

REFORMULATING HUMAN RESOURCE MANAGEMENT POLICY
FOR
SUSTAINABLE MOTIVATION

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Acronyms

ACR	=	Annual Confidential Report
ADP	=	Annual Development Program
BCS	=	Bangladesh Civil Service
BPATC	=	Bangladesh Public Administration Training Centre
CPF	=	Contributory Provident Fund
FLM	=	Foundation Level Manager
GPF	=	General Provident Fund
HR	=	Human Resource
HRD	=	Human Resource Development
HRM	=	Human Resource Management
HSC	=	Higher Secondary Certificate
MLM	=	Mid Level Manager
SLM	=	Senior Level Manager
SSC	=	Secondary School Certificate
TNO	=	Thana Nirbahi Officer
VDP	=	Village Development Program

Notes

1. Figures within parentheses indicate the percentage
2. Foundation level manager includes officer at the level of assistant secretary or equivalent
3. Mid level manager includes officer at the level of deputy secretary or equivalent
4. Senior level manager includes officer at the level of joint secretary or equivalent

Preface

Performance and motivation are positively correlated. A motivated person always performs better than a frustrated person. Any human resource management policy ascribing fastidious attention to human resource motivation is dysfunctional and results sub optimal performance. The study, thus, aims at establishing links between human resource management policy and motivation, determining sustainability of motivation and providing inputs for appropriate human resource policy reformulation.

The first chapter explicitly deals with the conceptual framework of the research study outlining human resource management and motivation links, hypothesis, objectives and other methodological aspects while chapter two analyses empirical data. Chapter three incorporates recommendations emanated from the findings and analysis. Chapter four lists data collection instruments, certain tables, figures, references and bibliography.

Expenses in this research study were met from the exchequer of the Bangladesh Public Administration Training Centre. We are indebted to the Rector Dr. Ekram Hossain who approved the study proposal and the budget. Former Member, Directing Staff (Research & Consultancy) Mr. Md. Sekandar Ali Mondal and his officers and staff were involved in processing and management of the research projects. Former Secretary to the Government of Bangladesh Mr. Waliul Islam and the former Additional Secretary and Member Directing Staff of BPATC Mr. A.K.M. Shamsul Alam provided professional advice in enriching the quality of this paper. We express our gratitude to all of them. Mr. Ram Krishna Gour performed the most arduous job in giving this paper a beautiful shape. We are also thankful to him. Many other officers and staff, directly or indirectly assisted us in preparing this report. It is not possible to name all of them but we pay our highest regards to all of them.

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Reformulating Human Resource Management Policy for Sustainable Motivation

Abstract

Modern organization theorists view motivation as an integral part of management. Contemporary human resource management literature also endorses the same view as that of the modern organization theorists. In fact, the principal aim of every human resource management is to develop and maintain employee motivation and commitment. Application of earned knowledge and skills and above all the individual performance significantly depends on the level of motivation. Most cognitive and acognitive motivation models focus on internal and external motivation strivings rather than transformation of the strivings into appropriate human resource management policy. The study, thus, aims at establishing links between human resource management policy and motivation, determining sustainability of motivation and providing inputs for appropriate human resource policy reformulation.

The result proves positive correlation between human resource management policy and sustainable motivation; unveils satisfactory level of motivation of public managers with significant scope of motivation; identifies social status, promotion, training, salary and benefits, job security, social security, powers and authority as dominant motivation sources; establishes inadequacy of salary, allowances and social security benefits; identifies incoherent career progression patterns; wide gaps between career goals and actual goal fulfillment; discrepancies in work preferences and human resource transfers; sets diverse principles and time-span for human resource transfers and establishes motivation clusters (financial, managerial, psycho-social, legal, welfare, organizational climate and religion and ethics) with specific motivation strivings under each cluster.

Major recommendations emanates from the research results include : continuous review and updating of HRM policies; design comprehensive administrative code of conduct incorporating non financial strivings; replace ACR dominated promotion policy by seniority or performance outcome based promotion specifying definite time frame of promotions; formulate institution-wise strategic HR transfer plans accommodating individual options, aptitude and skills; enhance salary, allowances and social security benefits to meet basic needs during and after retirement; provide loans and advances at market rates; mobilize extra funds through readjustment and effective utilization of Class III and IV employees and increased employee motivation and commitment.

REFORMULATING HUMAN RESOURCE MANAGEMENT POLICY FOR SUSTAINABLE MOTIVATION

1.0 INTRODUCTION

1.1 Human Resource Management and Motivation Links

Organizational goals and objectives are realized through the integrated efforts of both human and non-human resources. Human resources, for its cognitive capacity, are extremely seminal compared to other resources. Socio-cultural, economic and technological transformations that took place over centuries are generous contributions of human intellect. Fashioning agriculture tools and implements, engineering feats of the pyramid, specialized crafts skills, 18th century's industrial revolution, 20th centuries' sophisticated technology have been innovated, managed and organized by men. Unfortunately, management of these precious resources received fastidious attention over centuries.

During industrial revolution, entrepreneurs preferred investment on machine rather than human resources. Low wages, long working hours, poor working and living conditions, corporal punishment and other humiliating actions prevailed. Robert Owen (1771-1858), a Scottish textile owner, regarded as the father of human resource management, had espoused the idea of ascribing top priority to human resources. He charged his fellow manufacturers... that they would spend thousands on the best machines, yet buy the cheapest labor (Wren, 1987 : 57) ... He appealed to their pecuniary instincts, claiming that money spent on improving labor (Wren, 1987 : 57) "would return you, not five, ten or fifteen percent for your capital so expended, but often fifty, and in many cases a hundred per cent"(Owen, 1858, reissued by Kelley, 1969, quoted in Wren, 1987: 57). Based on this philosophy he established a model village for his workers and their children. The model village introduced all basic amenities like housing, streets, lighting, health, sanitation, education, training and other welfare and recreational programs. In disciplining employees, he used ... moral suasion rather than corporal punishment (Wren, 1987: 56). Unfortunately, parochial attitudes of the entrepreneurs and managers of the days forced Robert Owen to leave his country and take shelter in America. Strong resistance from the powerful elite and the failure of reform ventures led him to mental collapse. A biographer suggests that frustrated in his attempts to reform society, Owen became slightly "mad" in 1817 (Wren, 1987: 58) and he was found dead on an American street.

19th century's welfare movement by religious leaders and philanthropists, labor movements, evolution of management theories in early 20th centuries, massive employment during world war I & II, globalized markets, sophisticated technology, diversified customer choices and host of other events augmented the demand for trained and motivated human resources. This eventually forced managers and entrepreneurs to establish separate human resource management (previously named as employment, labor, sociological and personnel departments) units for their organizations.

Personnel management and human resource management are terms that are interchangeably used. Leap and Crino (1990: 11) view that ... personnel/ human resource management is concerned with the effective use of people in order to attain organizational goals and enhance the personal dignity, satisfaction, and well-being of employees. Peterson and Tracy (1979 : 3) describes that ... human resource management, or personnel and industrial relations,

consists of the activities within a given firm that deal with the recruiting, selecting, appraising, rewarding, and developing of employees (including managers), as well as negotiating with labor unions. Human resource management, exclusively deals with human constituents of an organization, now performs a far broader and complex role than before. Many sophisticated tools and techniques ... intended to introduce a degree of systematic method to employee selection, appraisal, compensation, training and other areas ... (Peterson and Tracy, 1979 : 4) are now in use that demand professional skills of the human resource managers. Robbins identifies four broad functions-acquisition, development, motivation and maintenance of human resources with specific functions displayed in figure-1 (Appendix-1). This figures confirms motivation as an integral part of human resource management. Hendry (1998 : 1-2) points out that the underpinning philosophy of human resource management is to secure ... employee commitment and motivation in organizations characterized by high-trust relations, with scope for employees to exercise influence.

Every manager irrespective of hierarchic levels closely works with human resources under him. Understanding these human forces are critical to successful performance. Identifying and analyzing their needs and transforming those needs into appropriate policies are generic roles of every manager. Any policy ascribing fastidious attention to employee motivation is ineffective and dysfunctional. Neo classicists and modern theorists view motivation as an integral part of management process. Scott and Mitchell (76:1972) view motivation as ... a function which a manager performs in order to get his subordinates to achieve job objectives.

Motivation is directly linked-up to individual job performance. A motivated man always performs better than a demotivated or frustrated man. A frustrated person is less likely to exert his fullest efforts for quality and productivity improvement. Johnson and Stinson (29:1978) report that ... Generally, more motivated people perform significantly better than persons with low motivation. Pinder's (1984) text on work motivation begins with a summary of the "three basic determinants of business productivity: employee ability, employee motivation, and large-scale (context) factors (quoted in Ford, 71:1992). Individual performance equation of Schermerhorn, Jr. et.al. (87:1985) incorporates motivation (named as 'work effort') as an important component of performance. The equation is:

$$\text{Performance} = \text{individual attributes} \times \text{work effort} \times \text{organizational support}$$

Motivation and frustration are inversely related. Decrease in motivation increases frustration that leads to poor or even negative performance. Low morale, militant attitude and other irrational behavior lower individual performance and pollute the organizational culture and environment. Human resources turn into human liabilities incurring a heavy cost on the organization's budget and profitability. Human resource management policies like career planning, human resource development, human resource transfer, reward and punishment systems, benefits and services etc. play an effective role in motivation. Unfortunately, in developing countries like Bangladesh, human resource management policies remain archaic and are not updated keeping in view the need for motivation of human resources on whom quality and productivity significantly depend. Moreover, the policies are employer centred disregarding the inherent human resource needs and aspirations. Thus, the study is scheduled to analyze human resource needs and aspirations, determines levels and sustainability of motivation and provide inputs for need based human resource management policy reformulation.

1.2 Hypothesis

Human resource management policy and motivation are positively correlated. Need based human resource management policy results in sustainability of motivation. Current human resource policy is employer centred and archaic and unable to generate sustainable motivation for public managers.

1.3 Objectives

The study aims at achieving the following core objectives :

- a. to determine the status of motivation and frustration of public managers;
- b. to identify and analyze cause(s) of motivation and frustration;
- c. to determine basic human resource needs, aspirations and other strivings for sustainable motivation; and
- d. to provide inputs for human resource policy reformulation

1.4 Scope and Limitations

The study entitled “Reformulating Human Resource Management Policy for Sustainable Motivation” encompasses following major variables:

- ❑ Respondent’s personal information: age, work experience, managerial status, academic background, monthly income, dependent family members etc.
- ❑ Basic variables: levels and sources of motivation and frustration, career goals, work preferences, human resource transfer, promotion, financial, managerial, psycho-social, legal, welfare, organizational climate, religion and ethical strivings

The study excludes public managers (both cadre and non cadre) below the level of assistant secretary or equivalent.

1.5 Methodology

Innumerable motivation theories and models are available in contemporary management literature. Every theory is distinct from another, unique in terms of its focus and scope and is built on certain cultural and environmental conditions. This justifies home grown research studies focusing on newer issues. The research study entitled “Reformulating Human Resource Management Policy for Sustainable Motivation” scheduled during FY 1999-2000, exploratory in nature, determines the motivation matrix in Bangladesh’s context. Thus, the study is mainly founded on primary data. A questionnaire (Appendix-3) was designed and administered to secure empirical data. Secondary source (Appendix-4) was also explored in designing a conceptual framework and to establish links between human resource management and motivation. The number of respondents (66) presented in table-1 were selected on random sampling basis.

2.0 FINDINGS AND ANALYSIS

2.1 Distribution Pattern of Respondents

Statistics presented in this research paper are generous contributions of 66 respondents of diverse levels (Table-1). Out of these, FLM constitute the majority (54.5 percent) followed by MLM (28.8 percent). The SLM, however, represent 16.7 percent of the total samples.

Table-1
Distribution Pattern of Respondents

Category	Number
SLM	11 (16.7)
MLM	19 (28.8)
FLM	36 (54.5)
Total :	66 (100)

2.2 Academic Background

Educational standing of most (66.2 percent) respondents in sample locations represent master or equivalent degrees followed (29.2 percent) by bachelor or equivalent degree holders (Table-2). Bachelor and above degree holders account for 96.9 percent. The remaining respondents (3.1 percent) possess HSC or equivalent degrees.

Table-2
Academic Background of Respondents

Degree	Response
SSC or equivalent	0
HSC or equivalent	2 (3.1)
Bachelor or equivalent (including technical graduates)	19 (29.2)
Master or equivalent	43 (66.2)
Ph.D	0
Other : M. Phill	1 (1.5)
Total	65 (100)

2.3 Age and services

Table-3 reveals age, length of service and residual services pattern of respondents. Majority (63.6 percent) senior level manager's age has crossed 50 years. The rates in cases of mid level managers and first line managers comprise 27.8 and 8.4 percent respectively. No senior level manager remains below 45 years of age. The rates in cases of mid level and first line managers are 11.1 and 86 percent respectively. Likewise, most (19.9 percent) SLM have completed more than 25 years of services and are approaching retirement. This rate in case of MLM accounts for 44.4 percent. No FLM, however, has completed more than 25 years of services. 50 percent (highest) FLM have entered the services recently and are likely to work for more than 25 years. 13.8 percent FLM respondents will have the opportunity to work for more than 30 years while 54.6 percent SLM and 22.2 percent MLM will retire within 1-5 years time.

Table-3
Age, Length of Services and Residual Services of Respondents

AGE (Years)	SLM	MLM	FLM	TOTAL	LENGTH OF SERVICE (Years)	SLM	MLM	FLM	TOTAL	RESI- DUAL SERVICE (Years)	SLM	MLM	FLM	TOTAL
18-25	0	0	2 (15.6)	2 (3.1)	1-5	0	0	18 (50)	18 (27.7)	1-5	6 (54.6)	4 (22.2)	2 (5.6)	12 (18.5)
25-30	0	0	12 (33.3)	12 (18.5)	5-10	0	0	2 (5.6)	2 (3.1)	5-10	5 (45.4)	12 (66.7)	1 (2.8)	18 (27.7)
30-35	0	0	9 (25)	9 (13.8)	10-15	0	0	7 (9.4)	7 (10.8)	10-15	0	2 (11.1)	6 (16.7)	8 (12.3)
35-40	0	0	3 (8.3)	3 (4.6)	15-20	0	3 (16.7)	6 (16.7)	9 (13.8)	15-20	0	0	4 (11.1)	4 (6.2)
40-45	0	2 (11.1)	5 (13.8)	7 (10.8)	20-25	1 (9.1)	7 (38.9)	3 (8.3)	11 (16.9)	20-25	0	0	4 (11.1)	4 (6.2)
45-50	4 (36.4)	11 (61.1)	2 (5.6)	17 (26.2)	25-30	10 (90.9)	8 (44.4)	0	18 (27.7)	25-30	0	0	14 (38.9)	14 (21.5)
50-55	6 (54.5)	4 (22.2)	2 (5.6)	12 (18.4)	30+	0	0	0	0	30+	0	0	5 (13.8)	5 (7.6)
55+	1 (9.1)	1 (5.6)	1 (2.8)	3 (4.6)										
Total	11 (100)	18 (100)	36 (100)	65 (100)		11 (100)	18 (100)	36 (100)	65 (100)		11 (100)	18 (100)	36 (100)	65 (100)

2.4 Income and Dependent Members

Monthly income of majority (42.4 percent) respondents falls within 5001-10,000 taka range followed by (39.4 percent) by 10,001-15,000 taka range. This, in other words, proves that 81.8 percent respondent's monthly income remains within 15,000 taka. Only 15.2 percent respondents, however, earn more than 15,000 taka per month. The number of dependents on the respondents monthly income comprise 41.5 percent (highest) in 3-4 person range followed by (30.8 percent) 5-6 persons range. There are also 7-8 dependents

in 9.2 percent cases. However, majority respondents (60 percent) have got dependents below 4 persons.

Table-4
Monthly Income and Number of Dependents of Respondents

MONTHLY INCOME		DEPENDENTS	
Taka	Respondents	Number	Respondents
1,000-5000	2 (3)	1-2	12 (18.5)
5001-10,000	28 (42.4)	3-4	27 (41.5)
10,001-15,000	26 (39.4)	5-6	20 (30.8)
15,001-20,000	5 (7.6)	7-8	6 (9.2)
20,001-25,000	4 (6.1)	8 +	0
25,001 +	1 (1.5)		
Total :	66 (100)		65 (100)

2.5 Salary and Benefits

Salary, benefits and social security (pension, gratuity, provident fund, insurance etc) have significant impact on the performance standard and employee morale. In human resource management, these benefits, inter alia , are termed as maintenance factors and mitigate physiological and security needs. These benefits along with other human resource management intervention can promote employee motivation, commitment and morale. The World Bank administrative reform study report reconfirms (1996 : 121) ... that a government gets the service for what it pays for ... low pay has a positive correlation with low quality output ... low salaries can debase the concept of "public service" into self service" (1996 :122). Table-15 reconfirms salary and benefits as important motivators. Unfortunately, both the salary and benefits and the social security programs of the government have proved grossly inadequate (Table-5). No respondent considers salary and benefits as completely adequate. Only 1.6 percent respondents termed the social security benefits as completely adequate. The inadequacy of both the salary and benefits and the social security has been acknowledged by 74.2 percent and 69.4 percent of the respondents respectively.

Salary, benefits and social security may be enhanced to a level that would permit every individual employee and his dependent family members to meet basic necessities during and after completion of employment. Loans and advances for purchase of a modest accommodation or land (not more than 5 decimal) and construction of a house thereon at market prices may be given to all employees who have actual needs. Extra funds, if needed, must be generated through

improved delivery of goods and services, increased employee commitment and motivation and effective utilization of human resources.

Table-5
Adequacy of Respondents' Salary, Benefits and Social Security Programs

	ADEQUACY OF	
	Salary & Benefits	Social Security
Inadequate	49 (74.2)	43 (69.4)
Little adequate	12 (18.2)	14 (22.6)
Substantially adequate	5 (7.6)	4 (6.4)
Completely adequate	0	1 (1.6)
Total	66 (100)	62 (100)

2.6 Motivation and Frustration Scenario

Performances are directly linked to motivation and frustration. Increased motivation leads to better performance while frustration results in diminishing performance. Schermerhorn Jr. et al (1985 : 89) point out that "To achieve high levels of performance, even people with requisite individual attributes must have the willingness to perform; that is, they must put forth adequate work effort". Frustration, on the reverse, acts as a block to goal attainment. Johnson and Stinson (1978 : 36) view that "Frustration can create costly problems for any organization. Displaced aggression in the form of sabotage, is a major cost for some. Physical withdrawal-quitting and absences-also can be quite expensive. Even psychological withdrawal can be costly."

The table-6 reveals satisfactory level of motivation of respondent managers. On an average, 27.7 percent respondents feel substantially motivated while 40 percent feel much motivated. The substantial and much together account for 67.7 percent. This, in other words, signifies that 32.3 percent respondents are still less than substantially motivated. On the reverse, the substantial and much scope for motivation and frustration represent 33.4 percent and 32.3 percent respectively. The interrelationship between the level of motivation, scope of motivation and frustration validates the need for managerial policy intervention for human resource motivation. This has been supported by 94.2 percent respondents to design and/or redesign appropriate human resource management policy for improvement of managerial efficiency and effectiveness. Table-8 also reconfirms the significance of HRM policy for sustainable motivation.

Table-6
Motivation and Frustration Matrix

INDICATORS	LEVEL OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total
Level of motivation	6 (9.2)	15 (23.1)	18 (27.7)	26 (40)	65 (100)
Scope of motivation	10 (17.5)	28 (49.1)	15 (26.3)	4 (7.1)	57 (100)
Level of frustration	15 (23.1)	29 (44.6)	8 (12.3)	13 (20)	65 (100)
Scope of enhancing respondents efficiency & effectiveness by introducing appropriate personnel/human resource management policy (ies)	3 (5.8)	9 (17.3)	17 (32.7)	23 (44.2)	52 (100)

Table-7 displays major sources of motivation and frustration. The table enlists 13 sources of motivation and 15 sources of frustration. Out of the major sources of motivation social status (17.3 percent), promotion (16.8 percent), training (13.6 percent), salary and benefits (12.6 percent), job security (10.7 percent), social security (10.7 percent) and power and authority (9.3 percent) occupy dominant positions compared to other sources. Freedom and autonomy, supervisor's good behavior, good working environment, equal treatment, recognition/ appreciation of work may also be important sources of motivation. This unveiled diverse potentials of human resource motivation.

Out of the major sources of frustration poor salary and benefits (14.7 percent), lack of promotion (14.4 percent) and corruption (11.2 percent) are more dominant than other strivings. Lack of justice (9.5 percent), frequent transfer/transfer against individual will and aptitude (8.6 percent), undue influence (7.5 percent), lack of participation in decision/policy making (7.5 percent), lack of freedom and autonomy (6.1percent) and public reprimand (5.5 percent) are reasonably important sources of frustration.

Most motivational and frustration causes are non-financial in nature. Thus, government's productivity and customer satisfaction can be significantly improved by introducing appropriate plans, policies and administrative code of conduct.

Table-7
Major Sources of Motivation and Frustration

MAJOR SOURCE(S) OF MOTIVATION	Response	Response	MAJOR SOURCE(S) OF FRUSTRATION
Power & authority	20 (9.3)	12 (4.3)	Lack of powers & authority
Social status	37 (17.3)	40 (14.4)	Lack of promotion/ career advancement
Promotion/career advancement	36 (16.8)	17 (6.1)	Lack of freedom & autonomy
Job security	23 (10.7)	41 (14.7)	Poor salary & benefits
Freedom and autonomy	13 (6.1)	24 (8.6)	Frequent transfer/transfer against interest /aptitude
Adequate social security (Provident Fund, Gratuity, Pension etc)	23 (10.7)	14 (5)	Authoritative leadership/ organization culture
Training (foreign & local)	29 (13.6)	26 (9.5)	Lack of justice/equity/ neutrality
Sufficient salary & benefits	27 (12.6)	31 (11.2)	Corruption
Other :		21 (7.5)	Undue influence/ interference in work
a) Good behavior of supervisor	1 (0.5)	21 (7.5)	Lack of participation in decision/ policy making
b) Good working environment	1 (0.5)	8 (2.9)	Lack of fundamental rights
c) Equal treatment	1 (0.5)	15 (5.5)	Public reprimand/misbehavior of supervisor/institute head
d) Recognition/appreciation of work by supervisor/ customer/beneficiary	2 (0.9)	4 (1.4)	Other : a) inefficient/lack of vision of supervisor/leader
e) Patriotism/personal commitment as freedom fighter	1 (0.5)	2 (0.7)	b) Unhealthy political situation.
TOTAL :	214 (100)	2 (0.7)	c) Bureaucratic complexity/ harassment
		278 (100)	TOTAL

2.7 Human Resource Management Policy and Motivation

Respondent managers consider all personnel rules and policies significantly important and effective for sustainable motivation. On an average, 91.2 percent respondents' views corroborate this statement. The rates in cases of substantial and much account for 61.7 percent. Considering the significance of HRM policies in motivation, government should strive for continuous review and updating of these policies. The review and update process should be founded on the employees suggestions and feedback as well as the expert opinion of the relevant management training and/or academic institutions.

Table-8
Importance/Effectiveness of Human Resources Management Policies
for Sustainable Motivation

MAJOR PERSONNEL RULES/POLICIES	DEGREE OF IMPORTANCE/ EFFECTIVENESS				
	Not at all	Some	Substantial	Much	Total
Recruitment	5 (9.8)	20 (39.2)	14 (27.5)	12 (23.5)	51 (100)
Seniority	11 (24.4)	13 (28.9)	12 (26.7)	9 (20)	45 (100)
Promotion	3 (5.5)	11 (20)	19 (34.5)	22 (40)	55 (100)
Scales in lieu of promotion	6 (12.2)	21 (42.9)	15 (30.6)	7 (14.3)	49 (100)
Human resource development/ training	2 (3.8)	16 (30.8)	15 (28.8)	19 (36.6)	52 (100)
Transfer/deputation	13 (22)	27 (45.8)	10 (16.9)	9 (15.3)	59 (100)
Salary & benefits	5 (9.1)	5 (9.1)	20 (36.3)	25 (45.5)	55 (100)
Welfare/social security (CPF/GPF/ Pension/ Housing etc.)	3 (5.7)	12 (23.1)	24 (46.2)	13 (25)	52 (100)
Job security	4 (6.9)	13 (22.4)	19 (32.8)	22 (37.9)	58 (100)
Disciplinary system	1 (1.9)	16 (30.8)	22 (42.3)	13 (25)	52 (100)
Conduct Rules	2 (3.7)	20 (37)	19 (35.2)	13 (24.1)	54 (100)
Retirement Rules	4 (8.3)	13 (26.5)	16 (32.6)	16 (32.6)	49 (100)
Administrative culture/ organizational climate	8 (14.3)	9 (16.1)	18 (32.1)	21 (37.5)	56 (100)
TOTAL	67 (9.8)	196 (28.5)	223 (32.5)	201 (29.2)	687 (100)

2.8 Human Resource Transfer

Human resource transfer can be an important source of motivation and demotivation. A person frequently transferred or always posted in remote areas or placed in job where he does not have the right kind of skills and aptitude will lead him to the frustration. A study by Islam establishes positive and negative psychological reactions of human resource transfer on the transferee. The study reveals (1989 : 63) ... more or less same positive and negative effects ... of such transfers.

Table-9 displays respondent managers' work preferences according to organization type, geographic location and functional area. The table reveals wide discrepancies (109 in number) between the current place of posting and the personal work preferences. The real discrepancy would be much higher since the statistics demonstrates overall gaps rather than individual gaps.

Table-10 demonstrates respondents' choices on the fundamental principles of human resource transfer. The statistics reveal strong dominance of experience in relevant field (34.6 percent), academic/training specialization (30.8 percent) and employee's interest and aptitude (29.3 percent). Nobody, however, likes any transfer by political influence/interest though 5.3 percent respondent managers are willing to be transferred to serve stakeholder's/beneficiary's interest.

The time-span (table-11) for the human resource transfer are diverse for diverse services. Transfer time-span for planner, policy makers, trainers, teachers, researchers and non-supervisory staff have a tendency towards 5-6 years or more while the rest of the services listed in the table are prone to 3-4 years and below time spans. A significant portion (23.9 percent) of respondents prefer to work in a single place throughout the whole life. The rates in cases of non-supervisory staff and planners and policy makers account for 12.8 percent and 6.7 percent respectively.

The table (table-11) also reveals that officials of certain services have the strong tendency to work in a place or position for 1-2 years. The rates in cases of human resources engaged in law enforcement account for 47.7 percent (highest) followed by (42.8 percent) judiciary (criminal). The rates in cases of judiciary (civil) and administration account for 28.9 percent and 26.8 percent respectively.

The findings in tables 9-11 warrant for designing a more comprehensive, realistic and need-based human resource transfer policy for the employees. At the beginning of the career, atleast three options for each category on the functional areas, geographic locations, organizational type may be obtained and a transfer plan detailing objectives, employee preferences, interest, aptitude, training and academic specialization, job experiences and other contingent factors should be prepared by each department. Every transfer order must follow the plan and respect individual choices unless any exigency arises .

The present human resource transfer policy of the government should be redesigned. The policy should incorporate the fundamental principles (Table-10) and the job specific time-span (Table-11). The policy should also consider the options and choices on the functional areas, geographic locations and organization typologies. The institution specific human resource transfer plan should be modeled on the principles of the human resource transfer policy.

Table-9
Human Resource Transfer Choices According to Organization
Type, Functional Areas and Geographic Location

CHOICES ACCORDING TO							
NATURE OF ORGANIZATION	CURRENTLY WORKING	PREFER TO WORK	DISCREPANCY	FUNCTIONAL AREAS	CURRENTLY WORKING	PREFER TO WORK	DISCREPANCY
Ministry/Division	13	24	11	Administrative Communication	12	18	6
Directorate	3	4	1	Disaster Management	2	1	1
Autonomous Bodies/ Corporation	7	1	6	Environment Management	0	2	2
Defense services	0	0	0	Election Management	0	0	0
Field office/ Administration :				Financial Management	11	12	1
Division level	6	15	9	General Administration	12	10	2
District level	8	15	7	Information Management	2	3	1
Upazila/thana level	17	0	17	Judicial Administration (Criminal)	8	2	6
GEOGRAPHIC LOCATIONS				Judicial Administration (Civil)	2	2	0
Own village/ union	0	0	0	Land Management	3	1	2
Own Upazila/ thana	3	1	2	Personnel/Human Resource Management	6	2	4
Own District	1	6	5	Project Management/ Development Management	6	12	-6
Own Division	4	5	1	Revenue Administration	4	3	1
In Dhaka City	21	25	4	Stores Management	0	0	0
In other cities	6	7	1	Training/Research Management	8	6	2
Other Locations	8	0	8	Other			
Total Discrepancy	72			♦ Transportation/ Railway Management	2	1	1
				♦ Welfare Management	1	0	1
				♦ Women/Gender	1	0	1
				Total Discrepancy :			37

Table-10
Basic Principles of Human Resource Transfer Policy

PRINCIPLES	RESPONSE
Employee's interest and aptitude	39 (29.3)
Academic/ training specialization	41 (30.8)
Experience in relevant field	46 (34.6)
Political interest	0
Beneficiary/ stakeholder's interest	7 (5.3)
Other :	0
TOTAL :	133 (100)

Table-11
Human Resource Transfer Time-span

OFFICIALS DEALING WITH :	RESPONSE						
	TRANSFER TIME-SPAN (IN YEARS)						
	1-2	3-4	5-6	7-8	9-10	Whole Life	Total
Administration	11 (26.8)	27 (65.9)	3 (7.3)	0	0	0	41 (100)
Development/ transferred subject	1 (3.2)	25 (80.6)	5 (16.2)	0	0	0	31 (100)
Doctors, engineers & other technocrats	7 (18.4)	22 (57.9)	9 (23.7)	0	0	0	38 (100)
Judiciary (Civil)	13 (28.9)	28 (62.2)	3 (6.7)	1 (2.2)	0	0	45 (100)
Judiciary (Criminal)	18 (42.8)	23 (54.8)	1 (2.4)	0	0	0	42 (100)
Law enforcement	21 (47.7)	22 (50)	1 (2.3)	0	0	0	44 (100)
Non-supervisory staff (class-III & IV)	2 (4.3)	8 (17)	14 (29.8)	8 (17)	9 (19.1)	6 (12.8)	47 (100)
Planners & policy makers	1 (2.2)	17 (37.8)	12 (26.7)	6 (13.3)	6 (13.3)	3 (6.7)	45 (100)
Trainers/ teachers/ researchers	1 (2.2)	10 (21.7)	13 (28.3)	6 (13)	5 (10.9)	11 (23.9)	46 (100)
TOTAL :	75 (19.8)	182 (48)	61 (16.1)	21 (5.5)	20 (5.3)	20 (5.3)	379 (100)

2.9 Career Progression Pattern and Methods

Table-12 reveals incoherent career progression patterns of respondents. Moreover, the career progression policy has failed to meet individual aspirations fostered from the beginning of service careers. At the start of the service career, 23.3 percent respondents aspired for becoming additional secretary and secretary or attaining equivalent positions at their current age. Unfortunately, nobody could fulfil this career goals. Only 1.8 percent respondents could achieve their career goals to hold positions at senior assistant secretary or equivalent level at current age as against the aspiration level of 8.9 percent, leaving a 7.1 percent gap. However, some respondents, particularly at the level of assistant secretary and deputy secretary have achieved more than what they expected. The rates in case of assistant secretary or equivalent is 4.5 percent higher and in case of deputy secretary or equivalent 29.1 percent higher.

Promotion is the most powerful source of motivation. It carries prestige, power, economic and other associated benefits. Maslow's need hierarchy theory of motivation termed this benefits as self actualization, the highest level of needs and aspirations. Unless these aspirations are translated into appropriate policies, people are less likely to exert their full efforts for quality and productivity improvement. A study by Islam (1994 :12) reveals ... positive effect of promotion... on motivation. Respondents up to 4 years of services are more motivated than respondents beyond 4 years of services. Thus a clear-cut promotion policy accommodating all reasonable aspirations and having definite time frame should be designed and communicated to each individual at the beginning of his career so that he knows where he would go at the end of his career. The policy must follow the motivation curve that diminishes after 4 years of service in a same position. To ensure uniformity and equality, same promotion policy may be adopted for all cadres and non-cadres. If adequate positions for promotions are not available scales or higher grade in lieu thereof may be given.

Table-12
Career Progression Pattern of Respondents

Position currently holding/likely to hold	Career goals at the beginning of service to hold position at current age	Career goals actually fulfilled at current age	Discrepancy	Career goals at the beginning of service to hold position at end of service	Changed / current career goals/ position likely to obtain at end of service	Discrepancy
Secretary or equivalent	3 (5.4)	0	-3	36 (7.5)	25 (44.6)	-11
Additional Secretary or equivalent	10 (17.9)	0	-10	3 (6.3)	12 (21.4)	9
Joint Secretary or equivalent	13 (23.2)	11 (20)	-2	3 (6.3)	7 (12.5)	4
Deputy Secretary or equivalent	3 (5.4)	19 (34.5)	16	3 (6.2)	7 (12.7)	4
Senior Assistant Secretary or equivalent	5 (8.9)	1 (1.8)	-4	1 (2.1)	1 (1.8)	0
Assistant Secretary or equivalent	22 (39.2)	24 (43.7)	2	2 (4.1)	4 (7.2)	2
Total :	56 (100)	55 (100)	-	48 (100)	56 (100)	-

The Statistics (table-13) demonstrate strong tendency both for seniority and merit based promotion policy. The seniority and seniority focused promotion methods are preferred by 50.7 percent respondents, only 1.4 percent higher than merit and merit related methods. This result indicates divided opinion of the public service managers. Thus any policy shift in promotion method involves risks and uncertainties.

Merit and merit focused promotion policy demands objectivity, neutrality and fairness of the actors. Sycophancy, favoritism, undue political influence are usually encouraged under the banner of merit system of promotion. Moreover, lack of specialized and coherent recruitment, job changes (transfer, promotion etc) and other career planning systems and policies defeat the genuinely meritorious, active and creative human resources. Until a scientific, objective and neutral merit system is installed, the current seniority dominated promotion policy should be continued. Recently Islam (2000: 29) designed a performance outcome based competency model for Bangladesh Civil Service. The standards set in the model may alternatively be used as the basis of promotion.

Table-13
Respondent's Preferences of Promotion Method

Promotion Methods	Response
Seniority	5 (7.2)
Seniority-cum-merit	30 (43.5)
Sub Total	35 (50.7)
Merit	8 (11.6)
Merit-cum-seniority	26 (37.7)
Sub-total	34 (49.3)
GRAND TOTAL ;	69 (100)

2.10 Motivation Matrix

Table-14 portrays a concise view of motivation of public managers. The table establishes motivation clusters as useful tools of raising and sustaining motivation of public managers. On an average, 94.3 percent public managers feel motivated by the motivation clusters. The rate in case of substantial and much motivation accounts for 73.4 percent. Religion, ethics and psycho-social clusters prove more dominant than other clusters. Level of motivation in these cases account for 97.5 percent and 97.4 percent respectively. Other motivation clusters also have significant influence on the level of motivation. The rates in these cases are over 90 percent.

The result establishes that motivation is sustainable depending on specific motivation inputs. On an average 94.1 percent respondents confirm sustainability of motivation for two or more years. The rate of sustainability of motivation in case of long term and above accounts for

77.4 percent. There is also scope for motivation throughout the whole service life. This option ranks highest (53.1 percent) followed by long term motivation (24.3 percent).

Motivation throughout service life is most dominant in case of the welfare cluster (73.2 percent) followed by the religion and ethics cluster (72.8 percent). Organizational climate, legal, psycho-social clusters also hold important positions in motivating respondent managers. The rates in these cases account for 66.8, 60.2 and 57.3 percent respectively.

For mid and long term motivation ranging from 2-5 years the financial cluster is more dominant (67.4 percent) than other clusters. The managerial cluster is immediate below the financial cluster and represents 54 percent. Motivation over 1 year is most influenced by psycho-social factors (96.3 percent) followed by religion & ethics (95.2 percent). Conceptual framework analyzed earlier establishes performance as a dependent variable of motivation. Manipulating motivation has direct impact on the individual performance. Thus sustainability of motivation seems fully relevant for continuous performance improvement. Unfortunately no motivation theory has directly dealt with the concept of sustainability of motivation. It is mostly left to the individual manager's choices. Transforming motivational inputs into appropriate policies are neglected. Thus this study has directly introduced the concept of sustainability of motivation with a vision to suggest transfer of study inputs to HRM policy reformulation.

Table-14
Cluster-wise Motivation Matrix

MOTIVATION Cluster	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Sub- stantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
Financial	24 (5.7)	96 (23.0)	175 (41.9)	123 (29.4)	418 (100)	40 (11.4)	99 (28.3)	137 (39.1)	74 (21.2)	350 (100)
Managerial	71 (5.8)	264 (21.4)	550 (44.6)	347 (28.2)	1232 (100)	43 (5.5)	165 (21.0)	259 (33.0)	317 (40.5)	784 (100)
Psycho-Social	20 (2.6)	146 (19.4)	285 (37.8)	303 (40.2)	754 (100)	19 (3.7)	80 (15.7)	119 (23.3)	292 (57.3)	510 (100)
Legal	65 (8.0)	195 (24.0)	249 (30.6)	304 (37.4)	813 (100)	26 (4.9)	98 (18.3)	89 (16.6)	323 (60.2)	536 (100)
Welfare	45 (7.8)	110 (19.2)	182 (31.8)	236 (41.2)	573 (100)	24 (6.8)	27 (7.6)	44 (12.4)	259 (73.2)	354 (100)
Organizational Climate	27 (5.5)	88 (17.9)	155 (31.6)	221 (45.0)	491 (100)	19 (6.1)	28 (8.9)	57 (18.2)	209 (66.8)	313 (100)
Religion & Ethics	7 (2.5)	55 (19.9)	90 (32.5)	125 (45.1)	277 (100)	9 (4.8)	9 (4.8)	33 (17.6)	136 (72.8)	187 (100)
Total :	259 (5.7)	954 (20.9)	1686 (37.0)	1659 (36.4)	4558 (100)	180 (5.9)	506 (16.7)	738 (24.3)	1610 (53.1)	3034 (100)

Table-15 (appendix-1) depicts element specific results of motivation. In the financial cluster, salary, merit pay and dearness allowances are more dominant than fringe benefits. Increase in salary and fringe benefits over 20 and 30 percents respectively create more motivational impact than lower rates. Dearness allowance proves to be most effective tool (52.8 percent) for motivation throughout service life.

The managerial cluster lists 23 specific components of motivation. Most of the components significantly contribute to the development and maintenance of motivation with few exceptions in cases of promotion and scales in lieu of promotion beyond 9 years time span. Motivation throughout the whole service life is the highest in case of opportunity for promotion to highest level (66.6 percent) followed by the factor entitled "supervisor to clearly define goals/objectives/jobs/tasks". Other components like uniform promotion policy, promotion within 5 years, nomination process for training according to job relevance, delegation of adequate powers in each level, participation in policy/decision making process, consistency of supervisory orders, discouraging use of office staff/ resources for personal purpose have also dominant influence in sustainability of motivation.

The table also reveals that motivation diminishes with delayed promotion or scales in lieu of promotion. Transfer/deputation on the basis of interest and aptitude are more important than other transfer methods. Foreign training is preferred slightly more than local training. Nevertheless, local training proves as one of the important tools of motivation. Nomination process for HRD on the basis of job relevance is more powerful than other methods of nomination process. Unconditional job confirmation motivates more (55.2 percent) than conditional job confirmation (24.5 percent). Other managerial interventions listed in the table also positively contributes to the raising and maintaining motivation of public managers.

All psycho-social elements prove to be effective tools of motivation. The level of motivation in most cases exceeds 96 percent except empathy in grievance handling (93.8 percent) and discouraging sycophancy (87.7 percent). The sustainability of motivation for mid-term and above can be attained by psycho-social factors. The rates in most cases are above 94 percent.

Recognition of human dignity, descent behavior/positive attitude of supervisor, recognition of good work, supervisor's sharing of responsibilities with subordinates and free exchange/sharing of ideas with supervisor contribute to raising motivation to the level "much". Other psycho-social factors also significantly contribute to raise the level of motivation.

Legal factors of motivation have positive impact on the level and sustainability of motivation. All the factors significantly contribute to motivation by not less than 87 percent except the factor entitled "right to hold political office on lien". In this case, the level of motivation is the lowest (56.6 percent). The substantial and much motivation levels, in this case, account for 39.6 percent. This signifies that some public managers have interest in holding political office on lien while some do not prefer such an option.

All legal factors listed in the tables significantly contribute to motivation sustainability for two years of more. The rates in most cases are above 92 percent except right to hold political office on lien (80.8 percent), right to directly seek employment/immigration (83.3 percent) and right to undertake business/employment beyond office hours (86.5 percent). Security of life,

supervisor's neutrality and justice ranked highest and second highest (86.5 percent and 73.7 percent) respectively for motivation throughout service life.

Bangladeshi's socio-cultural and economic realities reconfirms welfare programs as an important weapon of motivation. Enhancement of retirement age limit, loans and advances at market rates, allotment of houses, safe and comfortable working conditions have significant positive impact on the sustainability of motivation throughout service life. Level of motivation in all welfare programs are above 85 percent except life term employment (69.2 percent). The increase in retirement age limit up to 60 years is most preferred than the 65 years age limit and life term employment. This signifies rationality of thinking and ambition of public managers. Like other factors, organization climate, religion and ethical factors have direct impact on the level and sustainability of motivation. Thus every motivation element depending on the resource capacity needs to be transformed into relevant human resource management policies.

3.0 RECOMMENDATIONS AND CONCLUSION

3.1 Recommendations

Recommendations emanating from the findings are listed below :

3.1.1 Enhancement of Salary, Allowances and Social Security Benefits.

Table-4 proves the inadequacy of salary, allowances and social security benefits. On the other hand, the table-15 reconfirms these benefits as powerful motivators. Thus salary, allowances and social security benefits (like provident funds, pension, gratuity, insurance etc) may be enhanced to a level that would permit every individual employee and his dependent family members to meet basic needs during and after completion of employment. Loans and advances for purchase of a modest accommodation or land (not more than 5 decimals) and construction of a house thereon at market prices may be given to all employees who have actual needs.

3.1.2 Resource Mobilization Through Effective Utilization of Surplus Human Resources

Extra funds needed to pay higher salaries, and benefits enumerated above should be generated first through increased employee motivation and commitment, improved service delivery and saving from house rent allowances. Services of public employee should be reorganized, readjusted and effectively utilized in rural sectors for more socio-cultural and economic return. Non-formal education, non-formal training for farmers in agriculture, fisheries and livestock, tree plantation, health and sanitation, family planning, micro credit, social mobilization, law and order maintenance, Ansar & VDP, public sector banks including Krishi Bank and other pockets in rural areas may be explored and their services may be placed in the neighborhood of their villages/unions. Younger employees may be deployed in police, ansar and armed forces. Human resource needs for execution of ADP projects may be met from the surplus human resource sources. The human resource readjustment process must follow all interrelated structural changes supported by appropriate skill based training of relevant employees.

3.1.3 Updating of HRM Policies

Tables-6 and 8 prove positive correlation between HRM policies and sustainable motivation. Government should continuously strive for reviewing and updating of HRM policies by securing feedback from the employees and expert opinion of the management trainers and academicians.

3.1.4 Job Confirmation of Services

Unconditional job confirmation motivates more than conditional job confirmation (Table-15). With the exception of induction training, coercive policy of compulsory training should be replaced by need based job focused training program.

3.1.5 Human Resource Development Policy

Local training proves to be one of the important tools of motivation (table-15). Every institution should encourage and promote HRD program initiatives. Separate and adequate HRD budget must be maintained to meet the training needs. The existing policy to nominate employees on the basis of job relevance should be strictly enforced.

3.1.6 Designing of HR Transfer Policy

Tables 9-11 establishes diverse choices and time span for diverse individuals and services. HR transfer time span for planners, policy makers, trainers and researchers are not the same as that of the persons engaged in law enforcement and judiciary. The study also explores certain principles of HR transfer policy. Thus a comprehensive and need based HR transfer policy needs to be designed. The policy must accommodate individual choices, diverse time spans and fundamental principles enunciated in tables 9-11.

3.1.7 Formulate Institution-wise Strategic HR Transfer Plans :

At the beginning of the career, at least three options (for each category) according to functional areas, geographic locations and organization type may be obtained and institution-wise HR transfer plans detailing objectives, employee options, interest, aptitude, training and academic specialization, field experience and other related factors should be prepared and implemented. The plan should be continuously updated and revised seeking feedback from public managers.

3.1.8 Promotion Policy and Methods

Table-12 reveals incoherent career progression pattern of respondents. Discrepancy between career goals and actual goal fulfillment is wide. This leads to frustration and poor performance. Thus a clear-cut promotion policy with definite time frame should be formulated and notified to each individual at the beginning of his career so that every individual knows his own career progression pattern. Promotion or scales/higher grade in lieu thereof within 9 years may be given as an unconditional right of the individuals. Harassment, in any form, must be strongly dealt with. Present subjective and prejudiced ACR based promotion should be replaced by seniority based policy until objective,

fair and neutral ACR system is installed. Performance outcome based competency standards set by Islam may also be used for promotion at all levels. The unified salary/grading policy must be integrated with uniform promotion policy for all cadres and services.

3.1.9 Prioritizing Motivators for HRM Policy Intervention

All the motivation clusters and cluster strivings listed in tables-14 and 15 prove to be effective tools of motivation. These motivators comprise both financial and non-financial factors. Considering government's limited resources non-financial motivators may be given priority over financial motivators. Table-7 unveiled certain non-financial motivators. If resource mobilization and readjustment permits, financial motivators like salary and allowances enhancement, introduction of merit pay, and dearness allowances may be introduced at a later date.

3.1.10 Designing Administration Code of Conduct :

Non financial factors listed in table-15 prove to be useful tools of motivation. Based on these factors, a comprehensive code of conduct regulating relations between supervisor-subordinates and other stakeholders may be designed. Service Rules; The Government Servant (Conduct) Rules, 1979; The Government Servants (Discipline & Appeal) Rules, 1985 and other related rules should be revised accordingly.

3.2 Conclusion

Every human resource management policy must be founded on actual human resource needs and aspirations. Any policy framed disregarding such needs and aspirations is bound to produce sub optimal results. Parochial and short sighted vision, attitude and beliefs of human resource managers subside human resource initiatives, motivation and commitment over a long period of time causing tremendous damage to the nation.

This paper identifies the human resource needs and aspirations from diverse perspectives, establishes relationship between needs, aspirations and sustainability of motivation and develops a generic framework for human resource policy intervention. Every human resource manager must realize the interrelationship between these variables and transform this realization into reality.

Appendix-1

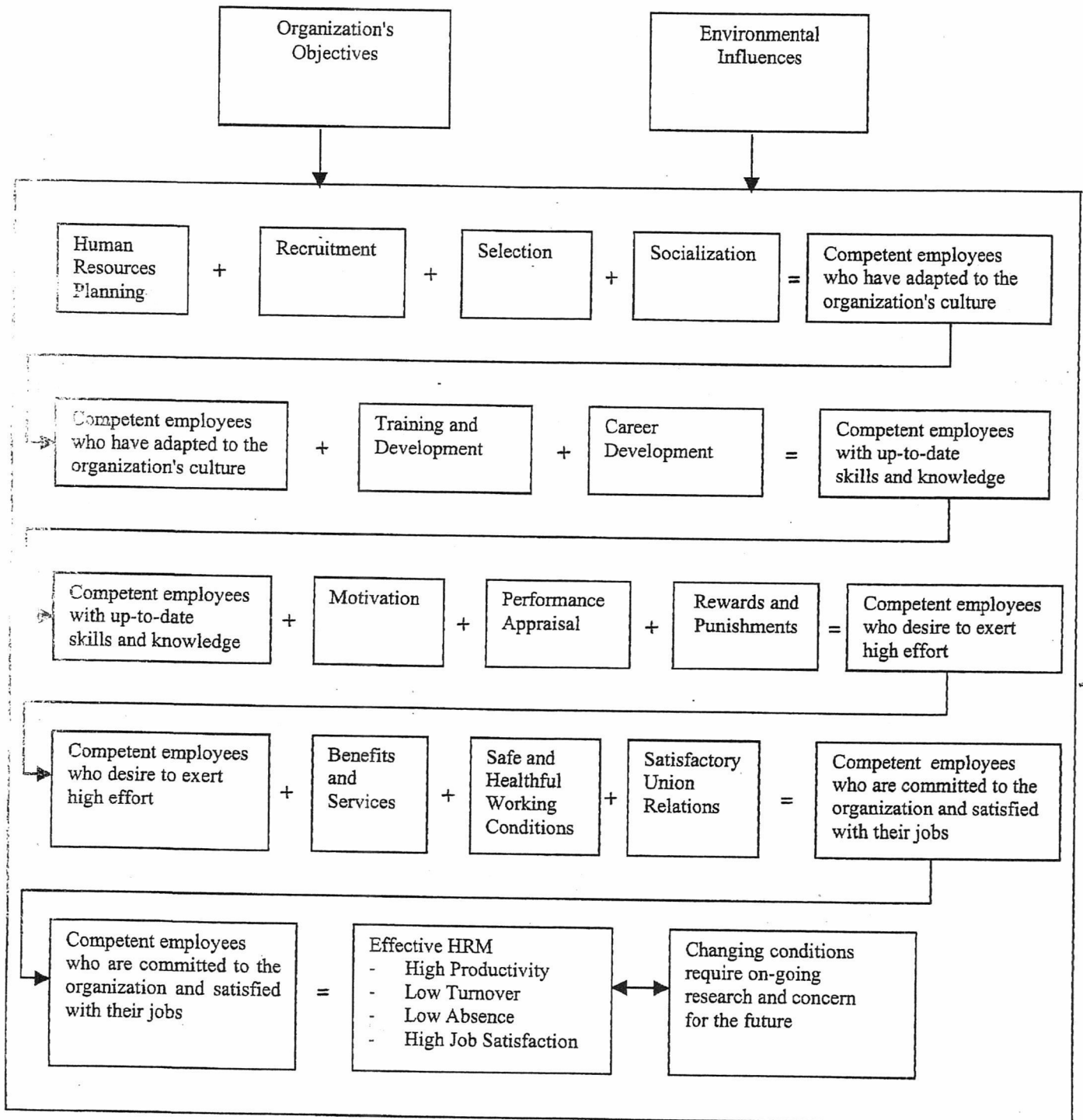


FIGURE-1 : HRM Model

Appendix-2

Table-15
Motivation Matrix of Public Managers

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
FINANCIAL :										
Salary increased by :										
10 percent	6 (16.2)	17 (45.9)	13 (35.2)	1 (2.7)	37 (100)	8 (28.6)	7 (25.0)	12 (42.9)	1 (3.5)	28 (100)
20 percent	1 (3.2)	11 (35.5)	13 (41.9)	6 (19.4)	31 (100)	13 (37.1)	12 (34.3)	9 (25.7)	1 (2.9)	35 (100)
30 percent	0	12 (38.7)	13 (41.9)	6 (19.4)	31 (100)	3 (9.4)	12 (37.5)	14 (43.8)	3 (9.3)	32 (100)
40 percent	0	2 (8.0)	13 (52.0)	10 (40.0)	25 (100)	0	5 (20)	11 (44.0)	9 (36.0)	25 (100)
50 percent	0	4 (10.3)	10 (25.6)	25 (64.1)	39 (100)	0	10 (27.0)	18 (48.6)	9 (24.4)	37 (100)
50 percent +	0	0	0	0	0	0	0	0	0	0
Increase in allowances by :										
10 percent	7 (30.4)	9 (39.1)	2 (8.7)	5 (21.8)	23 (100)	12 (75.0)	2 (12.5)	2 (12.5)	0	16 (100)
20 percent	4 (18.2)	9 (40.9)	8 (36.4)	1 (4.5)	22 (100)	3 (20.0)	11 (73.3)	1 (6.7)	0	15 (100)
30 percent	1 (3.6)	7 (25.0)	17 (60.7)	3 (10.7)	28 (100)	0	14 (63.6)	7 (31.8)	1 (4.6)	22 (100)
40 percent	0	1 (4.0)	15 (60.0)	9 (36.0)	25 (100)	0	5 (26.3)	9 (47.4)	5 (26.3)	19 (100)
50 percent	1 (2.4)	6 (14.6)	15 (36.6)	19 (46.4)	41 (100)	0	5 (14.3)	21 (60.0)	9 (25.7)	35 (100)
50 percent +	1 (14.3)	0	2 (28.6)	4 (57.1)	7 (100)	0	1 (20.0)	2 (40.0)	2 (40.0)	5 (100)
Other financial factors :										
merit pay (higher scales/advance increment etc)	1 (1.9)	12 (22.2)	23 (42.6)	18 (33.3)	54 (100)	1 (2.4)	10 (23.8)	18 (42.8)	13 (31.0)	42 (100)
dearness allowance/ adjustment of salary and benefits as per inflation	2 (3.6)	6 (10.9)	31 (56.4)	16 (29.1)	55 (100)	0	5 (12.8)	13 (33.4)	21 (53.8)	39 (100)
Total (Financial) :	24 (5.7)	96 (23.0)	175 (41.9)	123 (29.4)	418 (100)	40 (11.4)	99 (28.3)	137 (39.1)	74 (21.2)	350 (100)

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
MANAGERIAL										
Promotion : uniform promotion policy/ service rules for all cadres/ services	12 (19.4)	9 (14.5)	21 (33.9)	20 (32.2)	62 (100)	0	3 (7.1)	17 (40.5)	22 (52.4)	42 (100)
Promotion(s) in every:										
4-5 Years	2 (3.5)	5 (8.8)	22 (38.6)	28 (49.1)	57 (100)	0	4 (10.3)	14 (35.9)	21 (53.8)	39 (100)
6-7 Years	0	12 (40.0)	14 (46.7)	4 (13.3)	30 (100)	0	2 (12.5)	8 (50.0)	6 (37.5)	16 (100)
8-9 Years	2 (8.3)	16 (66.7)	5 (20.8)	1 (4.2)	24 (100)	0	5 (55.6)	4 (44.4)	0	9 (100)
10 Years	8 (29.6)	14 (51.9)	4 (14.8)	1 (3.7)	27 (100)	4 (40.0)	4 (40.0)	2 (20.0)	0	10 (100)
opportunity for promotion to highest level	0	6 (14.6)	13 (31.7)	22 (53.7)	41 (100)	0	2 (6.7)	8 (26.7)	20 (66.6)	30 (100)
Scales in lieu of promotion(s) in every:										
4-5 Years	2 (3.7)	10 (18.5)	25 (46.3)	17 (31.5)	54 (100)	2 (6.5)	8 (25.8)	11 (35.5)	10 (32.2)	31 (100)
6-7 Years	1 (4.4)	5 (21.7)	17 (73.9)	0	23 (100)	1 (6.7)	6 (40.0)	6 (40.0)	2 (13.3)	15 (100)
8-9 Years	2 (10.0)	9 (45.0)	6 (30.0)	3 (15.0)	20 (100)	2 (18.2)	6 (54.5)	2 (18.2)	1 (9.1)	11 (100)
10 Years	8 (44.4)	3 (16.7)	4 (22.2)	3 (16.7)	18 (100)	4 (50.0)	3 (37.5)	1 (12.5)	0	8 (100)
Transfer/deputation according to :										
interest & aptitude	1 (2.0)	5 (10.2)	29 (59.2)	14 (28.6)	49 (100)	1 (3.2)	7 (22.6)	14 (45.2)	9 (29.0)	31 (100)
academic/training background	1 (2.0)	9 (18.4)	31 (63.3)	8 (16.3)	49 (100)	0	10 (33.3)	13 (43.3)	7 (23.4)	30 (100)
specialized skills	0	8 (18.6)	20 (46.5)	15 (34.9)	43 (100)	0	9 (34.6)	5 (19.2)	12 (46.2)	26 (100)
Opportunity of human resource development (HRD) :										
foreign	3 (5.0)	9 (15.0)	31 (51.7)	17 (28.3)	60 (100)	2 (5.2)	5 (12.8)	16 (41.0)	16 (41.0)	39 (100)
local	1 (1.8)	18 (32.7)	27 (49.1)	9 (16.4)	55 (100)	4 (12.1)	12 (36.4)	12 (36.4)	5 (15.1)	33 (100)

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
Nomination process for HRD :										
seniority	6 (10.9)	17 (30.9)	28 (50.9)	4 (7.3)	55 (100)	4 (11.8)	7 (20.6)	11 (32.4)	12 (35.2)	34 (100)
academic back-ground/merit	2 (3.6)	9 (16.4)	32 (58.2)	12 (21.8)	55 (100)	1 (2.9)	6 (17.1)	17 (48.6)	11 (31.4)	35 (100)
job relevance	2 (3.6)	4 (7.2)	25 (44.6)	25 (44.6)	56 (100)	1 (2.7)	5 (13.9)	10 (27.8)	20 (55.6)	36 (100)
teaching/research experience	3 (6.3)	9 (18.8)	29 (60.4)	7 (14.5)	48 (100)	0	11 (33.3)	12 (36.4)	10 (30.3)	33 (100)
Job confirmation :										
conditional on specified training	1 (2.0)	16 (32.7)	20 (40.8)	12 (24.5)	49 (100)	4 (11.8)	9 (26.5)	11 (32.4)	10 (29.3)	34 (100)
unconditional	3 (10.3)	3 (10.3)	7 (24.2)	16 (55.2)	29 (100)	1 (5.9)	5 (29.4)	6 (35.3)	5 (29.4)	17 (100)
Other managerial factors :										
delegation of adequate powers in each level	1 (1.7)	8 (13.8)	29 (50.0)	20 (34.5)	58 (100)	2 (5.0)	4 (10.0)	12 (30.0)	22 (55.0)	40 (100)
assignment of related task(s)	0	12 (25.0)	31 (64.6)	5 (10.4)	48 (100)	3 (9.1)	5 (15.2)	17 (51.5)	8 (24.2)	33 (100)
participation in policy making /decision making	0	13 (21.0)	27 (43.5)	22 (35.5)	62 (100)	1 (2.4)	7 (16.7)	12 (28.6)	22 (52.3)	42 (100)
supervisor to clearly define goals/objective/ jobs/tasks	1 (1.8)	6 (10.7)	18 (32.1)	31 (55.4)	56 (100)	2 (5.1)	6 (15.4)	6 (15.4)	25 (64.1)	39 (100)
consistency of supervisory orders	0	8 (16.0)	24 (48.0)	18 (36.0)	50 (100)	1 (2.7)	7 (18.9)	8 (21.6)	21 (56.8)	37 (100)
discouraging use of office staff/resources for personal purpose	9 (16.6)	21 (38.9)	11 (20.4)	13 (24.1)	54 (100)	3 (8.8)	7 (20.6)	4 (11.8)	20 (58.8)	34 (100)
Total (Managerial) :	71 (5.8)	264 (21.4)	550 (44.6)	347 (28.2)	1237 (100)	43 (5.5)	165 (21.0)	259 (33.0)	317 (40.5)	784 (100)

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
PSYCHO-SOCIAL :										
Descent behavior/ positive attitude of supervisor/institution head	1 (1.6)	8 (12.7)	18 (28.6)	36 (57.1)	63 (100)	1 (2.3)	2 (4.5)	13 (29.5)	28 (63.7)	44 (100)
Free exchange/ sharing of ideas/ interactions with supervisor/institution head	1 (1.6)	8 (12.7)	24 (38.1)	30 (47.6)	63 (100)	1 (2.4)	6 (14.3)	12 (28.6)	23 (54.7)	42 (100)
Recognition of human dignity	1 (1.7)	6 (10.2)	15 (25.4)	37 (62.7)	59 (100)	1 (2.3)	4 (9.3)	9 (20.9)	29 (67.5)	43 (100)
Freedom of work	1 (1.8)	14 (24.6)	21 (36.8)	21 (36.8)	57 (100)	1 (2.7)	5 (13.5)	8 (21.6)	23 (62.2)	37 (100)
Appreciation/ recognition of good work	1 (1.7)	2 (3.3)	23 (38.3)	34 (56.7)	60 (100)	2 (4.9)	5 (12.2)	8 (19.5)	26 (63.4)	41 (100)
Supervisory guidance, coaching and counseling	1 (1.7)	17 (28.8)	24 (40.7)	17 (28.8)	59 (100)	3 (7.9)	6 (15.8)	10 (26.3)	19 (50.0)	38 (100)
Empathy in grievance handling	3 (6.2)	18 (37.5)	12 (25.0)	15 (31.3)	48 (100)	2 (6.5)	8 (25.8)	6 (19.4)	15 (48.3)	31 (100)
Supervisor's constructive criticism of subordinate's work	2 (3.7)	17 (31.5)	25 (46.3)	10 (18.5)	54 (100)	1 (2.6)	7 (18.5)	11 (28.9)	19 (50.0)	38 (100)
Supervisory encouragement for innovative/creative work/ideas	1 (1.7)	12 (20.7)	30 (51.7)	15 (25.9)	58 (100)	1 (2.6)	8 (20.5)	10 (25.6)	20 (51.3)	39 (100)
Supervisory support for right cause	1 (1.8)	5 (8.9)	30 (53.6)	20 (35.7)	56 (100)	1 (2.6)	9 (23.7)	7 (18.4)	21 (55.3)	38 (100)
Discouraging sycophancy	7 (12.3)	18 (31.5)	16 (28.1)	16 (28.1)	57 (100)	3 (8.3)	5 (13.9)	7 (19.4)	21 (58.4)	36 (100)
Supervisor's sharing of responsibility with subordinates	0	7 (11.5)	24 (39.3)	30 (49.2)	61 (100)	1 (2.3)	6 (14.0)	9 (20.9)	27 (62.8)	43 (100)
Supervisor's sincerity to admit mistakes	0	14 (23.7)	23 (39.0)	22 (37.3)	59 (100)	1 (2.5)	9 (22.5)	9 (22.5)	21 (52.5)	40 (100)
Total (Psycho-social) :	20 (2.6)	146 (19.4)	285 (37.8)	303 (40.2)	754 (100)	19 (3.7)	80 (15.7)	119 (23.3)	292 (57.3)	510 (100)

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
LEGAL :										
Equal opportunity in all organizational resources/facilities	1 (1.5)	17 (26.2)	13 (20.0)	34 (52.3)	65 (100)	1 (2.2)	9 (19.6)	6 (13.0)	30 (65.2)	46 (100)
Freedom of speech/ expression	3 (4.8)	16 (25.8)	18 (29.0)	25 (40.4)	62 (100)	0	7 (16.3)	9 (20.9)	27 (62.8)	43 (100)
Freedom of professional writing	0	11 (17.7)	27 (43.5)	24 (38.8)	62 (100)	1 (2.3)	8 (18.6)	9 (20.9)	25 (58.2)	43 (100)
Right to form association to negotiate terms of employment	6 (10.5)	15 (26.3)	20 (35.1)	16 (28.1)	57 (100)	3 (7.7)	9 (23.1)	7 (17.9)	20 (51.3)	39 (100)
Right to directly seek employment/ immigration	5 (9.1)	27 (49.1)	11 (20.0)	12 (21.8)	55 (100)	5 (16.7)	4 (13.3)	8 (26.7)	13 (43.3)	30 (100)
Right to seek direct legal remedy	2 (3.5)	24 (42.1)	8 (14.0)	23 (40.4)	57 (100)	3 (7.7)	11 (28.2)	5 (12.8)	20 (51.3)	39 (100)
Right to know decisions affecting individual employee(s)	6 (11.8)	10 (19.6)	18 (35.3)	17 (33.3)	51 (100)	1 (2.6)	10 (26.3)	5 (13.2)	22 (57.9)	38 (100)
Right to undertake business/employment beyond office hours	7 (12.1)	18 (31.0)	18 (31.0)	15 (25.9)	58 (100)	5 (13.5)	7 (18.9)	4 (10.8)	21 (56.8)	37 (100)
Right to resign/relinquish employment	2 (3.4)	18 (31.0)	19 (32.8)	19 (32.8)	58 (100)	0	10 (27.0)	4 (10.8)	23 (62.2)	37 (100)
Right to challenge corruption/abuse of power and other unethical acts of supervisor/institution head	4 (6.6)	8 (13.1)	28 (45.9)	21 (34.4)	61 (100)	2 (4.7)	7 (16.3)	7 (16.3)	27 (62.7)	43 (100)
Security of life	3 (5.2)	3 (5.2)	17 (29.3)	35 (60.3)	58 (100)	0	2 (5.4)	3 (8.1)	32 (86.5)	37 (100)
Right to hold political office on lien	23 (43.4)	9 (17.0)	7 (13.2)	14 (26.4)	53 (100)	5 (19.2)	5 (19.2)	6 (23.1)	10 (38.5)	26 (100)
Right to protect personal good will/ privacy and other personal information	0	12 (20.0)	26 (43.3)	22 (36.7)	60 (100)	0	6 (15.0)	9 (22.5)	25 (62.5)	40 (100)
Supervisor's neutrality/justice/ equity	3 (5.4)	7 (12.5)	19 (33.9)	27 (48.2)	56 (100)	0	3 (7.9)	7 (18.4)	28 (73.7)	38 (100)
Total (Legal) :	65 (8.0)	195 (24.0)	249 (30.6)	304 (37.4)	813 (100)	26 (4.9)	98 (18.3)	89 (16.6)	323 (60.2)	536 (100)

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
WELFARE :										
Increase of retirement age limit up to :										
60 Years	1 (1.7)	3 (5.2)	26 (44.8)	28 (48.3)	58 (100)	1 (2.7)	5 (13.5)	4 (10.8)	27 (73.0)	37 (100)
65 Years	1 (5.9)	1 (5.9)	11 (64.7)	4 (23.5)	17 (100)	0	0	1 (12.5)	7 (87.5)	8 (100)
Life term employment	8 (30.8)	5 (19.2)	7 (26.9)	6 (23.1)	26 (100)	1 (6.7)	2 (13.3)	3 (20.0)	9 (60.0)	15 (100)
Provision of CPF instead of GPF	7 (14.3)	11 (22.4)	19 (38.8)	12 (24.5)	49 (100)	2 (8.0)	2 (8.0)	7 (28.0)	14 (56.0)	25 (100)
Cycle/motor cycle/ car/ computer/house hold appliances advances at market price	6 (10.0)	19 (31.7)	14 (23.3)	21 (35.0)	60 (100)	4 (10.5)	4 (10.5)	5 (13.2)	25 (65.8)	38 (100)
Land purchase and house building advances at actual market price	4 (6.3)	18 (28.6)	17 (27.0)	24 (38.1)	63 (100)	3 (7.7)	3 (7.7)	2 (5.1)	31 (79.5)	39 (100)
Reimbursement of actual medical expenses	4 (7.1)	15 (26.8)	12 (21.4)	25 (44.7)	56 (100)	3 (7.9)	1 (2.6)	6 (15.8)	28 (73.7)	38 (100)
Preference for employment of employee's children in concerned offices	7 (12.1)	20 (34.5)	18 (31.0)	13 (22.4)	58 (100)	3 (8.1)	3 (8.1)	5 (13.5)	26 (70.3)	37 (100)
Provision for lump financial grants in time of special needs/ crisis like marriage of children etc.	5 (8.3)	9 (15.0)	25 (41.7)	21 (35.0)	60 (100)	3 (8.3)	3 (8.4)	3 (8.3)	27 (75.0)	36 (100)
Allotment of houses or allowances at actual market price	1 (1.6)	5 (7.9)	18 (28.6)	39 (61.9)	63 (100)	2 (4.9)	2 (4.9)	4 (9.8)	33 (80.4)	41 (100)
Safe and comfortable working conditions	1 (1.6)	4 (6.3)	15 (23.8)	43 (68.3)	63 (100)	2 (5.0)	2 (5.0)	4 (10.0)	32 (80.0)	40 (100)
Total (Welfare) :	45 (7.8)	110 (19.2)	182 (31.8)	236 (41.2)	573 (100)	24 (6.8)	27 (7.6)	44 (12.4)	259 (73.2)	354 (100)

MOTIVATIONAL FACTORS	LEVEL OF MOTIVATION					SUSTAINABILITY OF MOTIVATION				
	Not at all	Some	Substantial	Much	Total	Short term (Upto 1 Year)	Mid term (2-3 Years)	Long term (4-5 Years)	Through out whole service life	Total
ORGANISATIONAL CLIMATE :										
Democratic leadership	6 (9.7)	5 (8.1)	16 (25.8)	35 (56.4)	62 (100)	4 (9.8)	3 (7.3)	5 (12.2)	29 (70.7)	41 (100)
Neutrality of supervisors/ institution head	2 (3.2)	3 (4.8)	27 (43.5)	30 (48.5)	62 (100)	2 (5.0)	1 (2.5)	5 (12.5)	32 (80.0)	40 (100)
Participation of subordinates in planning/policy making/decision making/goal-setting process	4 (6.3)	19 (29.7)	16 (25.0)	25 (39.0)	64 (100)	4 (9.5)	4 (9.5)	9 (21.4)	25 (59.6)	42 (100)
Responsive to employee needs	1 (1.6)	16 (25.4)	22 (34.9)	24 (38.1)	63 (100)	2 (5.1)	3 (7.7)	10 (25.6)	24 (61.6)	39 (100)
Responsive to customer needs	2 (3.2)	14 (22.6)	17 (27.4)	29 (46.8)	62 (100)	2 (5.0)	4 (10.0)	9 (22.5)	25 (62.5)	40 (100)
Fair and open interactions between supervisors & subordinates	6 (10.0)	8 (13.3)	20 (33.3)	26 (43.4)	60 (100)	1 (2.6)	5 (13.2)	8 (21.1)	24 (63.1)	38 (100)
Discourage back biting	4 (6.9)	18 (31.0)	14 (24.1)	22 (37.9)	58 (100)	1 (2.9)	5 (14.3)	6 (17.1)	23 (65.7)	35 (100)
Equitable distribution of work	2 (3.3)	5 (8.3)	23 (38.4)	30 (50.0)	60 (100)	3 (7.9)	3 (7.9)	5 (13.2)	27 (71.0)	38 (100)
Total (Organizational Climate) :	27 (5.5)	88 (17.9)	155 (31.6)	221 (45.0)	491 (100)	19 (6.1)	28 (8.9)	57 (18.2)	209 (66.8)	313 (100)
RELIGION & ETHICS:										
Religious values and beliefs	5 (8.8)	12 (21.1)	21 (36.8)	19 (33.3)	57 (100)	4 (10.5)	2 (5.3)	7 (18.4)	25 (65.8)	38 (100)
Ethical values	2 (3.2)	10 (16.1)	18 (29.0)	32 (51.7)	62 (100)	2 (5.1)	2 (5.1)	4 (10.3)	31 (79.5)	39 (100)
Sense of responsibility	0 (24.6)	15 (24.6)	19 (31.1)	27 (44.3)	61 (100)	1 (2.5)	3 (7.5)	8 (20.0)	28 (70.0)	40 (100)
Sense of accountability	0 (11.5)	6 (11.5)	17 (32.7)	29 (55.8)	52 (100)	1 (3.3)	0	8 (26.7)	21 (70.0)	30 (100)
Sense of commitment	0 (26.7)	12 (26.7)	15 (33.3)	18 (40.0)	45 (100)	1 (2.5)	2 (5.0)	6 (15.0)	31 (77.5)	40 (100)
Total (Religion & Ethics) :	7 (2.5)	55 (19.9)	90 (32.5)	125 (45.1)	277 (100)	9 (4.8)	9 (4.8)	33 (17.6)	136 (72.8)	187 (100)

**Bangladesh Public Administration Training Centre
Savar, Dhaka**

QUESTIONNAIRE

Research Title : Reformulating Human Resource Management Policy for Sustainable Motivation

[Data and information to be furnished in this questionnaire shall be used only for research. Respondents identity (name, job title etc.) shall, in no way, be disclosed. Thus, please do not hesitate to give full information in neutral and objective fashion]

1. **Name of the Respondent (OPTIONAL) :**

2. **BCS Cadre (If Any) :**

3. **Please indicate your current managerial status according to the following format :**

MANAGERIAL STATUS	MANAGERIAL STATUS
TOP/SENIOR LEVEL: (Secretary/Additional Secretary/ Joint Secretary or equivalent)	FIRST LINE MANAGEMENT: (Senior Assistant Secretary/Assistant Secretary/Class II officers or equivalent)
MID LEVEL: Deputy Secretary or equivalent	

4. **How much do you think your salary and benefits are adequate to meet your and your family's basic needs ?**

Inadequate	Little adequate
Substantially adequate	Completely adequate

5. **Do you think that the (social security (provident fund, gratuity/pension etc.) benefits you will be getting after retirement are adequate to meet your and your family's future basic needs ?**

Inadequate	Little adequate
Substantially adequate	Completely adequate

6. Please indicate your present age (as on 30-06-1999), length of service/experience in government, semi-government, autonomous and private organisations. Also please indicate total years of services to be performed until the age of retirement.

AGE (IN YEARS) AS ON 30-6-99 (INCLUSIVE UPPER LIMIT)		LENGTH OF SERVICE/ EXPERIENCE (IN YEARS) (INCLUSIVE UPPER LIMIT)		YEARS OF RESIDUAL SERVICES (UPTO THE AGE OF RETIREMENT (INCLUSIVE UPPER LIMIT)	
18-25	25-30	1-5	5-10	1-5	5-10
30-35	35-40	10-15	15-20	10-15	15-20
40-45	45-50	20-25	25-30	20-25	25-30
50-55	55-57.	30-35		30-35	

7. Please indicate your academic qualification

SSC or equivalent	Master or equivalent
HSC or equivalent	Ph.D
Bachelor or equivalent	Other (please specify) :

8. Please indicate your level of motivation and frustration

INDICATORS	LEVEL OF MOTIVATION			
	Not at all	Some	Subs tantial	Much
How much do you feel motivated in carrying out your responsibilities ?				
In order to carry out your responsibilities efficiently and effectively, how much scope is there to motivate you further ?				
How much do you feel frustrated in your work life ?				
How much of your efficiency and effectiveness would increase if appropriate personnel/ human resource management policy(ies) are designed/ redesigned ?				

9. What are the major cause(s) of your motivation and/or frustration (Please Tick as many as applicable)

MAJOR CAUSE(S) /SOURCE(S) OF MOTIVATION	MAJOR CAUSE(S)/ SOURCE(S) OF FRUSTRATION
Power & authority	Lack of powers & authority
Social status	Lack of promotion/career advancement
Promotion/career advancement	Lack of freedom & autonomy
Job security	Poor salary & benefits
Freedom and autonomy	Frequent transfer/transfer against interest /aptitude
Adequate social security (Provident Fund, Gratuity, Pension etc)	Authoritative leadership/ organization culture
Training (both foreign & local)	Lack of justice/equity/neutrality
Sufficient salary & benefits	Corruption
Other (please specify) :	Undue influence/interference in work

Lack of participation in decision/ policy making
lack of fundamental rights
Public reprimand/misbehavior of supervisor/institute head
Other (Please specify) :

10. Please indicate your estimated monthly income from salary and other source(s) and the number of dependents on your income (This section will be kept confidential. Please feel free to give the actual income /earning statement) :

MONTHLY INCOME (IN TAKA)	DEPENDENTS (IN NUMBER)
1,000-5000	1-2
5001-10,000	3-4
10,001-15,000	5-6
15,001-20,000	7-8
20,001-25,000	For more than 8 (Please Specify) :
25,001 +	

11. Please indicate what was your expectations/ambitions/career goals (promotions) at the beginning of your career and how much have/are you actually achieved or likely to achieve until the age of retirement ?

POSITION CURRENTLY HOLDING/ LIKELY TO HOLD AT END OF SERVICE CAREER	EXPECTAION(S) AT THE BEGINING OF THE SERVICE CAREER TO OBTAIN POSITION(S)		EXPECTATION(S) ACTUALLY FULFILLED OR LIKELY TO FULFILL	
	At current age	At the end of service career	At current age	At the end of service career
Secretary or equivalent				
Additional Secretary or equivalent				
Joint Secretary or equivalent				
Deputy Secretary or equivalent				
Senior Assistant Secretary or equivalent				
Assistant Secretary or equivalent				

12. Please indicate where you are currently working and where you actually want to work according to geographic locations, functional areas and nature of organizations. The choices must be consistent with your appointment/cadre/service conditions.

CHOICES ACCORDING TO NATURE OF ORGANISATION	CURRENTLY WORKING	PREFER TO WORK	CHOICES ACCORDING TO FUNCTIONAL AREAS	CURRENTLY WORKING	PREFER TO WORK
Ministry/Division			Administrative Communication		
Directorate			Disaster Management		
Autonomous Bodies/ Corporation			Environment Management		
Defense Services			Election Management		
Field office/ Administration :			Financial Management / Accounting		
a) Division level			General Administration		
b) District level			Information Management		
c) Upazila/Thana level			Judicial Administration (criminal)		
d) Union/Village level			Judicial Administration (Civil)		
Other (Please specify):			Land Management		
CHOICES ACCORDING TO GEOGRAPHIC LOCATIONS			Personnel/Human Resource Management		
Own Village/Union			Procurement Management		
Own Upazila/Thana					
Own District			Project Management/ Development Management		
Own Division			Public Relations		
In Dhaka city			Revenue Administration		
In other major cities (Please specify) :			Stores Management		
Other location(s) (please specific) :			Training Management		
			Other (Please specify):		

13. What should be the appropriate time-span for transfer of officials performing diverse functions in diverse cadres/services :

OFFICIALS DEALING WITH :	TRANSFER TIME-SPAN (IN YEARS)					
	1-2	3-4	5-6	7-8	9-10	Whole life in same area(s)
Administration						
Development/ Transferred Subject						
Doctors, Engineers & other Technocrats						
Judiciary (Civil)						
Judiciary (Criminal)						
Law enforcement						
Non-supervisory staff (class-III & IV)						
Planners & Policy Makers						
Trainers/ Researchers /Scientists						
Other (Please specify) :						

14. Do you think that transfer should be based on the following principle(s) ? (You may tick more than one boxes) :

Employee's interest and aptitude	Stakeholder's interest
Academic background	Donor's choices
Training background	Other (Please specify) :
Specialization	
Experience in relevant field	
Political interest	

15. Based on our socio-cultural, political, administrative and financial context, what should be the basis of promotion :

Seniority	Merit	Other (Please specify) :
Seniority-cum-merit	Merit-cum-seniority	

16. Out of the following major personnel/human resource management rules/policy areas which areas do you consider most important/effective for sustainable motivation (Motivation for long time : 5 years or more) ? Please tick all

MAJOR PERSONNEL/ HUMAN RESOURCE MANAGEMENT RULES/POLICY AREAS	DEGREE OF IMPORTANCE/ EFFECTIVENESS			
	Not at all	Some	Substantial	Much
Recruitment				
Seniority				
Promotion				
Scales in lieu of promotion				
Human resource development/training				
Transfer/deputation				
Salary & benefits				
Welfare/social security (CPF/GPF/ Pension/Gratuity/Medical/Housing etc.)				
Job security				
Disciplinary system				
Conduct Rules				
Retirement Rules				
Administrative culture/organisational climate				
Other (Please specify) :				

17. Some motivational factors/elements (financial, managerial, psycho-social, legal, welfare, organization climate, religion and ethics) are given below. Please indicate each factor/element as to how much and how long would you feel motivated by the listed factors/elements in your service career ? In indicating your response, please be realistic and objective. Also consider the financial, administrative and other limitations of the government.

MOTIVATIONAL FACTORS/ELEMENTS	LEVEL OF MOTIVATION				SUSTAINABILITY OF MOTIVATION			
	Not at all	Some	Substantial	Much	Short Term (Upto 1 Year)	Mid Term (2-3 Years)	Long Term (4-5 Years)	Throughout Whole Service Life
FINANCIAL :								
Salary increase by :								
10 Percent								
20 Percent								
30 Percent								
40 Percent								
50 Percent								
50 percent +								

MOTIVATIONAL FACTORS/ELEMENTS	LEVEL OF MOTIVATION				SUSTAINABILITY OF MOTIVATION			
	Not at all	Some	Subs- tantial	Much	Short Term (Upto 1 Year)	Mid Term (2-3 Years)	Long Term (4-5 Years)	Throughout Whole Service Life
Increase in allowances by :								
10 percent								
20 percent								
30 percent								
40 percent								
50 percent								
50 percent +								
Merit pay (higher scales/ advance increment etc)								
Dearness allowance/ adjustment of salary and benefits as per inflation								
Other (Please specify):								
MANAGERIAL :								
Uniform promotion policy/ service rules for all cadres/services								
Promotion(s) in every :								
4-5 Years								
6-7 Years								
8-9 Years								
10 Years								
Opportunity for promotion to highest level (for class-I officer)								
Other (Please specify) :								
Scales in lieu of promotion(s) in every:								
4-5 Years								
6-7 Years								
8-9 Years								
10 Years								
Other (Please specify) :								
Transfer/deputation according to :								
interest & aptitude								
academic/Training background								
specialized skills								
other (Please specify):								

Opportunity of Human Resource Development (HRD)/ Training :								
foreign								
local								
Nomination process for HRD/ training according to :								
seniority								
academic background/merit								
job relevance								
teaching/research experience								
other (Please specify):								
Job confirmation :								
conditional on specified training								
unconditional								
other (Please specify) :								
Delegation of adequate powers in each levels								
Assignment of related task(s)								
Participation in policy making/decision making								
Supervisor to clearly define goals/objectives/ jobs/tasks								
Consistency of supervisory orders								
Discouraging use of office staff/ resources for personal purpose								
Other (Please specify)								
PSYCHO-SOCIAL :								
Descent behavior/ positive attitude of supervisor/ institution head								
Free exchange/sharing of ideas/interactions with supervisor/institution head								
Recognition of human dignity								
Freedom of work								
Appreciation/ recognition of good work								
Supervisory guidance, coaching and counseling								
Empathy in grievance handling								

Supervisor's constructive criticism of subordinate's work								
Supervisory encouragement for innovative/creative work/ideas								
Supervisory support for right cause								
Discouraging sycophancy								
Supervisor's sharing of responsibility with subordinates								
Supervisor's sincerity to admit mistakes								
Other (Please specify) :								
LEGAL :								
Equal opportunity in all organizational resources/facilities								
Freedom of speech/ expression								
Freedom of professional writings								
Right to form association to negotiate terms of employment								
Right to directly seek employment/ immigration								
Right to seek direct legal remedy								
Right to know decisions affecting individual employee (s)								
Right to undertake business/ employment beyond office hours								
Right to resign/relinquish employment								
Right to challenge corruption/abuse of power and other unethical acts of supervisor/ institution head								
Security of life								
Right to hold political office on lien								
Right to protect personal good will/ privacy and other								

personal information								
Supervisor's neutrality/ justice/ equity								
Other (Please specify) :								
WELFARE :								
Increase of retirement age limit up to :								
60 Years								
65 Years								
Life Term Employment								
Provision of CPF instead of GPF								
Cycle/Motor cycle/car/ computer/house hold appliances advances at actual market price								
Land purchase and House building advances at actual market price								
Reimbursement of actual medical expenses								
Preference for employment of employee's children in concerned offices								
Provision for lump financial grants in times of special needs/crisis like marriage of children etc.								
Allotment of houses or allowances at actual market price								
Safe and comfortable working conditions								
Other (Please specify) :								
ORGANISATIONAL CLIMATE :								
Democratic leadership								
Neutrality of supervisors/ Institution head								
Participation of subordinates in planning/ policy making/decision making/goal- setting process								
Responsive to employee needs								
Responsive to customer needs								
Fair and open interactions between supervisors and subordinates								
Discourage back biting								

Equitable distribution of work								
Other (Please specify) :								
RELIGION & ETHICS								
Religious values and beliefs								
Ethical values								
Sense of responsibility								
Sense of accountability								
Sense of commitment								
Other (Please specify):								

18. For sustainable motivation (motivation for a fairly long time/long time/throughout the service career) do you find any deficiencies in personnel/human resource management rules/policies of the government. If so, what changes/modifications do you think government should introduce to remove such deficiencies . Please indicate maximum three major points :

MAJOR PERSONNEL/HUMAN RESOURCE MANAGEMENT RULES / POLICY DEFICIENCY(IES) /INTERVENTIONS/MODIFICATIONS (Please indicate maximum three such deficiencies policy intervention)	
MAJOR DEFICIENCIES	PROPOSAL FOR POLICY CHANGES
Recruitment Rules/Policy	
Job Confirmation Policy/Rules	
Seniority Rules/Policy	
Promotion Policy/Rules	
Human Resource Development/Training Policy (Both Local and Foreign)	

MAJOR PERSONNEL/HUMAN RESOURCE MANAGEMENT RULES / POLICY DEFICIENCY(IES) /INTERVENTIONS/MODIFICATIONS (Please indicate maximum three such deficiencies policy intervention)	
Transfer/Deputation Rules/Orders	
Salary and Benefits Policy (Including Annual Increment/Merit Pay etc.)	
Welfare/Social Security Policy/Rules (Such as Provident Fund, Benevolent Fund, Insurance, Gratuity Pension, Medical, Housing and Other Related Benefits)	

Disciplinary System	
Job Security	
Retirement Policy/Rules	
Conduct Rules	
Administrative Culture/Organizational Climate	
Other (If Any) :	

19. Other Comments (If any) :

SIGNATURE (OPTIONAL) :

DATE :

PLEASE SEND ACCOMPLISHED
QUESTIONNAIRE TO :
MD. SHIRAJUL ISLAM
DIRECTOR
&
PROJECT DIRECTOR
BANGLADESH PUBLIC ADMINISTRATION
TRAINING CENTRE
SAVAR, DHAKA
TELEPHONE : 771 1600 (Off); 771 1622 (Res)

Appendix-4

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