

Research Report

on

Socio-Economic and Cultural Factors Affecting Job Performance of Women in Cadre Service in Bangladesh



Bangladesh Public Administration Training Centre

Savar, Dhaka

June-2016

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Abstract

Women's performance in civil service is greatly influenced by social-economic and cultural values and norms regarding gender and national culture. Inclusion of women in different cadre services is very noteworthy and needs superior attention from concerned authority for the appointment of women in Bangladesh Civil Service. The main objective of this study is to assess the socio-economic and cultural factors affecting the performance of women in cadre service in Bangladesh.

Different methods and techniques have been applied to conduct the research study. The data have been collected using the structured and semi structured questionnaires keeping in view with the objectives of the study. The researchers have collected data from 86 women officers working in different 5 cadre services such as BCS Administration, General Education, Health, Police and Economic. Major findings of this study is socio-economic and cultural factor affect the job performance of female cadre officers. About 10.45% respondents have given opinion that socio-economic and cultural factors affect on job performance and its degree is very high, 50.75% opined high, 37.31% opined moderate and 1.49% opined low. Few socio-economic and cultural factors play positive role in enhancing performance like commitment, availability of day care center and transport facilities. On the other hand most of the factors create hindrance to the performance like gender role in family, child rearing, social patriarchal mindset and so on.

Keywords: socio-economic and cultural factors, job performance, women, cadre service

CHAPTER I

INTRODUCTION

Background of the study

The ultimate goal of the government employee is to serve the nation in a better way. Performance of the government officials is one of the major concerns in Bangladesh. The employment of women in different occupation (other than housekeeping) in Bangladesh is a recent phenomenon (Mahtab, 1995). Traditionally, women were involved with their gender roles such as cooking, cleaning, doing household works and baby caring in their families. It should be noted that half of the population in Bangladesh is women. Without their involvement in different sectors, the development of the country is not possible. However, policy makers have realized the importance of women's participation in development works outside the home, and Bangladesh Government has taken many steps including making a legal framework to encourage women to participate in different jobs; and as a consequence, women are increasingly participating in different jobs outside the homes. Measuring the performance of the government officials is a challenge since performance is the product of socio-economic, cultural, psychological and environmental factors. Transparency International Bangladesh chapter repeatedly discloses that rampant corruption is prevailing among government officials.

The Constitution of the People's Republic of Bangladesh emphasized on recruiting female government officials. It also guarantees certain rights and privileges to women. These are articulated in Article 27, 28(I, II, III, and IV)', and Article 29 (I). A good number of women enter into Bangladesh Civil Service every year and their number is increasing day by day. The representation of women (including both general and professional posts) in civil service recruited through BCS examination has increased gradually since independence of Bangladesh. The total strength of women in public service is 10% and it is a meager 8% in both class I and class II positions (Jahan, 2007). It is a question what is the status of service delivery of the women cadre officials. It is very important to analyze its effects and impact on service delivery. Job performance has been described as an accomplishment of assigned duties in accordance with organizational guidelines subject to the normal constraints of reasonable utilization of available

resources. Many factors are directly and indirectly linked with the performance of a woman cadre officer (Jamal, 1984). The environment where the women cadre officials are working; their efficiency; satisfaction and dissatisfaction at the workplace; problems they are facing in their day to day business; how they are being treated and viewed by the people as well as senior and junior colleagues can play vital role of their performance. Women civil servants are surrounded by various kinds of problems which primarily come from their family and from the broader spectrum of the society as well. These problems generally limit their engagement in challenging areas of job and hinder exposure of their talents. As a result, the competence and potential of women officials remain unaddressed.

Proper training, positive mindset towards service recipients, adequate knowledge and skill, congenial atmosphere, support from the boss and fellow colleagues are essential elements to be a high performing official. This study will help to explore the major factors associated with performance and will find a way out.

1.2 Statement of the problem

Women cover nearly half of total labor force of the country but represent only 14.48% of administrative and 12.16% of technical (professional) posts of the Bangladesh Civil Service (MoPA & BPSC, 2011). Article 29 of the Constitution of Bangladesh ensures equal opportunity for all citizens without making any discrimination on the basis of only sex in case of employment in the service of the Republic, and puts provision for making special provision in favor of any backward section of citizens for the purpose of securing their adequate representation in the service of the Republic. Despite constitutional assurance of gender equality, women of Bangladesh are still backward section in society (Begum, 2002). As a result, women's performance in civil service is greatly influenced by social-economic and cultural values and norms regarding gender inequality and national culture. Gender disparity and behavior patterns are fundamental cultural criteria in categorizing the human species. Effective job performance has positive effects on both an organization and its employees. For the organization, it is a means by which it ensures production, economic growth and survival. Similarly, effective job performance provides the employees with economic gains, security, social status, family and social prerogatives. Most of the women officers are facing numerous challenges in performing

their duties and responsibilities. These problems affect their efficiency, performance and contribution. That is why the government has to look into it very seriously to utilize the services of its total work-force. However, the research has some implications in terms of different aspects like social, political, economic, and cultural and so on. The government always intends to take input from the field level for any policy formulation. If the field-level women officers are not able to devote their full potential in the service, they would fail to give appropriate policy input. As a result, policy does not reflect the need of the grassroots people as well as the gender sensitivity.

As women officials are facing numerous problems, it is perceived that a significant portion of their working hours is being spent in dealing with less productive issues. This certainly affects negatively in their performance, and it has negative implication in our national economy as well. All political governments express strong commitment to women's empowerment. Employing women is an important tool for women's empowerment. In Bangladesh, the government is the biggest employer. Cultural mindset of man towards woman hinders the efficiency of the female officers. Professional skill is accelerated through sharing of ideas and building network. Cultural barriers restrict women to work with outside agencies, especially after office hours. This makes their knowledge confined, and they lag behind as competent workers.

It is a matter of great regret that we do not identify meticulously the prime factors related to hindering the performance of women in cadre service. It has been prevailing for decades in the bureaucracy of Bangladesh. We need to ensure desired performance of the women officers.

1.3 Rationale of the study

Better service delivery provided by government official is steadily being recognized as a prerequisite to delight clientele, human development and economic growth (Bilkis, 2012). Bangladesh Civil Service is considered as the most lucrative and prestigious job in Bangladesh. Since 1972 women have been participating in the civil service of Bangladesh. In order to enhance representation of women in the civil service of Bangladesh, 10% posts have been reserved for the women. It is the perception of the mass people of Bangladesh the performance of the government officials is frustrating. It creates a negative impact on the society. Around 50 thousands officials are working as cadre officials in Bangladesh among themselves 10% female

officers are working as cadre officials. The quota system is also seen as the affirmative action taken by government (Yasmin, 2010).

Women's inclusion in different cadre service is very noteworthy and needs superior attention from for the appointment of women in Bangladesh Civil Service. The quota system aims at improving the scope of employment for women in BCS as they have long been deprived of education, training, and all other opportunities (Karim, 2008). There are no shortcut ways to achieve desired performance from the women officers over the night. This study is significant in the sense that its result will help to enhance knowledge, skill and attitude of the female officers. It will help to create the need for required intervention to develop the professionalism of the female officers. More importantly, the findings of the study will help the policy makers to take necessary initiatives to build up a quality female officer.

The following questions are being formulated to guide the data collection of the study. This is important to mention that the following questions are also related to the embedded focus of the research objectives and key research question. Do the socio-economic and cultural factors affect the job performance? What are the demographic characteristics of the female cadre officers? What is the status of performance of women officers? What are the major barriers for not showing desired performance? Do the officials empathetic towards the stakeholders? Do they accomplish their assigned task in time? Is the accomplished job delighting the customer? Do the officers think of effective service delivery? Are the officials professional or not? Is the office environment clientele friendly? How skillfully they accomplish the job? How well they address their clientele?

This study is an attempt for examining the linkage between factors and performance of the women officials. Performance of the female officials can be improved by integrating and minimizing different linked factors. The anticipated research study is accommodating the present scenario of performance of the officials and identifying flaws and limitation and explores the familiarity of new factors and techniques for upgrading performance of the women officials. No doubt, quality service mainly depends on desired performance of the officials. This study investigates the assessment of socio-economic, cultural, psychological factors affecting the performance of women civil servants in Bangladesh. It is expected that it shades light on some

unexplored areas that may unfold relevant factors through more intensive and in-depth research. Then it comes up with policy recommendations.

1.4 Scope of the study

This study is designed to investigate the socio-economic and cultural factors and its impact on job performance of women in cadre service in Bangladesh. This study has tried to find out the relationship among different factors and job performance.

1.5 Objective of the study

General Objective

The main objective of this study is to assess the socio-economic and cultural factors affecting the performance of women in cadre service in Bangladesh.

Specific objectives

- I. To study the demographic, socio-economic and cultural background of women officers viz. age, education, training, marital status and experience
- II. To identify major factors which include child rearing and caring, household works, social norms and values, societal patriarchal mindset etc. affecting the performance of women in cadre service
- III. To find out the service delivery responsibility of women in cadre service towards stakeholders
- IV. To explore the impact of socio-economic and cultural factors related to job on society

1.6 Research question

What socio-economic and cultural factors affect the job performance of women civil servants when they perform their duties and responsibilities?

1.7 Operational definitions

Cadre: Cadre means the organization of civil servants in well-defined groups

Factors: The socio-economic, cultural characteristics that can create a negative or support role in performing job

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

1.8 Limitation of the study

- i. Among the total twenty eight cadres of Bangladesh Civil Service, the study is confined within five cadre officers
- ii. Busyness of the respondents so that they could not give more attention for filling up the questionnaire
- iii. All the socio-economic and cultural factors are not included
- iv. Sample size is small
- v. There is not any ideal and perfect format to distinct factors
- vi. Proportional sample is not maintained properly
- vii. Data is quantitative in nature; under the circumstances the fact based qualitative data is meager in this study.
- viii. Time constraint is the prime limitation of this study.

1.9 Layout of the study

Many things have been considered in time of designing the structure of the study; offering a clear view to readers and making a strong linkage between the chapters with a sequential order. This study is composed of five chapters which have been presented in the following paragraphs

Chapter I: Introductory Discussion

This chapter briefly discusses about the research context, research problem and significance of the study. In this chapter it also discuss about research questions with operational definition of relevant concepts, research objectives, scope of the study, methodologies used in this study with the logic of using selected methods and limitation of the study.

Chapter II: Literature Review

This chapter reviews relevant and available literatures on socio-economic and cultural factors and its relevancy with the performance of women cadre officers working in different sectors in Bangladesh context. This chapter also makes a historical overview of women officers in Bangladesh Civil Service, especially in Public Administration, Health, Police, General Education and Economic.

Chapter III: Methodology

Different methods and techniques have been applied to conduct the research study. The data have been collected using the separate questionnaires keeping in view with the objective of the study.

Chapter IV: Findings and Discussion

The goal of this chapter is to analyze and present data. Data collected from the field through questionnaires is briefly presented in this chapter. Statistical technique SPSS has been applied to presented data.

Chapter V: Conclusion and Policy Implications

This chapter draws major findings of the research and makes concluding remarks of the study.

CHAPTER II

LITERATURE REVIEW

Before embarking on the study, reviewing the existing literatures related to the research topic and drawing an analytical framework of the study is essential. This chapter reviews relevant and available literatures and identifies related variables from real life experience and through theory to explain the phenomena and provides logical arguments for identifying those variables.

2. 1 Constitutional obligation for women in government service

Article 10, 11, 19, 27, 28 and 29 in the Constitution of Bangladesh declare the equal rights for both men and women, and there is a provision to take special measures for backward sections of citizens. Article 19 of the Constitution states about the equal opportunity of men and women. According to the article 19, the State shall endeavor to ensure equality of opportunity to all citizens [19(1)] and the State shall adopt effective measures to remove social and economic inequality between man and woman and to ensure the equitable distribution of wealth among citizens, and of opportunities in order to attain a uniform level of economic development throughout the Republic [19(2)].

Article 27 declares that all citizens are equal before law and are entitled to equal protection of law. Again article 28 prohibits the discrimination on grounds of religion, sex, race, cast or place of birth [28(1)]. It gives direction that women shall have equal rights with men in all spheres of the State and of public life [28(2)]. No citizen shall, on grounds only of religion, race, caste, sex or place of birth be subjected to any disability, liability, restriction or condition with regard to access to any place of public entertainment or resort, or admission to any educational institution [28(3)]. Nothing in this article shall prevent the state from making special provision in favor of women or children or for the advancement of any backward section of citizens [28(4)].

Despite constitutional assurance of gender egalitarianism, women of Bangladesh are still backward section of citizens and they continue to the subject of discrimination in society. As a result, women's participation in BCS is greatly influenced by social values and norms regarding gender and national culture. The society values women mainly for their reproductive role and discourages productive roles. As women have lower status than men in society, women's access to powerful positions is seem to be limited in number and their occupational choices are also narrower than those of men. However, Government of Bangladesh has realized the importance of

women participation in productive works and taken some policy decisions and special measures to ensure equitable female participation in the Bangladesh Civil Service.

2.2 Training need for women civil servant

Special training and facilities are essential for women in civil service (Nilufar, 1995). The researcher pointed out the temperament of the society in Bangladesh and mentioned women's subordinate status in family and society in the patriarchal society. She suggested special training on the art of public speaking to remove the shyness and hesitation which are inherited from the culture of the society and training course on personality development, leadership quality and physical fitness to make them competent and professional for civil service.

3.3 Associated factors and performance

There are some identified factors associated with performance of women cadre officers. The factors are transferable nature of the job and posting in remote areas, family responsibilities, lack of child care facilities in office, non-cooperation of male colleagues and family members, absence of appropriate and supportive environment in work places. Besides, absence of day care center, unavailability of individual room in which to work, lack of separate toilet and rest room facilities, inadequate residential and transport facilities, superiority complexes and negative attitudes of male colleagues, lack of security and consequences of social backwardness (Jahan, 2007). Prevailing socio-cultural norms in the society are directly linked with performance of women cadre officers (Kabir and Jahan, 2007). Structural, institutional and operational factors are highly related with performance of women in civil service in Bangladesh (Karim, 2008). Women have considerable experience in balancing their work and family lives and in catering to the demands of their husbands' careers.

3.4 Organizational policy and culture

Organizational policy is an important element which helps to develop a culture within the organization to encourage women at work. People come into the organization with their own values, attitudes and preferences. Organizational forms, structures, norms and values also help to shape the behavior and attitudes of people. Female employees emphasize the supportiveness dimension of their organizational cultures and will value support from their colleagues especially for child care (Afroz, 2010).

3.5 Gender identity and performance

Women working in the field are in disadvantageous position compared to their male colleagues as well as compared to the officials of head offices. Though women civil servants are part of very powerful, respected and sometimes feared organizations; because of their gender identity they have to bear most of the problems those other women in the society experience (Jahan, 2010). In this study it is disclosed that dual responsibility of job and household chore (95%), housing (84%), safety at duty station (67%) and uncongenial working environment (47%) are the major problems being faced by women at the field. In addition to difficulties, there are some common barriers that seriously inhibit women to carry out duties spontaneously. The results revealed that one of the major problems is the negative attitude towards women officer from the community, colleagues and the authority. Society regards women as soft and not fit for taking challenges. Respondents noted that they have to face sexist comments, even threats of stigma. Their ability as civil servants is constantly put in question, and they have to put extra effort to prove their competence. The reasons behind most of the problems they face are: male domination, patriarchal mentality and perceived lower social status of women. Other problems are related to conservative view, lack of education among people. Consequences of these problems are: reduced performance, mental and physical stress, problem in the family, negative effect on children, disturbance in family life, impaired career development and weakened initiative and innovativeness.

A workshop was held on “Women in the Bangladesh Civil Service: Addressing Career Development and Improved Service Delivery”, in Dhaka at the Bangladesh Institute of Administration and Management (BIAM), on 20 April, 2010 organized by the Ministry of Establishment and its Civil Service Change Management Program (CSCMP). The workshop was designed to assess the opportunities of professional development for women in the Bangladesh Civil Service, to increase the representation of women in the service and to provide better service delivery to all, male and female, citizens of Bangladesh (UNDP, MoE & CSCMP:2010). Female civil servants expressed their opinion that there are many factors that persuade them against remaining in the cadre service. Lack of logistic supports to contribute to challenges in performing one’s job to the best of her abilities, transfers to different districts away from the home district which causes separation with family, promotion uncertainty, limitations in infrastructure and office facilities like day care service and bathroom facility, poor salary

structure and absence of proper evaluation and recognition. They suggested for introducing quota system for promotion and training, bringing in performance based evaluation, establishing a career planning cell, providing suitable posting for women, properly enforcing of the laws and regulations related to gender issues, increasing salary and taking more gender sensitive initiatives.

Women are doing the administrative jobs successfully; however, there are some problems for female officers (Asrafunnesa, 2011). The researcher categorized the problems into four broad groups: work environment related problems, non-cooperation from male colleagues, familial problems and problems related to mindset. She found in questionnaire survey that transfer without considering the familial condition and inappropriate residential facility are the two major problems in work environment, and caring for children without having day care service is the greatest problem for female administrator. Some motivational factors and factors responsible for poor performance and found that career promotion is a significant motivator and 86% respondents feel de-motivated in the service for different reasons (Karim 2009).

Above mentioned literatures are highly linked with the present study. Core intervention drawn from the reviewed literatures has been given below: Gender mainstreaming in BCS has already been found a place in policy agenda of however, women participation in bureaucracy is still very low. There are many socio-economic, cultural, attitudinal and environmental factors are associated with the performance of women in cadre service. The major factors are child rearing, house hold works (cooking, cleaning etc.) non-cooperation from male colleagues, family responsibilities, lack of child care facilities in office, non-cooperation of male colleagues and family members, absence of appropriate and supportive environment in work place such as absence of day care center, inadequate residential and transport facilities, superiority complexes and negative attitudes of male colleagues, lack of security and consequences of social backwardness.

CHAPTER III

METHODOLOGY

This chapter illustrates the overall design of the study which include source of data, study population, sample size and sampling, data collection tools, data analysis, reliability and relevant ethical considerations. To give a clear idea about context of the study it begins with the study site.

In all steps of the study the researchers were engaged in ethical practices in relation to select the female officers as well as concerned supervisors and service recipients as respondents. Confidentiality has been maintained in data collection, processing and analysing. The researchers have shown the highest honour and respect towards the respondents. It is very important to conceal the respondents' identity in the communication of research findings. The researchers are committed not to disclose the personal identity to anyone and remain bias less to select the respondents.

3.1 The study site

The study is focused on socio-economic and cultural factors affecting job performance of women in cadre service in Bangladesh. The study includes both at the ministry and field level. The study is limited to women cadre officers who belong to BCS Administration, Police, Economic, General Education and Health cadres working at different ministries in Bangladesh Secretariat and at different divisions, districts and upazilas in various positions. The female cadre officers working in different sectors across the country are treated in this study as population. Data have been collected from Dhaka, Rajshahi and Chittagong cities as well as Patuakhali district. The reason behind selection of these specific areas is availability of female cadre officers and good communication.

3.2 Study design

This section articulates the methods and processes used in the research. Data collection technique and data processing system are discussed in details. Study design means the total plan of research

including data collection. Different methods and techniques have been applied to conduct the research study. The data have been collected using the questionnaires keeping in view with the objectives of the study. The questionnaires have been administered with the female cadre officers, supervisors of the concerned female cadre officer and service recipients. The secondary data have been collected through reviewing the relevant literatures. The sources of literatures are published books, articles and reports etc. Qualitative and quantitative methods have been used to conduct the study.

3.3 Sources of data

Data have been collected mainly from primary source in this study. Besides secondary sources like various published books, journals, newspapers, government circulars, research reports, annual reports of Bangladesh Public Service Commission (BPSC) and Ministry of Public Administration (MoPA) and internet browsing are being viewed as secondary source.

3.4 Study Population

All the female cadre officers, concerned supervisors and all the service recipients across the country are treated here as population.

3.5 Sampling and sample size

A distinction must first be made between a total population and a sample of that population. A population contains elements, each of which is a potential case. All the women officers working in 28 cadres are treated here as population or universe. The number of the total female cadre officer i.e. population or universe is 5400 (MoPA, 2016). The researchers have collected data from 86 women officers working in different sectors from five cadre services following stratified, cluster and simple random sampling. Among five cadres, three belong to general cadre like BCS Administration, BCS Police and BCS Economic and the rest of the two BCS General Education and BCS Health are technical cadre. In the point of view of qualitative study sample size is representative. The rank and position of every woman officer is not the same. Considering the rank and status, respondents have been divided into different strata and the researchers have

collected data proportionately from different strata to maintain validity and reliability of the data. The researchers also collected data based on cluster. Every woman cadre officer belonging that specific cluster has been selected as respondent. In some cases the researchers have followed simple random sampling. In simple random sampling every member of the population has an equal and independent chance of being selected for the sample. The purpose of simple random sampling is to obtain a group of subjects who represented the population and provided specific information needed. The goal was to select a sample that adequately represented the population. 31 supervising officers have been selected purposively who are responsible to write annual confidential report (ACR) of the sampled female officers. The researchers have collected data regarding the performance of women cadre officers. 113 hundred service recipients have selected following simple random sampling. The sample size is truly representative; the information obtained would be similar to the information that would be obtained from the entire population.

3.6 Data collection tools

To achieve the set objectives of the study both structured and semi-structured questionnaires have been developed as a tool for primary data collection. Questionnaires have been developed based on specific objectives of this study. Three types of questionnaires with both close and open ended have been developed in order to get reliable and authentic data. Questionnaires have been validated by the expert panel.

3.7 Data analysis

Data have been processed following qualitatively and quantitatively. Quantitative analysis has been done using proper statistical tools such as SPSS. Besides, descriptive statistics have been followed in quantitative analysis to describe the general characteristics of the data. Descriptive statistics include frequencies, counts, averages and percentages. Quantitative method has been used to generalize and identify prevalence from the data provided by the respondents. Qualitative method has been used to explain the significant relationships of phenomena, causalities, social realities and experiences. Qualitative data have been processed and analyzed manually. Therefore, both methods have complemented each other in this study.

3.8 Reliability

Reliability is a central concept in measurement which means consistency (Hoque, 2003). Need for reliable and valid data is inevitable part for any study. Findings depend on data. Based on findings, decision-makers make decisions to improve ongoing/future interventions. To achieve reliability, the study has included different ranks and positions of female cadre officers working in Bangladesh secretariat to the field level considering different age, batch and work experience of the respondents. In this study mixed method has been used to collect data and the researchers have shown their utmost sincerity and dedication to collect the authentic and reliable data using different methods and techniques. Under the circumstances the researchers believe that collecting data are credible, impartial, reliable and valid and it will contribute for the future plan of action keeping in view of the objectives of the study.

CHAPTER IV

FINDINGS AND DISCUSSION

This chapter represents the findings of the study. It then contains comprehensive discussion on the findings. Background characteristics of the respondents have disclosed in Table 4.1 focusing on length of service, academic qualification, academic discipline, place of posting.

Table 4.1: Demographic Characteristics of the Respondents

Length of service	N	%
Below 5	20	23.26
6-10	18	20.93
11-15	12	13.95
16-20	17	19.77
21-25	13	15.11
Above 26	6	6.98
Highest Academic Degree		
Bachelor	12	13.95
Master	51	59.30
MPhil	11	12.79
PhD	7	8.14
Others	5	5.81
Academic Discipline		
Arts	16	18.60
Science	26	30.23
Social Science	20	23.66
Commerce	6	6.98
MBBS	17	19.77
BSc/ MSc Eng	1	1.16
Place of Posting		
Ministry/Directorate	14	16.28
Division	55	63.95
District	10	11.63
Upazila	7	8.14

It is found from the table 4.1 that the length of service of about 23.26% respondents are below 5 years, 20.93% is 6-10 years, 13.95% is 11-15 years, 19.77% is 16-20 years, 15.11% respondents are 21-25 years, 26 and above is 6.98%. It has been noted that about 13.95% respondents are Bachelor degree holders, 59.30% respondent is Master degree holders, 12.79% MPhil, 8.14% is PhD holders and 5.81% is others. It has been reported that about 18.60% respondents belong to arts, 30.23% belong to science, 23.25% belong to Social Science, 6.98% belong to commerce, 19.77% belong to MBBS, and 1.16% belong to BSc / MSc engineering. It is revealed that about 16.28% participants is posted in ministry/directorate, 69.62% participants is in division 11.63% is in district and 8.14% are in upazila.

Data have been collected from female cadre officers, concerned supervisors and service recipients belonging to BCS Administration, Education, Economic, Health and Police. It is found in the Table-4.1.1 that about 12.79% respondents belong to Administration, 53.49% belong to General Education, 9.30% belong to Economic, 18.60% belong to Health and 5.81% belong to Police. It is also found that about 12.90% supervisors are working in Administration, 48.38% in General Education, 16.13% in Economic, 16.13% in Health and 6.45% in Police cadre. It has been noted that 7.24% service recipients were relevant to Administration, 71% in General Education, 3.81% in Economic, 15.26% in Health and 3.81% were in Police.

Table 4.1.1: Cadre based respondents' information

Name of Cadre	Women Cadre officer N	%	Concerned Supervisor N	%	Service recipients N	%
Administration	11	12.79	4	12.90	10	7.24
General Education	46	53.49	15	48.38	93	71
Economic	8	9.30	5	16.13	5	3.81
Health	16	18.60	5	16.13	20	15.26
Police	5	5.81	2	6.45	5	3.81

It has been reported from the Table 4.1.2 that about 94.19% respondent is married, 4.65% is unmarried and widowed is 1.16% respectively on the other hand, 43.02% belong to nuclear family, 53.49% belong to joint family and 3.49% belong to extended family.

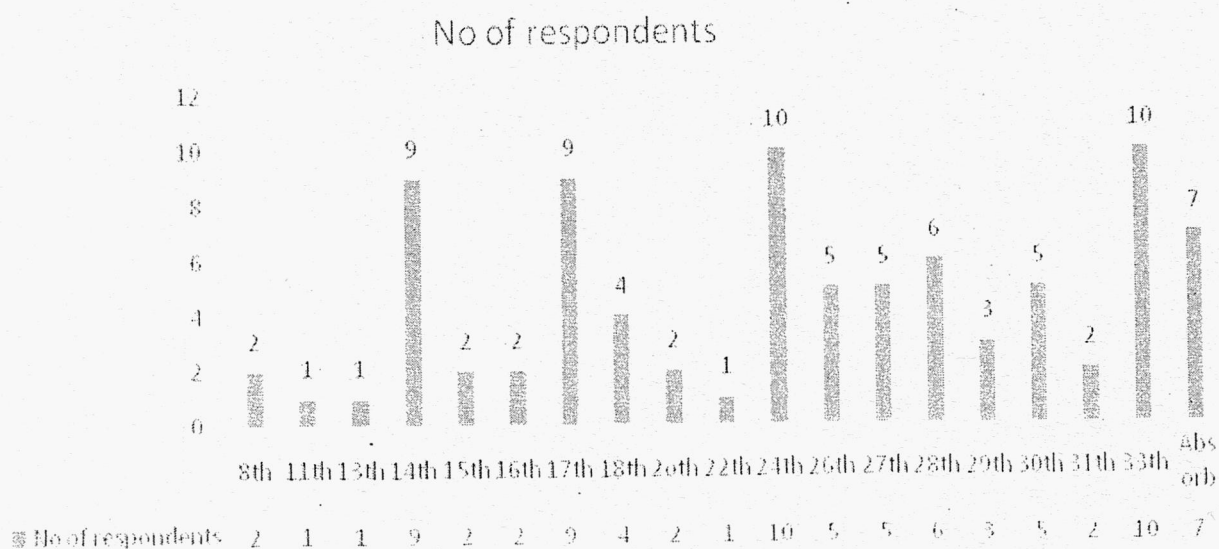
Table 4.1.2: Marital status and types of family of the respondents

Marital status	N	%	Types of Family	N	%
Married	81	94.19	Nuclear	37	43.02
Unmarried	4	4.65	Joint	46	53.49
Divorced	0	0	Extended	3	3.49
Widowed	1	1.16	Others	0	0

Data have been collected from 86 respondents appointing through 18 different BCS batches and absorbed in cadre service. It has been reported from Figure-4.1.3 that among the total 86 respondents, 8.14% are absorbed and 11.63%, the highest number of respondents are from 24th and 33th batches accordingly.

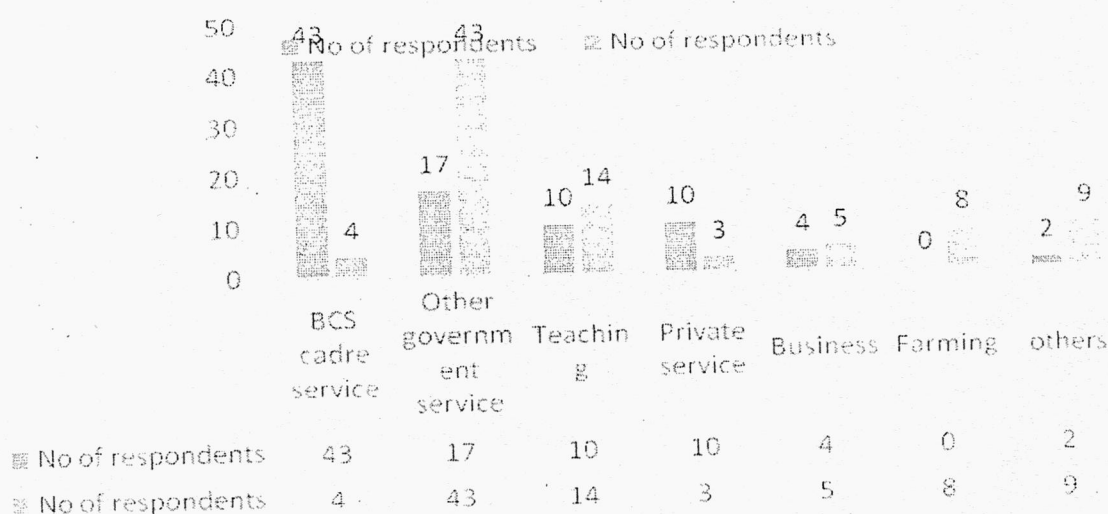
Figure-4.1.3

Number of respondents based on BCS batch



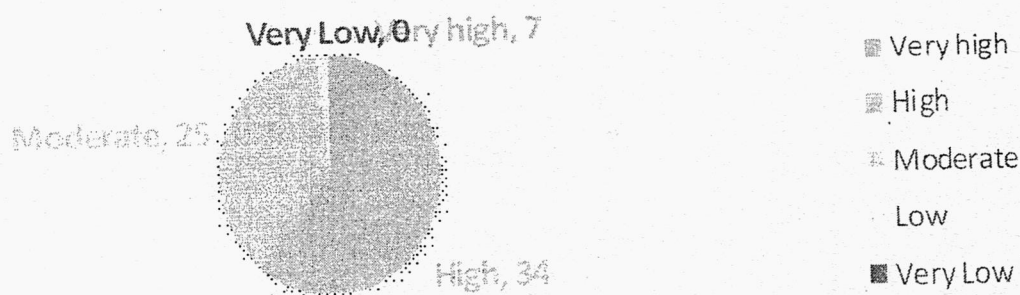
It is found in the figure-4.1.4 that the profession of respondents' husbands is about 51.22% BCS cadre service, 19.51% other government service 10.98% teaching 10.98% private service, 4.88% business and 2.44% involves in others profession on the other hand, the profession of respondents father is/was 4.65% cadre service 50% other government service, 16.28% teaching, 3.49% private service, 4.65% business, 9.30% farming and 10.67% others.

Figure -4.1.4
Husbands and fathers profession of the respondents



It is evident from the figure 4.2 that socio-economic and cultural factor affect the job performance of female cadre officers. About 10.45% respondents have given opinion that socio-economic and cultural factors effect on job performance and its degree is very high, 50.75% opined high, 37.31% opined moderate and 1.49% opined low.

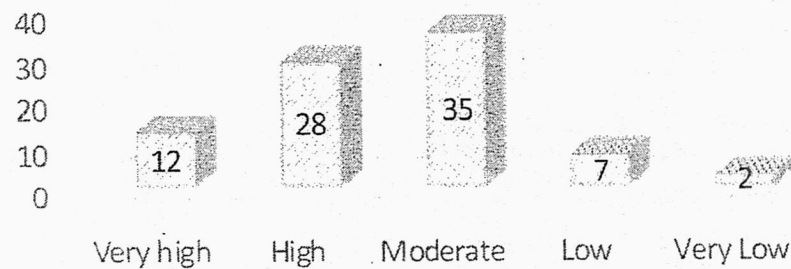
Figure -4.2
Significance of socio-economic and cultural factors on performance



Dual responsibility at home and office have effects on job performance. It has been noted from Figure 4.2.1 that 13.95% respondents have given opinion that the gradation of effect is very high 32.56% opined high, 40.7% opined moderate, 8.14% opined low and 2.38% opined very low.

Figure -4.2.1

Dual responsibility at home and office and its effect on performance



Family comes first then service career and family pressure effect on performance. It is found in Table 4.2.2 that about 13.25% respondents' have given opinion that family comes first then service is absolutely true 33.73% opined true 42.17% opined moderate 8.43% opined less true and 2.41% opined absolutely not true on the other hand, 10.47% respondents opined family pressure effect on performance is absolutely true, 32.56% opined true 12.79% opined moderately true 26.74% opined less true and 17.44% opined absolutely not true

Table-4.2.2

Family comes first then service career and family pressure on performance

Family comes first	N	%	Family pressure	N	%
Absolutely true	11	13.25	Absolutely true	9	10.47
True	28	33.73	True	28	32.56
Moderately true	35	42.17	Moderately true	11	12.79
Not true	7	8.43	Not true	23	26.74
Absolutely not true	2	2.41	Absolutely not true	15	17.44

Many social factors are directly and indirectly linked with the performance of women cadre officers. It has been noted from the Table-4.3 that following five point Likert scale the mean of abuse is 4.55, child rearing is 4.47, and harassment is 4.3. Justice and equity in office are not ensured to the female officers. Mean of gender discrimination behavior of boss is 3.51 and attitude of the male colleagues is 3.02. undue influence of boss is 3.9, lack of transport facilities 2.85, unavailability of day care center is 2.36, absence of separate toilet facilities 2.68. It denotes that these social factors create negative impact on performance of the female officers.

Table-4.3
Statistical significance of social factors on performance

Factors	Variables	Indicators/ Issues	Mean	Standard Deviation
Social	Family	Gender roles in family (Cooking, cleaning and other household works)	2.13	0.75
		Child rearing	4.47	0.9
		Caring the older and seek	2.76	0.80
		Education facilities of the children	2.16	0.74
		Authoritative structure	2.83	0.93
	Justice and equity In office	Attitude of male colleagues	3.02	0.86
		Gender discriminate behavior of Boss	3.51	1.04
	Social values and norms	Attitude of family members	2.12	0.70
		Neighbor	2.42	0.74
		Colleagues	2.39	0.74
		Recognition	3.53	0.75
		Societal patriarchal mind set	2.32	0.80
	Office environment	Abuse	4.55	1.89
		Harassment	4.3	1.65
		Competition among the colleagues.	3.12	0.87
		Encouragement for creative work	2.12	0.75
		Lack of adequate logistic support.	2.90	0.8
		Undue influence of boss	3.9	1.28
		Absence of separate toilet facilities.	2.68	0.85
		Unavailability of Day care centre	2.36	0.88
		Lack of transport facilities	2.85	0.87
		Public dealings	3.11	0.94

It has been found from Table 4.3.1 that social factors are associated with performance of women cadre officers. About 46.77% respondents have given opinion gender role in family i.e. cleaning, cooking and household works, 61.84% respondents opined child rearing, 16.67% opined caring old and sick, 34.57% opined education facilities, 12.98% opined existing authoritative structure, 11.11% opined attitude of male colleagues, 11.90% opined gender discriminate behavior of boss, 44.19% opined attitude of family members, 30.23% opined attitude of neighbor, 27.05% opined attitude of colleagues, 34.18% opined social recognition, and 23.29% opined patriarchal mindset affect extremely (maximum) on performance.

Table-4.3.1

Social factors associated with performance and significance

Factors	Variables	Indicators/ Issues	Scale (1=Minimum, 5= Maximum)				
			1	2	3	4	5
Social	Family	Gender roles in family	1 (1.61%)	9 (14.52%)	16 (25.81%)	7 (11.29%)	29 (46.77%)
		Child rearing	1 (1.31%)	0	16 (21.05%)	12 (15.79%)	47 (61.84%)
		Caring old and seek	15 (17.86%)	8 (9.52%)	17 (20.24%)	30 (35.71%)	14 (16.67%)
		Education facilities of the children	8 (9.88%)	2 (2.47%)	13 (16.04%)	30 (37.04%)	28 (34.57%)
		Authoritative structure	12 (15.5%)	3 (3.9%)	32 (41.56%)	20 (25.97%)	10 (12.98%)
	Justice and equity In office	Attitude of male colleagues	13 (16.5%)	13 (16.05%)	27 (33.33%)	19 (23.46%)	9 (11.11%)
		Gender discriminate behaviour of Boss	32 (38.1%)	13 (15.48%)	15 (17.86%)	14 (16.67%)	10 (11.90%)
	Social values and norms	Attitude of family members	10 (11.63)	3 (3.49%)	12 (13.95%)	23 (26.74%)	38 (44.19%)
		Attitude of Neighbour	13 (15.11)	4 (4.65%)	15 (17.44%)	28 (32.56%)	26 (30.23%)
		Attitude of Colleagues	9 (10.59)	6 (7.05%)	17 (20%)	30 (35.29%)	23 (27.05%)
		Recognition	4 (5.07%)	3 (3.8%)	15 (18.99%)	30 (37.97%)	27 (34.18%)
		Societal patriarchal mind set	3 (4.10%)	5 (6.85%)	21 (28.77%)	27 (36.99%)	17 (23.29%)

It is found in the Table-4.3.2 that there is a high negative correlation (-0.70) between child care and performance. It denotes that more time spearing in childrearing create negative effect on performance. Here child care is an independent variable and performance is the dependent variable.

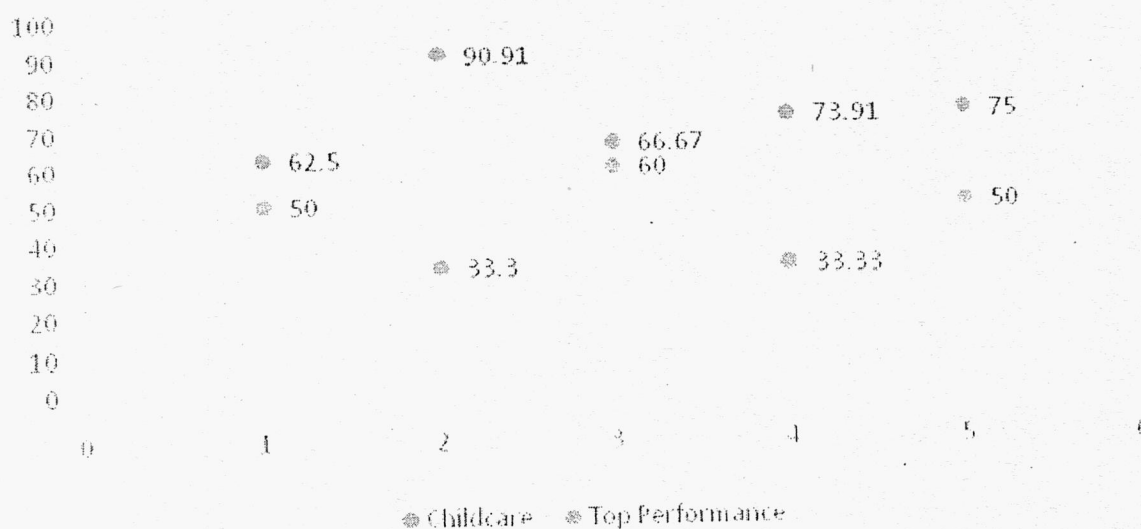
Table 4.3.2

Relationship between child care and performance

Cadre	Childcare	Top Performance
Health	62.5	50
Admin	90.91	33.3
Economic	66.67	60
Education	73.91	33.33
Police	75	50
Correlation	-0.705466792	

Figure-4.3.3

Correlation graph between child care and performance



It has been noted in Table 4.3.4 that there is a negative correlation (0.-58) between gender role and performance. It denotes that more time spearing in cooking, cleaning and household works create negative effect on performance. Here gender role is an independent variable and performance is the dependent variable.

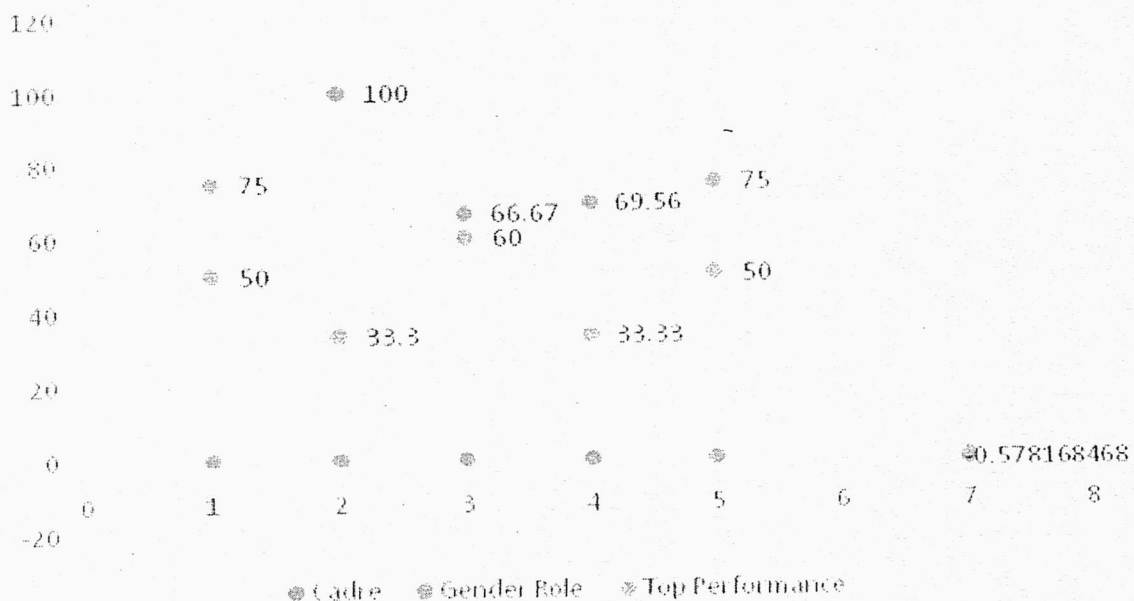
Table 4.3.4: Relationship with gender role performance

Name of cadre	Gender role	Performance
Health	75	50
Admin	100	33.3
Economic	66.67	60
Education	69.56	33.33
Police	75	50

Correlation 0.-58

Graph- 4.3.5

Correlation with gender role and performance



It is found in Table-4.4 that 79.52% have given opinion maximum value in abuse, 68.75% opined harassment, and 14.81% opined completion among colleagues, 34.57% opined encouragement for creative work, 15.66% opined lack of adequate logistic support, 50.63% opined undue influence of boss, 41.18% opined absence of separate toilet facilities, 57.83% opined unavailability of day care center, 30.59% opined lack of transport facilities and 20.99% opined public dealings are the highest value associated with performance.

Table-4.

Social factors associated with performance and its significance

Office environment	Abuse	3(3.61%)	3 (3.61%)	5(6.02%)	6(7.23%)	66(79.52%)
	Harassment	5(6.25%)	3(3.75%)	10(12.5%)	7(8.75%)	55(68.75%)
	Competition among colleagues	13(16.5%)	21(25.93%)	22(27.16%)	13(16.5%)	12(14.81%)
	Encouragement for creative work	1(1.23%)	7(8.64%)	21(25.93%)	24(29.63%)	28(34.57%)
	Lack of adequate logistic support.	11(13.25%)	18(21.69%)	22(26.51%)	19(22.89%)	13(15.66%)
	Undue influence of boss	6(7.59%)	9(11.39%)	12(15.19%)	12(15.19%)	40(50.63%)
	Absence of separate toilet facilities	25(29.41%)	6(7.05%)	6(7.05%)	13(15.29%)	35(41.18%)
	Unavailability of Day care centre	23(27.71%)	2(2.41%)	5(6.02%)	5(6.02%)	48(57.83%)
	Lack of transport facilities	26(30.59%)	5(5.88%)	10(11.76%)	18(21.18%)	26(30.59%)
	Public dealings	24(29.63%)	5(6.17%)	25(30.86%)	10(12.35%)	17(20.99%)

It is found from the Table 4.4.1 that there is a moderate high positive correlation (0.51) between availability of daycare center and performance. It represents that availability of daycare center accelerates the performance of female cadre officers. Here availability of day care center is an independent variable and performance is the dependent variable.

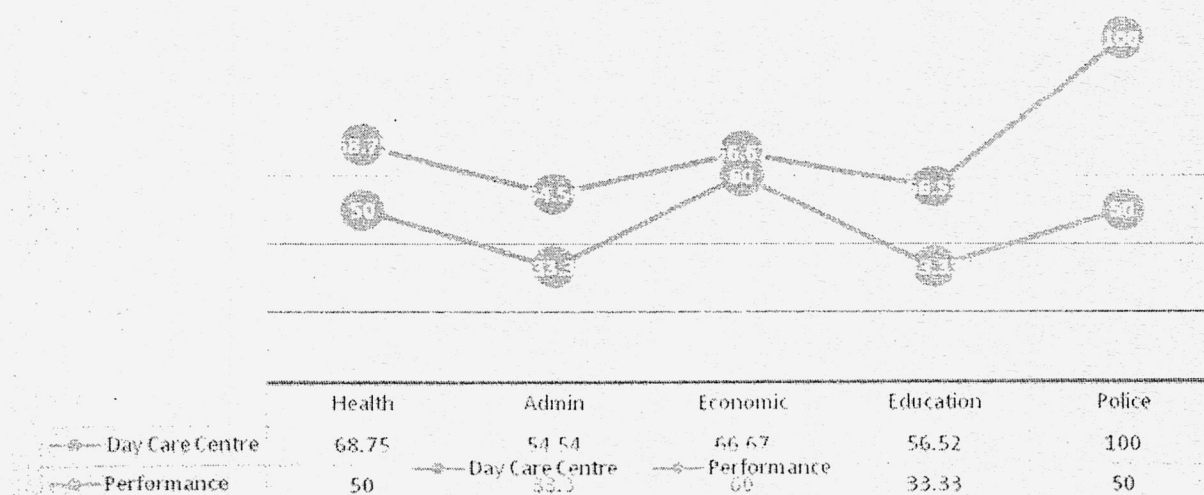
Table-4.4.1

Relationship between availability of daycare center and performance

Cadre	Availability of Day Care Centre	Performance	Correlation
Health	68.75	50	0.51
Administration	54.54	33.3	
Economic	66.67	60	
General Education	56.52	33.33	
Police	100	50	

Figure-4.4.2

Correlation graph between availability of daycare center and performance



Numerous economic, cultural and attitudinal factors are associated with the performance. It has been noted from the Table-4.5 that mean of lack of positive behavior of male colleagues is 3.64, insecurity in job place is 3.45, and sensible approach of the male colleagues is 3.32, movement is 3.01, societal backwardness is 2.93 respectively. All these factors are associated with performance

Table-4.5 Statistical significance of economic, cultural factors on performance

Economic	Finance	Low salary	2.89	0.83
		No promotion	3.28	0.93
Cultural	Dress code	Not befitting to work	2.29	0.74
	Security	Job place	3.45	1.30
		Accommodation problem	3.15	0.89
		Movement	3.01	0.93
		Societal backwardness	2.93	0.93
Attitudinal	Approach	Commitment	2.10	0.69
		Sensibility	3.32	1.07
		Lack of Positive behavior of male colleagues	3.64	1.39
		Participation	3.15	0.80
		Empathy	2.89	0.84

It is revealed in Table 4.5.1 that about 20.93% respondents have given opinion lowest importance, 16.28% opined less, 26.74% opined mediocre, 27.90% opined high and 8.14% respondent have given opinion highest importance regarding low salary and 17.07% opined minimum, 10.98% opined low, 28.05% opined mediocre 14.63% opined high and 29.27 opined promotion carry the highest value associated with performance. It is also noted that 27.63% respondents have given opinion that security in job place, 26.83% opined accommodation problem, 18.99% opined movement and 16.46% opined social backwardness are the highest value create negative effect on performance.

Table-4.5.1

Economic and cultural factors associated with performance and significance

Economic	Finance	Low salary	18 (20.93%)	14 (16.28%)	23 (26.74%)	24 (27.90%)	7 (8.14%)
		Promotion	14 (17.07%)	9 (10.98%)	23 (28.05%)	12 (14.63%)	24 (29.27%)
	Dress code	Not befitting to work	32 (41.02%)	10 (12.82%)	22 (28.20%)	9 (11.54%)	5 (6.41%)
Cultural	Security	Job place	5 (6.75%)	18 (24.32%)	11 (18.86%)	19 (25.67%)	21 (27.63%)
		Accommodation	20 (24.39%)	6 (7.32%)	19 (23.17%)	15 (18.29%)	22 (26.83%)
		Movement	14 (17.72%)	9 (11.39%)	33 (41.77%)	8 (10.13%)	15 (18.99%)
		Societal backwardness	14 (17.72%)	10 (12.66%)	35 (44.30%)	7 (8.86%)	13 (16.46%)

It is disclosed from the Table 4.5.2 that low salary and performance is interrelated. Low salary creates moderately high negative affect (-0.69) on performance. Here low salary is an independent variable and performance is dependable variable.

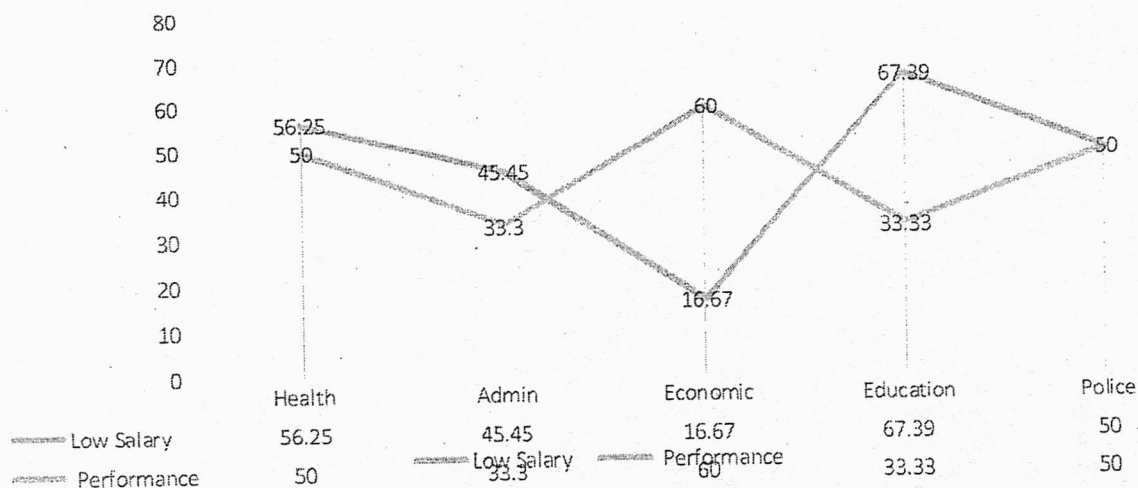
Table-4.5.2

Relationship between low salary and performance

Name of Cadre	Low Salary	Performance	Correlation
BCS (Health)	56.25	50	-0.69
BCS (Administration)	45.45	33.3	
BCS (Economic)	16.67	60	
BCS (General Education)	67.39	33.33	
BCS (Police)	50	50	

Figure-4.5.3

Correlation graph between low salary and performance



It is disclosed in Table 4.5.4 that insecurity and performance are interlinked. Insecurity indicates highly negative performance (-0.80) on female officer. Here insecurity is an independent variable and performance is dependable variable

Table - 4.5.4

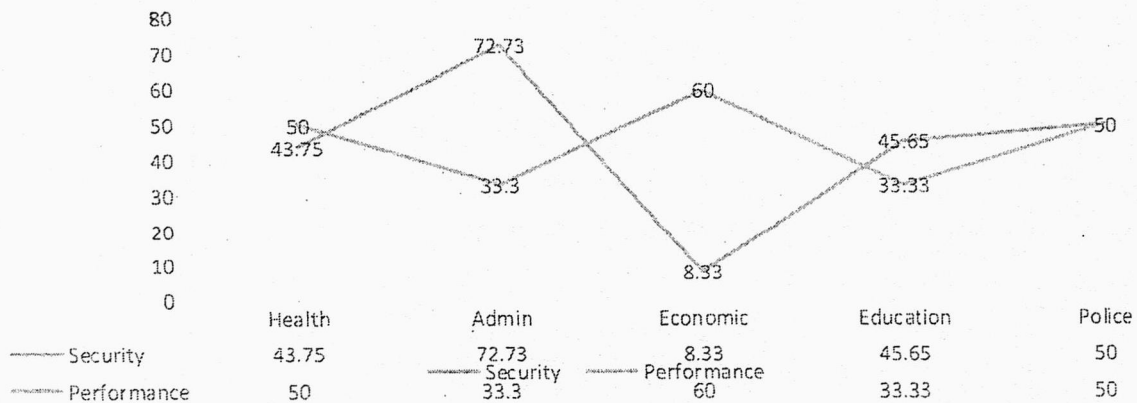
Relationship between insecurity and performance

Name of Cadre	Insecurity	Performance
BCS (Health)	43.75	50
BCS (Administration)	72.73	33.3
BCS (Economic)	8.33	60
BCS (General Education)	45.65	33.33
BCS (Police)	50	50

Correlation -0.80

Figure-4.5.5

Correlation graph between insecurity and performance



It has been noted in Table 4.6 that about 16.05% respondents have given opinion lowest importance and less importance respectively, 33.33% opined mediocre, 23.46% opined high and 11.11% opined maximum importance in attitude of male colleagues 44.19% opined highest importance in gender discriminate behavior of boss.

Table-4.6

Attitudinal factors associated with performance and its significance

Justice and equity In office	Attitude of male colleagues	13 (16.05%)	13 (16.05%)	27 (33.33%)	19 (23.46%)	9 (11.11%)
	Gender discriminate behaviour of Boss	10 (11.90%)	14 (16.67%)	15 (17.86%)	13 (15.48%)	32 (38.09%)
Social values and norms	Attitude of family members	10 (11.63%)	3 (3.49%)	12 (13.95%)	23 (26.74%)	38 (44.19%)
	Attitude of Neighbour	13 (15.11%)	4 (4.65%)	15 (17.44%)	28 (32.56%)	26 (30.23%)
	Attitude of Colleagues	9 (10.59%)	6 (7.05%)	17 (20%)	30 (35.29%)	23 (27.05%)
	Recognition	4 (5.07%)	3 (3.8%)	15 (18.99%)	30 (37.97%)	27 (34.18%)
	Societal patriarchal mind set	3 (4.10%)	5 (6.85%)	21 (28.77%)	27 (36.99%)	17 (23.29%)

It is also found that 11.90% opined lowest, 16.67% opined low, 17.86% opined mediocre, 15.48% opined high and 38.09% opined highest regarding gender discriminate behavior of boss, 11.63% opined minimum, 3.49% opined low, 13.95% opined mediocre, 26.74% opined high and 44.19% opined maximum importance of attitude of family members, 15.11% opined lowest, 4.65% opined low, 17.44% opined mediocre, 32.56% opined high and 30.23% opined highest value of neighbor, 10.95% opined minimum, 7.05% opined low, 20% opined mediocre, 35.29% opined high and 27.05% opined highest value of attitude of colleagues, 5.07% opined lowest, 3.8% opined low, 18.99% opined mediocre, 37.97% opined high and 34.18% opined highest value regarding recognition, 4.10% opined minimum, 6.85% opined low, 18.99% opined mediocre, 37.97% opined high and 34.18% opined highest value which are linked with performance.

It is disclosed from the Table 4.6.1 that there is less significant positive correlation (0.34) between commitment and performance. Here commitment is an indent variable and performance is dependent variable.

Table-4.6.1

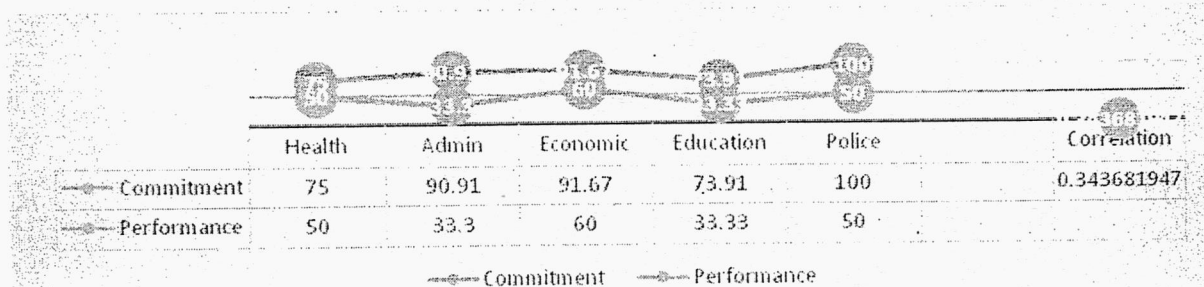
Relationship between commitment and performance

Name of Cadre	Commitment	Performance
BCS (Health)	75	50
BCS (Administration)	90.91	33.3
BCS (Economic)	91.67	60
BCS (General Education)	73.91	33.33
BCS (Police)	100	50

Correlation 0.34

Figure-4.6.2

Graph of correlation between commitment and performance



There are some essential facilities; those facilities and performance are interrelated. In absence of those facilities create a negative impact on performance of female officers. It has been revealed in Table 4.7 that about 61.84% respondents have given opinion taking care children is very high 15.79% opined high 21.05% opined moderate and 1.32% opined very low; 19.18% respondents opined that good educational institutes is very high 31.51% opined high 20.55% opined high 17.80% opined low and 10.96% opined very low; 16.22% respondents opined medical facilities very high 36.49% opined high, 14.86% opined moderate 25.68% opined low and 6.76% opined very low and 25% respondents opined security is very high, 22.62% opined high, 13.09% opined moderate 21.45% opined low and 5.95% opined very low; 14.46% respondents opined social acceptance is very high 14.46% high 26.51% moderate 20.48% low and 12.05% very low

Table-4.7

Level of significance of some facilities on performance

Facilities	Veryhigh		High		Moderate		Low		Verylow	
	N	%	N	%	N	%	N	%	N	%
Take care of children	47	61.84	12	15.79	16	21.05	0	0	1	1.32
Good educational institutes	14	19.18	23	31.51	15	20.55	13	17.80	8	10.96
Medical facilities	12	16.22	27	36.49	11	14.86	19	25.68	5	6.76
Security	21	25	19	22.62	11	13.09	18	21.43	5	5.95
Social acceptance	12	14.46	12	14.46	22	26.51	17	20.48	10	12.05

There are lot of performance areas in service delivery. In those specific areas women officers need to develop themselves. They also adopt many strategies to solve the problem of the service recipients. It is disclosed in Table-4.8 that about 31.88% respondents have given opinion IT is the first and 13.04% opined English proficiency is second top ranked performance areas. They need to develop in IT and English. It has been noted that 42.86% respondents have given opinion following rules and regulation is the most used strategy to solve problem and 28.57% opined showing positive behavior to the stakeholders is the strategy to solve problem

Table-4.8

Performance areas need to develop and identified strategies to solve problem

Performance area	No of respondents	Rank orders	Identified Strategies	No of respondents	Rank orders
Specialization	4 (5.8%)	5	Listening	8 (8.16%)	3
IT	22 (31.88%)	1	Positive behavior	28 (28.57%)	2
Field administration	1 (1.45%)	8	Send higher authority	1(1.02%)	7
Language	4 (5.8%)	5	Following rules and regulations	42 (42.86%)	1
Land administration	3(4.35%)	6	Cooperation	7 (7.14%)	4
Creative writing	1(1.45%)	8	Taking Initiative	1(1.02%)	7
Social relationship	3(4.35%)	6	Tactfully	3 (3.06%)	5
English proficiency	9 (13.04%)	2	Sincerity	2 (2.04%)	6
Subject knowledge	8 (11.59)	3	Sympathy	1(1.02%)	7
Administration	5 (7.25%)	4	Discussion	3 (3.06%)	5
Time management	1(1.45%)	8	Promptness	2 (2.04%)	6
Decision making	2(2.3%)	7	Public speaking	1 (1.45%)	8
Planning	5 (7.25%)	4			

It was the question to the female officers how they perform related task as well as few common main tasks related to job following some set indicators. It is found from the Table 4.9 that 100% respondents have given opinion that they perform related task perfectly. It is also found the participants claim themselves that they are performing main tasks perfectly excepting integration of ICT in their job. About 54.65% respondents have given their opinion that they integrate ICT in performing job.

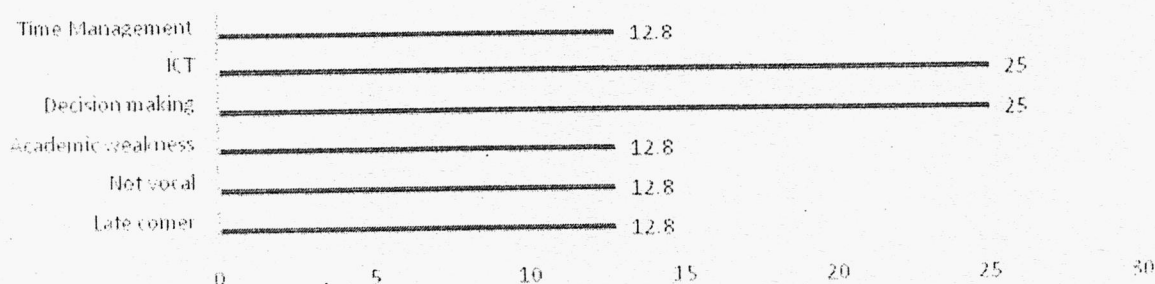
Table-4.9
Self-analysis matrix for measuring performance

Types of performance	Standard	No of respondents	%	Types of performance	Standard	No of respondents	%
Related Task Performance	Welcoming Service recipients'	86	100	Task Performance	Accomplishment of task in scheduled time	86	100
	Timely and friendly manner	86	100		Timely arrival and departure	86	100
	Show respect to the stakeholders	86	100		Properly accomplished without mistake	86	100
					Prompt and correct decision	86	100
					Identified task based on prioritization	86	100
					Accountable to stake holder	86	100
					Stakeholder delighted	86	100
					Use of ICT in performing job	47	54.65

It has been disclosed in Figure 4.10 that Supervisors ranked ICT (25%) and Decision making (25%) as the most important performance gap of the female cadre officers and the other gaps are time management (12.8%), not vocal (12.8%) academic weakness (12.8%) and late comer (12.8%).

Figure-4.10

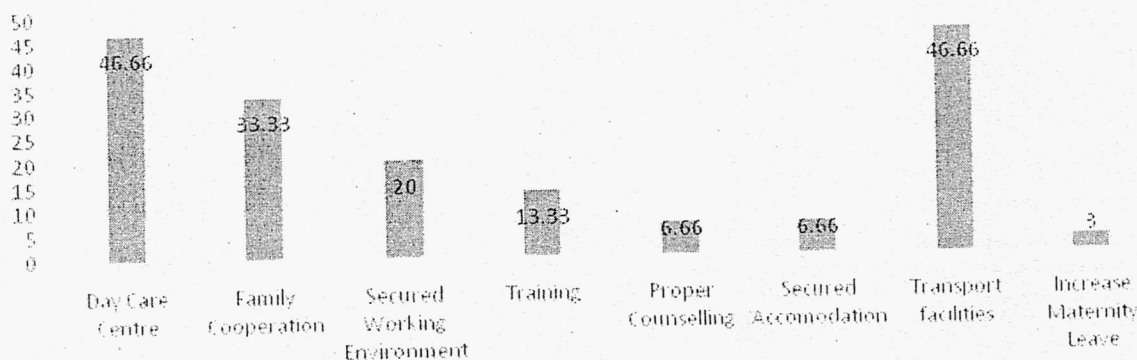
Performance gap of the female officers assessed by supervisors



Many remedial suggestions have been proposed by the concerned supervisors. It is disclosed in Figure-4.10.1 that about 46.46% respondents have given opinion to establish day care center as well as transport facilities respectively. 33.33% suggested enhancing family cooperation, 20% recommended secured working environment, 13.33% opined providing training, 6.66% suggested proper counseling and secured accommodation and 3% suggested increase maternity leave.

Figure-4.10.1

Remedial suggestions to remove gaps by the supervisors



It is revealed in Figure-4.11 that among the total 113 service recipients 20 from health cadre, 93 from education cadre, 10 from administration cadre, 5 from police cadre and 5 from economic cadre. The figure denotes that service recipients marked 10% very good in administration cadre, 15% in health cadre, 68.8% in education cadre and 20% in economic cadre. They marked as good officers 50% in health, 25.8% in education, 50% in admin, 40% in police, 40% in economic cadre. They marked as average 10 % in health cadre, 5.37% in education cadre, 20% in admin cadre, 40% in police cadre and 40% in economic cadre. On the other hand, they marked as bad performers 25% in health cadre, 0% in education cadre, 20% in administration cadre, 10 % in police cadre and 0% in economic cadre.

Figure-4.11

Cadre wise performance assessed by service recipients



4.12 Linking Up Findings

At the end of the study, it is required to see whether research objectives have been answer properly or not. It has been found that the research objectives and the findings of the research have been linked in the following table.

Research objectives	Major findings of the study
1.To study the demographic, socio-economic and cultural background of women officers viz. age, education, training, marital status and experience	The length of service of about 44.19% respondents is below 10 years. It has been noted that about 59.30% respondent is Master degree holders. It has been reported that about 30.23% belong to science It is revealed that about 69.62% respondents are posted in divisional town.
2. To identify major factors which include child rearing and caring, household works, social norms and values, societal patriarchal mindset etc. affecting the performance of women in cadre service	It is disclosed in this study that socio-economic and cultural factors effect on job performance in different degrees. About 50.75% % respondents have given opinion that its degree of effect is high. Existing few socio-economic and cultural factors create positive role in enhancing performance such as commitment and availability of day care centre. On the other hand most of socio-economic factors hinder the performance of female officers like gender role in family, child rearing, abuse, insecurity in job place, non-cooperation from family, discriminate behaviour of boss etc.
3.To find out the service delivery responsibility of women in cadre service towards stakeholders	Service recipients marked that 10% female officers are very good in administration cadre, 15% in health cadre, 68.88% in education cadre and 20% in economic cadre. On the other hand, they marked as bad performers 25% in health cadre, 0% in education cadre, 20% in administration cadre, 10 % in police cadre and 0% in economic cadre.

4.To explore its impact on society

A good number of female cadre officials are not providing desired service towards the stakeholders. Numerous socio-economic and cultural factors are associated with performance. If this trend is going on society will be looser

CHAPTER V

Conclusions and Policy Implications

Issues related to socio-economic and cultural factors affecting job performance of women in cadre service in Bangladesh have been discussed. The study have analyzed and explained in the chapter according to collected data. Relevant factors, variables and indicators with their indicative issues have elaborately been analyzed here. According to the first research objective the study intended to know the socio-economic and cultural background of women officers. About 59.30% respondents are Master degree holders and the length of service of 44.19% respondent is below 10 years.

Profession of respondents' husbands is about 51.22% BCS cadre service and none is farming on the other hand, about 9.30% respondents have given opinion that the profession of their father was/is farming. This data denotes that there is occurring a change in profession rapidly.

Second research question is to identify major factors which affect the performance of women in cadre service. It is disclosed in this study that socio-economic and cultural factors have effect on job performance. All the factors do not bear equal significance on performance. Some factors enhance the performance of women cadre officers such as commitment, availability of day care center. It is alarming that most of the socio-economic and cultural factors have negative role on performance. Existing numerous factors like gender roles in family, child rearing, take care old and sick, insecurity in job place, discriminate behavior of boss, abuse, social patriarchal mindset and so on. It is the time to address the issues. Since historically women's roles were continued to domestic works only, now with the gradual increase of women participation in civil service, there will be a positive development in the mindset of the male dominant bureaucracy which can result in a congenial work environment. Gender issues are world phenomenon, Bangladesh is not exception from this. However, the situation is changing with time.

Third research objective is to find out the service delivery responsibility of women in cadre service towards stakeholders. The service recipients marked as bad performers 25% in health cadre, 0% in education cadre, 20% in administration cadre, 10 % in police cadre and 0% in economic cadre.

Concerned supervisors of the female officers have commented that in the field of ICT and decision making the female officers cannot do well.

Female officers should improve **their quality and win the adverse** situation by personal capacity.

The environment is not fully in favor of women, however, **they have** to struggle to make the situation in favor of them, as they are passing a transaction period of women empowerment.

Few women want to take advantages in office by showing their gender causes. However, women should not compromise with quality and efficiency in office; they have to manage efficiently their both roles and motivate their family members to share the house-hold works in family and should make their children self-dependent. Female officers also should motivate family members to share their works. Few respondents think that lady officers should maintain good relation with their family members, so that she gets their cooperation and supports for managing dual roles.

The following policies need to be adopted for better performance from women cadre officers working in different services in Bangladesh.

1. Gender role from the male part should be meaningfully shared focusing household works, cooking, cleaning and look after children and sick.
2. Societal patriarchal mindset should be through motivation and sensitization with the help of mass media and campaign.
3. Gender sensitive environment should be ensured within the office.
4. Mindset of boss and colleagues should be fair towards female colleagues.
5. Day care center should be established at upazila and district level.
6. Female officers should take initiative for self-development.
7. Vehicle facility should be provided to them.

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Appendix-1

Research Title: Socio-economic and Cultural Factors Affecting Job Performance of Women in Cadre Service in Bangladesh

Questionnaire for Women Cadre Officer

(Please give the correct information. This Questionnaire will only be used for research purpose. Secrecy of your information will be maintained)

Part-A: Respondent's Personal Information

1. Name:

1.1 Designation:

1.2 BCS Batch

1.3 Cadre:

1.4 Age:

Years

1.5 Title of the Training Received

(a) In country:

i.

ii.

iii.

iv.

v

(b) Overseas:

i.

ii.

iii.

iv.

v

1.6 Current place of posting: (Pls. Put tick Mark) (i) Ministry/ Directorate (ii) Division (iii) District
(iv) Upazila

1.7 Length of Service: (i) below 5 years (ii) 6-10 years (iii) 11-15 year (iv) 16-20 years (v) 21-25 years
(vi) 26+ years

1.8 Highest Academic Degree: (i) Bachelor (ii) Masters (iii) M. Phil (iv) Ph.D. (v) Others

1.9 Academic Discipline: (i) Arts (ii) Science (iii) Social Science (iv) MBBS (v) BSc/MSc Engineering (vi)
Commerce (vii) Others

1.10 Marital Status: (i) Married (ii) Unmarried (iii) Divorce (iv) Widowed

1.11 Information of the Family Members

Name of Family Members	Relation	Age	Profession	Dependent	Not dependent

1.12 Types of Family: (i) Nuclear (ii) Joint (iii) Extended

1.13 Husband's Profession (If married):(i) BCS Cadre Service (ii) Other Govt Service (iii) Teaching (iv) Private Service (v) Business (vi) Farming (vii) Others (Please specify).....

1.14 Father's Occupation: (i) BCS Cadre service (ii) Other Government service (iii) Teaching (iv) Private Service (v) Businessman (vi) Farming (vii) Others (Please specify).....

1.15 Place of Residence

(i) Working station (ii) Outside of working station

Part B. Job Performance Related Information

1. Socio-economic and cultural factors affect the job performance of women officials-do you agree with this statement?

(i) Yes (ii) No (iii) No reply

2. If reply is yes, what is the significance level of effects?

(i) Very high (II) high (III) moderate (IV) low (V) very low

3. "Dual responsibility at home and office hinders the performance of women officials" how much are the following reasons responsible for showing the performance of women officials?

(i) Very high (II) high (III) moderate (IV) low (V) very low

4. Family comes first, and then service-career How far is this true for you?

(i) Absolutely true (II) true (III) moderate (IV) less true (V) not true

5. "Familial pressure can create obstacles in carrying out official duty" How far is this true for you?

(i) Absolutely true (II) true (III) moderate (IV) less true (V) not true

6. Do you face any problem to perform your job?

(i) Yes (ii) No

7. If reply is yes, which factors create impediments for your job performance?

-Economic

-Social

-Cultural

-Attitudinal

8. Do you face accommodation problem in your working station?

(ii) Yes (ii) No

9. Do you feel absence of the following facilities hampers the performance of women officials?

(i) Yes (ii) No

10. If reply is yes, the level of significance

Nature of Problem	Very high	High	Moderate	Low	Very low
Taking care of children					
Good educational institutes					
Medical facilities					
Security					
Social acceptance					
People's perception					

11. Identify the performance areas where you need to develop yourself?

12. Identify the problems (performance gaps) that need to be addressed and prioritization.

13. How can you tackle stakeholders' complaint?

14. Self-analysis matrix for measuring performance

Types of Performance	Sl No.	Standard	Measures taken
Related Performance	1	Welcoming service recipients'	
	2	Timely and friendly manner	
	3.	Show respect to the stakeholders	
Task Performance	1.	Accomplishment of task in schedule time	
	2.	Timely arrival and departure	
	3.	Properly accomplishment without mistakes	
	4.	Prompt correct decision in crisis	
	5.	Identified task based on prioritization	
	6.	Accountable to the stakeholder	
	7.	Level of stakeholders delighted	
	8.	Using ICT in performing job	

15. Factors associated with job performance and its level of significance

Factors	Variables	Indicators/ Issues	Scale (1=Minimum, 5= Maximum)				
			1	2	3	4	5
Social	Family	1. Gender roles in family (Cooking, cleaning and other household works)					
		2. Child rearing					
		3. Caring the older and seek					
		4. Education facilities of the children					
		5. Authoritative structure					
	Justice and equity In office	1. Attitude of male colleagues					
		2. Gender discriminate behaviour of Boss					
	Social values and norms	1. Attitude of family members					
		2. Neighbour					
		3. Colleagues					
		4. Recognition					
		5. Societal patriarchal mind set					
	Office environment	1. Abuse					
		2. Harassment					
		3. Competition among the colleagues.					
		6. Encouragement for creative work					
		7. Lack of adequate logistic support.					
		8. Undue influence of boss					
		9. Absence of separate toilet facilities.					
		10. Unavailability of Day care centre					
Economic	Finance	11. Lack of transport facilities					
		12. Public dealings					
Cultural	Dress code	1. Low salary					
	Security	2. Promotion					
		3. Not befitting to work					
		4. Job place					
		5. Accommodation					
Attitudinal	Approach	6. Movement					
		7. Societal backwardness					
		8. Commitment					
		9. Sensibility					
		10. Positive behavior					
		11. Participation					
		12. Empathy					

Appendix-2

Research Title: Socio-economic and Cultural Factors Affecting Job Performance of Women in Cadre Service Questionnaire for Supervising Officer

(Please give the correct information. This Questionnaire will only be used for research purpose. Secrecy of your information will be maintained)

Part-A: Respondent's Basic Information

1. Name: _____ 1.1 Designation: _____
- 1.2 BCS Batch: _____ 1.3 Cadre: _____ 1.4 Age: _____ Years
- 1.5 Current place of posting: (Pls. Put tick Mark) (i) Ministry/ Directorate (ii) Division (iii) District
(iv) Upazila
- 1.6 Length of Service: (i) Below 5 years (ii) 6-10 year (iii) 11-15 year (iv) 16-20 years (v) 21-25 years (vi)
above 25years
- 1.7 Highest Academic Degree: (i) Bachelor (ii) Masters (iii) M. Phil (iv) Ph.D. (v) Others
- 1.8 Academic Discipline: (i) Arts (ii) Science (iii) Social Science (iv) Commerce (v) Others

Part B

1. What is the status of job performance of women officer under your supervision?

SL No	Name of Officer	Designation	Performance Level					
			Very good	good	Average	bad	Very bad	
1								
2								
3								
4								
5								

2. In which areas women officers under your supervision can't perform well?

3. Which major factors are impediments for showing performance of women cadre officer?

4. What is your suggestion to improve the job performance of women cadre officers?

5. Operational standards of performance of women officer

Name of officer:

Designation:

Types of Performance	Sl No.	Standard	Measure	Yes	No
Related Performance	1	Behaviour	Does she behave properly with the stakeholders		
	2	Show respect	Does she show proper respect to clientele		
Task Performance	1	Meaningful service	Does the woman officers provide a meaningful service to the clientele?		
		Level of service	Do the service recipients' feel delighted with her service?		
		Innovation	Does she innovate which add value to serve clientele?		
	2.	Leadership	Can she play a vital role in crisis moment?		
	3.	Promptness	Is she capable enough to take quick and right decision?		
	4.	Language	Does she use the proper language with stakeholders		
	5.	Responsiveness	Does she accomplish her task ensuring accuracy timeframe and based on clientele need		
	6.	Accuracy	Does she do same mistake twice?		
	7.	Cost effective	Does she spend minimum resources for maximum benefit		
	8.	Punctuality	Is she punctual about office time?		
Adaptive Performance	9.	Identification	Can she able to categories the problems based on prioritization		
	10.	Accountability	Is she accountable to her works		
	1.	New technology	Does she integrate ICT in her task?		
	2.	Showing respect	Does she show the respect to the clientele		
	3.	Improvement	Does she try to develop herself?		

Appendix-3

Research Title: Socio-economic and Cultural Factors Affecting Job Performance of Women in Cadre Service

Questionnaire for Service recipients

(Please give the correct information. This Questionnaire will only be used for research purpose. Secrecy of your information will be maintained)

Part-A: Respondent's Basic Information

1. Name:

1.1 Profession:

1.3 Age: Years

1.4. Educational qualification:

1.5 Address:

Part B

1. What is the status of your desired service from women officer whom did you meet?

SL No	Name of Officer	Designation	Performance Level					
			Very good	good	Average	bad	Very bad	
1								
2								
3								
4								
5								

Operational standards of performance of women officer

Name of officer:

Designation:

Types of Performance	Sl No.	Standard	Measure	Yes	No
Related performance	1.	Receive	Did she receive you cordially		
	2.	Stakeholder friendly	Did she show proper respect to you?		
	3.	Behaviour	Did she harass you?		
Task Performance	1.	Meaningful service	Did the woman officers provide a meaningful service to you?		
	2..	Promptness	Did she take quick initiative to solve your problem?		
	3.	Quality of service	Did you' feel delighted with her service?		
	4.	Responsiveness	Did she accomplish her task with responsibility		
	5.	Accuracy	Did she accomplish your task without mistakes?		
	7.	Punctuality	Did you find her in office at office time?		