka based working spouses live with their families. They have the opportunities to provide support to their wives in accomplishing household activities, parenting, shopping, outing together, social programs, recreations etc. So, their wives are dependent on them in many aspects which reduce their (respondents) household work load, make them refreshed and help them to be balanced in both office and family life simultaneously in respect to time, involvement as well as satisfaction. On the other hand, the spouses who are working outside of Dhaka normally meet their families at the weekend. Sometimes they don't have opportunities to visit their families in every weekend because of work load. So, the wives have to accomplish all of the household activities, parenting, social responsibilities, etc. as well as office activities alone. In case of sickness of children or other family members the respondents suffer more and face difficulties to make a balance between work and family life. So, the 4th hypothesis *Posting place of spouse affects work-life balance* is found to be significant.

Family Members and Different Balances (in Terms of Time, Involvement, and Aggregate):

Table 10: Chi-Square Tests of some Variables in Relation to Family Members of the Respondents.

Chi-Square Tests	Value	Significance Levels
Family Members and Time Balance	7.971	0.05
Family Members and Involvement Balance	8.381	0.05
Family Members and Aggregate Balance	9.375	0.05

In this research, the respondents normally live with their husbands, children, parents, siblings, in-laws etc. Figure 18 shows that respondents living with husband, children and others (parents, siblings, in-laws etc.) are more balanced (scored the highest). Family members are especially helpful regarding to take care of children as very few of the govt.

offices have well managed child care facilities. Children are the ultimate sufferer of work-life imbalances of mothers. A respondent doesn't need to be tensed for the kiddies if there is any reliable person in the family to take care of the children at the office time (even if she has to stay in office for longer hours). So, it can be noted that family members has significant influence on work-life balance of female cadre officials and the 5th hypothesis: *Work-life balance depends on number of family members* has been found to be valid.

Cadre Categories and Satisfaction Balance:

Respondents surveyed in this research are from 16 cadres. These 16 cadres have been categorized into three groups according to the nature of job: Regulatory, Service and Technical. Chi-Square test value has been found to be 4.624 which is significant at 0.10 level.

Work nature of all cadre services is not similar. Some cadres are organized with pre-planned and scheduled activities while some others don't have any pre-planned job. Some cadres don't have a certain office hours while some others always have definite office hours. Cadre officials are always mentally prepared to respond to situational urgencies sacrificing their personal comfort. They know that satisfaction gathered from office work and family activities positively affect each other and always encourage them to move forward. So, satisfaction level varies from cadre to cadre and hypothesis no. 6: *There is a cadre wise variation in work-life balance* has been found to be valid.

Performance Score and Work-Life Balance Scores:

Significance tests (Chi-Square) showed no significant relationship of work-life balance scores with the performance score [value: in case of time balance-0.857, involvement balance-0.328, satisfaction balance-0.960 & aggregate balance-0.534]. The reasons may be i) female officers are performing better in spite of work-life imbalances. They are performing well carrying the 'double burden'¹⁷ and without having a compromise with professionalism and family peace. To maintain high level of performance they are sacrificing their own comfort and accepting self deprivation. ii) There may be problems in performance measuring and scoring systems. A female officer may go through various

¹⁷ Dual responsibility of office work and family activities.

problems through the whole year and her work-life balances may be hampered. But at the end of the day when the supervisor evaluates her performance (evaluation of performance by ACR), he considers all of her balances/imbbalances through the eyes of humanity. He may think that she would get hurt if she gets lower marks in ACR form¹⁸ (if the information is leaked anyhow) and her professional life may be hampered which is undesirable to him as he doesn't want to hurt her. It's one of the characteristics of collectivist society¹⁹. So, the 7th hypothesis *Performance depends on work-life balance* has been found to be invalid.

Summary on Significance Tests:

- Age and length of service has a linear relationship with work-life balance.
- Job nature of spouse matters in case of work-life balance.
- Posting place of spouse plays a role in work-life balance.
- Role of family members is very much vital for making a balanced life.
- Work-life balance varies from cadre to cadre.
- Performance doesn't matter in work-life balance.

¹⁸ Annual Confidential Report (ACR) is a system of evaluating one officer's performance at the end of the year which is signed by the immediate supervisor and countersigned by the head of the office.

¹⁹ Collective society means that types of society where everyone maintains a strong, loyal relationship with each other and collective interests are prioritized over individual interest.

4.2 Qualitative Data Analysis

Qualitative data include: Case studies of five (05) respondents, Open ended questions, Interviews of 10 respondents, 02 spouses (has already been discussed in chi-square tests section), 01 female senior secretary, 01 sociologist, and 01 gender specialist.

4.2.1 Case Studies:

Five case studies have been collected from the respondents during data collection from fields which clarifies the issues of work-life balances of female cadre officials.

Case Study 1

She was working as an Assistant Commissioner of Taxes and was posted in a better place (circle). She was renowned for her honesty and sincerity. Even at her pregnancy period she attended office very minutely. Her authority was very pleased with her performance. Suddenly, her 11 months old child became very sick and was badly in need of mother's intensive care and there was no one else to take care of that little baby (her husband was out of Dhaka at that time for his official task). So, she decided to take only for two days casual leave and one of her batch mate colleagues came forward to help her in accomplishing official task. She applied accordingly and tried to make her authority to understand the problem. But higher authority refused to approve that leave and situation made her bound to be absent in office for four consecutive days (as next two days were weekend days) though she informed to higher authority about her reality over phone (but they thought it a vague excuse). After four days when she returned to her office, she got a letter from authority. That letter was a transfer order and she was transferred in a dumping circle as a punishment.

The case study shows here, that female cadre official was transferred to a dumping posting (from a better posting²⁰) as a punishment. Family Members role is important here because if there was any responsible person in the family at that time to take care of that sick baby, she wouldn't have to accept this unexpected punishment. Organizational culture is also responsible here because her mother's role was denied by the authority.

So, it can be inferred from this case study:

- Presence of family members matters.
- Organizational culture affects work-life balance.

²⁰ It refers to a placement which is preferred/liked/felt as a comfortable, prestigious and also important while the dumping posting means the opposite.

Case Study 2

She is a Statistical cadre of 25th batch of BCS. For the first two years she didn't get the opportunity to receive BPATC training though she was supposed to get the opportunity according to her merit list. Then she was selected for BPATC training at the time of her pregnancy but according to BPATC training rule a pregnant lady is not fit for a foundation training course. Again she was selected for this training course when her child was only five months old. At that time she was bound to avail the opportunity, because three and half years had already gone and if she didn't respond positively then selection grade could be missed. So, she decided to avail the opportunity and left her daughter with her family members for four months. When she returned to her office (after four months), higher authority decided to send her to Japan for four months with some crucial office responsibilities. So, she again was bound to leave her daughter for another consecutive four months. Her husband supported her in every step ahead. But when she came back home, she observed a lot of changes in her daughter's behavior. The kid almost refused to call her 'mom' and felt comfort with father's company. More than five years have already gone but still now there is a visible gap in relation between this mother and daughter. That *eight months* period has created an irreparable gap in this divine relationship.

Time management was the main factor here. She was unable to match the BPATC²¹ training timing in a smooth way which made her family life imbalanced though she was able to manage her office work at that time. Support from family members especially from her husband was very much effective here which helped her to finish the training and managing office duties in abroad and also being eligible for getting selection grade²². She is satisfied with office work but her mother's role is threatened forever. Therefore, it can be inferred from this case study-

In work-life balance:
-Supporting spouse matters.
-Organizational roles also matter.

²¹ Bangladesh Public Administration Training Centre (BPATC), the apex training institute in the Public Sector, emerged as an autonomous organization in 1984 under the Bangladesh Public Administration Training Centre Ordinance 1984 BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to public interest (www.bpatc.org.bd). It provides the foundation training to the civil servants.

²² Selection grade system in govt. job has been created long ago with a view to avoid stagnation in the same post which does not increase responsibilities but increase the salary. It's recognition of long service in the same post. When someone does not get promoted to a higher post carrying full responsibilities, he is elevated to selection grade through some procedures.

Case Study 3

She was working as an Assistant Commissioner of Customs, Excise & VAT and was posted in Customs Detective Branch, Kamalapur, Dhaka. She was supposed to examine all of the wagons (containers) carrying imported products which were delivered in Bangladesh by ships and transported to Dhaka by trains. She was doing well there keeping a balance between office work and family life. One day one politically sheltered local hooligan threatened her to make a false report and not to examine the containers properly and he was continuously threatening for several days. In this situation her husband (who is also a govt. employee) and her parents also provided a strong mental support. She was late to return home on regular basis (late of night). Her husband managed all of the household activities including parenting properly. She could spend quality time with the kids and family members only on the weekend days. At last, with the help of her intelligence, husband's co-operation, and also with the guidelines of the higher authority she was able to tackle the situation without hampering family life. This type of challenge and threat was very much common there. She was posted there for about three consecutive years successfully.

The case study shows that own intelligence, family members' co-operation, husband's supportive role as well as support from office authority that is organizational behavior-all of these combinedly made it possible to make her satisfied (satisfaction balance) in both work place and family.

It can be inferred-

- Support from organization and
- Family members matters in case of work-life balances.

Case Study 4

As an Assistant Chief Accounts Officer (Audit and Accounts Cadre) miz. 'X' was transferred to Health & Family Welfare Section in Chief Accounts Office. She lived with her husband, child and one maid servant. After two days of joining in this section her husband experienced a sudden accident and her maid, who is the only one responsible person in home to take care of her child at office time, needed to visit village home because of father's illness. In this situation, Miz. 'X' she was bound to inform the authority about her requirement of 3 days casual leave (after 3 days her mother would come). At that time she was supposed to get new assignment. Her immediate supervisor approved her leave application but after her return in desk, he didn't behave with her in proper manner. He would like to tell to others that as she made false excuses to take leave only for avoiding assignment, so in her ACR she will get it's result. Several times she tried to make her supervisor understand that this was her first casual leave in this calender year and in her previous posting place she was well known for her punctuality. But that senior didn't believe her and always kept a distance with her. This type of behavior from senior created a mental pressure on her and she was saying, 'If I were a male officer then I wouldn't to carry this type of blame.'

The case study reveals here,

If there was supporting member in her family this situation wouldn't arise. The supervisor's threat of giving lower scores in ACR reflects the prevailing organizational culture of our country. If any male officer takes leave then it's normal but if any female officer takes leave then she is blamed with the issue of female race- it's a normal scenario in our country perspective. It shows our organizational culture as male supportive.

Therefore, it can be inferred-

For balancing: between work and life -Family members and - Organizational culture matters.
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Case Study 5

Miz. 'Y' was working as an Assistant Director of Bangladesh Betar under the ministry of Information. She always finished her office work very sincerely and sometimes had to work in office till night. Suddenly her mother was recognized with *lever serosis* disease soon after her joining here and her father was also very sick and old aged. She and her children (two) were living with her mother (because of easy communication to office and also to keep her kiddies with safe hands) and her banker husband, who was living with his parents in another place of the same city, usually met her at the weekend and was not so much co-operative. Her elder sister was only one supporting member of this family though she was very busy with her own job (BCS Cadre). Her mother was admitted in hospital for many times. Sometimes she got co-operation from colleagues. In many cases, male supervisors were proved more co-operative than female supervisors. Once her younger child (8 months old) was suffering from severe breathing problem and was admitted in hospital in critical stage as she was late to hospitalize him because of work load in office. All but one of her supervisors were agreed to permit her to take leave That supervisor criticized her very badly and told to finish her assignment staying in hospital for taking approval as soon as possible. Miz. 'Y' was telling that her supervisor didn't do such type of activities with any male colleagues though she was one of the sincere officers of that organization.

In Bangladesh our organizational culture sometimes affect the female officials very badly. That female officer was going through very bad timing because of both of family crises and absence of gender sensitive policies in organization.

So, it can be drawn from the case study that work-life balance depends on:

- Family members
- Organizational culture affects work-life balances

Summary of the Observations Drawn from the Case Studies:

The cracks points emerged from the case studies:

- Respondent's individual quality to tackle situation is the most vital.
- The supportive role of spouse is very much vital for work-life balance.
- Support from other family members regarding family issues is very important.
- The role of organization seriously affects work-life balance.
- Family members deprive because of work-life imbalance.

4.2.2. Open-Ended Questions:

The respondents gave some narrative expressions in questionnaire during data collection.

There were 6 open-ended questions in the questionnaire²³.

- Female civil servants try to convince colleagues/ seniors or try to take casual leave if they have to go through serious family crisis.
- They need extreme support from the spouses for the over staying in office.
- It becomes an issue of severe reputation crisis if they fail to involve in any particular office issue even in serious family engagements.
- Balance in terms of time, involvement & satisfaction considerably affects each other. Nature of such imbalances affect family members.

4.2.3 In-Depth Interviews:

In-depth interviews were taken of 10 respondents to know their observations and experiences about the prevalent organizational of our country. In addition one senior secretary, one deputy secretary, one sociologist and one gender specialist were also interviewed to share their own experiences about work-life balance and their suggestions to way out.

Summary of Interview of Respondents:

10 respondents were interviewed about the existing organizational culture of our country.

Their answers are summarized below:

- Male colleagues think that female officers are more concerned with their family issues and family members think the opposite. So, female officers are in paradoxical position.

²³ See Annexure III: Section V

- Female officers have to experience more power distance in their organization because of gender disparity.
- Female officers have to suffer more compared to male in case of situational urgencies.
- Male officers are thought to be more dynamic than female officers though female officers are more sincere and honest.

Summary of Interviews of Senior/Policy Level Civil Servants:

They were interviewed with two questions: i) about the existing challenges of female cadre officers; and ii) what are the ultimate ways out.

They answered from their own experiences:

About the existing challenges:

- Lack of transport facilities;
- Distance of work place from home;
- Absence of washroom facilities (ladies toilet);
- Lack of security issues;
- Absence of child care centre;
- Less support from family members, etc.

About the ways out:

- Proper attention of policy makers to upgrade the above mentioned facilities;
- Increasing the facilities of child care centre;
- Accommodation and separate rest room facilities.
- Women's individual quality to manage situations;
- Improvement of social culture to accept women as the decision maker;
- More and more support from family members; etc.

Summary of Interviews of Experts (One Sociologist and One Gender Specialist)

They were asked about the existing organizational culture in our country, its impact on female officers career, and ways out. Their opinion is summarized below:

- Organizational culture is still not women friendly and there is a culture to underestimate the efficiency of the female officers and to prove the

inefficiency sometimes unethical work load or extra pressure is imposed on them.

- Female officers are blamed not to stay in office for longer period. But the complain is not true completely. Because as long as they stay in office, they spend a quality time in accomplishing their assignments and without having any unnecessary gossiping or chatting with colleagues which is very normal in case of male colleagues.
- Women have to work hard to prove their efficiency but men are assumed to be efficient without any proof.
- No rewards for achievement but insults for mistakes.
- Lack of preventive measures to protect women from abuse.
- In most of the cases organization is not supportive to female officers, e.g. in pregnancy or sickness of child/family members. But in our country perspective women can't escape the family responsibilities. They are managing everything sacrificing their personal time.
- Lack of child care centre is one of the barriers of women progression in career. Today's child will run the country in future. But if he/she doesn't get proper care in childhood, the physical and mental growth will be hampered.

They suggested the ways out:

At first, office hour should be re-considered in case of female officers. Responsibilities could be the same with a flexible office hour.

Second, re-consideration in case of recruitment policy.

Third, training on gender issues should be a must after being recruited.

Fourth, in every organization there should be a formal committee and a complain box to prevent unnecessary harassment.

Chapter Five

Major Findings, Conclusion and Recommendations

This chapter presents the major findings corresponding to the research questions and hypotheses and explains the variables through the conceptual framework. It also attempts to make a link up of the findings with the research questions and hypotheses and finally it will make concluding remarks of the study with recommendations.

5.1 Observations on Research Questions

The *first* research question intended to explore the challenges being faced by the female cadre officials in making a balance between work life and family life. In response to the questions as regards the challenges the findings and analysis of the study note the following challenges:

- Absence of supporting people in family to take care of children;
- Strong influence of socio-cultural norms to think women to accept family as the first priority when career being treated secondary;
- Absence/inadequacy of day care centers within the office premises for keeping child in a safe place;
- Absence/inadequacy of women friendly working environment;
- Absence of institutional support like transport, and rest room facilities; etc.

The *second* research question was about the effect of work-life balances/imbances on performance. It was perceived that if a female officer fails to make a balance between the two domains of work life and family life, her performance would be hampered. As against common/notional believe the study reveals that different challenges of work-life balances does not necessarily affect the performance. It is indeed paradoxical. It is noted by the respondents and KI's that in most cases the female civil servants 'sacrifice their personal comfort', 'accept self deprivation' to maintain high level of performance. It is also can be explained that performance assessment system in Bangladesh is 'highly subjective' (Aminuzzaman, 2009).

The *third* research question seeks to know about the role of the organization in making these balances/imbances. This study has found that organization is generally less supportive to make work-life balance/imbalance.

5.2 Observations on Hypotheses

The following hypotheses were made:

1. Age matters in work-life balance.
2. Work-life balance varies with the length of service.
3. Job nature of spouse is a factor that affects work-life balance.
4. Posting place of spouse affects work-life balance.
5. Work-life balance depends on number of family members.
6. There is a cadre wise variation in work-life balance.
7. Performance depends on work-life balance.

From the 1st to 6th hypothesis are found to be significant through chi-square tests. It means that work-life balance has significant relationship with age, experience, spouse's job nature, posting place of spouse, family members of the respondents, and cadre variations.

But the seventh hypothesis has been found to be insignificant which means that performance of female cadre officers doesn't depend on work-life balances/imbbalances.

5.3 Linking Up the Findings

The research questions, hypotheses of the study and the findings of the research have been linked in the following table:

Table 11: Linking Research Objectives, Research Questions, Hypotheses and Findings

Research Questions	Findings	Hypotheses
1. What are the challenges faced by female cadre officers in balancing their work and family life?	-Absence of supporting people in family to take care of children; -Strong influence of socio-cultural norms to think women to accept family as the first priority when career being treated secondary; -Absence/inadequacy of day care centers within the office premises for keeping child in a safe place; -Absence/inadequacy of women friendly working environment; -Absence of institutional support like transport, and rest room facilities; etc.	1. Age matters in work-life balance. 2. Work-life balance varies with the length of service. 3. Job nature of spouse is a factor that affects work-life balance. 4. Posting place of spouse affects work-life balance. 5. Work-life balance depends on number of family members.
2. How do the challenges affect the performance of the female	-Female civil servants 'sacrifice their personal comfort', 'accept self deprivation' to maintain high level of performance. -Performance assessment system in	6. There is a cadre wise variation in work-life balance. 7. Performance depends

cadre officials?	Bangladesh is 'highly subjective'.	on work-life balance (found to be null).
3. What roles do the organizations play in addressing these balances?	- Organizations are generally less supportive to the female officers.	

5.4 Conclusion

It is found from the study that majority of the respondents are below the age range of 35 years (74%) having a work experience not more than six years, all of them are married and majority of them are living with husband, children and supporting people and now posted in Dhaka city has been brought under study who talked on different issues of work-life balance.

This study has showed that work-life balance has a significant relationship with age and service length of the respondent, occupation and work places of the spouses, and support from the family members. Absence of supporting people in family, absence/inadequacy of day care facilities in work places and strong influence of socio-cultural norms are noted as the major challenges of work-life balance of female civil servants.

One but all hypotheses have been proved to be significant. However, the hypothesis on '*Performance depends on work-life balance*' has been found to be null and it needs to be further researched with appropriate methodological tools and perhaps in a new focus keeping in view of the performance assessment system of Bangladesh civil service.

Increased individual's own quality to face the challenges, increased family bondage, increased child care facilities in organization, changes of organizational culture with some gender sensitive policy implications, etc. have been recommended as the ways out.

5.5 Recommendations

The study has found that the female cadre officers suffer from a lot of problems which range from absence of supporting people in family and less support in work place. These may hamper their performance and reduce their efficiency. To make the female cadre officers as the true human capital, certain measures should be taken into consideration.

Therefore, some recommendations have been considered to reduce the challenges of the work-life balances:

1. There should be child care facilities in every work place which can reduce mothers' and make her more attentive to office work.
2. Institutional support should be increased such as transport facilities, rest room facilities, etc.
3. Female civil servants should go through a better understanding with the family members as their support is very much essential for the better performance in office as well as in family maintenance.
4. Flexible office hours should be introduced for the female officers so that they can finish their assignments without compromising family comfort.
5. As young officers face more problems; therefore, there should be proper training for the young officers before being posted in the work place/ practical field. Training should be included with the issues that they may have to be dealt with in near future.
6. There should be counseling system in the civil service (for both seniors and juniors) which will provide them guidance and proper support in case of emergencies.
7. A comprehensive policy should be included in the civil service to remove the obstacles for smooth performance of women.
8. Social awareness program should be initiated to reduce "double burden" of the working ladies. From the very childhood boys and girls should be treated equally to bear responsibilities of household activities because one's support is essential for another.
9. There should be a campaign inside and outside of the civil service arena to reduce stereotypical mentality and discriminatory attitude towards women civil servants. It is the most vital because it will remove many other problems related to it and so it should be started at first from the family and then educational institute. Young boys and girls should be given the knowledge of ethics and values.

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ANNEXURE

Annexure I. List of Cross-Tabulation and Chi- Square Tests:

Sl.	Tests
i.	Cadres and Time Balance.
ii.	Cadres and Involvement balance
iii.	Cadres and Satisfaction Balance.
iv.	Cadres and Aggregate Balance.
v.	Age and Time Balance.
vi.	Age and Involvement balance
vii.	Age and Satisfaction Balance.
viii.	Age and Aggregate Balance.
ix.	Service Length and Time Balance.
x.	Service Length and Involvement balance.
xi.	Service Length and Satisfaction Balance.
xii.	Service Length and Aggregate Balance.

xiii.	Marital Status and Time Balance.
xiv.	Marital Status and Involvement balance.
xv.	Marital Status and Satisfaction Balance.
xvi.	Marital Status and Aggregate Balance.
xvii.	Occupation of Spouses and Time Balance.
xviii.	Occupation of Spouses and Involvement balance.
xix.	Occupation of Spouses and Satisfaction Balance.
xx.	Occupation of Spouses and Aggregate Balance.
xxi.	Posting Place of Spouses and Time Balance.
xxii.	Posting Place of Spouses and Involvement balance.
xxiii.	Posting Place of Spouses and Satisfaction Balance.
xxiv.	Posting Place of Spouses and Aggregate Balance.
xxv..	Family Members and Time Balance
xxvi.	Family Members and Involvement balance.
xxvii.	Family Members and Satisfaction Balance.
xxviii.	Family Members and Aggregate Balance.
xxix.	Size of the Family and Time Balance.
xxx.	Size of the Family and Involvement balance.
xxxi.	Size of the Family and Satisfaction Balance.
xxxii.	Size of the Family and Aggregate Balance.
xxxiii.	Cadre Categories and Time Balance.
xxxiv.	Cadre Categories and Involvement Balance.
xxxv.	Cadre Categories and Satisfaction Balance.
xxxvi.	Cadre Categories and Aggregate Balance.
xxxvii	Performance Score and Time Balance.
xxxviii.	Performance Score and Involvement Balance.
xxxix.	Performance Score and Satisfaction Balance.

xxxx.	Performance Score and Aggregate Balance.
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Annexure I.II. Age in Relation and Involvement Balance.

Age of the Respondents (Years)		Involvement Balance Score (Total) Including Office work & Family Life	
Range	Percent	Low (10-20)	High (21-24)
26- 35	74.0	14	23
Above 35	26.0	1	12
Total	100	15	35

Source: Field Survey

n=50

Annexure I.II. Service Length and Involvement Balance.

Service Length of the Respondents (Years)		Involvement Balance Score (Total) including Office work & Family Life	
Range	Percent	Low (10-20)	High (21-24)
0-5	66.0	13	20
From 6 to above	34.0	2	15
Total	100	15	35

Source: Field Survey

n=50

Annexure I.III. Spouses' Occupation and Involvement Balance Score.

Spouses' Occupation of the Respondents		Involvement Balance Score (Total) including Office work & Family Life	
Range	Percent	Low (10-20)	High (21-24)
Govt. Job Holder	48.0	11	13
Private Job Holder	38.0	2	17
Others	14.0	2	5
Total	100	15	35

Source: Field Survey

n=50

Annexure I.IV. Spouse's Posting Place and Time Balance.

Spouse's Posting Place of the Respondents		Time Balance Score (Total) including Office work & Family Life	
Range	Percent	Low (10-20)	High (21-24)
Dhaka	82.0	16	25
Outside of Dhaka	16.0	6	2
Others	2.0	1	0
Total	100.0	23	27

Source: Field Survey

n=50

Annexure I.V. Spouses ‘ Posting Place and Involvement Balance.

Posting Place of Spouses of the Respondents		Involvement Balance Score (Total) including Office work & Family Life	
Range	Percent	Low (10-20)	High (21-24)
Dhaka	82.0	10	31
Outside of Dhaka	16.0	5	3
Others	2.0	0	1
Total	100.0	15	35

Source: Field Survey

n=50

Annexure I.VI. Spouses' Posting Place and Satisfaction Balance.

Posting Place of Spouses of the Respondents		Satisfaction Balance Score (Total) including Office work & Family Life	
Range	Percent	Low (10-20)	High (21-24)
Dhaka	82.0	14	27
Outside of Dhaka	16.0	6	2
Others	2.0	1	0
Total	100.0	21	29

Source: Field Survey

n=5

Annexure I.VII. Spouses' Posting Place and Aggregate Balance.

Posting Place of Spouses of the Respondents		Aggregate Score	
Range	Percent	Low (15-20)	High (21-24)
Dhaka	82.0	13	28
Outside of Dhaka	16.0	6	2
Others	2.0	1	0
Total	100.0	20	30

Source: Field Survey

n=50

Annexure I.VIII Family Members and Time Balance.

Family Members of the Respondents		Time Balance Score (Total) including Office work & Family Life	
Members	Percent	Low (10-20)	High (21-24)
Husband and Children	50.0	12	13
Children	8.0	4	0
Husband, Children & Others	40.0	6	14
Children & Others	2.0	1	0
Total	100	23	27

Source: Field Survey

n=50

Annexure I.IX Family Members and Involvement Balance.

Family Members of the Respondents		Involvement Balance Score (Total) including Office work & Family Life	
Members	Percent	Low (10-20)	High (21-24)
Husband and Children	50.0	8	17
Children	8.0	3	1
Husband, Children & Others	40.0	3	17
Children & Others	2.0	1	0
Total	100	15	35

Source: Field Survey

n=50

Annexure I.X. Family Members and Aggregate Balance.

Family Members of the Respondents		Aggregate Balance	
Members	Percent	Low (15-20)	High (21-24)
Husband and Children	50.0	10	15
Children	8.0	4	0
Husband, Children & Others	40.0	5	15
Children & Others	2.0	1	0
Total	100	20	30

Source: Field Survey

n=50

Annexure I.XI Cadre Categories and Satisfaction Balance.

Cadre Categories of the Respondents		Satisfaction Balance	
Category	Percent	Low (10-20)	High (21-24)
Regulatory	50.0	1	7
Service	8.0	15	13
Technical	40.0	5	9
Total	100	21	29

Source: Field Survey

n=50

Annexure I.XII Performance Score and Work-Life Balance Scores.

Performance Score of the Respondents	Time Balance		Involvement Balance		Satisfaction Balance		Aggregate Balance	
Score	Low (10-20)	High (21-24)	Low (10-20)	High (21-24)	Low (10-20)	High (21-24)	Low (10-20)	High (21-24)
Low (26-32)	3	4	1	6	3	4	2	5
High (33-36)	20	23	14	29	18	25	16	23
Total	23	27	15	35	21	29	18	28

Source: Field Survey

n=50

Annexure II: Candidates Recommended for 28th Batch by Cadre and Sex.

Cadre	Female	Female/Total Respective Cadre
Administration	55	29%
Ansar	1	9%
Audit and Accounts	3	16%
Cooperatives	0	0%
Customs	6	21%
Economic	13	28%
Family planning	3	60%
Food	1	20%
Foreign Affairs	3	20%
Information	25	29%
Police	26	13%
Postal Service	3	43%
Railway, Communication and Commerce	1	34%
Taxes	13	28%
Commerce	1	25%
Education	140	31.82%
Technical Cadres	376	34.6%
Total	670	30.59%

(Source: www.undp.org)

Questionnaire

Thesis Title: Work-Life balance: Study on Female Civil Servants in Urban Areas of Bangladesh

A. Questionnaire for Female Cadre Officers (Targeted Respondents):

Section-I: General Information

1. Name (Not mandatory):
2. Position:
3. Cadre:
4. Current Posting Place:
5. Age (Year):
6. Length of Service (Year):
7. Marital Status: ☐ Married ☐ Unmarried ☐ Other
8. Father's/ Husband's Occupation: ☐ Govt. Service ☐ Private Service
9. Father's/ Husband's Posting Place at the time of your posting in urban area:
☐ Dhaka ☐ Outside of Dhaka
10. At your station, you live/lived with:
☐ Husband and Children ☐ Husband ☐ Children
☐ Alone ☐ Others including Husband and Child
☐ Other excluding Husband and Child
11. How many family members are there in your family? Mention the number please.

Section-II:Time balance

1. How would you assess your time management at your office work?

Time Balance: Office Work	Strongly Agree (5)	Agree (4)	Moderately Agree (3)	Not That Much (2)	Not At All (1)
i) Finishing the assignment timely					
ii) Properly maintaining office hours					
iii) Maintaining a routine/ schedule activities according to daily/upcoming assignment					
iv) Proper filing/documentation					

2. Do you think that you get enough quality time to spend with your family members after finishing the office work?

Time Balance: Family	Strongly Agree (5)	Agree (4)	Moderately Agree (3)	Not That Much (2)	Not At All (1)
i) Spending quality time with spouse					
ii) Spending quality time with child e.g., playing games, telling interesting stories, sharing school issues, or sharing about favorite hobbies, etc					
iii) Outing together					
iv) Sharing critical issues with family members					

Section-III:Involvement balance

1. How would you rate your level of involvement at your office work?

Involvement Balance: Work	Strongly Agree (5)	Agree (4)	Moderately Agree (3)	Not That Much (2)	Not At All (1)
i) Visible in office even for longer hours in case of emergency					
ii) Ownership on assigned duty					
iii) Co-ordination from colleagues					
iv) Participating in team work assignment					

2. Do you think that you are adequately involved to your family members as regards?

Involvement Balance: Family	Strongly Agree (5)	Agree (4)	Moderately Agree (3)	Not That Much (2)	Not At All (1)
i) Their physical, mental, or other problems					
ii) Responding to various needs/demands of your family members					
iii) Attending and arranging social, familial, or cultural programs together					
iv) Dependence of your family members on you					

Section-IV:Satisfaction Balance

1. How would you rate your level of satisfaction at office work?

Satisfaction Balance: Work	Strongly Agree (5)	Agree (4)	Moderately Agree (3)	Not That Much (2)	Not At All (1)
i) Satisfaction with job security					
ii) Satisfaction with existing salary structure					
iii) Satisfaction with social recognition					
iv) Willingness to take any challenge for greater achievement					

2. How would you rate your level of satisfaction at family?

Satisfaction Balance: Family	Strongly Agree (5)	Agree (4)	Moderately Agree (3)	Not That Much (2)	Not At All (1)
i) Ready to share own happiness and comfort for the sake of the family					
ii) Sharing emotions of family members					
iii) Supporting spouse to bear equal responsibility of success and failure with family members					
iv) Supporting people to take proper care of your child					

Section-V: Some Open Ended Questions

1. How do you manage your office work if you have to go through some crucial family issues at the same time? Please mention from your own experience.
2. How do you manage your family if you have to stay in office for longer hours? Please mention your own experience.
3. What is the ultimate result if you fail to get involved in any particular office issue? Please mention from your own experience.
4. How does time balance in office work and family work affect each other? Please mention your own experience.
5. How does involvement in office work and family management affect each other? Please mention your own experience.
6. How does satisfaction balance in office and family affect each other? Please mention your own experience.

B. Questionnaire for the Immediate Supervisors of the Targeted Respondents:

1. How you will rate the performance of your colleague under your supervision?

Parameters	Excellent (5)	Very Good (4)	Moderately Good (3)	Not That Much (2)	Not At All (1)
i) Dependable					
ii) Co-operation with colleagues					
iii) Time management					
iv) Sense of responsibility					
v) Quality of work					
vi) Level of Intelligence					
vii) Professionalism					
viii) Ability to take decision & apply it					
ix) Expertness to handle situation					
x) Personality					
xi) Behavior with public					
xii) Sense of discipline					

C. In Depth Interview Questions for Senior Level Female Cadre Officers (Secretary/Additional Secretary)

1. What are the problems that young female cadre officers normally face in making balance between work life and family life?
2. How did you manage those situations in balancing between work life and family life? Please mention from your own experience.
3. How these problems should be addressed?
4. What is the way out to solve these problems?
5. How government should address these problems to incorporate in policy level?

D. In Depth Interview Questions for Husbands of Female Cadre Officers

1. Do you think that your wife is potential enough in managing both work life and family life?
2. As a life partner how much support she is getting from you to finish the family work properly?

Thank You for Your Co-operations