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GENDER ISSUES IN LEADERSHIP POSITION IN BANGLADESH CIVIL SERVICE: AN OVERVIEW OF CHALLENGES AND ISSUES

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Abstract: This paper mainly presents the state of women in leadership position in Bangladesh Civil Service (BCS). In particular, it attempts to find out the structural factors responsible for under- representation of women in leadership position. The study is based on the review of official documents, websites, and reports. BCS is considered as the most lucrative and prestigious job in Bangladesh. BCS is mostly led by male like other South Asian Countries. Women make up half of the total population, but it represents poorly in the leadership position in the Civil Service System in Bangladesh. The concept empowerment of women is very much publicized concept in the 21st century. A question regarding, women's status in administration, women are left behind in the leadership position in civil service, is still a paradox. The discussion of this paper is expected to be invaluable for the concerned policy makers, stakeholders, and professionals from different countries to a great extent.

Keywords: Women, Gender, Civil Service, Leadership Positions.

Introduction

Civil service is a vital segment of the direction of any state. The success of the civil service grips the answer to professionally and sensibly achieve the country matters (Islam, 2013). No direction cannot drive without this apparatus. From laying down a policy to operationalize, civil service is the ultimate tool for any government. They are the permanent officials in a department who make aware the minister on different aspects of problems and suggest appropriate measures through which it can be solved and tackled. So, the professional civil service group is essential to any modern state (Morshed, 1997). Bangladesh has attained a lot progress in the matter

of equality of women, societal welfare, and females in political development. Women's representation in the civil service arena has also amplified. More than 2 million females are currently working as civil service employee. Yet, the situation concerning females in top most level of civil service is still frustrating. Simply a few females are currently serving as Secretary in the Civil Bureaucracy. It was found that both systemic and subjective discrimination creates barriers for women in the sector of public employment. The feelings and attitudes of staff management policies affect the development of staffs with a clear gender bias dominated by male. Recruitment, placement, progress, mobility, and training have led to discrimination against women continued (Zafarullah, 2000). This prevailing paper examines the key matters of policy makers, and professionals from diverse states are likely to be helpful.

Conceptual Framework

The representation of females in the elite ranks of Bangladesh Civil Service (BCS) does not get in an acceptable level. The Government of Bangladesh (GOB) at the entry layer has previously received some initiatives to fortify a satisfactory achievement of female's representation in the civil service arena. But, no step has yet taken to increase the status in the elite positions. Before going on the discussion on Women Elites with Bangladesh Civil Service it is essential to define some concepts, including gender, civil service, representation, leadership.

Gender

Gender is a vital establishing notion of societies and observes in society and culture. According to medical researchers, psychologists and biologists were mostly concerned with establishing "natural" or "biological" clarifications of human behavior (Pryzgoda&Chrisler, 2000). Sex is theorized through expressions of dichotomies: man/woman; male/female; masculine/feminine. Man and woman are basically understood as the opposite sex. Despite their differences, they are complementary to one another.

Gender is understood as a "biological" fact that is pre-given and situated in the body. But, social scientist indicates a social classification compulsory on the women's body and it comes to be a suitable word contributing to the studies regarding "sex" and "sexuality". It divides people into two categories- men and women. It treats man over the woman. Gender is used to designate social relations between the sexes that are among women and men. Gender drives as traditional and hierarchical prescribed characters in the contemporary world which brands the male partially positive and the female partially negative. According to the feminist analysis of Gender, it is by tradition defined in relation to sex; gender is the traditional or societal structure of sex. Gender is not only a male or a female but fairly a set of senses that sexes assume in specific cultures (Mahtab, 2012).

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Civil Service

Civil Service of a state essentially specifies each permanent officials of government apart from defense service. Moreover, an affiliate of civil service keeps out from judicial or political agencies. The civil service of a country is cumulatively called civil service. According to Finer, "Civil Service is a specialized form of officers, perpetual, paid and expert. Strategy devising is the purpose of cabinet/ ministry, although policy execution, the key facet of progress is the work of the civil servants. Though the policy preparation is the influence of cabinet/ ministry, it hangs principally on civil servants for records of policy articulation" (Quoted in Islam, 2013). Civil servants operate within a definite boundary and the holistic system. The holistic system comprises the three organs of Government including Legislature, Executive, and Judiciary. Within these boundaries, the public servants encounter challenges in the political and administrative atmosphere (Ali, 2004).

Representation

Representation mirrors an equilibrium within a nation largely involved with gender and racial equilibrium. Academics of the world debated the subject of representativeness of bureaucracy and development of the administration and the policy making signifies citizen's welfare. The introducer of the concept "representative bureaucracy" in 1944 by Donald Kingsley. This concept is based on the hypothesis that bureaucracy with more representativeness may reflect diverse social aspects in the decision-making process. So, this system of representative bureaucracy delivers the friendly atmosphere of democracy which represents the social group or a particular class. It helps in developing the positive image of government and democracy in this way works properly. Scholars intensely encourage the gender parity issue in public administration. One of the finest way to ensure representative equality of male and female in civil service is a quota policy for female (Kabir, 2011).

Leadership

"Leadership is the process whereby an individual influence other to achieve a common goal". It is an instrument of achieving goals (Kreitner & Kinicki, 2008). Women's participation in political and administrative decision making and leadership position is very low. In recent years we have some female political leaders in both central and local level and in administration also. But, the presentation is not very significant. At the highest level of civil service, women keep less impact. That's why got a very limited opportunity for policy and decision-making interference, as well as a minimal opportunity for planning, managing and implementing policies. There is a serious lack of women's representation in the higher echelons of bureaucracy (Mahtab, 2007). Women's representation in the leadership position is vital for achieving their development goals.

Objectives of the Study

The objectives of the article are provided below:

- 1) To depict the prevailing condition of women's leadership Bangladesh Civil Service (BCS).
- 2) To discover the difficulties of the lesser representation of women's leadership.
- 3) To propose some measures to amplify the representation of women's leadership.

Methodology

The article has been equipped on the source of the assessment of secondary data bases directed in in relation to the relevant part. Pertinent books, reports, journals, official circulars, published annual reports of Bangladesh Public Service Commission, and relevant ministry/department's websites were taken into consideration to undertake the secondary research.

Women in the Civil Service in Bangladesh

Bangladesh received a civil service scheme which is created in British India and Pakistan period. The past of Bangladesh is connected with the entire of the subcontinent of Indian (Ahmed, 1989). Indian Civil Service (ICS) was controlled completely by males. There were no representation of women till 1935 in the ICS (Jahan, 2007). Yet, ICS persisted male-subjugated service in British India. The style ICS continued by the Civil Service of Pakistan (CSP). The parity of prospect was unkempt. The recruitment guidelines permit females in the military accounts service, income tax service, audit and accounts service, and postal service. Contenders for other Central Superior Services and All-Pakistan were kept for the man. The recruitment provision encompassed one stimulating rule that female will be employed on that state that woman has to quit from the job if got married. A number of educated females in Pakistan were evicted from their right of employment through this article. Therefore, a very trivial quantity of females obtains the prospect to go into the civil service (Mahtab, 1995).

Thus, poor representation of females in the civil service was a clear truth at the starting period of freshly liberated Bangladesh. An effective point was the Constitution of Bangladesh (Article 29) has created remarkable endowments to deal equal opportunity for males and females in all domain of life. That's why, the government of Bangladesh accepted a quota scheme for women in civil service recruitment and took various policies which were helpful to rise women's representation in the arena of civil service as well as incorporate females into development activities (Jahan, 2007).

Status of Women in the Higher Civil Service Position

Class I is considered as the elite positions in the civil service are categorized vertically into six levels (Ara, 2012). The ultimate selection of contenders for

the diverse cadre services is done through competitive tests. The exam of BCS is directed by the PSC. The requirement of attending in the BCS exams is the contender must be a graduate and should be a civilian of Bangladesh (Khan & Ara, 2005).

Table 1: Number of Female Officials in the Bangladesh Civil Service

Class	Ministry/ Division (Secretariat)	Department/ Directorates	Autonomous Bodies/ Corporations	Divisional/ Deputy Commissioner's office	Total
I.	435	9794	5310	248	15787
II.	277	3866	2901	0	7044
III.	313	150682	7022	940	158957
IV.	315	43196	3003	1124	47638
Total	1340	207538	18236	2312	229426

Source: Khan, 2013.

Table 1 shows that the women representation of civil service is not perfect proportion. Number of female officers in the Class-I job post in different secretariat, Department, Autonomous Bodies and Divisional office is simply 15787. Women are existed to low condition in class-II clerical posts (Khan, 2013, p. 112). There are noticed a provoking picture of women in the governance position.

Table2: Representation of Male and Female Officer's Breakdown by Sex from 1999 to 2011

Rank	2011		2006		1999	
	Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)
Secretary	96.1	3.9	98.4	1.6	98.0	2.0
Additional Secretary	94.8	5.2	100.0	0.0	98.2	1.8
Joint Secretary	90.2	9.8	93.2	6.8	98.5	1.5
Deputy Secretary	88.1	11.9	88.3	11.7	98.6	1.1
Senior Assistant Secretary	79.8	20.2	84.3	15.7	91.0	9.0
Assistant Secretary	79.8	25.9	77.3	22.7	85.7	14.3
Total	79	21	85	15	91.5	8.5

Source: UNDP, 2014.

Table 2 shows the representation of male and female officer's breakdown by Sex from 1999 to 2011 in the civil service. There are noticed slow motion improvements of women from 1999 to 2011. In 12 years, there was no

remarkable advancement in the number of women at the Secretary position & the Additional Secretary position. In 2011, there is increase at 5.2 % only. Now, this position is not suitable. Around 15% of women officers are remain to administration cadre in Bangladesh and this level is only 2% in the Secretary and this level was only 7% of Joint Secretary Post in 2006. Though the table has shown the women participation in Bangladesh civil service has been increased gradually but such increasing trend is not satisfactory (UNDP, 2014).

Difficulties behind the Lower Representation of Women's Elite Positions in the Civil Service

The obstructions behind the inadequate involvement of female in the civil service elite positions are multifarious. In the civil services, the female representatives get a lot of troubles at their home as well as in their office also from different aspects. Women's poor representative position in the civil service involves organizational issues, political issues, cultural issues and finally the issues regarding the recruitment agencies.

Lack of Suitable Policies and Actions

The existing selection, training, recruitment, transfer and deputation etc related policies & procedures undergo from unsuitability. Because of the unsuitable location of transfer, deputation and posing of female candidates dishearten the females in joining the civil service.

Negative Approach, Superiority Complex and Noncooperation of Male Coworkers

Advantage multifaceted and unenthusiastic outlook of the male colleagues to the female colleagues run insubordination in working places. Male colleagues expect to allocate the women colleagues through a small table bound tasks. This matter liable for little stage experience congregation & unfortunately this bring a depressing illustration of female that they are not able to carry out the vital condition.

Lack of Security and Safety measures

It is tremendously a ordinary issue in this country, there have persecution of female as well as insecurity of them. Women sense uncertainty in demanding tasks. Although, BCS is demanding area yet female get lack of security as well as frightened of violence. It is other reason of women's inferior involvement in of the elite positions.

Political Influences

The public bureaucracy of Bangladesh is extremely politicized. The matter of promotion, transfer and deputation events are largely regulated by way of the politics of the state. These activities are accomplished through lobbying. The officers of the civil service sometimes offer bribes to secure a beneficial and

desirable placement. Sometimes good quality officers who work meticulously, and that may work against the ruling party, he/she suffers the problem of unwanted transfer (Kabir, 2013). Females don't feel like to include them this type of party-political annoyance and feel hopeless to work for the citizen.

Family Burdens and Responsibilities

Traditionally, a lot of the family duty remains on the hand of women. In frequent times, females cannot do enough stability between specialized career and household life. Several roles of females hint to below level of functioning in career and family segment. It turn into certainly difficult to create happiness to all. Long working hours in office and household tasks creates negative impact on health. In such critical situation, she faces difficulty of choosing one of them.

Non-Supportive Approach of Family Affiliates

Majority women's husbands in our culture don't share the household chores related responsibility. They anticipate to the females who are their companion would carry out the all household responsibilities including looking after all the members of the family & their well being. The husbands in this culture want her wife to be a perfect homemaker although she is a working woman.

Gender Insensitive Male Persons at Public Service Commission (PSC)

Throughout the previous a decade, they're considering the selection of masculinity insensate male personnel as Bangladesh Public Service Commission member made throughout the previous one decade (Karim, 2008).

Politicization in the Appointment of PSC Members and Chairman

Politically affiliated persons are basically selected as a member of Bangladesh Public Service Commission (PSC). When there come changes in Government, the setup of BPSC also changed. This situation may derail PSC to implement its goals and objectives.

Gender Insensitive Persons in the Viva-voce

It is noticed that in the viva-voce of BCS Examination, gender insensitive people are taking part over the years (Karim, 2008).

All these issues are responsible for the poor representation of women in the higher positions of the Bangladesh civil service.

Recommendations

The subsequent approaches have to be taken as well as executed for ensuring impartial women representation in the elite positions in Bangladesh Civil Service.

- Take proper initiatives to not to be discriminated in providing authority and responsibility. Suitable steps need to be taken for creating a friendly atmosphere in working places along with making ensuring the successful involvement of female in the decision making spheres.
- Operational actions should be taken to confirm appropriate posting and transfer of females according to their necessity of their family unit.
- Stipulation for the day care centers' facilities in sufficient proportion, convenience of divide restroom facilities, personal working room, good transportation conveniences; separate toilette facilities, sufficient accessibility of housing, accommodation as well as boarding house or hostel services for working women.
- To ensure optimistic outlook and manner to the women colleagues along with proper cooperation in the working places.
- Endorse gender sensitive policy of behavior and consciousness creation within the male colleagues working in the civil service.
- Regular basis publicity campaign have to be ensured extensively for creating constructive social outlook to the female civil servants.
- Strong Controlling have to be ensured on deputation and promotion procedures through specifying relevant rules and regulations and discard the influences of the ruling political parties.
- Approving apparent as well as actual policy for ensuring equality of gender integrating selection, recruitment, transfer, promotion as well as career growth in the civil services.
- PSC members have to be selected on the basis of qualification and through competitive process.
- Ensuring and encourage the help of family members and husband of each women for choosing their profession in the civil services.
- Ensuring that women can participate powerfully at the policy making ground as it is a highly required matter for addressing and resolving the gender related difficulties properly.

Conclusion

Bangladesh has achieved diverse identifiable attainments in the previous four decades in the matter of women's progress. Predominantly, Bangladesh has observed a lot of transformations from 1991 through involving females in each facet of public life and progress. It can be highlighted here that political

leadership by two women who have been running the country since 1991 have influences on these changes. However, women are still lacking representation in Civil Service leadership position. This article shows numerous barriers for females entering the elite positions of the civil service. There is a necessity for strategy transformations on diverse matters. Suitable policies, activities and a societal step directing to making a gender caring atmosphere might direct to intensify female's representation in the elite positions of civil service. Finally, it is needed to mention again that this article is entirely grounded on secondary literature and sources. For that reason, the article will inspire further field study for policy endorsement on this matter.

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