

Seminar Paper Report on

“Gender and Glass Ceiling Effect in the Bangladesh Secretariat”

Submitted to

**Dr. Muhammad Abu Yusuf
MDS & Module Coordinator**

**Module: 02
126th ACAD
BPATC**

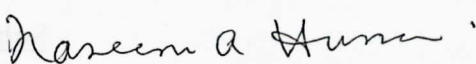
Submitted by

**Nazneen Wares
Deputy Secretary
Local Government Division
Roll no. 104, 126th ACAD
BPATC**

Mentor's Authorization

I, hereby recommend and certify that the seminar paper titled “**Gender and Glass Ceiling Effect in the Bangladesh Secretariat**” has been prepared by **Nazneen Wares**, Roll no. 104, 126th ACAD which is held in Bangladesh Public Administration Training Centre, Savar, Dhaka under my guidance and direct supervision.

I wish her every success in life.


(**Professor Dr. Naseem Akhter Hussain**)
Department of Government and Politics
Jahangirnagar University
Savar, Dhaka.

Kamal, R. D. and Sabrin, A. 2014, 'Gender Gap and Present State of Working Women in Corporate Arena: An Overview of Bangladesh perspective' Research on Humanities and Social Sciences, vol. 4, no. 10, p. 82-89.

Kothari, C. R. (2004), Research Methodology: Methods and Techniques 2nd revised ed.
Delhi: New Age International Publishers Limited.

Linehan, M. (2001) 'Networking for female managers' career development: empirical evidence', Journal of Management Development, vol. 20, pp. 823-829.

Lewis, J.J. 2015, Women's History Expert, Available from:
http://womenshistory.about.com/od/work/g/glass_ceiling.htm

Matsa, D. A. and Miller, A. R. (2011) 'Chipping Away at the Glass Ceiling: Gender Spillovers in Corporate Leadership', Labor and Population.

available at:<http://ssrn.com/abstract=1799575>

Meyerson, D., & Fletcher, J. K. (2000). A Modest Manifesto For Shattering The Glass Ceiling.
Harvard Business Review.

Public Administration Computer Centre (PACC) of Ministry of Public Administration, 2019.

Rao, A, Stuart, R & Kelleher, D 1999, Gender at Work Organizational Change for Equality,
Kumarian Press, USA.

Robinson, G. (2005). Gender, Journalism and Equity: Canadian, U.S and European Perspectives. Cresskill, NJ: Hampton Press.

- Kamal, R. D. and Sabrin, A. 2014, 'Gender Gap and Present State of Working Women in Corporate Arena: An Overview of Bangladesh perspective' Research on Humanities and Social Sciences, vol. 4, no. 10, p. 82-89.
- Kothari, C. R. (2004), Research Methodology: Methods and Techniques 2nd revised ed.
Delhi: New Age International Publishers Limited.
- Linehan, M. (2001) 'Networking for female managers' career development: empirical evidence', Journal of Management Development, vol. 20, pp. 823-829.
- Lewis, J.J. 2015, Women's History Expert, Available from:
http://womenshistory.about.com/od/work/g/glass_ceiling.htm
- Matsa, D. A. and Miller, A. R. (2011) 'Chipping Away at the Glass Ceiling: Gender Spillovers in Corporate Leadership', Labor and Population.
available at:<http://ssrn.com/abstract=1799575>
- Meyerson, D., & Fletcher, J. K. (2000). A Modest Manifesto For Shattering The Glass Ceiling.
Harvard Business Review.
- Public Administration Computer Centre (PACC) of Ministry of Public Administration, 2019.
- Rao, A, Stuart, R & Kelleher, D 1999, Gender at Work Organizational Change for Equality, Kumarian Press, USA.
- Robinson, G. (2005). Gender, Journalism and Equity: Canadian, U.S and European Perspectives. Cresskill, NJ: Hampton Press.

Rosenbluth, F., Kalla, J., & Teele, D. (2015) The Female Political Career. The World Bank, Women In Parliament (WIP).

Safeen. (2008). Women Entrepreneurs and Professionals of Bangladesh.

Telegraph (2013) 'Glass ceiling is getting thicker for Women', 23 September, pp. 1-4.

Available at: <http://www.telegraph.co.uk/women/womensbusiness/10327963/Glassceiling-is-getting-thicker-for-women.html>

The New York Times (2015) 'For Business, More Women in Charge Means Bigger Profits',

25 March, pp. 1-5.

Available at: http://www.nytimes.com/aponline/2015/03/23/world/europe/a-peugenderequalityprofits.html?_r=1

The Economist. (2009, May 5th). Retrieved from The Economist:

<http://www.economist.com/node/13604240>

The Economist, 2014 'The Global Gender Gap Report 2014' 2014, World Economic Forum.

Understanding Society, 2014. Available at: understandingsociety.blogspot.co.uk

(2011). The Best And Worst Places For Women. The Daily Beast .

Zafarullah, H. 2000, 'Through the Brick Wall and the Glass Ceiling: Women in the Civil Service in Bangladesh' School of Social Science University of New England Armidale, NSW, Australia, vol. 7, no. 3, p. 197-209

“Gender and Glass Ceiling Effect in the Bangladesh Secretariat”

Abstract:

In the expressions of creator Diane Mariechild, a lady is the full circle. Inside her is the ability to make, support and change. While this is as far as anyone knows accepted by and large, ladies are underrepresented in each field of work and the circumstance is comparative with regards to Bangladesh Secretariat. Female authorities are segregated in various ways, and keeping in mind that this separation isn't so unmistakable (Kamal and Sabrin 2014) it can't be denied that they are dependent upon the perspective of a male-commanded world that is overpowered by gender generalizations. They are depicted as powerless, latent agreeable and subordinate (Zafarullah 2000). Everything considered, when they ascend top of the stepping stool, it has been seen that frequently they are obstructed from higher accomplishment by a marvel distinguished as the Unattainable rank.

This paper investigates every one of its measurements, just as undertakings that female authorities of the Bangladesh Secretariat are as skilled as men authorities in pretty much every circle and with the expectation that the time will come when men will perceive ladies as their companion as an ideal comradeship. The exploration work at that point pursued by certain suggestions which need to refine, practices and build up to guarantee more ladies investments in the basic leadership process. This perfect blend between the genders of Bangladesh Secretariat will in the long run bring about the most elevated improvement of our nation.

Keywords: Glass ceiling, gender, Bangladesh secretariat.

Introduction:

In a developing nation like Bangladesh, the male and female genders are constantly treated inconsistently. (Ahmed, 2000). As a result, the inconsistency between gender in public sector is also wide. The term 'glass ceiling' become familiar in 1986, when it was utilized as the title of an article by A.M Morrison, published in the Wall Street Journal (Anderson 2015). The article talked about the continued disappointment of women to spread the top tiers of the corporate world in America. The scenario of women's participation in the Bangladesh Secretariat, the administrative headquarters of Bangladesh is almost the same (Bangladesh Secretariat Wikipedia). Indeed, it is the perfect time to acknowledge the contribution of women officials in the planning of our future strategies (Ahmed 2000).

Literature Review:

To raise the female officials' participation in entry level decision-making posts, 10 percent quota had always been maintained, however, it has been revoked as recently as 2018, despite the fact that the participation of female officials in the Bangladesh secretariat are not agreeable at all (Ahmed 2000). Additionally, obstacles are also very common in the recruitment and selection phases (Flanders 1994). A small number women are employed in the civil service and the ratio of men to women is even smaller in the Bangladesh secretariat. These women number prominently in jobs set aside for them, while decision making places, specially the secretary, are generally occupied by the men (PACC 2019). It is like breaking through a solidelement and then hoping to rise to desired higher positions which is clearly perceptible through the glass ceiling, but the glass ceiling is tougher to crack than even the brick wall. (Zafarullah 2000).

There is no hesitation that women do face adversities, yet it cannot be said with certainty that they are lagging behind men (Safeen 2008). Despite that fact, the barriers that the age old patriarchal society had enacted upon women still left behind a lasting impression, creating truly challenging cases in which women have to move ahead as professionals. Even though the civil service is playing a dominant role in Bangladesh, we do not have any specific career planning in place which will help utilize the current capability of the civil servants for the advancement of the country (Alam 2013). Women of all occupations are also being associated with work like child education, home making, because of which they are assumed to be far too busy to spare time and sincerity for their positions (Kamal & Sabrin 2014). Career breaks to have children or look after ageing relatives are an unavoidable part of many working women's lives while men continue to gain experience. However, in an ideal scenario, such tasks should also be associated with men as well. (The Economist 2014).

This research paper activity to establish an appropriate link between the absence of the sense of belonging and the statistic that even though today's society talks about the quality of the officials of Bangladesh secretariat, the numerous cases where only women still find it difficult to flourish.

Again, this negative effect ends up harming the entire workplace as a whole. The fact that they are rewarded with minor positions relates to the direct topic of this paper, the glass ceiling effect in the Bangladesh Secretariat, which mentions to all the fences that are an interference to women achieving higher level places.

Problem Statement:

The glass ceiling effect is not different from country to country, and tends to be more of a global miracle. This research admits the fact that such kind of elusive exploitation is public to women regardless of nationality or faith. This is in relation to the harsh irony that today's society is all about equity and equality, and yet men still continue to receive more privileges than women in every sector. Consequently, this research is from the perspective of women and how the gender gap is persistently stagnant ever so subtly in the Bangladesh secretariat as officials from both genders hold the same educational qualification and experiences. Even after said hurdles are overcome, and women do finish to keep everything on path, their settings tend to be misapprehended, and it is noticeable that the world is not doing enough to achieve gender equality (Forum 2010). And at the same time recommendations for such practices has been provided in this seminar paper.

Objective:

1. The seminar paper has acknowledged and highlighted the fact that females are as capable as males in almost every sphere as well as their current positions in the Bangladesh secretariat.
2. It has determined the fact that in the civil service, women are exposed to various limitations, and based on those constraints, they are not being allowed up the higher ladder.
3. It also provides recommendations for rectifying such performs and to create that there are indeed ways to overcome the situation.

Research Question:

Research questions are particularly important in the research process, because it deliversexact emphasis on the area of welfares (Bryman2012). Based on the impression presented above, this research emphasis on a few queries in the form of a questionnaire and interviews of 32 both male and female officials of the Bangladesh secretariat as such:

1. How noticeable is the gender gap between men and women in Bangladesh secretariat?
2. What are the qualifications and working experiences of the officials of Bangladesh secretariat?

3. What are the challenges or barriers that have come forth concerning women getting into the top positions and what are the probable solutions?

Rationale of the Study:

The reason behind the selection of this particular issue as a research topic can be explained through numerous clarifications that are mutual knowledge to many organizations in today's world. This research paper will endeavor to bring to light these observations in respect to the Bangladesh secretariat and their underlying reasons. So, this study is to identify the challenges women usually face in working place and endow with some recommendations to overcome these. It is also equally important to find ways for women to break through and succeed in their individual fields, for the improvement of both the individual as well as the organization.

Conceptual Framework:

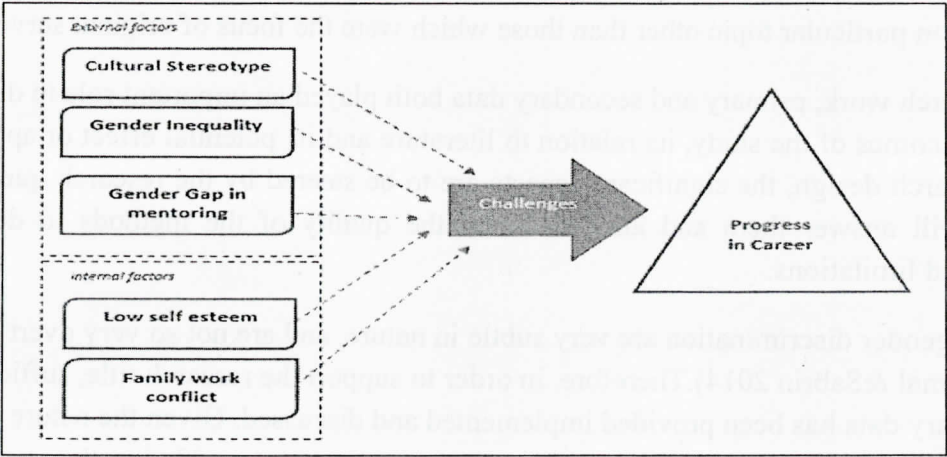
The word 'gender' generally refers to a socially built role, status, opportunity and relationships of women and men (Rao et al. 1999). Women are generally regarded to be different from men in respect to their choices and preferences (Adams & Funk 2011).

'Glass Ceiling' is an imperceptible upper-limit to women's progress. The term was reportedly popularized in the mid 1980s (Lewis 2015). In 1991, the U.S. Department of Labour coined the term as "those artificial barriers based on organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions". These barriers that makeup the glass ceiling are many and complex (Robinson 2005). Despite having the same educational requirement and involvement women are still underrepresented in the upper ranks of organizations (Barreto et al. 2009).

Women have identified that the top issue facing them is gender stereotyping in regard to leadership; and men identified the top barrier for women as being lack of professional experience. Other major barriers identified more often by women included exclusion from informal networks, an inhospitable work climate, and a lack of mentoring (Robinson 2005). The average female worker, however, is not believed to be free from these obligations.

The 'Secretariat' is nothing but a place where different ministries are located, government policies have been formulated and executed by the officials of the secretariat (Alam 2013). Ministers are the political heads while the administrative heads are the Secretaries to the Government (Bangladesh Secretariat Wikipedia). The role of the Secretariat includes policy planning, evaluation, assisting the ministers in the discharge of their responsibilities to the parliament, personnel management at the top level, and such other matters as may be determined by the Prime Minister from time to time (Banglapedia, National encyclopedia of Bangladesh).

While keeping the aforementioned issues and the overall topic in mind, this research will try to focus on the external and internal factors that continuously prove to be hindrances or challenges to women to progress their career in the top level of the Bangladesh secretariat, which is shown in the conceptual framework of glass ceiling below.



Methodology:

In general, the research methodology chalks out the entire research work and provides reliability to the strength of the researcher. It is widely regarded to be the way in which the research problem is systematically approached and possibly, solved (Kothari 2004). Furthermore, a methodology is a set of guidelines about how to advance in gathering and formalize subject matter knowledge from credible sources (Understanding Society 2014). It describes the paradigm of the research approach and research psychology in order to achieve positive study.

In order to conquer information about the research topic, primary data has been collected from 32 high officials from the Bangladesh secretariat. In addition, secondary data also been taken from some articles, journals, relevant books, internet websites, and newspaper to address the present setup of gender and glass ceiling effect in the world and as well as the Bangladesh secretariat.

The philosophy and inspiration behind this research is the continued attempt to find a way to make Bangladesh secretariat achieve their vision of being an ideal workplace for men and women alike. Again, it is only but a small part of a much larger society, which always advocates equality between the genders.

Data Analysis:

The data used in this seminar paper report was mainly obtained from two major potential sources, that is, primary and secondary sources. Primary data has been collected from both the male and female officials of the Bangladesh secretariat. Secondary data is the extraction of knowledge on particular topic other than those which were the focus of original survey.

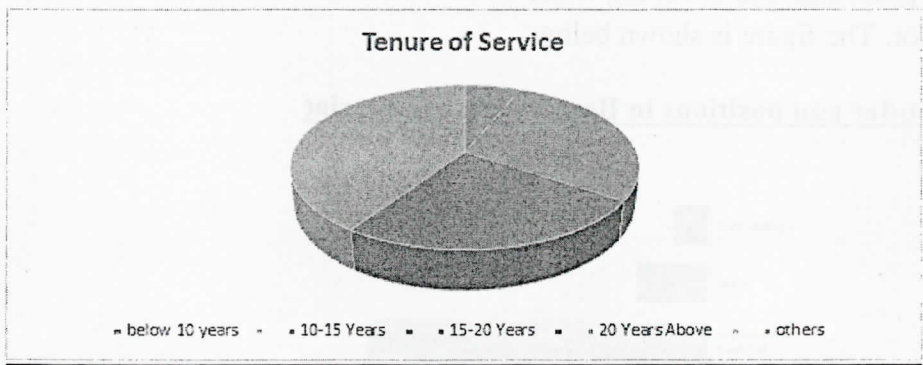
In this research work, primary and secondary data both played an important role in discussing the possible outcomes of the study, its relation to literature and its potential effect or application. As for the research design, the significant aspects are to be steered by the research questions to the data that will answer them and also to assess the quality of the methods to determine the strengths and limitations.

Issues like gender discrimination are very subtle in nature, and are not so very overt in the public service (Kamal & Sabrin 2014). Therefore, in order to support the research title, sufficient primary and secondary data has been provided implemented and discussed. Given the nature of such data, decisions about data quality may be made at the same time as considering the statement of the research questions (Black 2002).

Analysis of the obtained data is the most multifaceted and disputed part of the research paper report which traditionally receives limited theoretical attention (Casterle et al. 2012). The aim of data analysis is to make conclusions about the present situation of glass ceiling effect in the Bangladesh secretariat through the primary and secondary sources of data. This primary data has been collected from both male and female 32 cadre officials of Bangladesh civil service who are posted in the Bangladesh secretariat to frame the findings or achieve the goals of the objectives.

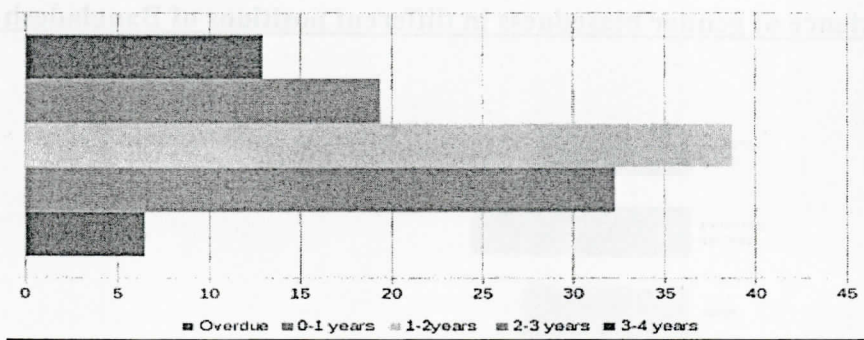
Every interviewee was inquired about their marital status. Among them 96.88% were married and have equal family and professional responsibilities. Among the 32 officials 40.63% have above 20 years of experience in government service. Among the rest 28.13% have 10-15 years, 25% have 15-20 years and 6.25% have below 10 years tenure in service. It means that the larger portion of the interviewees were highly experienced and 2 of them are securing the topmost positions of their respective ministry. Tenure of the service of the interviewee are shown below.

Figure 1:Percentage of the tenure of the Services



The sample interviewees were quite experienced in their related fields. 32.26% of them will be promoted within 1 year, 38.71% will get their promotion within 2 years. Not so surprisingly, among them, 6.45% of the women interviewees reported that their promotion is overdue. One of the interviewees have said that the percentages of women officials of Bangladesh secretariat are poor so that they have poor participation in decision level process. This participation is obviously expected to increase as their percentage increases. Some interviewees put comments that nowadays a day’s promotion is being given through the official’s political background identification. The interviewee’s response regarding when their promotion is due according to the normal procedure is shown below.

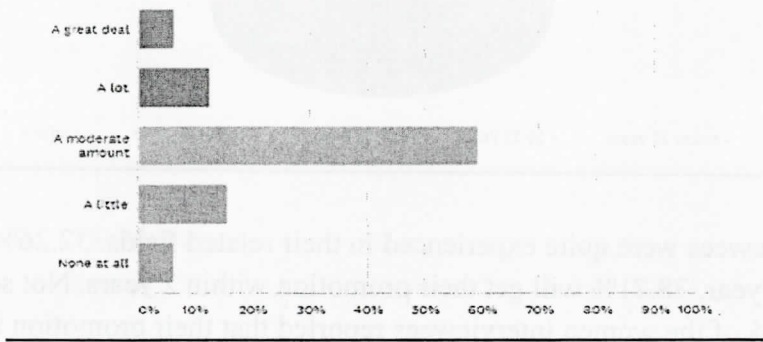
Figure 2: Due time of promotion



A large number of interviewees said that there is a moderate amount of gender gap in positions in Bangladesh secretariat. The corresponding percentage in favor of men is 59.63%. It is a threat to the seminar paper report as its objective is to find out the gender gap. Among the interviewees, one securing one of the topmost positions in the ministry has described that, her path to the top was riddled with obstacles. She argues that women are as capable as men in nearly every scope and they are subjected to many constraints, and based on those competencies and constraints, their current positions in the highest ladder of Bangladesh secretariat is not satisfactory. On this journey the family support is always a blessing that helps in keeping up the fight and keeping the

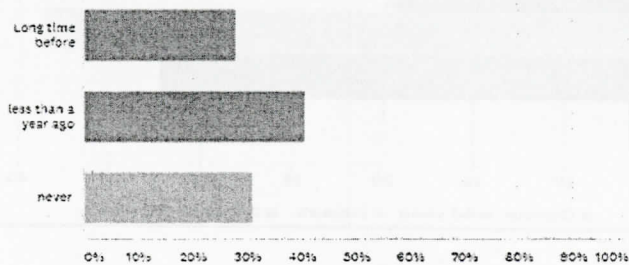
courage within herself. The same percentage - 6.25% of the interviewees have answered the question as a great deal and not at all, while 15.63% have said a little and 12.50% put their opinion as a lot. The figure is shown below.

Figure 3: Gender gap positions in Bangladesh Secretariat



When answering the question, “Have they or their colleague ever observed that some positions have gender preference than qualification and experience”, 31.24% interviewees ticked on ‘never’. On the other hand, 68.76% officials have experienced that the positions of Bangladesh secretariat are gender biased. Among this 68.76%, 40.63% have seen or faced gender biases in the posting and places of Bangladesh secretariat within a year and the rest have experienced it long before. The following figure shows the existence of gender biases in different positions of Bangladesh secretariat.

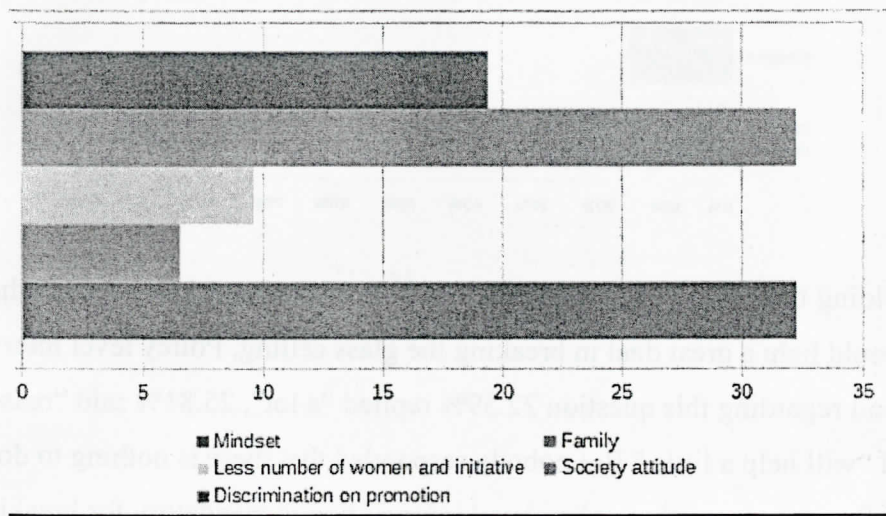
Figure 4: Existence of gender biasedness in different positions of Bangladesh secretariat



The paper so far has defined women has face unspokenjudgement despite having the same experiences as their male colleagues. This source can only come from the understanding of the actual capabilities of women, of which there is no reasonable doubt. This phenomenon has been termed as the Glass ceiling, and it is often describing the invisible array of obstacles for women which slowdown their promotion to leadership and management positions (Eagly& Carli 2007).

In the research questions, they were asked to identify the main barriers of the glass ceiling. Society's discriminating attitude and mindset of people, especially the negative belief being held by male officials were identified as major barriers of glass ceiling. Both of the issue got 32.25%. Among the other reasons 19.35% opinion goes for discrimination on promotion, 9.06% for participation of women and less initiatives have been taken for their enrollment. Most of the interviewees have said that their family is supportive enough for doing their job successfully, as a result, only 6.05% opinion goes for family. The following figure shows those barriers of glass ceiling.

Figure 5: Barriers of Glass ceiling

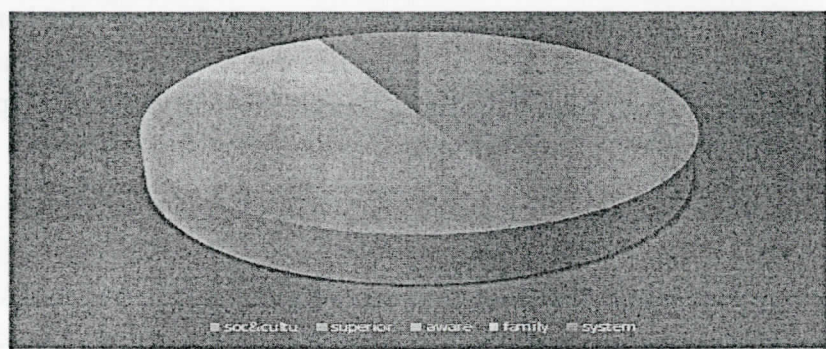


As clarified earlier, the families of the officials are known to be widely compassionate and not a barrier to glass ceiling, so highest number of the participants have strongly disagreed with the question of maintenance of household activities along with professional work being a barrier for women to get into superior positions.

Strongly disagree and this affect got 25.81% and 16.13% respectively. On the other hand, strongly agree and agree got 16.13% and 22.58%. So, all together disagree got 41.94% and agree opinion has got 38.71%. Rest of the participants were carrying neither agree nor disagree positions, which is shown by the following figure.

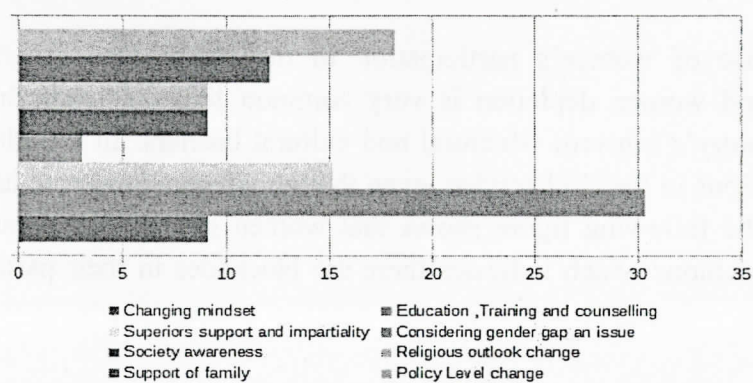
When collecting primary data, the questionnaire comprised of 10 questions. Among these questions, one close ended question was about the role of different institutes and concept by which glass ceiling effect could be resolved. Social and cultural change is in the highest positions by getting 43.75% which can play a bigger role to disruption the glass ceiling. Colleagues and superiors are in the second position by scoring 23.35%. Awareness building, family and special systems received 15.35%, 11.25% and 6.30% respectively. Following figure shows that who can show a larger role to break the glass ceiling.

Figure 8: Who can play the bigger role to break the glass ceiling



Finally, through the questionnaire, the interviewees were asked an open ended question - “what needs to be changed or improved to ensure gender equality in the Bangladesh secretariat?”. Because it was an open ended question most of the participants responded very differently. Among them 30.30% has mentioned education, training and counselling. 18.18% opinion goes for policy level changes and 15.15% has suggested to ensure support of peers, superiors and their impartiality. Creating social awareness, changing of mindset, and misinterpretation of religion has gotten a similar number of 9.09%. 12.12% went for family support as well. All the opinions are shown by the following figure.

Figure 9: How glass ceiling can be addressed to ensure quality



Results / Findings:

After data analysis this research has come out with some results or findings. Those are describing below:

1. Glass Ceiling exist in the Bangladesh secretariat, yes or no!

Glass ceiling is a phenomenon which implies that even if women do quite well in their working arena, there is an actual border of their prospects (Albrecht et al. 2011). According to the Institute of Leadership and Management (ILM 2011) gender report, both men and women believe that there are glass ceilings in every organization, and the Bangladesh secretariat is not an exception. Here, women officials are well conscious of the career contests what they face to reach their anticipated journey. The glass ceiling is more visible according to the span of women's profession.

2. The Gender Gap

It is a extensively known fact that the world has been all about gender parity. As such, the gender gap between men and women in Bangladesh secretariats, is one of the research questions, and hence evaluating this gender gap is one of the key objectives.

It is yet again worth mentioning that women are not cover behind in any way when compared to their contrary gender. The last decades have thus witnessed an inspiring rise of women as a potential workforce (Kamal & Sabrin 2014).

3. Women officials in Bangladesh secretariat

In a LDC country like Bangladesh, the difference among men and women in the public sector is extensive. It is like breaking through a hard brick partition and then aspiring to rise to wanted higher positions which they could clearly perceive through the glass ceiling but which was tough enough not to be easily cracked (Zafarullah 2000).

Despite the increase of women's participation in the Bangladesh secretariat, the disparity concerning men and women depiction is very common like the other third world countries because of the country's inherent structural and cultural barriers. In Bangladesh, 8.5% women are in highest positions in the civil service, even though women constitute half of the population (Ferdous 2014). The following figure shows that women get very little numbers in important decision making positions which indicates there are blockades in their participation in the civil service.

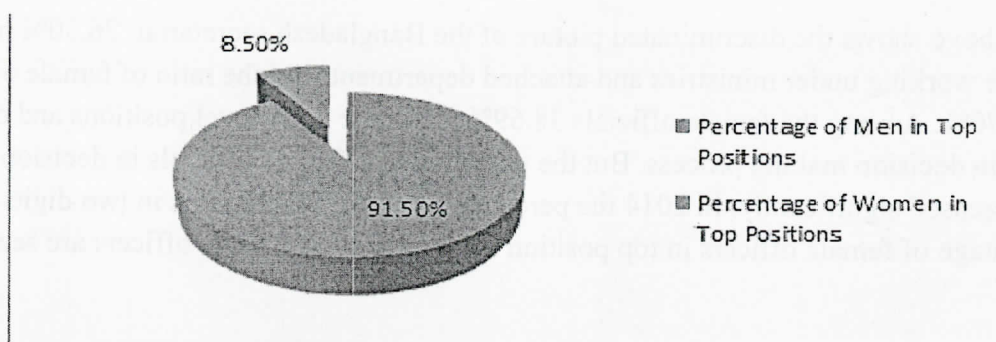


Figure 10: Percentage of Men and Women in top positions in Bangladesh Civil Service
Source: Ferdous 2014.

According to Public Administration Computer Centre (PACC) of Ministry of Public Administration, at present, there are 53 ministries and equivalent organizations in Bangladesh. Total strength of those ministries are shown by the following table.

Table 1: Statistics of Officers

Rank	Total Officers	Male Officers	Female Officers
Assistant Secretary	1787	1221	566
Sr. Assistant Secretary	1291	926	365
Deputy Secretary	1698	1353	345
Joint Secretary	849	745	104
Additional Secretary	473	398	75
Secretary	76	68	8
Total	6174	4711	1463

Source: PACC of MoPA, 19 August 2019.

The table above shows the discriminated picture of the Bangladesh secretariat. 76.30% male officials are working under ministries and attached departments but the ratio of female officials is only 23.70%. Among the female officials 38.69% are in the entry level positions and only 0.55% are in decision making process. But the percentage of female officials in decision making process increased significantly. In 2014 the percentage was 8.50%, but it is in two digits in 2019. The percentage of female officers in top position is 10.53% and the male officers are securing 89.47%.

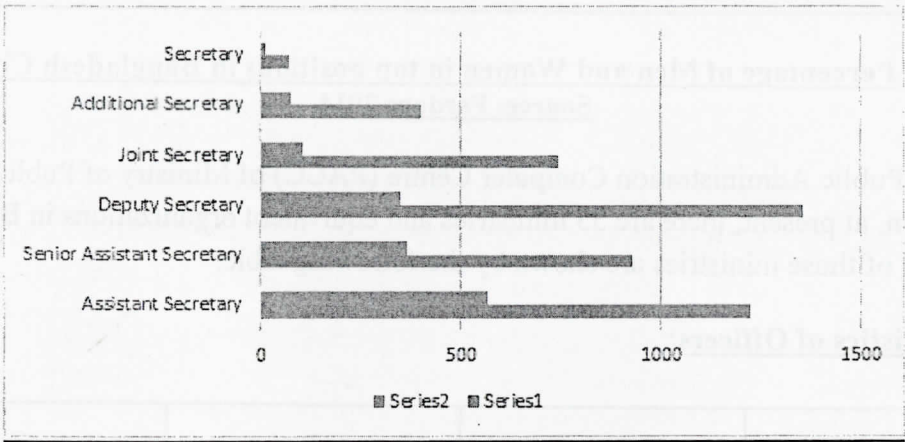
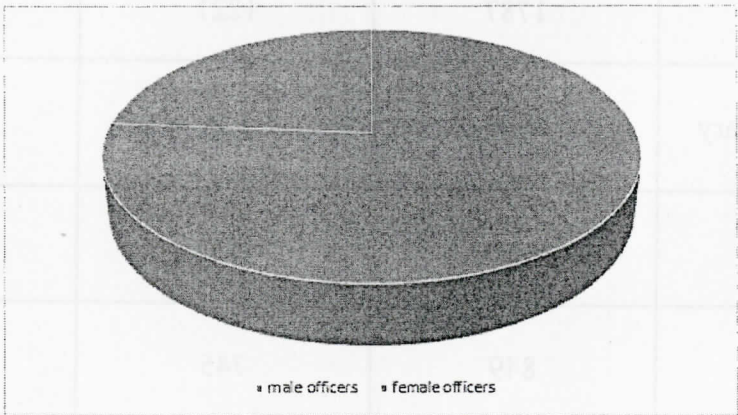


Figure 11& 12: Percentage of male and female officers in civil service



It is time for new metaphors to capture the subtle, systemic forms of discrimination that still linger. It’s not the ceiling that’s holding women back; it’s the whole structure of the organizations in which we work: the foundation, the beams, the walls, the very air. The barriers to advancement are not just above women, they are all around them. We must ferret out the hidden barriers to equity and effectiveness one by one.

The dearth of female officials in highest level positions still rests. This is where the glass ceiling comes into force. It is thus significant to comprehend that consciousness of the gender gap is not

the primetask. The task is for each organization to identify its own glass ceiling and to come up with ways that are applicable to every organizational level (Drychs&Strack 2012).

The other tricksarespecialized network support, which had a durable positive impact on men's career outcomes than on women's (Linehan2001) found that women officials perceived a lack of networking chances with their senior colleagues though they think, that is useful for developing their acquaintance, services and for endorsing their profession.

The reason overdue the minor number of women in the public service arises both in the home and office. Lack of suitable policies concerning recruitment, transfer to remote areas, and training is the basic cause of this inaptness. Lack of security and awareness, in contrast, the existence of negative social approaches towards women creates low career interest in public service (Ferdous 2014).

Despite all this, women in today's world have become far more career based. They need to equilibrium both home and official roles with negative psychological and economic implications (Hopkins & O'Neil 2007).

Implications and Recommendations:

Glass ceiling is an informal barrier in organizations which blocking women's progress to the highest levels and further opportunities, despite their continued gains at lower levels and in middle tier. It is not usually a visible barrier because it is made of glass, and a woman could be aware of its existence when hits it. Therefore, in order to break norms and move forward in higher ladder recommendations have been provided.

A common observation prevails that women are less capable than men (Kamal &Sabrin 2014). Superior should dissolve their gender bias attitude. They should evaluate their female officers by their work and designate in top level position if find them capable.

Every woman has the right to feel safe in their own workplace. To create an equal working environment for women there are lots of things to change, such as job segregation based on gender, deficiencies in training, weak legislation, discriminating practices within organizations, prejudiced attitudes and behaviour towards women officials. If they face any discrimination, they should go through the proper channel to ensure their rights without any hesitation (Kamal &Sabrin 2014).

To decrease the gender disparity in civil service, women officials should have insight into the selection standards before each promotion round, annual confidential report (ACR) must be revealed to all officials before being advanced to the higher authorities, and, most important, the promotion procedure should be translucent (Zafarullah 2000). At the same time, a preferential system or policy level intervention should be adopted in the promotion process.

Out of the many elements of the glass ceiling that have been recognized, one rather pressing one is the lack of female mentors that women can follow in the higher tiers. Mentorship programs can also be conducted with women and their peers, which can help to increase the level of professional networking support that women so deeply lack.

Cary Cooper, a professor at Lancaster University Management School in Britain said that if organizations do not allow more flexibility and autonomy, they're just going to keep losing women (The New York Times 2015). It has been seen that one of the major reasons behind the dearth of women in the higher tiers is the fact that they find it hard to maintain the right balance between work and home (Rosenbluth et al. 2015).

At present, public sector is becoming more and more aware about the detail that women are not just home makers, they are an untapped source of countless talent and leadership. Authority should organize leadership building program for women which will surely kindle their skills to developedthemselves as a leader (Kamal &Sabrin 2014), including global assignments, where probable as well as applicable.

It was stated that women have little or nothing to look up to, owing to the fact that there are so few female colleagues or senior associates in the upper tiers. Therefore, Bangladesh secretariat should ensure fairness and more women in the senior levels to encourage more women in the entry levels because they will then have someone to look up to as anexample.

The future looks reasonably good for women, but consciousness of the gender variety gap is not the primecontest. Women need to ensure the right qualities and skills, and willing to undertake training on a regular basis to update these skills and learn new ones. It should be a collective effort to make women look and be more like their role models, because women truly do have the potential to set examples for the world to see.

Conclusions:

A circumstance of life is that the glass ceiling exists. Women are measured to be struggling more and more to influence the top positions. According to a survey, 80 percent of people polled said that they believed in the glass ceiling getting thicker (Telegraph 2013). In another survey taken by the ILM, 73% of the female managers believe that the barriers preventing them from reaching the top stages indeed do exist (Institute of Leadership and Management, 2011).

Apart from this, applicablenumerical data has been provided throughout the research paper that supports the innovative hypothesis about the existence of the glass ceiling. The pipeline breaks somewhere between the mid-level management and the leadership level positions

(Drychs&Strack 2012). The reason behind the breaking of the cylinder has been identified as the glass ceiling.

The gender gap has been a persistent issue for many years now. People believe that gender equality is important for a company's success (Drychs&Strack 2012). It has been evident that the gender gap is prevalent and most pronounced in the top levels of the Bangladesh secretariat.

Despite the presence of this gap, women are constantly being underrepresented (Drychs&Strack 2012) even after having the equal credentials as their male pairs. This seminar paper has tried to categorize the motives why women are constantly undermined.

In conclusion, throughout this paper, it has been expressed that the glass ceiling is difficult that should be faced jointly. Although it may take years to completely demolish all the obstacles, changes in the right direction are certainly being made.

References:

- Adams, RB & Funk, P 2011, Beyond the Glass Ceiling: Does Gender Matter?. Available from: <https://doi.org/10.1287/mnsc.1110.1452>. [22 Dec 2011].
- Ahmed, Mohiuddin 2000, Bangladesh in the new millennium, Community Development Library (CDL), Bangladesh.
- Alam, KMA 2013, Reforming the Civil service in Bangladesh Internal Strife and other Issues, A H Development Publishing House, Dhaka.
- Albrecht, J., Bjorklund, A. and Vroman, S. (2011) 'Is There a Glass ceiling in Sweden?', IZA Discussion Paper No. 282.
- Available at: http://papers.ssrn.com/paper.taf?abstract_id=267219
- Anderson, J. 2015, 'Aiming to break glass ceilings in Britain' The New York Times, 27 January, p. 12.
- Barreto, M., Ryan, M. K., & Schmitt, M. T. (Eds.). (2009). Psychology of women book series. The glass ceiling in the 21st century: Understanding barriers to gender equality. Washington, DC, US: American Psychological Association.
<http://dx.doi.org/10.1037/11863-000>
- Black, T. R 2002, Understanding Social Science Research, SAGE Publications, London.
- Bryman, A 2012, Social research methods, Oxford University Press.

- Casterle, B.D. et al. (2012) 'QUAGOL: A guide for qualitative data analysis' International journal of Nursing Studies, vol. 49, pp. 360-371.
- Choi, S. And Park, C. (2014) 'Glass Ceiling in Korean Civil Service: Analyzing Barriers to Women's Career Advancement in the Korean Government', Public Personnel Management, Vol. 43(1), pp. 118-139. Available at: DOI: 10.1177/0091026013516933
- Davidson, M & Cooper, C. L 1992, Shattering the Glass Ceiling: The Women Manager, Paul Chapman Publishing Ltd, London.
- Drychs, S., and Strack, R. (2012) 'Shattering The Glass Ceiling: An Analytical Approach To Advancing Women In Leadership Roles', Boston: The Boston Consulting Group.
- Eagly, A. H., & Carli, L. L. (2007), Through the labyrinth: The truth about how women become leaders, Boston: Harvard Business School.
- Ferdous, J. (2014) 'Women in Bangladesh Civil Service: Stumbling Blocks towards the Way of Participation', Social Sciences, Vol. 3(5), pp. 177-182.doi: 10.11648/j.ss.20140305.15
- Flanders, M.L 1994, Breakthrough: The career woman's guide to shattering the glass ceiling, Paul Chapman Publishing Ltd, London.
- Forum, W.E. (2010). Corporate Global Gender Gap Report.
- Hakim, C. (2000), Research Design: successful designs for social and economic research 2nd ed, New York: Routledge.
- Hakim, C 1982, Secondary Analysis in Social Research: A Guide to Data Sources and methods with Examples, George Allen & Unwin Publishers Ltd, UK.
- Hopkins, M. M. and O'Neil, D. A. (2007) Women and success: dilemmas and opportunities. Edited by Bilimoria, D. & Pederit, S. K. in Handbook on Women in Business and Management, UK: Edward Elgar Publishers Limited, pp. Edited by Institute of Leadership and Management (2011) Gender report.

- Kamal, R. D. and Sabrin, A. 2014, 'Gender Gap and Present State of Working Women in Corporate Arena: An Overview of Bangladesh perspective' Research on Humanities and Social Sciences, vol. 4, no. 10, p. 82-89.
- Kothari, C. R. (2004), Research Methodology: Methods and Techniques 2nd revised ed.
Delhi: New Age International Publishers Limited.
- Linehan, M. (2001) 'Networking for female managers' career development: empirical evidence', Journal of Management Development, vol. 20, pp. 823-829.
- Lewis, J.J. 2015, Women's History Expert, Available from:
http://womenshistory.about.com/od/work/g/glass_ceiling.htm
- Matsa, D. A. and Miller, A. R. (2011) 'Chipping Away at the Glass Ceiling: Gender Spillovers in Corporate Leadership', Labor and Population.
available at:<http://ssrn.com/abstract=1799575>
- Meyerson, D., & Fletcher, J. K. (2000). A Modest Manifesto For Shattering The Glass Ceiling.
Harvard Business Review.
- Public Administration Computer Centre (PACC) of Ministry of Public Administration, 2019.
- Rao, A, Stuart, R & Kelleher, D 1999, Gender at Work Organizational Change for Equality,
Kumarian Press, USA.
- Robinson, G. (2005). Gender, Journalism and Equity: Canadian, U.S and European Perspectives. Cresskill, NJ: Hampton Press.

Rosenbluth, F., Kalla, J., & Teele, D. (2015) The Female Political Career. The World Bank, Women In Parliament (WIP).

Safeen. (2008). Women Entrepreneurs and Professionals of Bangladesh.

Telegraph (2013) 'Glass ceiling is getting thicker for Women', 23 September, pp. 1-4.

Available at: <http://www.telegraph.co.uk/women/womensbusiness/10327963/Glassceilingisgettingthickerforwomen.html>

The New York Times (2015) 'For Business, More Women in Charge Means Bigger Profits',

25 March, pp. 1-5.

Available at: <http://www.nytimes.com/aponline/2015/03/23/world/europe/>

[apeugenderequalityprofits.html?_r=1](http://www.nytimes.com/aponline/2015/03/23/world/europe/apeugenderequalityprofits.html?_r=1)

The Economist. (2009, May 5th). Retrieved from The Economist:

<http://www.economist.com/node/13604240>

The Economist, 2014 'The Global Gender Gap Report 2014' 2014, World Economic Forum.

Understanding Society, 2014. Available at: understandingsociety.blogspot.co.uk

(2011). The Best And Worst Places For Women. The Daily Beast .

Zafarullah, H. 2000, 'Through the Brick Wall and the Glass Ceiling: Women in the Civil Service in Bangladesh' School of Social Science University of New England Armidale, NSW, Australia, vol. 7, no. 3, p. 197-209