



# **Job Satisfaction: A Comparative Analysis on Selected Mid-Level Bangladesh Civil Service (BCS) Cadre Officials**

By

Pallab Kumar Hazra

MPPG 7<sup>th</sup> Batch

Supervisor

Professor Dr. Salahuddin M. Aminuzzaman

It is an endeavour for the partial fulfilment of the award of

**Master in Public Policy and Governance (MPPG)**

South Asian Institute of Policy and Governance

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Dhaka, Bangladesh

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## *Declaration*

I do hereby declare the novelty and authenticity of the thesis [**Job Satisfaction: A Comparative Analysis on Selected Mid-Level Bangladesh Civil Service (BCS) Cadre Officials**] submitted to South Asian Institute of Policy and Governance Program at North South University, Dhaka, Bangladesh as my own work with a general exception of the duly acknowledged references.

Pallab Kumar Hazra

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September 2018

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## ***Dedication***

*To the taxpayers who are the source of the bread and butter of the civil servants*

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## *Acknowledgement*

It is a great opportunity to convey the heartiest gratitude to the supervisor of my thesis *Professor Dr. Salahuddin M. Aminuzzaman* who is also the Adviser of this program as well as Professor of Department of Public Administration, University of Dhaka, Bangladesh. Without his positive, encouraging and solid guidance, this work might not get the right and worth direction. His suggestions have immensely inspired me shaping and reshaping my dissertation into a better form.

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My tribute goes to the professors of the Department of Administration & Organization Theory, University of Bergen, Norway for introducing me with the field of research and to the Royal Norwegian Government for facilitating the scholarship as well as for giving me the opportunity to come across the practical life of a decent and developed nation. The government of Bangladesh has made me indebted for sanctioning the 'Deputation' (in the form of study leave) to accomplish my job here. I am grateful to the respondents of my study as well.

Profound reverence is for my parents and brothers who missed me immensely during my study. Interminable love goes to *Shukla*, my all-time concerned wife, for keeping me focused on my study enduring all the family affairs including taking care of our only child, *Prithwiraj*.

Pallab Kumar Hazra

September 2018

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## *Abstract*

A satisfied group of civil servants could be regarded as a source of a successful bureaucracy. For getting the proper outcome from the bureaucrats, the influencing factors of job satisfaction must be assessed and taken into consideration. However, the present study finds out the answer to the question whether job satisfaction varies among different cadre officials of Bangladesh Civil Service (BCS) or not. And for accomplishing the desired output, this study has surveyed 60 Deputy Secretary and equivalent mid-level officers from BCS Administration, Economic and Taxation cadres. Along with these, three Deputy Chiefs from BCS (Economic) cadre have been interviewed to getting the obtained quantitative data validated. Beside questionnaire and interview techniques, experience from the professional life of the researcher and the direct observation during the questionnaire filled in have been poured into the analysis and interpretation parts of the thesis. As a whole a mixed method approach have been executed for performing this work.

However, after reviewing relevant literature on job satisfaction from both national and global contexts, along with a discussion on the selected theories such as Fredrick Herzberg's Two Factor Theory and John Stacey Adams's Equity Theory, an analytical framework has been developed where different independent variables have been synchronized for explaining the only one dependent variable, i.e. - job satisfaction of selected BCS cadre officials. However, the independent variables are- career progression; timely and gradation based promotion; nature of work; fringe benefits; discretionary authority; and working environment.

The data findings show that there are quite noteworthy variations on job satisfaction among different cadres based on these independent variables. It is observed that BCS (Administration) cadre officials have a higher level of satisfaction in career progression, nature of work and fringe benefits than the other two cadre officials. On the other hand, BCS (Taxation) cadre officials are with greater feelings of job satisfaction particularly in timely & gradation based promotion, discretionary authority and working environment.

It is also observed that five out of six independent variables have strong relationship with job satisfaction within different cadre officials. Among these five variables, career

progression has very strong relationship among BCS (Administration) cadre officials alone. While, timely and gradation based promotion and fringe benefits have very strong relationship among both Administration and Taxation cadre officials. However, nature of work is the unique variable with very strong relationship among all the three cadre officials. On the other hand, working environment has a very strong relationship among BCS (Taxation) cadre officials only.

It is further observed that among these three cadres, BCS Administration and Taxation cadre officials are satisfied with their overall job facilities while BCS (Economic) cadre officials are far opposite to their counterparts.

Finally it can be concluded that the research findings have proven that there prevail variations on job satisfaction among different cadre officials in Bangladesh Civil Service with a specific context of the mid-level central bureaucrats.

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## List of Abbreviations

ACT	-	Additional Commissioner of Taxes
ADP	-	Annual Development Programme
BCS	-	Bangladesh Civil Service
BPSC	-	Bangladesh Public Service Commission
DC	-	Deputy Chief
DS	-	Deputy Secretary
ERD	-	Economic Relations Division
GDP	-	Gross Domestic Product
GED	-	General Economics Division
IMED	-	Implementation Monitoring and Evaluation Division
JCT	-	Joint Commissioner of Taxes
JS	-	Job Satisfaction
LGD	-	Local Government Division
NBR	-	National Board of Revenue
PARC	-	Public Administration Reform Commission
SDGs	-	Sustainable Development Goals
SPSS	-	Statistical Package for the Social Sciences
UNDP	-	United Nations Development Program

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## CHAPTER ONE

### INTRODUCTION

#### 1.1.0 Introduction

The government organizations and the officials play the central role in the economic development of any country (Kamal & Ferdousi, 2008). For any government, from running the day-to-day activities to implementing the long-term goals, government officials, especially the civil servants are essential. With an efficient set of civil servants, the catalyst, a nation can go a long way. That is why; it is obvious that the main goal of a civil servant is and should be to serve the nation from every possible angle. However, for attaining the best outcomes from the civil servants, it is wise to facilitate most of the favorable driving aspects to them. Among these aspects, opportunity for career advancement, timely and gradation based promotion system; financial and other benefits; nature of work; discretionary authority of the officials; working environment; etc. play a vital role. This study unfolds the magnitude and factors affecting the job satisfaction of the mid-level, more specifically, the Deputy Secretary level selected cadre officials of Bangladesh Civil Service.

#### 1.2.0 Background of the Study

Bangladesh is a development paradox in the world economy. In spite of indefinite deficits, Bangladesh has kept its gross domestic product (GDP) growth rate above 6% since the last decade and it is accelerating. Now Bangladesh realistically dreams to be a mid-income country by 2021, and a developed one by 2041 (Government of Bangladesh, 2012). In between these, Bangladesh also strongly wants to attain most of the goals set by the United Nations i.e. the Sustainable Development Goals (SDGs). All these milestones can

only be attained when the catalysts, i.e. the public bureaucrats of Bangladesh work accordingly. And again for attaining these huge milestones, the officials need to be satisfied with their respective job.

For running the business of the government, Bangladesh Civil Service (Reorganization) Order 1980 established 28 cadres and sub-cadres. After splitting, creating and abolishing some cadres, the overall number of cadres now remains 27. All these different cadres have different roles to play and with the active involvement of these 27 cadres along with other branches of the government, Bangladesh is moving forward (BPSC, 2018).

However, among these 27 cadres, this work intends to comparatively assess the level of job satisfaction and the factors behind this satisfaction of three generalist cadres i.e. BCS (Administration), BCS (Taxation) and BCS (Economic) cadres. Though all the 27 cadres have their distinct importance with regard to their job characteristics and responsibilities, these three selected cadres have some special interlinked relationship with one another for accelerating the nation towards the destination. Firstly, BCS (Taxation) cadre has its own importance as the officials of this cadre work continuously to expanding the tax network and to collecting revenue for the government formulating relevant policies adopting different skills, techniques and pragmatism. Moreover, these revenues are ultimately used to move the country forward by adopting different development programs. In this point, it can be mentioned that BCS (Economic) cadre is closely related to the development program of the government. This cadre is dedicated to setting all the short, mid and long-term policy planning of the government including five-year plans, perspective plans. Nowadays, more than one third of the nation budget<sup>1</sup> of Bangladesh consists of implementing different development projects through Annual Development Programme (ADP)<sup>2</sup> and BCS (Economic) cadre officials work with this ADP directly. On the

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<sup>1</sup> In the Financial Year 2018-2019, among the total budget allocation of BDT 4,64,573 crore- an amount of BDT 1,79,669 crore (39% of total budget) is allocated for development budget alone

<sup>2</sup> Annual Development Programme (ADP) is a short-term plan of the government [compilation of development projects implementing all over the country] that ensures the long term goals such as Perspective Plan (2010-2021), Vision 2021 as well as Sustainable Development Goals (SDGs) declared by the United Nations

other hand, BCS (Administration) cadre plays a vital role through policy formulating, coordinating and implementing the overall business of the government. In this way, the researcher believes that for accelerating the economy of the country, coordination among these cadres is very essential. At the same time, job satisfaction of the officials of these cadres is quite important as well.

### **1.3.0 Rationale and Significance**

It is true that a number of research works have been executed focusing on different issues of Bangladesh Civil Service. Nevertheless, among them very few are related to the job satisfaction of the civil servants. Furthermore, the research works that are related with job satisfaction of civil servants, are mostly capturing the field level administration only. Therefore, it is observed that a very little attention has been given to the job satisfaction of the policy level or central bureaucrats. Moreover, comparative study on job satisfaction of mid-level civil servants working in the central bureaucracy is almost rare in Bangladesh context. This study will assess the level and factors of job satisfaction of three selected BCS cadres' mid-level i.e. Deputy Secretary level officials which will open up a new window for the respective stakeholders to take right decisions accordingly. Moreover, this study will fill in the gap among the existing literature on job satisfaction of Bangladesh Civil Service as well.

### **1.4.0 Statement of the Problem**

Public administration of Bangladesh is widely labeled as a section of ineffective people lacking a standard level of commitment and responsiveness to their duties and responsibilities (Bilkis, 2012). It is assumed that the bureaucracy of Bangladesh is process-oriented, centralized, top-down decision-making system (Aminuzzaman S. M., 2013) that is still carrying out routine, stereotyped functions only (Karim M. A., 2007).

However, with the ever-increasing horizon of New Public Management, the public sector is provoked to show its efficiency and cost effectiveness, resulting in an increased interest in the quality of public performance that results in the mass development (Siddika, 2012).

This statement indicates- whatever the assumption regarding the bureaucracy could be- there is no denying that for the overall progression of the nation, the bureaucracy plays the most important role for any country. It is also true that in spite of limitations and difficulties, Bangladesh is gradually turning itself into the mainstream of globalized world (Karim M. A., 2007). It is also pointed out that most of the studies try to present public bureaucrats in a negative way ignoring the 'substantive facts the civil servants operate in a given environment and to the extent that the environment is less than congenial, the expected outcome is bound to be less than satisfactory' (Shawkat Ali, 2004). So it is seen that the bureaucrats are given 'less than congenial' environment for discharging their duties that results in 'less than satisfactory' outcome.

Now if a deep insight is focused on the prevailing obstacles for poor outcomes of the civil servants of Bangladesh, a series of factors may come out. It is a common phenomenon that the public sector officials are low paid compared to most of the private and international organizations (Hasan, 2010) and correlation between work and pay appears to be absent as well (PARC, 2000). Moreover, though promotion or personal growth is thought to be one of the basic expectations of an employee, almost all the civil servants are more or less acquainted with the mal-functionality of the promotion system in their job life. Furthermore, the career progress of different cadre officials is also not same in spite of having similar entry-level qualifications. Some specific cadre officials are designated to climb up to the topmost position of the bureaucracy while other cadre officials are normally denied of (World Bank, 1996). Public Administration Sector Study report of UNDP reveals that the cadre system, as it is, contributed much to inter-service rivalries, jealousies and bickering (UNDP, 1993).

Again, in this materialistic world, in addition to salary, other fringe benefits play a vital role for an employee's job satisfaction. Moreover, different cadre officials get different financial and other fringe benefits that may yield diverse results among different cadre officials. Again, the nature of the work, its relevance and meaningfulness, scope of innovation, overall working environment may have a great impact on job satisfaction of an employee.

As bureaucracy is accused of red tapism, procrastinating in decision-making and service delivery (Khan, Rahman, & Zafarullah, 1997) as well as rule bound, hierarchical and innovation-feared; these attributes consequently inject negative impacts on the overall working environment and freedom to work among the public officials as well. It is assumed that though some public officials may personally want to change their working environment, ultimately the environment itself does not allow them to do so and consequently it leaves an adverse impact on the performers and on the outcome of the bureaucracy (PARC, 2000).

It can be said that all these unsystematic, de-motivational practices make the officers demoralized. As a result they all get frustrated and their expectations and job satisfaction level becomes low (Siddika, 2012). It is also seen that in different occasions government expects the civil servants to be more functional simply ignoring both intrinsic and extrinsic rewards to them (Karim M. R., 2009). But there is no denying that to function properly the government needs to maintain an able and efficient workforce by facilitating an attractive career choice ensuring different rewards (Jahan, 2006). For getting the desired outcome from the bureaucrats, the influencing factors of job satisfaction must be assessed and taken into consideration. This study will play an important role in assessing the level as well as in comparing the influencing factors of job satisfaction among the mid-level bureaucrats of the selected cadres.

#### **1.5.0 Objective**

A satisfied group of civil servants is a source of a successful bureaucracy. Therefore, it is important for any authority to ensure a sound and satisfying job for its officials. However, this study focuses on the existing factors of job satisfaction along with the level or degree of this satisfaction. The objective of the study is-

- ***To comparatively assess the level of job satisfaction of selected BCS cadre officials (BCS Administration, Economic & Taxation cadres)***

### 1.6.0 Research Question

The research work finds out the answer to the following question to accomplish the aforementioned objective-

- ***Does job satisfaction vary among different cadre officials of Bangladesh Civil Service?***

### 1.7.0 Theories

To conduct this study following theories have been adopted-

- Motivation-Hygiene Theory (Frederick Herzberg 1959)
- Equity Theory (John Stacey Adams 1963) ([Detail in Chapter Three](#))

### 1.8.0 Variables Taken for this Study

For this study, not all of these variables of the aforementioned theories are considered. Rather, few of them are adopted for executing this research. It can be mentioned that for operating a research on job satisfaction, many of the variables of different theories are overlapping and interchangeable. However, the theories taken here are mostly complementary in nature. In this connection, the variables taken for this study are referred here-

From the Motivation-Hygiene Theory, the motivating factors such as ‘career progression’ and ‘nature of work’ and hygiene factors such as ‘working environment’ and ‘discretionary authority’ have been adopted in this research work. On the other hand, ‘promotion’ and ‘fringe benefits’ are taken from the Equity Theory.

#### 1.8.1 Dependent Variable

Job satisfaction of selected mid-level BCS cadre officials

#### 1.8.2 Independent Variables

Career progression; timely and gradation based promotion; nature of work; fringe benefits; discretionary authority; and working environment.

## 1.9.0 Methodological Overview

### 1.9.1 Research Design

Research design is one of the vital parts for any scientific study as it gives the idea to the readers regarding the researcher's study plan. Research design is the combination of the research planning of the researcher from the selection of research question to the very data analysis. In other words, it can be said that research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure" (Selltiz 1965 cited in Aminuzzaman S. M., 1991). Normally the nature of the research as well as the research question(s) promotes the researcher to select his/her research methods. However, the present study has adopted a mixed method approach in information/data collection. The reason for choosing this approach is that "the 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 S. M., 1991).

### 1.9.2 Methodology

This research finds out the degree of satisfaction among the selected Bangladesh Civil Service (BCS) cadre officials who are working at the policy level institutions i.e. in ministries, divisions and board<sup>3</sup> of the government. For attaining the desired output, the work follows the mixed method, as also stated earlier. For obtaining the primary data, a survey is conducted with a questionnaire. However, during survey, the researcher intends to have a direct observation on different aspects of his research areas by close discussion with the respondents that consequently might be helpful for inferring the gathered data at the analysis stages. Moreover, the researcher interviews some relevant officials for having the justification of the findings. Simultaneously, the secondary data are also be incorporated from the different government policy documents, gazettes, circulars, acts,

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<sup>3</sup> The study surveys on BCS (Taxation) cadre officials of National Board of Revenue along with other ministries and divisions for Administration and Economic cadre officials

rules and regulations, books, periodicals, journals, government and international organizations' web portals and other related documents.

It can also be mentioned that before administering the real survey, the questionnaire is tested. After assessing the shortcomings of the survey instrument, with a further developed questionnaire, final survey has been conducted to acquire adequate data. However, using some relevant social research and statistical software<sup>4</sup>, desired analysis is executed along with other techniques of data collection, i.e. direct observation and interviews.

### **1.9.3 Sampling Method**

Stratified sampling method has been applied to suit the study objective and for collecting the relevant data under the survey questionnaire. Being it a comparative study among three cadre officials, this method is used purposefully. However, for interview, only the selected cadre officials are considered.

### **1.9.4 Unit of Analysis & Its Justification**

The unit of analysis is chosen carefully to represent the maximum exposure. A number of sixty three Deputy Secretary and equivalent level of BCS Administration, Economic and Taxation cadre officials working in the ministries, divisions and departments are taken as the units of analysis for this study. The reasons behind taking this level of cadre officials are- firstly, they play a vital role in their respective position i.e. in most of the cases they supervise the policy level decisions that are initiated at the desk levels in the ministry, division or department. Secondly, they are considered the policy level officials of the government-as this study is being conducted to have a comparative assessment on the degree of job satisfaction of the policy level public bureaucrats, it is more suitable to take this level of officials. Lastly and more practically, officials of this level are comparatively easily accessible (than other senior officials) which is very much important to make this project a success.

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<sup>4</sup> Chi Square Tests, Correlation & Regression Models etc. are used for processing the gathered data

### 1.9.5 Data Source & Data Collection Techniques

Data Sources	Data Collection Techniques
Questionnaire Survey	Collecting data through a structured questionnaire (mostly close ended questions/statements)
Interviews	Taking interviews of selected officials for testing the validity of the gathered quantitative data (if necessary)
Direct Observation	Observing the nature of work, working environment, promotion scenario and other factors and the perception on job satisfaction of the respondents
Secondary Data	Different government policy documents, gazettes, circulars, acts, rules and regulations, books, periodicals, journals, government and international organizations' web portals and other related documents

*Table 1: Data Source & Data Collection Techniques*

### 1.9.6 Rating System

The Rensis Likert scale is used for conducting this study. This scale is considered the most widely used rating system in quantitative research method (Smith 2005, Kidwell, 2009). Using this scale the researcher can get the indication of the respondents' agreement and disagreement with the relevant statements. Most commonly, the Likert scale consists of a 5-point scale and this study also uses this 5 point scale where there are five different scores indicating 'completely disagree/dissatisfied' to 'completely agree/satisfied'.

Rating System	Fully Disagree/Dissatisfied (1)	Disagree/Dissatisfied (2)	Neither Agree/satisfied nor Disagree/dissatisfied (3)	Agree/Satisfied (4)	Fully Agree/Satisfied (5)
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*Table 2: Rating System*

### 1.9.7 Study Location with Sample Size

The following table presents the overall study location<sup>5</sup> and its sample population-

Location	Office	Designation of the Respondents	Number of Respondents
Bangladesh Secretariat, Dhaka	Different Ministries/Divisions	Deputy Secretary (DS)	20
		Deputy Chief (DC)	10+2*
Bangladesh Planning Commission, Dhaka <sup>6</sup>	Different Sector Divisions	Deputy Chief (DC)	10+1*
National Board of Revenue, Dhaka <sup>7</sup>	Head Quarter & Different Taxes Zones	Joint Commissioner of Taxes & Additional Commissioner of Taxes (JCT & ACT)	20
Total Respondents (* 02+01= 03 Interviewees)			63

*Table 3: Study Location with Sample Population*

### 1.9.8 Respondents' Nature of Participation

Participation in this survey is quite voluntary. None of the participants are coerced or forced to respond the questionnaire. All the respondents are approached by the researcher personally and it is the key feature of this study. However, in some cases especially for BCS (Taxation) cadre officials, the help of other fellow colleagues is sought for getting introduced with the respondents. Moreover in some cases, the respondents assist the researcher in finding out the prospective officials of their workplace and it helps many a time.

<sup>5</sup> Place of Posting: BCS (Administration) cadre officials are of eleven different ministries & divisions such as MOPA; ERD; LGD; Road Transport & Highways Division. BCS (Economic) cadre officials are of sixteen different ministries & divisions such as Finance Division, Ministry of Home Affairs including Bangladesh Planning Commission and IMED. BCS (Taxation) cadre officials are of NBR headquarter along with four taxes zones.

<sup>6</sup> Bangladesh Planning Commission, the apex body (chaired by the Prime Minister) is empowered to formulating national level planning of the government. It has six divisions and seventeen sectors.

<sup>7</sup> National Board of Revenue, commonly known as NBR, is the regulatory body of the government in generating internal resources through custom duties and taxes

### 1.10.0 Scope & Challenges

The research work gets a very short period (specifically four months) with limited resources. Keeping these limitations in mind, the study focuses on the levels and factors affecting the job satisfaction among the central bureaucrats especially three selected BCS cadre officials more specifically Deputy Secretary level officials working at different ministries, divisions, Bangladesh Planning Commission and National Board of Revenue only. For this, the study encircles the horizon of these officials only. As a result, a bigger part of the cadre officials are not considered in this study. However, being very strongly interlinked with one another<sup>8</sup> for the overall development of the country how much satisfied these officials are and what the levels of the satisfaction are, is quite important.

### 1.11.0 Outline of the Thesis

Chapter One (this chapter) comprises some basic introductory elements of the whole thesis such as the background of the study, rationale and importance; statement of the problem, objectives, research questions, methodological overview, theory and variables; units of analysis and its justification followed by the outline of the thesis.

Chapter Two is comprised of the institutional overview. This chapter presents the brief history of Bangladesh and its civil service system. However, for having the ideas of these three cadres, formation and functions of the respective organizations are incorporated in this chapter as well.

Chapter Three deals with literature review, theoretical discussion and the analytical framework. The aim of the chapter is to give broader ideas on different aspects of job satisfaction, its theories and assumptions and to develop an analytical framework using the existing literature followed by hypotheses.

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<sup>8</sup> As mentioned in the very earlier part in this chapter

*Chapter Four* contains data presentation, analysis and interpretation using different techniques such as Mean, Correlation & Regression models, Chi Square tests etc. of SPSS. Basically this chapter deals with the accumulated data for shaping a systematic output of the whole thesis.

*Chapter Five* concludes the research work revisiting the research objective, research question, hypotheses, theories and analytical framework used in this study. This chapter also indicates the policy implication of the findings.

## CHAPTER TWO

### BANGLADESH CIVIL SERVICE: AN INSTITUTIONAL OVERVIEW

#### 2.1.0 Introduction

This chapter presents a brief overview of Bangladesh Civil Service focusing on the three cadres and their respective workplaces. In this regard, civil service history and system; key organizations where the respondents predominantly work, their formation and functions have been presented.

#### 2.2.0 Bangladesh: A Retrospect

The history of Bangladesh Civil Service is closely related with the history of the country itself. Bangladesh had been under the reign of different rulers both the regional and the overseas for long period of time. As a part of Indian subcontinent, this part of the world had been dominated by the British East India Company and subsequently the British Empire for almost two hundred years (1757-1947). After being out of the clutch of the British tyranny, this land was further captured by the Pakistani oppression for 24 years (1947-1971). And finally the nation got its independence in 1971 after a nine month war of bloodshed.

In the period of different rulers, the country inherited different types of bureaucracy. However, the first form of the bureaucracy that was introduced during British colonial rule, has left the legacy in this region. It can be mentioned that during the colonial period, this subcontinent was mostly administered by the Indian Civil Service (ICS) that was the regional shape of the British bureaucracy and in that service system almost all of the officers were the British themselves. However, after the colonial period being over, this subcontinent was divided into two sovereign states- one is India and another is Pakistan. Later on, Pakistan got the legacy of the civil service from the ICS and a new civil service was formed called Civil Service of Pakistan (CSP). However, this part of Pakistan was called

East Pakistan and the other one was West Pakistan. In many fields including the civil service, West Pakistan continued discriminating over East Pakistan and this cumulative discrimination resulted in the outburst in political, social, cultural and even in administrative fields in East Pakistan. A new country emerged in the world map and it is the present Bangladesh. The newly independent state got its top civil servants mostly from the Civil Service of Pakistan who worked for the liberation of the land assisting the exile government (Shawkat Ali, 2004; Khan, Rahman & Zafarullah, 1997).

### **2.3.0 Bangladesh Civil Service**

Bangladesh Civil Service comprises of a large scale groups of employees of the country. Earlier there were four classes in the public sector employment system. However, now the class system is abolished and the employees are normally known by their grades<sup>9</sup>. Besides, there are two types of government officials- one is gazetted and another is non-gazetted. Gazetted officials are those who are appointed, posted, transferred, promoted and notified through the government gazettes. All the cadre officials of Bangladesh Civil Service fall into this category. On the other hand, rest of the civil servants are considered non-gazetted officers with a few exception<sup>10</sup>. However, the differences between cadre and non-cadre are- cadre officials comparatively enjoy more facilities in their career progression and promotion system, they have more flexibility of transfer and posting than the non-cadre ones.

As this research work is studying only some cadre officials of the civil service, it could be valid to present the recruitment criteria and systems of these officials as well. Basically the relevant authorities send the requisition to BPSC and then BPSC combines the requisitions received from different ministries and arranges examination through job circulation. It is the most competitive examination in the civil service. Fulfilling the basic requirements, the candidates appear in the examination. After qualifying the preliminary,

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<sup>9</sup> There are 20 grades in public sector employment in Bangladesh

<sup>10</sup> There are some non-cadre officials who are considered gazetted ones such as Principal Appraiser/ Superintendent of Tax, Assistant Director, Bangladesh Election Commission, Anti-Corruption Commission etc.

written and viva examinations, the candidates are further verified through the police department (commonly known as police verification) and are tested medically fit (commonly known as medical test). Only the qualified candidates are listed in the gazette circulated by the Ministry of Public Administration. All the newly recruited officials join at their respective offices. And all through their service, these officials are known by their respective batch and cadres<sup>11</sup>.

In the civil service, there are two types of cadres- general and technical or professional. General cadre is open for all the candidates having the minimum qualification for competing the BCS examination while technical or professional cadre is for the specific group of candidates having specific qualification for the job. BCS (Administration), BCS (Taxation), BCS (Economic), BCS (Police), BCS (Foreign), BCS (Food) etc. are some of the general cadres whereas BCS (Health), BCS (Agriculture), BCS (Public Works), BCS (Education) etc. are known as technical or professional cadres. On the regular BCS examination all the general cadre candidates encounter same questions and procedure with same qualification. According to the cadre choice form of the candidates, BPSC selects the candidates based on the performance in the examination. And finally the officials are recruited in different cadres (BPSC, 2018).

However, since its independence in 1971, Bangladesh experienced mixed forms<sup>12</sup> of government but the dominating feature is the parliamentary system where the cabinet is collectively responsible to the parliament headed by the Prime Minister. The business of the government is carried out through 58 ministries and divisions that is headed by the respective Minister, State Minister or Deputy Minister (Bangladesh National Portal, 2018). Altogether these ministries and divisions are the nucleus of the government. In every ministry (or division), under the Minister there is a Secretary who is the Chief Executive Officer of that respective ministry.

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<sup>11</sup> Till now 37 batches are recruited in the history of BCS and at present there are 27 different cadres

<sup>12</sup> Altogether for more than a decade, military and military backed dictatorship suspended the parliamentary form of government of Bangladesh

However, there are two tiers of administrative system- one is the central secretariat at the national level consisting of several ministries and divisions that are designated to formulate respective plans, policies, acts, rules and regulations following the Rules of Business and the Allocation of Business. Another is the line departments/directorates attached with respective ministries/ divisions for implementing the general administration, service and other development activities of their controlling ministries/ divisions.

For running all the business of the government there are two types of administration- policy level and field level administration. Normally policy level administration i.e. the ministries and the divisions are run by the mid and top level bureaucrats of the civil service. On the other hand, field administration consists of comparatively junior to mid-level bureaucrats along with some senior officials of the government.

#### **2.4.0 Formation and Functions of Respective Organizations**

It is observed that BCS (Administration) cadre officials are posted at the field administration first and later on (after minimum five years) they get the chance of working at the policy level positions such as at ministry or division (MOPA, 2018). It is already known that this thesis focuses on the Deputy Secretary and equivalent officials of three cadres. Moreover, all the respondents of BCS (Administration) cadre work at the different ministries or divisions. For this reason, to explain the nature of work of this group of respondents, Ministry of Public Administration is taken into consideration. On the other hand, BCS (Taxation) cadre officials are posted at different taxes zones through National Board of Revenue (NBR). Most of the respondents of BCS (Taxation) cadre work at the NBR. And that is why, the following part of this section discusses the formation and functions of NBR. And lastly formation and functions of Bangladesh Planning Commission are briefly discussed in the last section-

#### 2.4.1 Formation and Functions of Ministry of Public Administration

In this section, the reader will get the overview of the structure of a ministry and its functions. Here Ministry of Public Administration is taken for the discussion. The reason for selecting this ministry is that one of the cadres, i.e. BCS (Administration) cadre is directly controlled by this ministry. There are one Minister and one State Minister in this ministry whereas one Senior Secretary is the administrative head of this organization. There are seven wings apart from the offices of the Secretary and the Additional Secretary. The wings are headed by either Additional or Joint Secretaries who supervise the branches and sections of this ministry. Typically Deputy Secretaries are in charge of the Branches<sup>13</sup> for performing the administrative functions of the respective ministry or division. However, Ministry of Public Administration is delegated with the following major functions as per the Rules of Business, 1996 - formulating policies on regulation of civil services, enhancing capacity of the Bangladesh Civil Service to cope with and adapt to an ever-changing environment, developing and implementing fair, just and transparent Human Resource Management and Development securing to all Government servants the rights and privileges conferred on them by or under the Constitution, Law, Rule, Regulation, Statutory Orders in force interpretation of rules, regulations and orders on service conditions relating to matters allocated to this Ministry, introducing policies regarding classification of services and posts and determining their status, first appointment to any posts belonging to any regularly constituted Cadre Service, all matters relating to Recruitment Rules for all Services and Posts under the Republic, review and revision of Organogram and Equipment of the public offices, inspection and review of staff position in Ministries, Divisions, Attached Departments and subordinate offices for optimum utilization of manpower, introducing policies on composition and functions of Departmental Promotion Committees and selection Boards, career planning of Government servants and matters related thereto (MOPA, 2018). Basically Ministry of Public Administration is the ministry that deals with the total public administration system

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<sup>13</sup> For performing the development project related activities of the ministries and divisions, Deputy Chiefs of BCS (Economic) cadre are posted in the branches

of the country. And most of the officials who are posted in this ministry belong to BCS (Administration) cadre. So it can be said that officials of this cadre are engaged with all the administrative and policy formulation activities of the ministry.

#### **2.4.2 Formation and Functions of National Board of Revenue**

The NBR was established in 1972 through the Presidential Order No 76 (The National Board of Revenue Order, 1972) after repealing the Central Revenue Board Act 1924. Later, amendments were made to the structure of the NBR through Act No 12 of 2009. The NBR is constituted with one Chairman and 17 Members. The Secretary of Internal Resources Division is the ex-officio Chairman of NBR. The status of Members is equivalent to that of Additional Secretary with an exception of four posts that are recently upgraded to Grade One (two posts each for BCS Customs & Taxation cadres). NBR is the supreme body of the government that deals with all the activities related to tax, VAT and custom duties. Under this organization there are three different types of field offices i.e. VAT (Customs, Excise and VAT Commissionerate), Customs (Custom Houses) and Income Tax (Tax Zones). Mostly BCS Customs and Taxation cadre officials belong to this organization. BCS (Taxation) cadre officials are authorized to perform all the activities related with income tax and value added tax.

However, NBR is the authority that imposes, examines, monitors and collects direct and indirect taxes; formulates laws, rules, and regulations on collection of these taxes. This organization also monitors and controls the activities of organizations engaged in collecting import and export duties, value added tax, supplementary duties, excise and income taxes in a knowledge-based, just and customer-friendly environment; Moreover, this organization provides assistance in the formulation process of tax policy and laws, signing of general cooperation agreements with international organizations and foreign countries, agreements on grants and loans and tax-related agreements. NBR also does voluntary expansion of the coverage of tax-payers and revenue collection through motivation campaigns, and conducting data collection and intelligence activities for proper fixation of taxes. This apex body also curbs tax evasion and smuggling, implements import-export policies and so on. Officials of BCS (Taxation) cadre perform their service to accomplish these activities of NBR (Banglapedia, 2014).

### 2.4.3 Formation and Functions of Bangladesh Planning Commission

Bangladesh Planning Commission was established in January 1972 through a Presidential Order-just after 1.5 year of the Liberation of Bangladesh. According to the existing formation, the Prime Minister is the Chairman of Bangladesh Planning Commission and the Minister for Planning is the Vice-Chairman. The Commission has six divisions those are further subdivided into seventeen sectors. Two of the divisions deal with the general macro issues of the economy viz. General Economics Division and Programming Division. The other four divisions such as Socio-Economic Infrastructure Division; Physical Infrastructure Division; Industry & Energy Division and Agriculture, Water Resources & Rural Institutions Division deal with the planning and policy issues of different sectors of the economy (Government of Bangladesh, 2018). Bangladesh Planning Commission officials belong to BCS (Economic) cadre (excepting the Members<sup>14</sup>). All the six divisions of the Commission are headed by Division Chiefs who are immediately supervised by the Members. On the other hand, wings are headed by Joint Chiefs whereas branches are headed by Deputy Chiefs and sections are manned by Senior Assistant Chiefs/Assistant Chiefs of the Commission.

The main objective of establishing the Commission is to ensure the development activities adopting strategic planning all over the country. This commission is mandated to determine the size of the ADPs and the sectoral allocations of the country that are further implemented through the monitoring and supervision of different ministries and divisions. Programming Division of this commission coordinates this mammoth task of the government taking the necessary data from four different sectoral divisions. Officials of the Commission are also empowered to continuously monitor and supervise the development activities of the projects along with the planning officials of the respective ministries and divisions.

Another division i.e. General Economics Division (GED) prepares medium and long term national guidelines and plans in accordance with social, economic and political objectives

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<sup>14</sup> Member of different divisions of Bangladesh Planning Commission are Grade One officials-generally the Secretaries of the government are posted here

as laid down by the Government. This Division prepares the technical frameworks for medium term plans such as Five Year Plans. Other important tasks of this division are the estimation of national income, consumption, savings and investment, domestic resources; external trade and balance of payments etc. On the other hand, all the mega projects costing more than BDT 500 million are approved by the Executive Committee of the National Economic Council (ECNEC) chaired by the Prime Minister and this approval process is channeled through respective sectoral divisions of the Commission. However, other projects costing lesser amount of money are approved by the Minister for Planning that are processed through the respective sectoral divisions. It may be necessary to point out that in every ministry/division there is a Planning Wing/Branch headed by Joint/Deputy Chief with a group of other officials of BCS (Economic) cadre. All the development planning and projects are administered here in these wings/branches of the ministries/ divisions and later the processed proposals of development projects and programs are forwarded to the Commission for further evaluation and approval.

### **2.5.0 Conclusion**

This chapter has given the primary idea on what the study is going to take place. This chapter presents the overview of the civil service of Bangladesh along with the history of the country as well. Moreover, formation and functions of different relevant organizations where the respective cadre officials predominately work are sufficiently presented in this chapter.

## CHAPTER THREE

### CONCEPTUAL OVERVIEW

#### 3.1.0 Introduction

This chapter deals with reviewing the prevailing literature and based on the reviewed literature an analytical framework is developed in the second part of the chapter. The aim of the chapter is to give broader ideas on different aspects of job satisfaction, its theories and to develop an analytical framework using the existing literature.

#### 3.2.0 Job Satisfaction: An Overview

Though job satisfaction is a very common phenomenon in the workplace worldwide, still this terminology has not found any appropriate definition (Aziri, 2011). Different authors, researchers and scientists have taken different styles in defining job satisfaction. However, most commonly definitions of job satisfaction are pointed out here.

Hoppock defines job satisfaction as the combination of psychological, physiological and environmental states that make an employee internally think, "*I am satisfied with my job*". This definition indicates that job satisfaction has some influencing factors that are simultaneously external as well as internal ones (Hoppock, 1935). On the other hand, Vroom pronounces job satisfaction as the affecting orientations on the part of the employees' role towards their work which they are presently occupying (Vroom, 1964).

According to Spector, job satisfaction and job dissatisfaction appear in every work condition. He also thinks that job situation reflects the liking and disliking of the employees. He defines job satisfaction as the feeling of the employee towards their job (Spector, 1997).

However, Davis and Nestrom opine that job satisfaction is a combination of positive as well as negative sets of feelings that workers possess regarding their work. Job satisfaction represents the magnitude to which expectations are matched with the actual

achievements. And that is why, it is strongly associated with the behavior of the employee in their work place (Davis & Nestrom, 1985). Moreover, some scholars such as Kaliski assumes that job satisfaction is a worker's "sense of achievement along with the success on the job". It is usually supposed to be unswervingly connected with productivity as well as with personal well-being. Job satisfaction indicates performing a job an employee enjoys, performing it well and being appreciated for his or her efforts. It further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). However, Statt defines job satisfaction as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). On the other hand, Armstrong terms job satisfaction as "the attitudes and feelings" people have about their work. He elaborates that positive and favorable attitudes yield job satisfaction while negative and unfavorable attitudes yield job dissatisfaction (Armstrong, 2006).

With same tone, other scholars also define job satisfaction where it is stated as the "collection of feelings and beliefs" of people for their current job. The extent of job satisfaction of an employee may range from extreme satisfaction to extreme dissatisfaction. However, in addition to having attitudes about their jobs as a whole, people can also have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George & Jones, 2008).

That is why, job satisfaction can be considered as one of the main factors for ensuring the efficiency and effectiveness of business organizations. Indeed, different paradigms in management have made the authority consider employees primarily as human beings that have their own desires, needs, expectations and fulfilling these personal expectations they have their satisfaction in their respective service.

Altogether, job satisfaction is the state of feeling of an employee towards his or her job and this feeling is determined by different intrinsic and extrinsic factors and ultimately

these factors play vital role in the overall attachment to and productivity of the performance of the employee.

### **3.3.0 Literature Review**

It is true that there is a significant number of literature on job satisfaction round the world. However, it is observed that this issue of job satisfaction is primarily a private sector phenomenon. Nevertheless, it has been a matter of hope and great relief that gradually it is attracting the public sector organizations as well. However, this section of the chapter deals with both global and Bangladesh contexts on job satisfaction. And this contextual literature review is presented below-

#### **3.3.1 Literature Review: Global Context**

Kumar, Singh and Verma study expectations and job satisfaction of officers and supervisors in public sector undertakings in India and find that job security obtains the first rank followed by opportunity for advancement, pay according to merit, working conditions etc. as the dominating factors for job satisfaction (Kumar, Singh, & Verma, 1981).

Gianakis and McCue study the association between performance and job satisfaction on local government finance officials in Ohio, Japan. They find that public finance officials in Ohio local government seem to be satisfied with their job i.e. the nature of work but dissatisfied with organizational system for recognizing and rewarding outstanding performance. The researchers conclude that “job satisfaction is a function of correspondence between expectations, aspirations, needs, and the degree to which the organization fulfills these needs and matches the expectations and aspirations” (Gianakis & McCue, 1997).

Norris studies work values, experience, job satisfactions among government servants. She studies whether public and private sector employees in different countries differ in their motivational values, employment experiences and job satisfactions. She finds that government and nongovernment sector employees are inspired by different sense of accomplishment. However, government sector employees feel that they work for the

wider betterment of the society and the country (Norris, 2004). In her study, it is also seen that in Bangladesh more than eighty percent people (which is the highest rate among 26 surveyed countries) prefer to have civil service to the private sector jobs (International Social Survey Programme, 'Work Orientations II' 1997 in Norris, 2004).

On the other hand, Harouna Saibou studies on 203 civil servants who are under the Ministry of Public Health in Niger and finds out that there are a group of variables that are strongly related with job satisfaction and these variables are- job characteristics, work environment, pay satisfaction, advancement opportunities and job satisfaction (Saibou, 2006).

Khalifa and Truong conduct a survey of 80 teaching staff members at three Egyptian private universities and reveal "positive relationships between perceptions of equity and job satisfaction" (Khalifa & Truong, 2010).

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

Nandan and Krishna assess job satisfaction on the management education related faculties in Andhra Pradesh, India where faculties both from public and private universities are taken into consideration. However, the findings of the study show that nature of work, working environment, working relations among colleagues, policies & procedures of the organization, pay and benefits, teaching performance, research performance etc. seem to be the important factors of job satisfaction, while stress adversely impacts job satisfaction (Nandan & Krishna, 2013).

An interesting finding in an American context is provided by Semih Tumen and Tugba Zeydanli where they establish that home ownership decreases mobility of the employees and consequently it diminishes job satisfaction among the employees (Tumen & Zeydanli, 2014).

Shin and Jung examine job satisfaction and job stress across 19 higher education institutions in 19 different countries including China, Japan, Australia, UK, USA, Norway, Germany etc. using Herzberg's Two-Factor Theory and variables such as "academic freedom, shared governance, empowerment, salary, working conditions, technology supports, research supports, work load, affiliation, performance oriented management". They find that "market oriented managerial reforms" are the main source of academic stress while the "high social reputation of academics in their society and academic autonomy" are the source of job satisfaction (Shin & Jung, 2014).

### 3.3.2 Literature Review: Bangladesh Context

Jahan marks out some motivating and at the same time de-motivating factors of Bangladesh Civil Service (BCS). The study shows that most of the candidates from both rural and urban areas specified that inadequate salary is a major obstacle for joining the civil service in Bangladesh. They also indicate that the rigid job environment is also an obstacle that does not allow them to do something innovative. Moreover, the study results reveal that the de-motivating factors are strong enough to overshadow the motivating factors in BCS (Jahan, 2006).

Chakraborty has inserted that '*tadbir*'<sup>15</sup> is the only tool that determines the promotion and placement and sometimes the tenure of posting is also perceived as good or dumped. The study also reveals that there is no reward and punishment system in the civil service (Chakraborty, 2008).

On the other hand, Kamal & Ferdousi observe that government sector officials suffer from worse working environment, poor evaluation process and insufficient salaries (Kamal & Ferdousi, 2008).

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<sup>15</sup> Persuasion for personal advantages using official influence

Hasan describes that civil service officer has limitations due to strict rules and regulations to produce any innovative idea. As a result, they are losing spirit and motivation of innovative ideas. Their good and creative work are not recognized and appreciated although they perform well. On the other hand, service delay or poor performances are not given proper punishment. Therefore, civil servants become de-motivated and dissatisfied because of these improper actions. Consequently, organizational as well as national goals remain unattainable (Hasan, 2010).

Furthermore, Debnath, Burmon and Biswas conduct a research among administrative and technical cadre officials of the field administration of Bangladesh and the study indicates that the officers of administrative cadres i.e. the generalists are considerably more motivated than their technical cadre counterparts. The finding also advocates that there was a substantial “positive influence of motivation on performance”. Personal factors such as “experience, education and income had no significant influence on motivation”. On the other hand, “working condition, promotional facility, participation in decision-making and recognition” are found to be the leading sources of high motivation for the technical cadre officers. However, “salary, open communication with boss and training facility” have been found to be major sources of higher level of job satisfaction for the administrative i.e. the generalist cadre officers. On the other hand, “poor salary, lack of fair promotional opportunity, status and poor working environment” have proved to be the key causes of low level of satisfaction for the technical or professional cadre officers (Debnath, Barmon, & Biswas, 2011).

Siddika reveals that the field level civil service officers are “moderately satisfied”. Data findings shows that “transfer or posting, working environment, promotion and recognition” are important analyst of job satisfaction where the other variables- “salary, training and career planning” are less important. Her study states that when the organization acknowledges and utilizes the talents of its employees, people feel proud of their working environment and the level of job satisfaction enhances (Siddika, 2012).

However, Roksana Rahman indicates in her study that the vital factors that are responsible for de-motivating civil servants working at field level are poor salary,

improper promotion system, poorly managed posting system, absence of operative career planning, inadequate emphasis on innovation and lack of political commitment and long term vision regarding civil service. In addition, the study also reveals that “political pressure and nepotism” have a strong negative relationship with motivation of field level civil servants in Bangladesh. The study also suggests a sound career plan for posting and transfer of BCS officers to enhance their efficiency (Rahman, 2013).

Ethica Tanjeen in her study finds that autonomy and delegation of decision making power to the subordinate officials in the telecommunication sector in Bangladesh enhances the level of job satisfaction. Moreover, the study also reveals that necessary logistic supports along with sound working environment help the employees performing their duties efficiently and effectively (Tanjeen, 2013).

#### **3.3.4 Gaps in Literature**

All the literature on global and national contexts emphasize on job satisfaction for having a sound and fruitful group of employees. The above-discussed articles, books and papers reveal that there is no denying of comprehending job satisfaction as a major phenomenon in the human resource divisions of any organization. The discussion also brings out the reality that though job satisfaction is a factor of long days back, still it has not been much able to attract the apprehension of the government or public sector authorities compared with its private sector counterparts. In most of the literature, job satisfaction is studied among private sector employees only. And the researches that are conducted on public sector officials, have not discussed from a comparative point of view. Again, this important issue i.e. job satisfaction is almost neglected in the public sector of Bangladesh as well. Very few research works have been conducted on job satisfaction. Moreover, the research works that are conducted on public sector job satisfaction, have focused on the field level officials only. It is observed that there is very little research work on policy level bureaucrats focusing on a comparative analysis among different cadres. That is why, it might be claimed that this study adds value to the few existing literature on job satisfaction of Bangladesh Civil Service.

### **3.4.0 Theoretical Discussions**

This section deals with the two theories adopted to carry out the study. Based on these theories some variables are selected for getting the desired result of the study.

#### **3.4.1 Motivation Hygiene Theory of Frederick Herzberg**

Motivation Hygiene Theory by Frederick Herzberg could be regarded as one of the highly used theories to assess job satisfaction of the employees. This theory indicates that in every workplace there are two sets of factors-one is motivation and another is hygiene. It is thought that the presence of some motivating factors can make the employees more satisfied while the absence of the hygiene factors may create dissatisfaction among the employees. In this theory, achievement in work, advancement, responsibility, recognition, promotion opportunities and the work itself are treated as the major motivational factors. On other hand, work environment, company policies, pay, supervisory practices, interpersonal relations and other related working conditions are regarded as some of the hygiene factors (Herzberg, Mausner, & Snyderman, 1959).

#### **3.4.2 Equity Theory of Adams**

John Stacey Adams's theory of equity (1963) describes that people often equate his/her condition at work place with other contemporaries. When the employees create a feeling that they are not being equally treated in terms of the input they inject to their work comparing to the output they get as return. This state might lead to shrinking the level of job satisfaction. However, when people start observing a ratio between the inputs and outcomes and eventually the very people experience any inequity, it will be quite unpleasant experience for those people to change their behavior or perception of their job and it consequently makes the employee further motivated or even demotivated (Vandenabeele, Depré, & Hondeghem, 2004).

The Motivation Hygiene Theory indicates that the motivating factors are directly affecting factors and the presence of these factors enhance the job satisfaction of the employees. On the other hand, lack of the hygiene factors makes employees more dissatisfied. In this

study, motivating factors such as ‘career progression’ and ‘nature of work’ and hygiene factors such as ‘working environment’ and ‘discretionary authority’ have been adopted from the Motivation Hygiene Theory. On the other hand, ‘promotion’ and ‘fringe benefits’ are taken from the Equity theory.

### 3.5.0 Analytical Framework

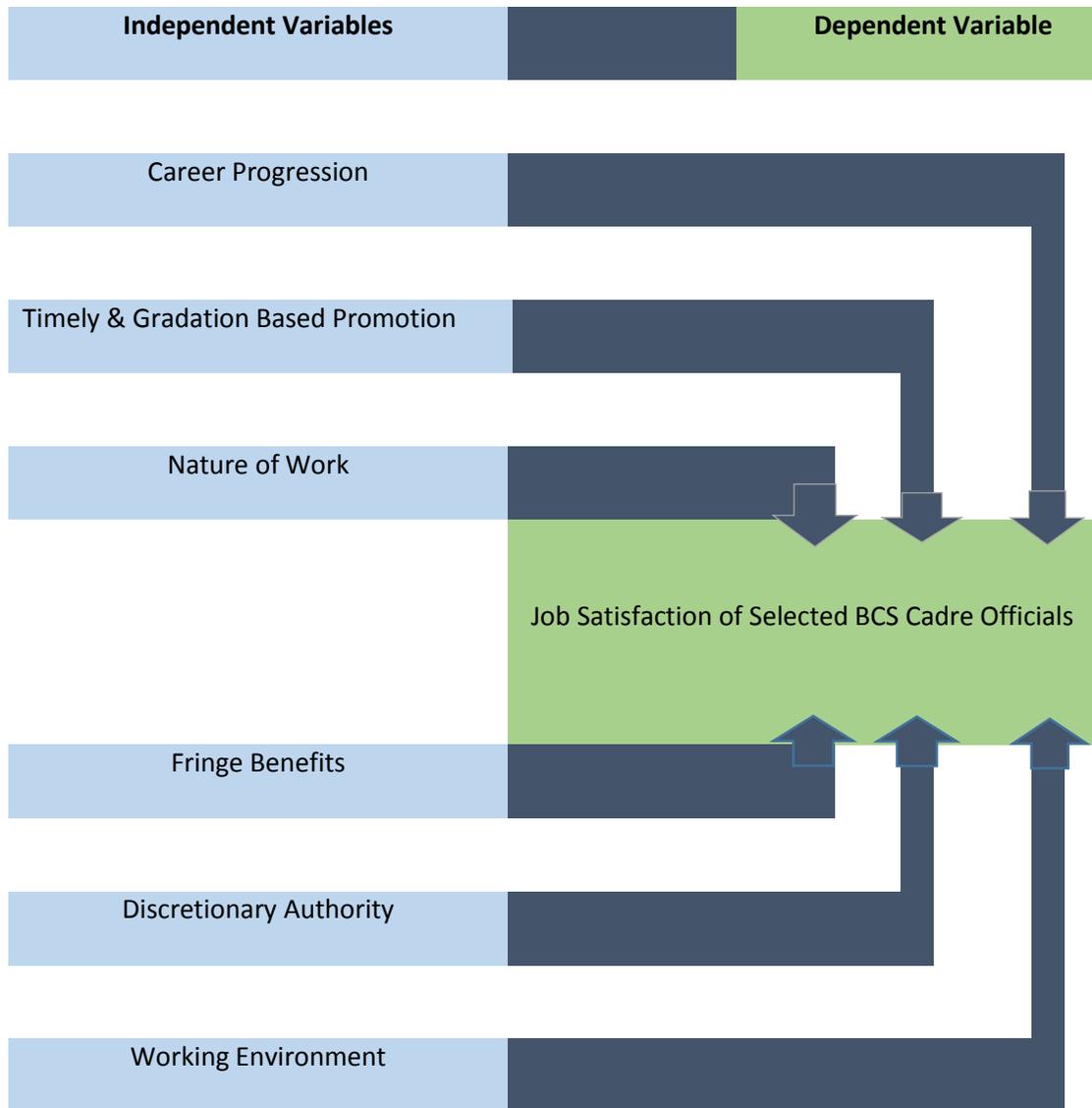


Figure 1: Analytical Framework

### 3.6.0 Operationalization of the Variables of the Study

<b>Dependent Variable</b>	<b>Indicator</b>
Job Satisfaction of Selected BCS Cadre Officials	Level of job satisfaction in a Likert Scale

<b>Independent Variables</b>	<b>Indicators</b>
Career Progression	Opportunity for reaching the topmost position in the administrative hierarchy (i.e. grade one post)
Timely & Gradation Based Promotion	Promotion is timely
	Promotion is gradation based
Nature of Work	Scope of Innovation
	Meaningfulness of the task
	Non-repetitive duties and responsibilities
	Designation reflecting the nature of work
Fringe Benefits	Performance based incentives
	Car loan facilities
Discretionary Authority	Discretionary authority from the superiors
	Discretionary authority from the organization
Working Environment	Office arrangements
	Logistic supports
	Workload

*Table 4: Operationalization of the Variables*

### 3.7.0 Operational Definition of the Variables

This section gives the brief ideas on the different variables used in this study.

#### 3.7.1 Job Satisfaction

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Basically, job satisfaction is about liking job and finding fulfillment in what the individual does. It combines an individual's feelings,

emotion and perception regarding the job. However, this study concerns job satisfaction of the selected BCS cadre officials from their organizational context.

### **3.7.2 Career Progression**

In this study, career progression means how much opportunity a civil servant has to reach the topmost position in the administrative hierarchy. Normally in most of the cadres, there is grade one post. If the individual can expect him or her at the grade one post after a certain period of job tenure, it can be said that the career progression of that cadre is smooth and fascinating and which ultimately makes the individual satisfied.

### **3.7.3 Timely and Gradation based Promotion**

If BCS (Administration) cadre is taken as the standard of the whole civil service, normally it can be observed that there are six tiers in the central civil service that are equivalent to Assistant Secretary, Senior Assistant Secretary, Deputy Secretary, Joint Secretary, Additional Secretary and Secretary<sup>16</sup>. After serving 10 years with other basic requirements fulfilled, one can expect to attain the Deputy Secretary and equivalent posts. Now this study seeks the opinion of the respondents regarding their promotion scenario based on due tenure and exercise of gradation list i.e. seniority<sup>17</sup>.

### **3.7.4 Nature of Work**

It is argued that civil service is mostly rule bound and repetitive where the scope of innovation, diversity and dynamism is almost absent. Here in this study, through 'nature of work' some characteristics of the assigned task of the officials are measured. And these attributes or characteristics are innovation, meaningfulness, non-repetition etc. of their

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<sup>16</sup> For BCS (Taxation) cadre, the hierarchical order is Assistant Commissioner, Deputy Commissioner, Joint/ Additional Commissioner (Equivalent to Deputy Secretary), Commissioner and Member. And for BCS (Economic) cadre, the hierarchical order is Assistant Chief, Senior Assistant Chief, Deputy Chief (Equivalent to Deputy Secretary), Joint Chief and Division Chief

<sup>17</sup> "Seniority- The seniority of the members of the Service at the stage of entry shall be determined in the order of merit as declared by the [Bangladesh Public Service] Commission at the time of making recommendation for appointment" {BCS (Administration) Composition and Cadre Rules of 1980.}

respective duties and responsibilities. Moreover, whether assigned designation<sup>18</sup> is appropriate to the nature of work or not, that is also be assessed.

### **3.7.5 Fringe Benefits**

Apart from the salary, there are different financial and other benefits that could satisfy an employee- among them ‘incentives’ in the form of bonus, engagement at prestigious positions, foreign training and posting for special work accomplished and ‘transport’ in the form of car loan etc. are mention worthy.

### **3.7.6 Discretionary Authority**

In the hierarchical bureaucracy, Bangladesh Civil Service officers need to go under regular supervision. In most of the cases, especially in the central bureaucracy, the civil servants are to follow the prescribed rules and regulations. They are also regularly monitored and supervised very closely. However, still there are some scopes of applying discretionary authority in one’s work place and work style. It is assumed that job satisfaction of an employee may vary on the scope of application of discretionary authority of an individual. In this regard, the study considers two types of discretion an individual may enjoy- one from the immediate supervisor and another is from the organization.

### **3.7.7 Working Environment**

This study encircles office arrangements, logistic supports and workload for describing working environment of the civil servant. For having a sound working environment, healthy office arrangement; sufficient logistic supports; manpower such as supporting staffs, fellow colleagues for keeping sufficient workload; usages of technological supports such digital filing, access to internet etc. are considered as elements of working environment.

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<sup>18</sup> Designation such as Deputy Chief, Deputy Secretary, Director, Joint/Additional Commissioner of Taxes etc.

### 3.8.0 Hypotheses

This study mainly focuses on the quantitative data with little qualitative ones. For this, it is important to have the data analyzed from every possible angle. Keeping it in mind, the study conducts the Chi-Square tests as well as regression analysis to get the accurate output from the gathered data. However, to determine the significant relationship between dependent and independent variables, some hypotheses have been taken to conduct the study more accurately. These hypotheses are as follow-

Independent Variables	Null Hypotheses	Alternative Hypotheses
Career progression	Career progression has no significant relationship with job satisfaction	Career progression has significant relationship with job satisfaction
Timely & gradation based promotion system	Promotion system has no significant relationship with job satisfaction	Promotion system has significant relationship with job satisfaction
Nature of work	Nature of work has no significant relationship with job satisfaction	Nature of work has significant relationship with job satisfaction
Fringe benefits	Fringe benefits have no significant relationship with job satisfaction	Fringe benefits have significant relationship with job satisfaction
Discretionary authority	Discretionary authority has no significant relationship with job satisfaction	Discretionary authority has significant relationship with job satisfaction
Working environment	Working environment has no significant relationship with job satisfaction	Working environment has significant relationship with job satisfaction

*Table 5: Hypotheses of the Study*

### 3.9.0 Conclusion

This chapter discusses on the different views on job satisfaction. It has also touched some literature on job satisfaction from both national and global contexts. Furthermore, this chapter has given emphasis on the analytical framework of job satisfaction using dependent and independent variables. For giving the readers the specific meanings of the variables, some brief operational definitions of these variables have been provided in this chapter.

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## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS & INTERPRETATION

#### 4.1.0 Introduction

The objective of the study is to comparatively analyze the level of job satisfaction of the mid-level BCS Administration, Economic and Taxation cadre officials. And for doing so, a total of 60 officials from these three cadres are surveyed through a questionnaire and later on three officials of BCS (Economic) cadre are interviewed for getting deeper ideas and information on the service scenario of this cadre. The researcher has also inferred the knowledge he gained through his professional experience to analyze the data. Moreover, during data collection period the researcher has got opportunity to talk with the respondents directly in quite amicable environment. Thus direct observation technique is also applied in this analysis section. However, at first demographic factors and variable wise data are presented followed by data analysis and interpretation using different analysis techniques such as Correlation and Regression Models, Chi Square tests etc.

#### 4.2.0 Data Presentation

Before having a critical analysis and interpretation of the collected data, this section of the chapter intends to give the reader a prior idea on the research area through presenting the relevant factors and variables. At first, some basic demographic factors are presented followed by the independent variables based data presentation.

#### 4.2.1 Demographic Factors

It can be mentioned that for having similar natures of respondents as far as the demographic factors concern, these factors are not considered as the variables for assessing the comparative study. However, for giving the audience an overview of the participants, these demographic factors are slightly presented in this section.

#### 4.2.1.1 Batch & Service Tenure wise Participation

The gathered data show that among the respondents there are officers from 10<sup>th</sup> to 24<sup>th</sup> batches who have been serving in the service from 13 years to long 27 years. However, the respondents fall in 10 different batches. It is also seen that most of the respondents belong to four batches i.e. in 15<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup> and 20<sup>th</sup> batches. More specifically 42 out of 60 participants i.e. 70% of the whole population are of these four batches and average service tenure of these officers is 20.3 years. However, data of BCS (Economic) cadre officials indicate that there are respondents from four consecutive batches<sup>19</sup> i.e. 13<sup>th</sup>, 15<sup>th</sup>, 17<sup>th</sup> and 18<sup>th</sup> batches whose service tenure range from 20 to 25 years and average tenure is 23.4 years. Among these four batches, 45% (09 participants) belong to 15<sup>th</sup> batch, 30% (06 participants) belong to 17<sup>th</sup> batch, 20% (04 participants) belong to 18<sup>th</sup> batch, 05% i.e. one participant belongs to 13<sup>th</sup> batch.

Data of BCS (Administration) cadre officials show that there are respondents from eight different batches i.e. 10<sup>th</sup>, 11<sup>th</sup>, 15<sup>th</sup>, 18<sup>th</sup> and 20<sup>th</sup>, 21<sup>st</sup>, 22<sup>nd</sup> and 24<sup>th</sup> batches whose service tenure widely ranges from 13 to 27 years and average tenure is 18.6 years. Among these eight batches, 50% respondents belong to 20<sup>th</sup> and 24<sup>th</sup> batches (30% i.e. 06 participants are of 20<sup>th</sup> batch while 20% i.e. 04 participants are of 24<sup>th</sup> batch). Other 50% belong to other six batches.

Data of BCS (Taxation) cadre officials show that this group of respondents belongs to six different batches i.e. 13<sup>th</sup>, 15<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup> batches who have been serving from 15 to 25 years and average tenure is 20.4 years. Among these six batches, individually 17<sup>th</sup> batch has maximum participants- 35% (7 respondents) belong to this batch while 13<sup>th</sup>, 18<sup>th</sup> and 21<sup>st</sup> batches have 15% (03 participants) each and 10% (02 respondents) each for 15<sup>th</sup> and 20<sup>th</sup> batches.

It is seen that participants from BCS (Administration) cadre have a wide range of batches and service tenure while officials of BCS (Economic) cadre are quite compact in regard of

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<sup>19</sup> In between these batches, technical cadre officials were recruited in 14<sup>th</sup> & 16<sup>th</sup> batches

batch and service tenure. On the other hand, officials of BCS (Taxation) cadre are moderately scattered in regard of batch and service tenure (For more Annexure 04).

#### **4.2.1.2 The Tenure of Last Promotion**

This section reveals the tenure of last promotion of the participants. That is, how long they are with the same position- can be understood through this set of data. It is seen that 57% (34 respondents) of the total population got their last promotion within last three years whereas 30% (18 respondents) were promoted more than five years ago and rest of the respondents are in their present rank/ position in between three to five years. Data also shows that most of the BCS Administration and Taxation cadre officials of this study got their promotion within three years and the rate is exactly 65% for each of these two cadres. Contrarily, 50% of the BCS Economic cadre officials got their last promotion more than five years ago.

#### **4.2.1.3 Education**

Eighty eight percent of the total participants got their master degree before joining BCS- in individual cadre, the rate is 85% for BCS (Economic) cadre officials and 90% for each of BCS Administration and Taxation cadre officials. However, very negligible of the total participants i.e. 10% of each cadre joined the service with their simple bachelor degree. On the other hand, only 5% (one respondent) of BCS (Economic) cadre completed higher than master degree before joining BCS.

However, it is also observed that 65% of BCS (Administration) cadre officials completed their master degree (it could be second one for many of them) after joining BCS whereas its rate is 55% for BCS (Economic) cadre officials. However, the rates of obtaining higher than master degree for BCS Administration and Economic cadre officials are 20 and 15% respectively. On the other hand, the rate of attaining higher studies after joining BCS for Taxation cadre officials is very little and it is 15% only.

However, among the officials who attained higher degrees after joining BCS (34 out of 60), 32% (11 respondents) did it home and rest 68% (23 respondents) did abroad. Here the rate of attaining foreign degree is higher than that of the home or local degrees. And

among this group, officials of BCS Economic cadre are ahead of other cadres- 79% (11 out of 14 respondents) of the Economic cadre officials obtained foreign degree and for Administration and taxation cadres the rates are 59% (10 out of 17 respondents) and 67% (two out of three respondents) respectively.

#### **4.2.1.4 Gender**

The data show that among all the participants 23% (14 respondents) are female whereas 77% (46 respondents) are male. However, 80% respondents of BCS Economic and Taxation cadre officials are male and this rate is 70% for BCS Administration cadre.

#### **4.2.2 Variable wise Job Satisfaction: A Presentation**

This part of the chapter explains job satisfaction from each independent variable's point of view using different SPSS analysis techniques such as mean, Pearson's Correlation and Regression models and Chi Square tests etc. However, it can be remembered again that the study used a questionnaire where a 5 point Likert scale had been used. The respondents were asked to put tick marks on the appropriate boxes that indicated the level of satisfaction or assertion towards the statements put in the questionnaire. However, these variables are presented using the SPSS techniques respectively in the following section.

#### 4.2.2.1 Mean

##### Average Level of Job Satisfaction based on Variables

[In 5-point Likert Scale]

n=20, for each cadre

Variables	Economic (Mean)	Administration (Mean)	Taxation (Mean)
Career Progression	1.15	3.85	2.60
Timely & Gradation based Promotion	3.03	2.80	4.25
Nature of Work	3.28	3.80	3.76
Fringe Benefits	1.60	3.98	1.93
Discretionary Authority	3.53	3.58	3.76
Working Environment	2.52	3.40	3.73
Overall job satisfaction	2.60	3.70	4.00

*Table 6: Level of Job Satisfaction based on Variables*

The table above presents the average level of job satisfaction of the respondents based on the dependent and independent variables. Here it is observed that the overall job satisfaction of BCS Taxation cadre officials is higher than that of other two cadre officials. Measuring this satisfaction level with 5-point Likert scale, it is noticed that Taxation cadre scored 4.0, while Administration cadre is just behind them scoring 3.7. However, Economic cadre is the least satisfied cadre compared to other cadres scoring merely 2.6. This scoring of the three cadres indicates that BCS Taxation and Administration cadre officials are partially satisfied with their job while Economic cadre officials are just opposite to their fellow cadre officials i.e. partially dissatisfied.

However, to get the multidimensional analysis of the gathered data, before presenting the in detail picture of the individual indicators, the researcher intends to point out some correlation and regression models along with Chi Square tests in the following section.

#### 4.2.2.2 Correlation Model

The following table shows the comparative presentation of the correlation models on job satisfaction of different cadres. It is observed that five out of six independent variables have strong correlation with job satisfaction within different cadre officials. Among these five variables, career progression has very strong (.804\*\*) correlation among BCS (Administration) cadre officials. On the other hand, timely and gradation based promotion system has very strong relation among Administration (.559\*\*) and Taxation (.663\*\*) cadre officials. However, this variable has a negative correlation among BCS (Economic) cadre officials, though not significant. On the other hand, nature of work is unique variable that has very strong correlation value among all the three cadres- Administration (.741\*\*), Taxation (.692\*\*) and Economic (.494\*) cadre officials. However, fringe benefits have strong correlation among Administration (.488\*) and Taxation (.509\*) cadre officials. On the other hand, working environment has a very strong correlation among Taxation (.613\*\*) cadre officials only. Interestingly, discretionary authority seems to be statistically insignificant among all the three cadre officials (Detail in table 08).

#### Correlation Model on Job Satisfaction: A Comparative Presentation

(n=20 for each cadre)

Correlation Model	Administration	Taxation	Economic
Career Progression	.804**	.257	.318
Timely & Gradation based Promotion	.559**	.663**	-.142
Nature of Work	.741**	.692**	.494*
Fringe Benefits	.488*	.509*	.336
Discretionary Authority	.377	.401	.037
Working Environment	.220	.613**	.271

Table 7: Correlation Model

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

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

#### 4.2.2.3 Regression Model

The significance level of the independent variables shows the actual scenario of their relations which ultimately affect their level of job satisfaction. The level of significance means the chances of errors occurring in the analysis. The lower the significance level, the stronger the relations between the variables. The table shows the comparative statistics of regression models of three different cadres. This table presents the regression analysis between dependent and independent variables of the individual cadres. Here among the six independent variables, only three have strong regression values in the three cadres. These are- 'career progression' fitting both Administration (0.505\*\*) and Economic (0.467\*) cadres; 'nature of work' fitting Taxation (0.489\*) and Economic (0.591\*) cadres and 'fringe benefits' fitting only BCS (Taxation) cadre officials (0.413\*). However, data based on all the three cadres show that among six independent variables three affect significantly to explain the level of job satisfaction of the officials. These significant variables are 'timely and gradation based promotion' (0.238\*); 'nature of work' (0.390\*\*) and 'working environment' (0.248\*\*). Other three variables do not explain the level of satisfaction so significantly. Nevertheless, very much promising finding is that the adjusted R<sup>2</sup> of the regression model is 0.623 that means these six variables explain 62.30% of the whole job satisfaction of the selected civil servants. Furthermore, the result shows that adjusted R<sup>2</sup> for individual cadre are 0.787 (Administration), 0.595 (Taxation) and .401 (Economic). It means that the model explains 78.70% for BCS (Administration) cadre, 59.50% for BCS (Taxation) cadre and 40.10% for BCS (Economic) cadre. Overall, it can be said that the model fits well to explain job satisfaction of the three cadre officials in terms of adjusted R<sup>2</sup> **(For more Annexures 08-10)**.

### Regression Model on Job Satisfaction: A Comparative Presentation

**n=20 for each cadre**

Regression Model	Standardized Coefficients (Beta)		
	Administration	Taxation	Economic
Career Progression	.505**	.305	.467*
Timely & Gradation based Promotion	.190	.156	-.099
Nature of Work	.274	.489*	.591*
Fringe Benefits	.081	.413*	.193
Discretionary Authority	.208	-.243	-.147
Working Environment	.094	.147	.284
Adjusted R Square	.787	.595	.401

*Table 8: Regression Model*

\*\* Significance level is less than 0.01 (2-tailed). \* Significance level is less than 0.05 (2-tailed).

#### 4.2.2.4 Chi Square Tests

The following table shows that among the six variables, very few are proven statistically significant. More specifically, career progression seem to be significant for BCS (Administration) cadre only while timely and gradation based promotion is significant variable for the officials of BCS (Taxation) cadre alone.

### Chi Square Tests on Job Satisfaction: A Comparative Presentation

**(n=20, for each cadre)**

Pearson Chi Square Tests	Value (** p<.01), * p<.05)		
	Administration	Taxation	Economic
Career Progression	34.519**	13.300	3.617
Timely & Gradation based Promotion	23.915	26.250*	1.287
Nature of Work	28.423	29.733	22.476
Fringe Benefits	14.794	16.111	16.894
Discretionary Authority	17.884	17.000	13.204
Working Environment	22.116	23.389	30.046

*Table 9: Chi Square Tests*

### 4.3.0 Data Analysis & Interpretation

The average levels of job satisfaction of these cadre officials are presented in the section based on individual indicators under distinct variables. However, these indicators and variables are further to be analyzed and interpreted simultaneously using the SPSS analysis techniques. In addition, direct observation, past job experience of the researcher, interviewees' opinions and findings of other secondary data are inferred for having an in-depth analysis and interpretation of the level of job satisfaction of the participants.

### 4.3.1 Career Progression

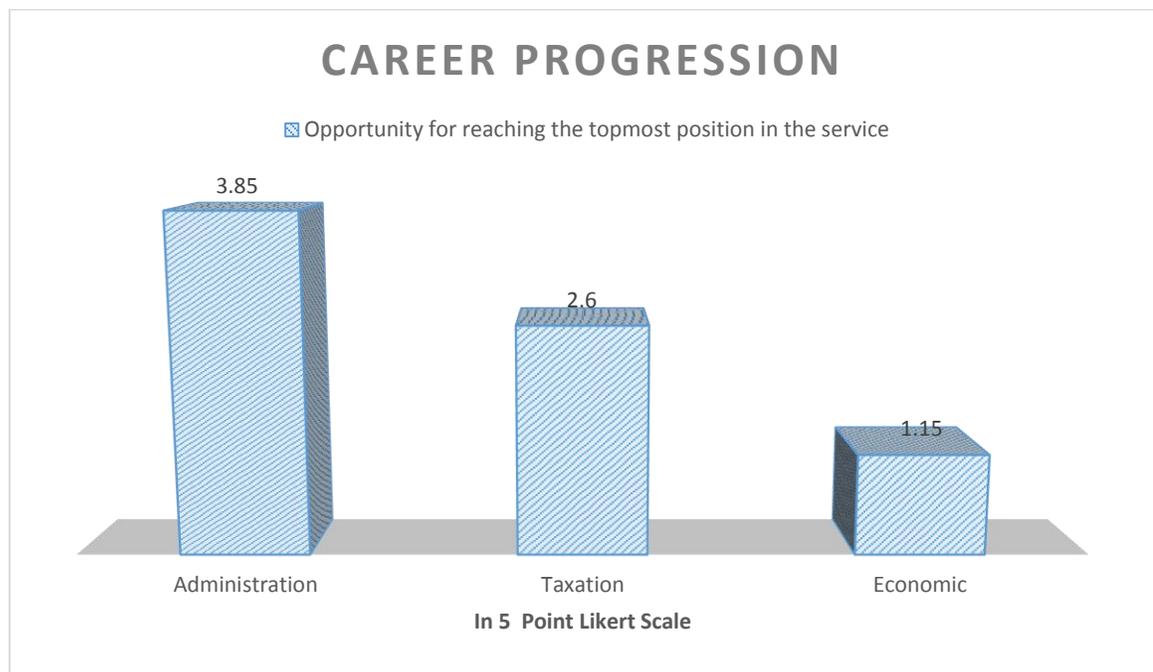


Chart 1: Career Progression

The average satisfaction level on career progression of BCS (Economic) cadre officials is quite low- it is only 1.15 out of 5 which indicates that most of the respondents of this cadre are completely dissatisfied with their career progression. On the other hand, average satisfaction level on career progression of BCS (Administration) cadre officials is higher among these three cadres and it is 3.85 out of 5 which indicates that on an average this group of respondents are satisfied with their career progression. However, the

following table shows that most of the respondents (exactly 70%) possess either partial or complete satisfaction regarding their career progression. Lastly, average satisfaction level on career progression of BCS (Taxation) cadre officials is 2.60 out of 5, and the following table shows that most of the respondents (55%) of this cadre are dissatisfied with their career progression.

n=20 for each cadre		Data shown in %	
Degree of Job Satisfaction	Economic	Administration	Taxation
Dissatisfying	100	5	55
Neither Satisfied nor Dissatisfied	-	25	10
Satisfying	-	70	35
Total	100	100	100

*Table 10: Level of Job Satisfaction based on Career Progression*

If a further attention is focused on the reason behind this variation among different cadres, it is seen that the prospect of reaching the topmost position in the civil service is not same for all the cadres. In this regard, it can be cited that presently there are 81 Secretary of the government, among whom most are from BCS (Administration) cadre (more than 90%) (Cabinet Division, 2018). Moreover, many organization heads are of grade one posts where the respective officials of those organizations do not even have grade two posts, subsequently BCS (Administration) cadre officials are deputed there. During interview, one Deputy Chief claims that it was a direction of the Prime Minister to facilitate grade one post to every cadre. But in spite of that for some unforeseen reasons- according to him, their cadre does not have even a single grade one post, he laments. On the other hand, BCS (Taxation) cadre has only two grade one posts which the officials think are quite little for their cadre. During data collection, the researcher had ample opportunity to have informal conversations with the respondents. At that time, officials of both Economic and Taxation cadres opine that in their entire service life, they cannot hold the topmost position in their supreme organizations as the topmost positions i.e. members/chairman are recruited from especially BCS (Administration) cadre. In this regard, one Economic cadre official gives the data that among six members of different sectors/divisions of Bangladesh Planning Commission, five are from BCS (Administration) cadre and one is an academician, not a single from their own cadre. On the other hand,

at NBR, out of eight member posts designated for BCS (Taxation) cadre officials, only two are grade one posts, rest are grade two posts and the supreme post i.e. the Chairman of the Board is appointed by Ministry of Public Administration, normally their own cadre officials do not get the chance of holding this position at all.

Facing all these challenges for reaching the topmost positions, the average satisfaction level particularly based on career progression of BCS Economic and Taxation cadre officials is either partially or completely dissatisfactory. However, the Pearson two tailed correlation coefficient analyzes that career progression has a positive relationship with job satisfaction among only BCS (Administration) cadre officials with strong significance ( $R=0.804^{**}$ , sig. = 0.000). On the other hand, multiple regression analysis also shows that job satisfaction increases 0.505 unit for one unit change in career progression with a significance value at 0.006 for BCS (Administration) cadre officials. However, data on BCS (Economic) cadre officials show that job satisfaction increases 0.467 unit for one unit change in career progression with a significance value at 0.039 for this cadre officials. In addition, Chi Square tests also show a significant result for only BCS (Administration) cadre officials ( $\chi^2=34.519$ ,  $p=0.000$ ). It indicates that career progression has a significant relationship with job satisfaction among BCS (Administration) cadre officials. That is, alternative hypothesis is accepted for this cadre officials only.

#### **4.3.2 Timely & Gradation Based Promotion**

Regarding the statement on timely promotion, 19 out of 20 respondents of BCS (Economic) cadre officials completely disagree and the average score on this indicator is the lowest among these three cadre officials (1.05 out of 5). However, all of the respondents of this cadre completely agree that their promotion system follows the gradation list scoring 5. On the other hand, regarding the timely promotion, BCS (Administration) cadre officials are almost balanced in two parts. Half of them agree that they have timely promotion whereas 40% do not agree and the score on timely promotion is 2.95 out of 5. This score is 2.65 on gradation-based promotion and majority of the officials of this cadre (55%) think that gradation list is not followed for their promotion. On the other hand, for both- timely promotion and promotion as per gradation- BCS

(Taxation) cadre officials possess a very positive notion and for both of these indicators the scores are higher than 4 out of 5. It is seen that for the first indicator, that is, timely promotion, 75% officials either partially or completely agree whereas for the second indicator i.e. promotion as per gradation 85% officials are with the positive notion.

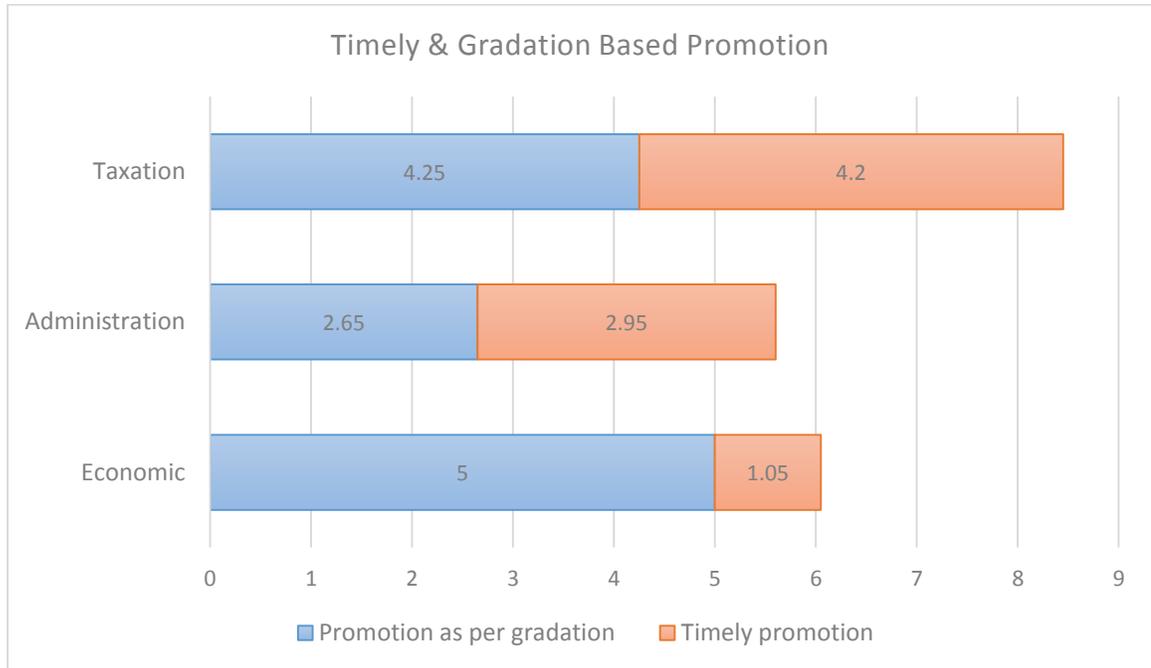


Chart 2: Timely & Gradation Based Promotion

*[In 5 Point Likert Scale]*

It is observed that officials of BCS (Economic) cadre who joined the service back in 1995 (serving for more than 23 years) are with only two promotions i.e. they are working as Deputy Chief and the chance of their next promotion is still far away. While taking the questionnaires filled up, the officials opine that it might take more two to even six years for getting the next promotion. However, they confirmed that their promotion is absolutely based on the gradation list prepared by BPSC. On the other hand, officials of the same batch of BCS (Administration) cadre who joined exactly in 1995, are also with same two promotions, but calculating the present trend of promotion, they are expecting the next promotion within short time (assessment for their promotion is already

completed). Moreover, in this survey there are many (exactly 65%) BCS (Administration) cadre respondents who belong from BCS 20<sup>th</sup> to 24<sup>th</sup> batches and they are promoted as Deputy Secretary while officials of BCS (Economic) cadre of these batches and even the earlier batch (i.e. 18<sup>th</sup> batch) are holding the position of Senior Assistant Chief (only one promotion in entire service life). Considering these factors, officials of BCS (Economic) cadre might have assessed the questionnaire in that way.

Now using different analysis techniques it is observed that the average satisfaction level based on timely and gradation based promotion of these three cadres is neither satisfactory nor dissatisfactory. But among the two different indicators, first one i.e. timely promotion is a matter of nightmare for BCS (Economic) cadre officials and almost everyone of this cadre is completely dissatisfied with this indicator. However, the Pearson two tailed correlation coefficient analyses that timely and gradation based promotion has a positive relationship with job satisfaction among BCS Administration and Taxation cadre officials with very strong significance ( $R=0.559^{**}$ , sig. = 0.010) and ( $R=0.663^{**}$ , sig. = 0.001) respectively. On the other hand, it is seen that this variable has a negative correlation on job satisfaction among BCS (Economic) cadre officials though not significant ( $R=-0.142^{**}$ , sig. = 0.550). Nevertheless, multiple regression analysis shows that job satisfaction increases 0.190 unit for one unit change in timely and gradation based promotion with a significance value at 0.149 for BCS (Administration) cadre, job satisfaction increases 0.156 unit for one unit change with a significance value at 0.149 for BCS (Taxation) cadre and job satisfaction decreases 0.099 unit for one unit change with a significance value at 0.618 for BCS (Economic) cadre officials. In addition, chi square tests also show a significant result for only BCS (Taxation) cadre officials ( $\chi^2=26.250$ ,  $p=0.035$ ). It indicates that timely and gradation based promotion has significant relationship with job satisfaction among BCS (Taxation) cadre officials alone. That is, alternative hypothesis is accepted for this cadre only.

### 4.3.3 Nature of Work

Under the variable 'nature of work', there are four distinct indicators and these are 'scope of innovation', 'meaningfulness of the task', 'non-repetitiveness of the task' and 'designation reflecting the nature of the task'. Following chart shows that among three cadre officials, BCS (Economic) cadre officials comparatively fully agree that they have ample scope of innovation in their assigned job and their job is also meaningful. However, regarding the non-repetitiveness of task, BCS (Administration) cadre officials are ahead of other two cadres. In answering the statement of the indicator whether respective designation of the officials reflects the nature of their work or not, both BCS Administration and Taxation cadre officials respond positively while almost all the BCS (Economic) cadre officials show their complete dissatisfaction. Now individual cadre basis data show that 90% of BCS (Economic) cadre, 60% of BCS (Administration) cadre and 50% of BCS (Taxation) cadre officials think that they have scope of innovation in their duties, responsibilities and workplace. However, 95% of BCS (Economic) cadre, 65% of BCS (Administration) cadre and 85% of BCS (Taxation) cadre officials think that their task is meaningful.

Within BCS (Economic) cadre, 55% officials think that their task is repetitive while 40% respondents of BCS (Administration) cadre officials possess similar view and among BCS (Taxation) cadre 65% respondents agree that the task they perform is repetitive in nature. On the other hand, both BCS Administration and Taxation cadre officials are satisfied with their designation. And the satisfaction rate is 85% for BCS (Administration) cadre and 95% for BCS (Taxation) cadre officials. On the contrary, 90% of the BCS (Economic) cadre officials think that their designation does not reflect the nature of their job.

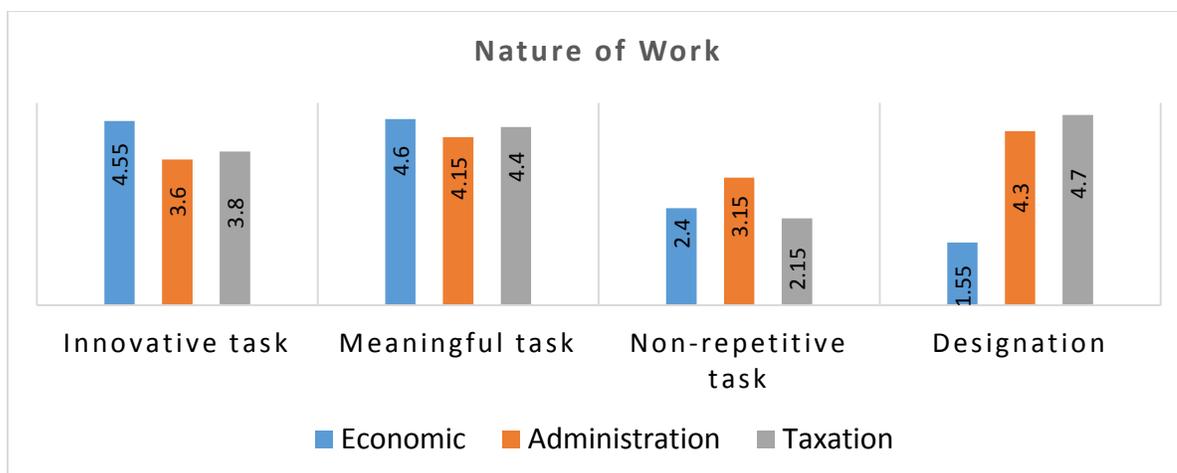


Chart 3: Nature of Work

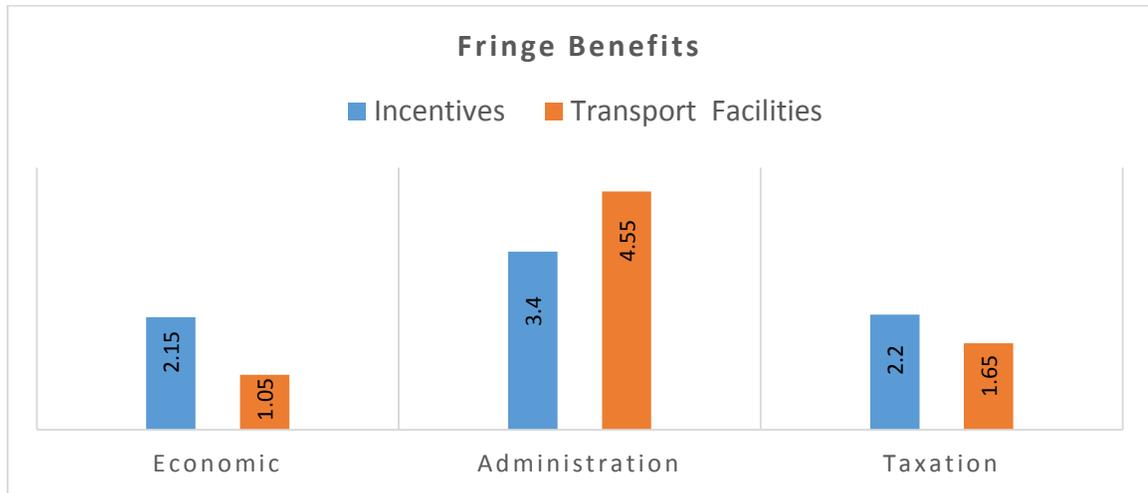
*[In 5 Point Likert Scale]*

In this regard, while interviewing respondents of BCS (Economic) cadre opine that in their service life, most of them work at the Secretariat where the administrative head is a Secretary. Normally in the bureaucratic hierarchy, officials hold the similar hierarchical designation of their top level officials. In this case, being an official working under a Secretary, these respondents should be designated as Deputy Secretary instead of the Deputy Chief. Some of the interviewees have shown some examples of the officials of other cadres, such as BCS (Administration), BCS (Police) and BCS (Foreign) among many, those hold their own designation according to their administrative heads. One of the respondents from BCS (Economic) cadre also opines that designation of all the cadre officials should be similar so that it can easily be recognized by even an outsider.

#### 4.3.4 Fringe Benefits

The following chart shows that satisfaction level on incentives is higher among BCS (Administration) cadre officials compared to other two cadres and the scores are 2.15, 3.40 and 2.20 for BCS Economic, Administration and Taxation cadre officials respectively. Similarly, for transport facilities as well, BCS (Administration) cadre officials are far ahead of other two cadres and their score is 4.55 out of 5 while it is only 1.05 and 1.65 for BCS Economic and Taxation cadre officials respectively. Altogether, this variable presents that

BCS (Administration) cadre officials are quite satisfied whereas other two cadre officials are encircled with complete dissatisfaction.



*Chart 4: Fringe Benefits*

*[In 5 Point Likert Scale]*

It is observed that regarding incentives, where foreign training and posting, higher studies, performance bonus are provided to the officials for special job accomplished, 60% officials of BCS (Administration) cadre are satisfied whereas this satisfaction level of BCS Economic and Taxation cadre officials are merely 15% and 20% respectively.

Regarding transport, 85% officials of BCS (Administration) cadre are satisfied whereas only 5% each of BCS Economic and Taxation cadre officials are at the stage of partial satisfaction. The reason is all the respondents of BCS (Administration) cadre get car loan facilities whereas officials of other cadres do not.

The officials of BCS (Economic) cadre opine that there is no scope of getting performance bonus in their service. However, the incentives such as foreign training or posting they get from their authority, according to them, are much less than other officials of the same organization. In this regard when one interviewee is asked that officials of BCS (Economic) cadre get more opportunity in having foreign training and higher studies, but still why

most of the respondents have answered that they get lesser incentives i.e. foreign training and posting, higher studies; he opines-

*“It is true that apparently BCS (Economic) cadre officials have more foreign trainings and studies. But in reality, we the officials get these opportunities only from the development projects, not from the revenue or regular activities of the ministry or division we work under. Moreover, even under development projects’ tours and trainings, other officials get attached denying the competent officials from BCS (Economic) cadre. It is also seen that after coming from field administration, other officials start competing for foreign tours and trainings in spite of their having no direct involvement with those tours and trainings. As a result, within very short time, those officials enjoy much more facilities beating the competent project and planning related officials”*

He is also worried that for controlling foreign training activities of the development projects, in spite of it being a concern of development activity, in many ministries and divisions, these activities- such as nomination and issuance of government order- are being conducted by BCS (Administration) cadre officials violating the development program guidelines. He concludes that from general point of view, BCS (Economic) cadre officials seem to get much training and tours but this volume should have been more if it would be properly managed and maintained by competent officials.

On the other hand, regarding the fringe benefits especially the car loan facilities one of the interviewees opines -

*“Though I am working with similar qualification, even with longer duration of job experience and higher grade, I am not eligible for having similar fringe benefits such as car loan facilities that my fellow colleagues of BCS (Administration) cadre of the same workplace enjoy. I am an official of BCS 18<sup>th</sup> batch while the officials of 24<sup>th</sup> batch of BCS (Administration) cadre get this car loan facilities (one time loan of BDT 30 lac<sup>20</sup>) along with monthly maintenance cost of BDT 50 thousand<sup>21</sup>. I do think that this car loan facility creates a big difference in maintaining social and financial status of an officer.”*

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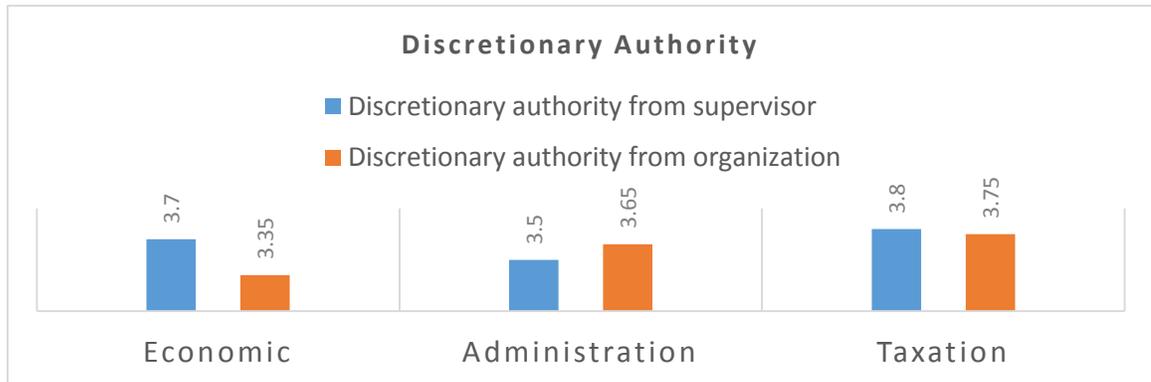
<sup>20</sup> One US Dollar = Eighty Taka (Approximately)

<sup>21</sup> Starting basic salary of the respondents is BDT 43 thousand. It means officials of BCS (Administration) cadre draws extra money that is more than the basic salary of other equivalent level officials of other cadres.

Similar opinion the researcher gets from BCS (Taxation) cadre officials during surveying. Another interesting thing is that even some officials of BCS (Administration) cadre, that is, Deputy Secretaries also think that this car loan facilities should be expanded to other cadre officials as well. So it is observed that there is some kind of anomalies related to this car loan facility. Ultimately, most of the officials other than BCS (Administration) cadre are getting demoralized for being discriminated regarding car loan facilities.

#### 4.3.5 Discretionary Authority

This section presents the degree of the discretionary authority (i.e. the self-directing freedom and flexibilities for delivering one’s own duties and responsibilities) the officials enjoy from their immediate supervisor and the organization as well. To measure this variable, two indicators have been used in this study and these are discretionary authority from the supervisor and discretionary authority from the organization.



*Chart 5: Discretionary Authority*

*[In 5 Point Likert Scale]*

In the individual cadre it is observed that officials of BCS (Taxation) cadre are satisfied with discretionary authority whether it is from their immediate boss or the organization as a whole. Officials of BCS (Administration) cadre enjoy the lesser level of autonomy from their immediate supervisor compared to other two cadres. Regarding overall discretionary authority from the organization, BCS (Economic) cadre officials feel the least authority among these three cadres. In this regard, one interviewee opines-

*“For not having the topmost position in the organization, we feel less empowered and in reality we enjoy less authority compared to our fellow colleagues at the ministry and division levels.”*

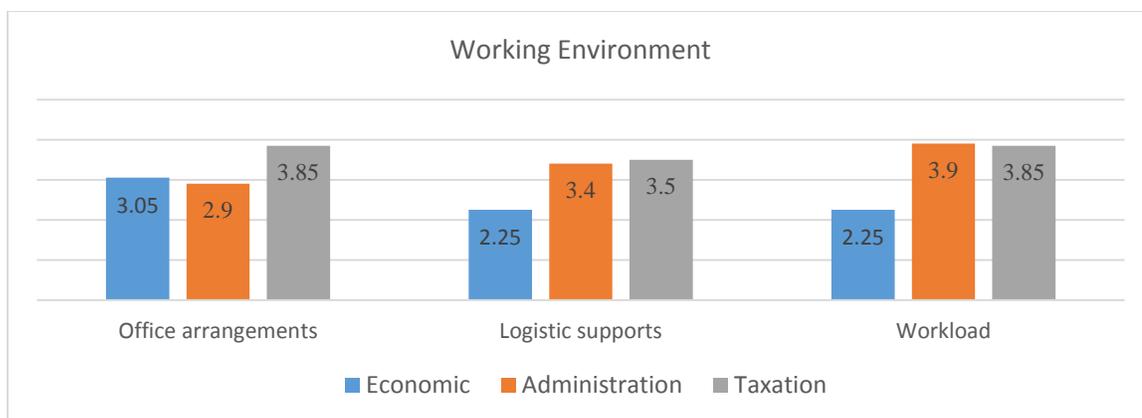
#### **4.3.6 Working Environment**

To measure the variable ‘working environment’, three distinct indicators are chosen. These indicators are- office arrangements, logistic supports and workload. The combined data on this variable show that average satisfaction level of these variables are almost similar, that is, the respondents are with mixed or neutral position in expressing their sense of satisfaction. The scores of these three indicators for the whole set of the population are 3.27 for office arrangements, 3.05 for logistic supports and 3.33 for workload.

It is seen that 55% BCS (Economic) and 60% BCS (Taxation) cadre officials are satisfied with their office arrangements whereas the rate for BCS (Administration) cadre is only 40% and the scores of satisfaction level of three cadres are 3.05 for BCS (Economic), 2.90 for BCS (Administration) and 3.85 out of 5 for BCS (Taxation) cadre officials.

However, regarding logistic supports, both BCS (Administration) and BCS (Taxation) cadre officials feel similar level of satisfaction (scores are 3.40 and 3.50 respectively), but BCS (Economic) cadre officials are dissatisfied with the logistic supports they get and the score is 2.25 out of 5. The data also show that only 25% of the respondents of BCS (Economic) cadre officials are satisfied with their logistic supports. However, this rate is higher for BCS (Administration) cadre officials and it is 55%. Furthermore, it is the highest among BCS (Taxation) cadre officials and 65% of them feel that they are satisfied with their available logistic supports.

As far workload concerns, it is observed that both BCS (Administration) and BCS (Taxation) cadre officials are partially satisfied whereas BCS (Economic) cadre officials are dissatisfied and their scores are 3.90, 3.85 and 2.25 respectively. However, 60% of BCS (Taxation), 55% of BCS (Administration) and only 20% of BCS (Economic) cadre officials are satisfied with their workload.



*Chart 6: Working Environment*

*[In 5 Point Likert Scale]*

At Secretariat, office arrangement is horrifying for all the officials irrespective of cadres. It is observed during data collection that in a small room, there are more than two officers working in a very unfavorable condition. While taking questionnaire filled in, it is observed that one female Deputy Chief is sharing her office room with a male officer having very little space for her own privacy. However, at Planning Commission and at different taxes zones, the environment is still acceptable but it is deteriorating. On the other hand, the respondents opine that in most of the cases, BCS (Economic) cadre officials do not get enough logistic support from the authority. They respond that in most of the cases these are managed from the projects they monitor and supervise, not from the revenue budget. Regarding workload, it is seen that in most of the cases, there are a number of Deputy Secretaries but very few, hardly, more than one Deputy Chief at the Division/ Ministry. As a result, one single Deputy Chief might need to discharge his/her duties equivalent to two to five Deputy Secretaries and consequently these Deputy Chiefs are overloaded with their work comparing with their fellow colleagues of other cadres.

#### **4.4.0 Overall Job Satisfaction**

The following chart presents the overall job satisfaction of all the three cadres individually. The data show that average level of job satisfaction of the respondents of BCS (Economic) cadre is 2.6, 3.7 for BCS (Administration) and 4 for BCS (Taxation) cadre

officials. Ultimately, the scores indicate that BCS (Administration) and BCS (Taxation) cadre officials are rather satisfied with their job whereas respondents from BCS (Economic) cadre are near to neutral that is neither dissatisfied nor satisfied, regarding their overall level of job satisfaction.



*Chart 7: Overall Job Satisfaction*

*[In 5 Point Likert Scale]*

The following table may reveal the job satisfaction level of the respondents more clearly-

Degree of Satisfaction	n=20 for each cadre		
	Economic	Administration	Taxation
Partially or Completely Dissatisfied	55%	05%	10%
Neutral	20%	35%	05%
Partially or Completely Satisfied	25%	60%	85%
Total	100%	100%	100%

*Table 11: Overall Level of Job Satisfaction*

One of the respondents puts the following comment in the survey questionnaire-

*“In spite of working under the same umbrella, BCS (Economic) cadre officials do not receive similar facilities that disheartens the officials and as a result, government ultimately does not get whole-hearted service from these officials.”*

However, regarding the overall level of job satisfaction several respondents of BCS (Economic) cadre are asked both formally and informally. One interviewee states that it is very much likely to compare any affair with BCS (Administration) cadre. He thinks that BCS (Administration) cadre is considered as the standard for the whole civil service. In this regard, he recommends to compare the approved posts with the present posts BCS (Administration) cadre officials of any ministry for getting the answer of the dissatisfaction of other cadres. However, the researcher has gone through the approved organograms of one ministry and one division randomly and found out the following scenario of BCS (Administration) cadre officials in those organizations (MOPA & LGD Websites, 2018)-

Ministry/ Division	Designation	Number of Approved Posts	Number of Present Officials	Surplus Officials
MOPA	Secretary	1	1 (Senior Secretary)	-
	Additional Secretary	3	14	367%
	Joint Secretary	5	19	280%
	Deputy Secretary	23	59	157%
LGD	Secretary	1	1 (Senior Secretary)	-
	Additional Secretary	1	5	400%
	Joint Secretary	5	13	160%
	Deputy Secretary	13	19	46%

*Table 12: Comparative Statistics of BCS (Administration) Cadre Officials' Posting against Approved Posts*

The table shows that in both MOPA and LGD, remarkably excessive numbers of officials are posted against the approved organogram. This is pointed out by the previous interviewee who thinks that when one specific cadre officials get ample opportunities regarding promotions and other facilities, officials of other cadres who work at the same workplace are bound to be dissatisfied for not getting the equal rights and opportunities.

However, another interviewee opines that the way the officials have responded to the questionnaire might not reflect the real situation. He says that the respondents might have answered only comparing with other two cadres, not taking all other 24 cadres of the civil service. He rather thinks that they should be contented with the nature of their job, opportunity to work for the development of the whole nation i.e. organizational mystique, place of posting-that is, throughout the service life, they live in the capital city only, no field posting, clean and tranquil atmosphere of their service, opportunity for experiencing the world from the beginning of the service and many more. Nevertheless, he also asserts the Equity Theory the researcher has applied in this study that satisfaction has the sense of relativity with the inputs and outputs comparing with other colleagues. He assumes that as other colleagues of same organization enjoy more than BCS (Economic) cadre officials, the later section of employees get dissatisfied with their job, but altogether they are not that much dissatisfied compared with the general scenario of the whole civil service. The interviewee, getting the

satisfaction level of BCS (Taxation) cadre officials, comments that as BCS (Taxation) cadre officials do not work shoulder to shoulder with BCS (Administration) cadre officials, that BCS (Economic) cadre officials do, the level of satisfaction of BCS (Taxation) cadre is higher. He also opines that if BCS (Economic) cadre officials would work in a separate environment not attached with BCS (Administration) cadre, the result i.e. the level of overall job satisfaction would have been different.

#### 4.5.0 Hypotheses Test Using Pearson Chi Square

Hypotheses	Chi square value (with asymptotic significance)	Result/Comments
Null Hypothesis: Career progression has no significant relationship with job satisfaction Alternative Hypothesis: Career progression has significant relationship with job satisfaction	Chi square 44.757 ( $p < .000$ )	Statistically significant/ Alternative hypothesis is accepted
Null Hypothesis: Timely and gradation based promotion system has no significant relationship with job satisfaction Alternative Hypothesis: Timely and gradation based promotion system has significant relationship with job satisfaction	Chi square 44.558 ( $p < .069$ )	Statistically insignificant/ Null hypothesis is accepted
Null Hypothesis Nature of work has no significant relationship with job satisfaction Alternative Hypothesis Nature of work has significant relationship with job satisfaction	Chi square 79.572 ( $p < .000$ )	Statistically significant/ Alternative hypothesis is accepted
Null Hypothesis Fringe benefits have no significant relationship with job satisfaction Alternative Hypothesis Fringe benefits have significant relationship with job satisfaction	Chi square 34.901 ( $p < .332$ )	Statistically insignificant/ Null hypothesis is accepted
Null Hypothesis Discretionary authority has no significant relationship with job satisfaction Alternative Hypothesis	Chi Square 33.669 ( $p < .387$ )	Statistically insignificant/ Null hypothesis is accepted

Hypotheses	Chi square value (with asymptotic significance)	Result/Comments
Discretionary authority has significant relationship with job satisfaction		
Null Hypothesis Working environment has no significant relationship with job satisfaction  Alternative Hypothesis Working environment has significant relationship with job satisfaction	Chi Square 61.052  (p=<.098)	Statistically insignificant/ Null hypothesis is accepted

*Table 13: Hypotheses Test using Pearson Chi Square*

#### **4.6.0 Conclusion**

This chapter presents, analyzes and interprets the gathered data using Mean, Correlation Model, Regression Model and Chi Square Tests of SPSS. It is observed that considering all the independent variables, the respondents opine that there are variation among three cadres as long as overall job satisfaction concerns. The chapter shows that BCS (Taxation) cadre officials are at the top with their level of job satisfaction among three cadres and they are quite satisfied with their job. However, BCS (Administration) cadre officials are also satisfied ones just behind BCS (Taxation) cadre. On the other hand, BCS (Economic) cadre officials are the least satisfied ones among the three cadres. Furthermore, the regression model shows that the analytical framework also fits for almost all the three cadres explaining around 40 to 79% of the factors of job satisfaction.

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## CHAPTER FIVE

### CONCLUSION

#### 5.1.0 Introduction

This chapter is designed for revisiting the research objective, research question, hypotheses, theories and analytical framework used in this study. This chapter also indicates the policy implication of the findings of the research work.

#### 5.2.0 Revisiting Research Objective, Research Question and Hypotheses

The objective of this study was *to comparatively assess the level of job satisfaction of selected BCS cadre officials* by answering the question *whether job satisfaction varies or not among different cadre officials of Bangladesh Civil Service*. Now if the attention is given on the results based on the gathered data, it can be observed that the level of job satisfaction varies among different cadre officials in the civil service. It is noticed based on the overall job satisfaction, BCS Administration and Taxation cadre officials are satisfied- more specifically officials of BCS (Administration) cadre score 3.70 and BCS (Taxation) cadre officials score 4.00 out of 5.00. On the other hand, officials of BCS (Economic) cadre are the least satisfied ones scoring merely 2.60 in the 5-point Likert scaling system. Therefore, it can be claimed that among cadres, there are variations based on job satisfaction (Chart: 08). It is also seen that 85% of BCS (Taxation) cadre and 60% of BCS (Administration) officials are satisfied with their job facilities whereas this rate is only 25% for BCS (Economic) cadre officials.



*Chart 8: Comparative Level of Job Satisfaction*

However, if a quick look is given on six independent variables it can again be observed that the level of job satisfaction even varies. Using Pearson Correlation and Regression models it is observed that career progression, timely and gradation based promotion, nature of work and fringe benefits are very much important variables for BCS (Administration) cadre officials to be satisfied in their job. On the other hand, timely and gradation based promotion, nature of work and working environment are the three important factors for BCS (Taxation) cadre officials for ensuring satisfaction in their service. But interestingly, only career progression and nature of work are the dominating factors for making BCS (Economic) cadre officials satisfied in their job.

However, initially six hypotheses were set to have a test on this current research work ([See 3.9.0 Hypotheses](#)). The Pearson Chi Square tests find out that the combined data of all the three cadre officials show that three alternative hypotheses among six are accepted. These are-

- Career progression has significant relationship with job satisfaction
- Nature of work has significant relationship with job satisfaction
- Working environment has significant relationship with job satisfaction

However, from individual cadre's perspective only two different alternative hypotheses are accepted and these are-

"Career progression has significant relationship with job satisfaction" for the officials of BCS (Administration) cadre, and "Timely & gradation based promotion has significant relationship with job satisfaction" for the officials of BCS (Taxation) cadre. So it is noticed that the research work has analyzed data using different statistical tools including Mean, Correlation and Regression models, and Chi Square tests etc. for assessing the level of job satisfaction among the targeted population. Moreover, the findings also fulfil the question of the present research work and the answer is positively appeared.

### **5.3.0 Revisiting Theories and Analytical Framework**

In this study, Fredrick Herzberg's Motivation Hygiene Theory and J Stacy Adams's Equity Theory have been used. Now if the first theory is flashbacked the following factors are found to be operational-

Achievement in work, advancement, responsibility, recognition, promotion opportunities and the work itself are the major motivational factors. On other hand, work environment, company policies, pay, supervisory practices, interpersonal relations and other related working conditions are some of the hygiene factors.

However, the second i.e. Equity Theory also has two parts such as inputs and outputs. The following factors consist this theory-

Input factors are-effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, determination, enthusiasm, support of colleagues and subordinates, personal sacrifice, etc. On the other hand, output factors are- pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission along with recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement and advancement, promotion, etc.

The Motivation Hygiene Theory indicates that the motivating factors are directly affecting factors and the presence of these factors enhance the job satisfaction of the employees. On the other hand, lack of the hygiene factors makes employees more dissatisfied. In this study, motivating factors such as 'career progression' and 'nature of work' and hygiene factors such as 'working environment' and 'discretionary authority' have been adopted from the Motivation Hygiene Theory. On the other hand, 'promotion' and 'fringe benefits' are taken from the Equity theory.

The findings of the study show that among the six variables, one factor i.e. "discretionary authority" does not have any strong relationship among the cadres in this study, that is, this variable of the Motivation Hygiene Theory seems to be insignificant to the context of Bangladesh Civil Service. On the other hand, rest of the variables are very much significant among the three cadre officials to be satisfied in their job. However, it is pertinent to refer that these five variables are not equally significant to all these three cadres at a time. Rather some are important for BCS (Administration) cadre but might not be equally significant for other two cadres and vice versa. However, for the officials of BCS (Economic) cadre Equity Theory is quite appropriate as these officials lack proper promotion and fringe benefits facilities comparing with other cadre officials of the same workplace. The spirit of Equity Theory is that if one feels that the ratio of his/her inputs and outputs do not match, the individual gets demotivated and starts diminishing or adjusting his/her performance accordingly. Now again the statement of a respondent from BCS (Economic) cadre official can be recalled here-

*"In spite of working under the same umbrella, BCS (Economic) cadre officials do not receive similar facilities that disheartens the officials and as a result, government ultimately does not get whole-hearted service from these officials."*

This statement says that because of having less outputs from their service, officials of this cadre are not likely to work wholeheartedly. That is why, it can be claimed that these theories or the variables of these theories are well matched in this research work excepting very few.

Again if the analytical framework of this study is revisited, it can be seen that there are six independent variables that explain the only dependent variable. The earlier chapter shows that [the Adjusted R Square](#) under the Pearson Regression model is quite promising for majority of the cadres. More specifically, this analytical framework explains 78.70% of the factors that affect job satisfaction of BCS (Administration) cadre officials, 59.50% of BCS (Taxation) cadre officials and 40.10% of BCS (Economic) cadre officials. Altogether, it may be claimed that the analytical framework is a successful one in explaining the level of job satisfaction of the selected BCS cadre officials.

#### **5.4.0 Policy Implication/ Further Study**

In the very beginning it was cited that Bangladesh is a development paradox in the world economy by having a constant GDP growth rate above 6% for the last decades (7.86% in FY 2017-2018 ). This nation dreams to reach the milestone of middle income country by 2021 and the developed one by 2041. For realizing these dreams, the civil service needs to steer accordingly. It is true that the government of Bangladesh has been trying hard for making its service delivery mechanism a dynamic, citizen oriented and successful one. In this regard the personal observation and professional experience of the researcher can be incorporated here. The researcher finds that now the government employees are getting comparatively prestigious salary and allowance schemes along with some other benefits. In various occasions, the top management of the government puts emphasis on various facilities for the civil servants. Many are being implemented-among them housing facility for the government officials is getting ensured where the employees can get soft loan facilities for having their own accommodation. Moreover, some initiatives are taken for making the working environment a better one. Car loan facilities are introduced to some selected officials of the civil service. Moreover, training and higher study facilities have now increased drastically for the government officials. But it is quite upsetting that still there are some discriminations among the officials of different cadres in the civil service. This study reveals that in many cases BCS (Administration) cadre officials are far

better off than other two cadre officials. On the other hand, the average level of job satisfaction of BCS (Taxation) cadre officials is the highest than BCS Administration and Economic cadre officials. There is no denying that not all the cadres or all the officials should be of same level of job satisfaction. But it is also quite unnatural for having great deal of variations among cadres. Ultimately this vast gap of variation of job satisfaction creates discontent among the officials and the eventual target of the nation gets complicated to achieve.

Considering the findings of this study, the policy makers may take steps to address the existing inter cadre discrepancies in terms of job satisfaction. Otherwise, some of the very important segment of the civil service might get demoralized that can immensely affect the development planning of the nation as whole. However, policy level decision is already taken to unify BCS Administration and Economic cadres. The results of this thesis also accelerate and affirm that decision of unification of these two cadres for getting the best from the officials who work under the same umbrella of the bureaucracy.

In short it can be claimed that the findings of the study have coherence with the previous reports and observations made by several commissions, committees and organizations<sup>22</sup> those emphasized on equity and discrimination free civil service. And the gravity of this research work is unlike the qualitative statement of the previous reports and observations, it is scientifically studied with a very systematic manner.

However, the present study deals with only the mid-level i.e. the Deputy Secretary and equivalent level BCS Administration, Economic and Taxation cadre officials. As a result, a chunk of other cadre officials are left out and consequently it might weaken its external validity test. Moreover, for having time and other resource constraints, the researcher has taken only sixty three officials from these three cadres that might be representative but it could have been better if the population size could be higher. In spite of these shortcomings, it is considered that the findings of this study have strengthened the traditional beliefs and observations regarding job satisfaction of the officials in the civil

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<sup>22</sup> Mentioned in the [Statement of the Problem section](#) in Chapter One

service. It can also be humbly claimed that all the previous studies were conducted either on field level administration or the private sector officials. This is the novel study that deals with the population of the central bureaucracy with a comparative analysis mood. Altogether it can be expected that if the competent authority take the findings into their active attention, the variation level of job satisfaction will decrease and a happy and healthy bureaucracy will emerge in Bangladesh Civil service to harboring the country onto its desired destination. However, this study can be labeled as the foundation stone for the comparative analysis among policy level cadre officials and there are ample scopes for having more in depth and large canvas researches in this field for any enthusiastic researcher.

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**Field Work Plan for Data Collection (Course No.: 555)**  
**on**  
***Job Satisfaction: A Comparative Analysis on Selected Mid-Level Bangladesh Civil Service (BCS) Cadre Officials***

Sl	Dates	Places	Activities	Total Days
1.	10.05.2018- 14.05.2018	NSU, Dhaka	Preparing data collection instrument and finalization	05
2.	15.05.2018	Bangladesh Secretariat	Pretesting the questionnaire	01
3.	16.05.2018	NBR	Pretesting the questionnaire	01
4.	20.05.2018	NSU	Further adjustment of the questionnaire	01
5.	21.05.2018	Bangladesh Secretariat	Surveying 08 BCS (05 Administration/ 03 Economic) cadre officials	01
6.	22.05.2018	Bangladesh Secretariat	Surveying 05 BCS (Administration) cadre officials	01
7.	23.05.2018	NBR	Surveying 05 BCS (Taxation) cadre officials	01
8.	27.05.2018	Planning Commission/IMED	Surveying 07 BCS (Economic) cadre officials	01
9.	28.05.2018	Bangladesh Secretariat	Surveying 05 BCS (Administration) cadre officials	01
10.	29.05.2018	NBR	Surveying 05 BCS (Taxation) cadre officials	01
11.	31.05.2018	Planning Division/ IMED/ERD	Surveying 05 BCS (Administration) cadre officials	01
12.	03.06.2018	Bangladesh Secretariat	Surveying 05 BCS (Economic) cadre officials	01

Sl	Dates	Places	Activities	Total Days
13.	04.06.2018	NBR	Surveying 05 BCS (Taxation) cadre officials	01
14.	05.06.2018	Bangladesh Secretariat	Surveying 05 BCS (Economic) cadre officials	01
15.	07.06.2018	NBR	Surveying 05 BCS (Taxation) cadre officials	01
<b>TOTAL</b>	<b>10.05.2018-07.06.2018</b>	<b>Dhaka</b>	<b>Pretesting 03 &amp; Surveying 60 BCS Administration, Economic &amp; Taxation cadre officials</b>	<b>19</b>
<i>Note: Interview may be conducted for further investigation of the survey data</i>				

**Synoptic View:**

**Start Date:** 10.05.2018

**End Date:** 07.06.2018

**Total Days:** 29 days (including government holidays)

**Targeted Population:** 60 number of Deputy Secretary and equivalent level of BCS

Administration, Economic & Taxation cadre officials (20 from each cadre) + Several Interviewees (If necessary)

**Survey Location:** Taxes Department, NBR; different divisions and ministries situated at Bangladesh Secretariat and Planning Commission, Dhaka



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***Title: Survey Questionnaire on 'Job Satisfaction: A Comparative Analysis on Selected Mid-Level Bangladesh Civil Service (BCS) Cadre Officials'***

This questionnaire is a part of the research paper entitled '***Job Satisfaction: A Comparative Analysis on Selected Mid-Level Bangladesh Civil Service (BCS) Cadre Officials'*** of my Master in Public Policy and Governance (MPPG) program at North South University, Bangladesh. The objective of the research is to assess the factors and level of job satisfaction of deputy secretary and equivalent level officials of selected BCS cadres. In this regard, your authentic and practical response is greatly expected. However, your shared information will be used for academic purposes only keeping your identity confidential. Please note, this questionnaire will normally take around 15 minutes.

Thank you in advance for your kind consideration.

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**Information of Deputy Secretary of BCS (Administration)/Deputy Chief of BCS  
(Economic) or Joint/Additional Commissioner of BCS (Taxation) Cadre**

**[Please tick the appropriate box, where necessary]**

[1] BCS Batch: .....

[2] Current Place of Posting: .....

[3] Latest Promotion:  < 03 Years  03-04 Years  04-05 Years  > 05 Years

**Job Satisfaction Related Information**

[4] Please rate your **level of job satisfaction** based on the following areas:

**[4.1] Career Progression** covering scope of reaching the senior policy level positions such as grade one post

Career Progression System	Completely Dissatisfying (1)	Partially Dissatisfying (2)	Neutral (3)	Partially Satisfying (4)	Completely Satisfying (5)
Your chance of reaching the senior policy level positions					

**[4.2] Timely & Gradation Based Promotion** covering the opportunity of getting promoted within the given timeframe and the practice of gradation based seniority

Promotion System	Fully Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Fully Agree (5)
Promotion is timely					
Promotion is based on gradation					

**[4.3] Nature of Work** covering the scope of innovation, meaningfulness etc. of the assigned duties and responsibilities

Task Significance Attributes	Fully Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Fully Agree (5)
Scope of innovation					
Meaningfulness of your task					
Task is non-repetitive					
Designation reflects the nature of work					

**[4.4] Fringe Benefits** covering the incentives (such as foreign training and posting, higher studies, performance bonus) for special job accomplished, opportunity for having car loan and other facilities

Benefits	Fully Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Fully Satisfied (5)
Incentive system					
Transport					

**[4.5] Discretionary Authority** covering the freedom you get from your supervisor and from the organization for accomplishing an official task

Discretionary Authority	Fully Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Fully Satisfied (5)
Discretionary authority from the supervisor					
Discretionary authority from the organization					

**[4.6] Working Environment** covering physical atmosphere; logistic supports (such as vehicle, supporting staffs, laptop/ computer with internet accessibility, telephone etc) and workload

Working Environment	Fully Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Fully Satisfied (5)
Sitting arrangements					
Logistic supports					
Workload					

**[5] Based on the responses above- how would you rate your level of overall job satisfaction?**

Fully Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Fully Satisfied (5)

**Overall Comments/Suggestions**

[6] Please leave your overall comments, suggestions here to enhance the level of job satisfaction of the cadre officials of Bangladesh Civil Service.



**Little More about You**

[7] Degree Obtained **BEFORE** Joining BCS:  Bachelor  Master  PhD or Higher

[8] Degree Obtained **AFTER** Joining BCS:  Not Applicable  Master  PhD or Higher  
( Home  Abroad)

[9] Number of Training Attended:  Home..... Abroad.....

[10] Gender:  Female  Male

[11] Marital Status:  Single  Married

[12] Profession of the Spouse (If Married):  Public Service  Private Service   
Housewife  Not Applicable

[13] Living in Dhaka:  Single  With Family (Number of Dependents .....

[14] Home District: .....

**Name & Contact**

*(Optional)*

**Thank you very much for kind cooperation.**

**Job Satisfaction: A Comparative Analysis on Selected Mid-Level Bangladesh Civil Service (BCS) Cadre Officials**

**Pretesting**

Date	Place	Cadre	Number of Respondents	Comment
15.05.2018	Bangladesh Secretariat	Administration	01	Shown on previous report
		Economic	01	
16.05.2018	NBR	Taxation	01	
<b>Total</b>			<b>03</b>	

**Final Data Collection**

Date	Place	Cadre	Number of Respondents
27.05.2018 (Shown on previous report)	Bangladesh Secretariat/ Planning Commission/ NBR	Administration	10
		Economic	10
		Taxation	05
		TOTAL	25
31.05.2018 (Till date)	Bangladesh Secretariat/ Planning Commission/ NBR	Administration	05
		Economic	05
		Taxation	05
		TOTAL	15
<b>GRAND TOTAL Respondents till date</b>			<b>40</b> <b>[N= 60, Progress 67%]</b>

**More Time Required**

- Respondents left (60-40) = 20 Officials
- Time required (20/5) = 04 working days [on an average, 05 officials per day]
- Altogether, by June 7, 2018 data collection may be completed.

**Comment**

- Data collection progress is on track.

**Pallab Kumar Hazra**

*[It is one of the several reports submitted to the Evaluation Committee]*

*Annexure 4: Batch & Service Tenure wise Participants*

BCS Batch	Service Tenure (in Years)	Economic (n=20)	Administration (n=20)	Taxation (n=20)	All Cadres (N=60)
10 <sup>th</sup>	27	-	10	-	3.30
11 <sup>th</sup>	26	-	10	-	3.30
13 <sup>th</sup>	25	05	-	15	6.70
15 <sup>th</sup>	23	45	10	10	21.70
17 <sup>th</sup>	21	30	-	35	21.70
18 <sup>th</sup>	20	20	05	15	13.30
20 <sup>th</sup>	17	-	30	10	13.30
21 <sup>st</sup>	15	-	05	15	6.70
22 <sup>nd</sup>	15	-	10	-	3.30
24 <sup>th</sup>	13	-	20	-	6.70
Total		100	100	100	100

*Annexure 5: Variable Based Correlation Model on Job Satisfaction (Administration Cadre)*

(n=20)

<b>Model</b>	<b>Pearson Correlation</b>	<b>Sig.</b>
Career Progression	.804**	.000
Promotion	.559**	.010
Nature of Work	.741**	.000
Fringe Benefits	.488*	.029
Autonomy	.377	.101
Working Environment	.220	.351

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

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

*Annexure 6: Variable Based Correlation Model on Job Satisfaction (Taxation Cadre)*

(n=20)

<b>Model</b>	<b>Pearson Correlation</b>	<b>Sig.</b>
Career Progression	.257	.273
Promotion	.663**	.001
Nature of Work	.692**	.001
Fringe Benefits	.509*	.022
Autonomy	.401	.079
Working Environment	.613**	.004

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

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

*Annexure 7: Variable Based Correlation Model on Job Satisfaction (Economic Cadre)*

(n=20)

<b>Model</b>	<b>Pearson Correlation</b>	<b>Sig.</b>
Career Progression	.318	.172
Promotion	-.142	.550
Nature of Work	.494*	.027
Fringe Benefits	.336	.147
Autonomy	.037	.878
Working Environment	.271	.247

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

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

*Annexure 8: Variable Based Regression Model on Job Satisfaction (Administration Cadre)*

(n=20)

<b>Model</b>	<b>Standardized Coefficients</b>	<b>Sig.</b>
	<b>Beta</b>	
Career Progression	.505**	.006
Promotion	.190	.149
Nature of Work	.274	.097
Fringe Benefits	.081	.518
Autonomy	.208	.094
Working Environment	.094	.444

\*\* Significance level is less than 0.01 (2-tailed).

\* Significance level is less than 0.05 (2-tailed).

**Adjusted R Square .787**

*Annexure 9: Variable Based Regression Model on Job Satisfaction (Taxation Cadre)*

(n=20)

<b>Model</b>	<b>Standardized Coefficients Beta</b>	<b>Sig.</b>
Career Progression	.305	.174
Promotion	.156	.504
Nature of Work	.489*	.043
Fringe Benefits	.413*	.040
Autonomy	-.243	.385
Working Environment	.147	.601

\*\* Significance level is less than 0.01 (2-tailed).

\* Significance level is less than 0.05 (2-tailed).

**Adjusted R Square .595**

*Annexure 10: Variable Based Regression Model on Job Satisfaction (Economic Cadre)*

(n=20)

<b>Model</b>	<b>Standardized Coefficients Beta</b>	<b>Sig.</b>
Career Progression	.467*	.039
Promotion	-.099	.618
Nature of Work	.591*	.011
Fringe Benefits	.193	.361
Autonomy	-.147	.470
Working Environment	.284	.163

\*\* Significance level is less than 0.01 (2-tailed).

\* Significance level is less than 0.05 (2-tailed).

**Adjusted R Square .410**

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