

Gender and Representation of Women in Bangladesh Civil Service: An Empirical Analysis of ‘Glass Ceiling’ Effect

Dr. Rizwan Khair
Dr. Md. Shafiqul Haque
Afia Rahman Mukta



Bangladesh Public Administration Training Centre

Savar, Dhaka

August 2017

www.bpatc.org.bd

Executive Summary

This study aimed to examine whether discriminatory practices exist against women in Bangladesh Civil Service (BCS) and to come up with policy options to handle them. This study was carried out against the backdrop of increasing number of women who have entered the BCS over the last few years, especially after 1982, when women were allowed entry to all BCS cadres. The study specifically wanted to find out whether a 'glass ceiling' exists in the context of Bangladesh Civil Service (BCS) and to investigate the factors that affect women's movement up the organisational ladder within the BCS.

This study has found work environment for women in BCS is yet to be fully conducive and there exists lack of opportunities for career advancement. This factor explains respondents' view on women in civil service and work environment where women get less organisational support and trust than men, and competitiveness in women is viewed negatively within the organisation and society. As a result, women are still underrepresented in the decision making positions in organisations as their qualifications and performances are not always recognised for promotions in senior positions.

The study further reveals that women at times on their own lack enthusiasm in taking on high-stake and challenging assignments. As a result it is difficult to assign tasks for women to go to outstations or overseas. Furthermore, as women are not always willing to make sacrifices needed to get and remain in senior positions, men manage better than them. Women face more difficulties than men to work independently due to lack of leadership and management skills and most men feel uncomfortable to work under supervision of women. The negative perceptions and stereotypes about women's professional capabilities and commitments constitute barriers to women's advancement. Moreover, women's working life is challenged by negative attitudes towards them and the structure and practices of the Civil Service seem to favour men.

The study found that discriminatory practices against women still persist in the context of public sector organisations in general and Bangladesh Civil Service in particular. Even though women have made progress in terms of entry into the BCS, which over time have increased substantially, but even then the situation has not improved. Thus, the simple increase in numbers does not guarantee that women can occupy top positions. Other factors, which many attribute to the 'glass ceiling effect'

hamper that upwards movement within BCS. Though things have improved, but much is still to be achieved if access to top positions and ensuring of equality between the two sexes are to be achieved. In spite of proactive and positive affirmative policies of the Republic favouring women, women's position has improved, but a lot remains to be desired. This means that though women have been able to crack the 'glass ceiling' in the context of BCS, the ceiling is yet to be fully broken and made to disappear.

This study reveals that there are still a number of issues that need to be addressed in terms of men's attitudes towards women and, perhaps in some specific circumstances, women's attitudes towards men within BCS. Clearly, there are a number of gender differences that have not been fully accommodated in the workplace of BCS. These issues need to be addressed and policy measures taken to rectify them. The working place need to more women friendly and HR policies are to made gender sensitive. Women need to be mentored by seniors so that they can develop capacities to effectively deal with challenges of top positions.

There should be sustained promotion of work/life balance by implementing flexible workplace policies within BCS, and to make senior officials as well ministries responsible for the career development and tracking of their female employees. Moreover effective implementation of women friendly initiatives requires top management commitment. Thus, organisations in the public sector need the support and guidance of top management if women are to break through the 'glass ceiling'. For this to happen, the gender gap must be bridged through proper implementation of affirmative policies of the government.

Thus, a significant increase of women in senior positions within BCS requires a basic restructuring of the distribution of patriarchal power in the society as well as public sector organisations. That can be achieved through consciousness raising and empowerment of woman spelled out not only in documents and policy statements, but through sustained commitment and implementation of those by the state. At the same social awareness building need to be strengthened so that women can and should play an active role in the overall development process in the country and necessary safeguards require to be put in place to make sure that implementation of such policies are monitored and deviations effectively dealt with. Lastly, women can network among themselves to bring down the 'glass ceiling' by mentoring other female colleagues with low confidence or self-esteem.

Acknowledgements

At the very outset we express my praise and gratefulness to the Almighty Allah Subhanahu Wa Ta'ala who helps us with the knowledge and ability, energy and endurance to come to the successful end of the study.

We are indebted to the Research Committee of BPATC for recommending the research proposal of this study for approval of. We further extend our thanks to the Honourable Rector of BPATC for final approval of this study and providing necessary financial support.

We wish to express my gratitude to the wonderful people working at the Research Section of Bangladesh Public Administration Training Centre (BPATC) especially Dr. Md. Zohurul Islam, DD (Research) and Mr. Rabiul Alam Lokman, Research Officer. We would like to thank them for providing us with supportive, friendly, and warm atmosphere throughout the research work, moreover our colleagues of the Bangladesh Civil Service, working in the ministries, divisions as well as field level at the Divisional, district and Upazila, also deserve special thanks for their instant support.

We also extend our thanks and gratitude to all those members of Bangladesh Civil Service who gave their valuable opinion by responding to the questionnaires delivered to them. Without their cooperation, this study would not have been possible.

Finally, we are greatly indebted to our family members for providing us invaluable help, support, and encouragement during our work. Without their support we could not have completed this study.

Researchers

August 2017

Contents

Executive Summary	ii
Acknowledgement	iv
List of Tables	vii
Chapter One: Introduction	1
Chapter Two: Glass Ceiling: Conceptual Overview	5
Chapter Three: Methodology	19
Chapter Four: Findings and Data Analysis	23
Chapter Five: Discussions, Conclusions and Policy Implications	48
Bibliography	55
Annexure A: Questionnaire	59

List of Tables

Table 3.1	Reliability Statistics	21
Table 4.1	Status of the Respondents	24
Table 4.2	Distribution of Sex	24
Table 4.3.	Age Distribution of the respondents	24
Table 4.4	Marital status of the respondents	25
Table 4.5	Spouse's profession of the respondents	25
Table 4.6	Length of service in Grade9 and above	26
Table 4.7	Length of service in present position	26
Table 4.8	Supervising officer and their sex	26
Table 4.9	Status of the Supervisors	27
Table 4.10	Women in the service	28
Table 4.11	Women in the civil service	29
Table 4.12	Women in the Civil Service and Work Environment	30
Table 4.13	Women in the Civil Service and Organizational Culture	31
Table 4.14	Women's Career Development and Challenges	32
Table 4.15	Descriptive statistics on major variables and Correlation among Variables	33
Table 4.16	KMO and Bartlett's Test of Sphericity (Women in Service)	34
Table 4.17	Variance Explained and Eigenvalue (Women in Service)	34
Table 4.18	Variables on Women in service and Rotated Factors	35
Table 4.19	Correlations among the Extracted Factors (Women in service)	35
Table 4.20	KMO and Bartlett's Test of Sphericity (Women in Civil Service)	36
Table 4.21	Variance Explained and Eigenvalue (Women in Civil Service)	36
Table 4.22	Women in Civil Service and Rotated Factors	37
Table 4.23	Correlations among the Extracted Factors (Women in Civil Service)	38
Table 4.24	KMO and Bartlett's Test of Sphericity (Women in Civil Service and work environment)	39
Table 4.25	Variance Explained and Eigenvalue (Women in Service and work environment)	39
Table 4.26	Women in Civil Service and work environment and Rotated Factors	40
Table 4.27	Correlations among the Extracted Factors (Women in Civil Service and Work Environment)	41
Table 4.28	KMO and Bartlett's Test of Sphericity (Women in Civil Service and organisational culture)	42
Table 4.29	Variance Explained and Eigenvalue (Women in Civil Service and Organisational Culture)	42
Table4.30	Women in Civil Service and organisational culture and Rotated Factors	43
Table 4.31	Correlations among the Extracted Factors (Women in Civil Service and Organisational Culture)	44

Table 4.32	KMO and Bartlett's Test of Sphericity (Women's Career Development and Challenges)	44
Table 4.33	Variance Explained and Eigenvalue (Women's Career Development and Challenges)	45
Table 4.34	Women's Career Development and Challenges and Rotated Factors	46
Table 4.35	Correlations among the Extracted Factors (Women's Career Development and Challenges)	47

Chapter One

Introduction

Introduction

Across the globe, women at their individual level have been breaking through the 'glass ceiling'.¹ Since 1991, Bangladesh elected its first woman Prime Minister; the first woman became the President of Central Bank in Finland; the former President of Ireland became the first woman Commissioner of Human Rights at the United Nations; and the World Health Organisation has its first woman Director-General, the former Prime Minister of Norway (Uddin 2012).

In spite of this encouraging scenario, employment structures and proportions within the Bangladesh Civil Service (BCS) are almost totally unrepresentative of the demographic patterns in the country. In particular, in 2013 only 10% (ten percent) of top management in the BCS were women. There were only 104 (of 1014) women in Deputy Secretary level, and even worse, there was only a handful of women in the top management post above the level of Deputy Secretary, for example, only 6 of total number 72 Secretaries and 54 of total 438 of Additional Secretaries were women at Secretary and Additional Secretary levels respectively². After three years in 2017, it seems that there is a slight improvement as 11 out of 77 Secretaries (including Secretaries in Charge); 74 out 481 Additional Secretaries; 95 of 810 Joint Secretaries; 261 out of 1552 Deputy Secretaries; 387 of 1473 Senior Assistant Secretaries; 458 out of 1429 Assistant Secretaries are females.³ Which means it represents a rise to 22 percent of the posts from the level of Secretaries down to the rank of Assistant Secretaries being occupied by women; and in case of policy making positions of the government, i.e Joint Secretaries and above, the representation of women is only around 13 percent.⁴ Even then, this

¹ The metaphor 'glass ceiling' implies a transparent barrier that blocks women from rising above a certain level in corporations. It applies to women as a group who are barred from advancing higher because they are women (Morrison et al. 1987, as cited in Baxter & Wright, 2000). Below this barrier, women are allowed to get promoted; beyond this barrier they are not (Baxter & Wright, 2000).

² Public Administration Computer Centre (PACC), 18/09/2013

³ Public Administration Computer Centre (PACC), 19/07/2017

⁴ These figures only represent officials of all cadres working in Ministries and of BCS (admin) working at the field level, and do not represent the male/ female ratio in other cadres working outside the ministries under different cadre controlling ministries, e.g. BCS (Health), BCS (Education), BCS (Agriculture), etc

compares unfavourably with the comparatively higher level of well-educated and competent women in Bangladeshi society. It compares even less favourably with the statistics that almost 50 percent of the country's population are women and in general, women tend to live longer than men; women have been proven to be more hardworking than men, and tend to be more able to handle stress and complex situations more effectively than men.

According to the Article 29 of the Constitution of the Bangladesh 10 per cent posts of civil service are preserved for women in order to secure women's adequate representation in civil service. Special programmes for enhancing gender equality and equity have also been considered as crosscutting issues in the Constitution of Bangladesh, National Policy on Women's Development, Poverty Reduction Strategy Paper and Annual Development Programmes, but empirically these merely reflect the ground realities, which reflect that these official statements and strategies remain mere rhetorics, with little change in mainstreaming gender equality. The country case experiences of Bangladesh are expected to be invaluable for the concerned policy makers, stakeholders and professionals of different countries to a great extent (Karim, 2008). Despite all these initiatives taken by the government women's share and position in the BCS still far behind the desired level. This is perhaps the result of 'glass ceiling' that that continue to affect women in the workplace, especially in Bangladesh (Uddin 2012).

Rationale of the Study

A study carried out in Bangladesh Public Administration Training Centre (BPATC) by Azim et al back in 2000 showed that the employment status of women in the Bangladesh Civil Service (BCS) in terms of participation in decision making and policy making is quite positive on one hand and inequity against women as decision makers is on the decline on the other. However, there still remains gaps and they have only managed to crack the 'glass ceiling' in the case of the public sector, yet they were far from shattering it (Azim et al. 2000). What has happened in the BCS over the period of last 16 years? As more women are entering the service of the Republic, has the scenario improved? Has it declined or remained the same? This study intends to find out the answers to these questions.

In this context, promoting women's role in building a peaceful and developed country is not an exclusive responsibility of women. Although at times the glass ceiling appears to be impenetrable, the gradual advancement of women in judiciary, banking and civil service as well as in private sector as

investors and entrepreneurs is likely to break the glass ceiling, if it has not already cracked it. Elimination of double standards and dual market in question of women in jobs have been viewed as an effective but difficult approach to treat the ceiling effectively and efficiently.

In this context, the state has the prime responsibility to make a ground for strong partnerships based on equal rights, responsibilities, and opportunities for both women and men (Hasan 2012). If the BCS is to achieve the minimum standards of its own governance policies, it is essential that this situation needs to be corrected in the shortest possible time. *Simply favouring women for selection, transfer to key posts or promotion will not solve the problem effectively, except in statistical terms, if at all.* It is doubtful whether this would even be possible, in the current circumstances, without creating a multiplicity of consequential problems. Therefore, in depth study is required to identify the prevailing discriminatory practices, apparently invisible, against public life of women and address them properly.

Research Objectives

Thus, the main objective of the study is to examine whether discriminatory practices exist against women in Bangladesh Civil Service (BCS) and to come up with policy options to handle them. The specific objectives of the study then are as follows:

- i. to determine whether a 'glass ceiling' exists in the context of Bangladesh Civil Service (BCS).
- ii. to investigate the factors that affect women's movement up the organisational ladder in the BCS; and
- iii. suggest policy options for such gaps (if any) to facilitate improved employment status of women and movement up the organisational ladder in the BCS.

Scope of the Study

The study will consider the women officials of BCS whose working place is Bangladesh Secretariat, Directorates, Departments and other offices in the capital and Divisional headquarters and districts, if possible. The research will cover the following areas of the respondents:

- a) demographic data of the respondents;
- b) opinion of respondents on women in service in general;
- c) perception of respondents on women in civil service;
- d) assessment of respondents on women in civil service and work environment;
- e) views of respondents on women in civil service and organisational culture; and

f) judgements of respondents on career development of women and its challenges.

Limitations of the Study

Delayed response from respondents and absence of significant research on this issue are the major limitations of the study. Moreover, this study mainly based on questionnaire survey, Focus Group discussions, interview and observation methods are not taken into account. Thus, the researchers do not claim that the study brings a complete picture of glass ceiling scenario that exists in Bangladesh Civil Service.

Organisation of the Report

The research report proceeds with an overview of the concepts of glass ceiling in Chapter Two. Chapter Three –methodology provides an outline about how the data were collected and describes the analytical strategy of the study. It also describes selection of target population, calculation process to determine the sample size, questionnaire design, variables in the questionnaire and the process how the questionnaire survey was employed. Then the Chapter Four contains statistical analyses and data interpretation. The analyses commence with interpretation of demographic data followed by glass ceiling data. Glass ceiling data analysis includes perception of women in service in general, women in civil service, women in civil service and work environment, women in civil service and organisational culture, and women's career development and its challenges. This chapter further analysed the data based on a large number of variables on glass ceiling using Principal Component Analysis and Factor Analysis methods. Looking through a gender lens the final chapter (Chapter Five) addresses integration among the data sets and discusses the research implications of the study and tries to come up with policy proposals.

Chapter Two

Glass Ceiling: Conceptual Overview

Introduction

For the last couple of decades, women's involvement in politics and in leadership positions has been the subject of debate. Since the early 1970s, the United Nations has advocated for greater women's participation in the political decision-making process. As an outcome of different advocacy programs, the heads of government in the Beijing Conference in 1995 signed the Platform for Action (PFA). Through its endorsement, the heads of the government represented their commitment to achieve 'gender equality and empowerment of women' by ensuring the integration of a gender perspective at all levels of its operation. Needless to say, in most developing countries, there exists disparity between males and females with respect to their role and representation in public service and public life (United Nations 1989; UNDP 1995). During this millennium, the societal rights and status of women have gained paramount concern worldwide. The gradual incorporation of women into the mainstream development process during the last century has steadily increased their role outside the private sphere.

According to Gulshan (2015) empowering women and leveraging their leadership and skills in the public sector are crucial for a nation's development as diversity in leadership can work better to promote innovations in facilitating welfare of the citizens (OECD 2014). As public institutions formulate and implement policies and rules that affect peoples' life, thus ensuring gender diversity in higher positions of public institutions can provide a balanced perspective in designing inclusive policy approach (*ibid.*). In this context, for ensuring that women can equally participate in decision making requires special institutional mechanisms to develop gender-sensitive policies and government accountability for closing the gender gap. Globally it is a challenge to ensure gender equity to all spheres of public life, and developed countries of western are decades ahead of the developing countries to address this issue by implementing a range of innovations (*ibid.*). These chapter will examine the conceptual dimensions of differences between the sexes in work places.

Gaps between Males and Females in Organisations

Internationally, steps have been taken to ensure equality of women in work places. According to ILO Convention No. 100 (1951) eliminate discrimination in pay and remuneration for men and women for work of equal value. States which joined together in ratifying this Convention agreed to promote the principle of non-discrimination. The Convention gives a basis for development of national laws and regulations in ensuring equality in question of payment for work of equal value. The Convention aims at increasing efficiency of women by providing equal opportunities to both man and women at the workplace.

ILO Convention No. 111 (1958) aims at promoting equality of opportunity and treatment for employment and occupation. As a signatory to the Convention Bangladesh is required to formulate a national policy to put an end to all forms of discrimination, exclusion or preference based on race, colour, sex, religion, political opinion, nationality or social origin (or any other motive determined by the state) which cancels out or interferes with equality of opportunity or treatment in employment or occupation (ILO: 1990). Bangladesh is in full agreement to scrap all laws, regulation and administrative instructions or change them when they are not in line with the policy of non-discrimination. Employment and occupation as stated in this Convention include access to vocational training, employment and particular occupation and terms of conditions of employment.

In the context of Bangladesh, the Constitution states that "The state shall not discriminate against any citizen on grounds only of religion, race, caste, sex, place of birth" (Article 28); "Steps shall be taken to ensure participation of women in all spheres of national life" (Article 10); "Nothing in this article (Article 28) shall prevent the state from making special provision in favour of women or children. or for the advancement of any backward section of citizens"(Article 28 .4). Furthermore, Article 29(3) (c) creates an anti-climax regarding gender equality, particularly in case of employment and it runs contrary to the spirit of the affirmative action plan enshrined in Article 29 of the constitution (Huq 1998). A similar provision is found in Article 27 of Constitution of Pakistan. It reads 'specific posts or service may be reserved for members of either sex if such posts or services entails the performance of duties and function which cannot be adequately performed by members of either sex.

Like many other government in developing world, Bangladesh has a commitment to encourage greater participation of women in the whole process of decision-making in all spheres of the government. The national policy documents also bear testimony of increased public sector commitment and concern for women. Despite the commitments, major impediments lie in the fact that number of women is a scanty few in the senior and decision making ranks.

Scholars point that family obligations, tend to restrict qualified women from holding top managerial careers. The conflict between interests between work and home is of the "view that 'work and home are incompatible environments with different norms and responsibilities. Therefore, in order to succeed in one setting, one must be willing to give up something in the other (Young and Kleiner 1992:24 cited in Azim et al 2000).

Azim et al (2000: 16) pointed out that many women believe that they differ from male managers on personality and motivational factors, as well as abilities (Vilkinas 1991: 1). Many writers also point out to women's lack of commitment to career development and not playing or taking an active role and responsibilities in organisational affairs. This attitude implies that "women are their own worst enemies.." (Kaufman and Fetters 1980 *cited in* Alban-Metcafe 1991: 160). An explanation that has been given that "women are assumed to be less assertive, less ambitious, and less career oriented than men." In reality, perhaps they have to be more interested in family matters. However, the issue of women's confidence in the workplace is much more complex as in some situations they seem to lack confidence while operating in a male-dominated environment (Amos-Wilson 1995: 173).

Organisational cultures are reinforced by stereotyped sex roles and social patterns of Power (Marshall 1993: 316) and women-face a greater number of job-related pressures compared to their male counterparts (Davidson and Cooper 1987 ;Alban-Metcafe 1991). According to Hofstede (2010) defined organisational culture as holistic, historically determined, related to rituals and symbols, socially constructed, soft and difficult to change. Moss Kanter (1977:291-92) argued that gender differences in organisational behaviour are due to structures rather than characteristics of women in large organizations. They are consequences of their structural placement by being crowded in dead-end jobs at the bottom and exposed as tokens at the top. She viewed that the location of a person in the organisational structure acts as a more significant determinant of managerial or leadership behaviour

than sex differences per se. However, many authors contradict with Kanter's findings. It is also argued that organisations have a dual structure, bureaucracy and patriarchy. Since bureaucracy itself is a construction of male domination (Ferguson 1984 cited in Acher 1991); these two structural hierarchies create discrimination, exclusion and segregation of women in organisations.

Mentoring has a great influence in developing careers and job satisfaction of managers (Dreher and Ash 1990 cited in Sydner et al. 1995: 408) and creates problems in superior subordinate relationships. According to Dexter (1985) women have difficulties finding mentors due to shortage of women mentors, or even potential discomfort in cross-sex relationships.

Needless to mention in the global context, top position and power holders in most organisational settings are men and their deep seated patterns of culture are derived from patriarchal society (Marshall 1993: 21). The present structures of workplaces are also against women's equal opportunities (Izraeli 1988). It is, therefore important to adjust these structures to accommodate the needs of the changing work force and to breathe life into the ideal of a representative bureaucracy' (Guy 1993:291).

Attitudinal changes particularly of the senior management is crucial. But it needs the power, resources and commitment of those at the top to make it happen. (Rothwell 1984: 25). Oxley (1996 cited in Sultana 1996) rightfully concluded that 'change' in the organisational world is usually instituted by people with power (Azim et al 2000:16-17).

Dunn (1997) opined that women differ from men in their working habits, a factor which is not often considered in reviewing and evaluating their work place performance and in building the organisational culture and communication practices. She argued that since organisational culture is built in a patriarchal model, women in most organisations including those who hold important, higher level positions in an organisation are either ignored or overlooked. Broadbridge and Hearn (2008) came up with the similar findings. According to them, the structures and social processes of organisations frequently continue to emanate from male-based practices, prerogatives and privileges (Broadbridge and Hearn, 2008).

Cambridge University conducted a study in 2007, which surveyed over 30,000 people in the European Union (EU) found that women with a full-time career, partner and children have turned into the 'do it all'

woman who has to carry out the bulk of domestic duties, even when working full-time. They found that men across member states of EU worked an average of 55 hours a week, whereas women in full-time employment worked an average of 68 hours. While going to work and domestic work, including childcare, are supposed to be the responsibility of both men and women, but in reality only performed by women. The report highlighted three issues of inequality in work place: 'the low quality of part-time work, the poor pay and status of female dominated jobs, and the under-representation of women at managerial levels' (Burchell et al., 2007, as cited in Baker & Casey, 2011). The report also stated that, women have made great advances in some areas, but it is not typical of senior posts where men are overrepresented at the 'top table' irrespective of occupations (Baker and Casey, 2011).

In a study on managerial positions in USA and Canada, Colwill (cited in Dunn, 1997) found that women managers share the same control of their environment as men in terms of personal power (power to control). However, in matters of interpersonal power (power to influence), women were less able to influence others than men and in case of organizational power (power to access resources), women are more effective business managers than men. In this context, Broadbridge and Hearn (2008) argued that, although there are changes in the status of and interactions between women and men at work place, in practice power relations between men and women in management still remain unequal, and especially at high levels. Besides, the structures and social processes of organisations frequently continue to emanate from male-based practices, prerogatives and privileges.

According to Patel (2009), women often tend to share their frustration while trying to work between a given set of goals and time frame and new or modified parameters that emerge at short notice which makes them feel anxious and highly stressed. This sometimes makes them look incompetent in the work place.

Elmuti (2009) while conducting a study on challenges faced by women in leadership positions and organisational effectiveness, found that 45% of the women surveyed perceived that there were existing barriers which prevented women from entering management positions and caused lower advancement rates. There was statistically significant causal link between barriers such as discrimination, family-life demands, prejudice and stereotyping and women's advancement to top management in the workplace (*ibid.*). The study also found that women are perceived by most men and women as more sensitive and

encouraging leaders compared to men and majority of male respondents felt that women do not have equal opportunities in professional development and upward mobility in organisations. In the study, a majority of respondents irrespective of gender opined that education and training could help women to be more prepared for leadership roles (Elmuti 2009). This is paradoxical considering that the study was conducted in developed society, where by and large women tend to be well educated and trained for management responsibilities.

D'Agostino, M. J and Levive, H. (2011: 304) opine that *opportunity, power, and numbers* are three significant features that differentiate men from women in leadership positions. Since there remains an asymmetry between women and men in public management in terms of these three attributes, the authors argue this means that men hold a disproportionate number of key posts, affording them much more discretion and decision-making authority than women. Thus, the consequence of high or low opportunity, high or low power, and high or low numerical representation in organisations affects the delivery of public services. As Rosabeth Moss Kanter (1977) hypothesized people low in career opportunity behave differently from people high in career opportunity. Thus, in reality opportunity relates to expectations for future prospects for mobility and growth up the organisational ladder. Those with low opportunity limit their aspirations and seek satisfaction in activities outside of work.

D'Agostino and Levive (2011: 85) reports that if even females exhibit more "organizational citizen behavior" (Farrell & Finkelstein, 2007 cited in D'Agostino and Levive 2011), which is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ 1988: 4 cited in D'Agostino and Levive 2011). Thus, even if men individually perform better, they may contribute less to collective performance. This indicates that the mix of men and women in organisations is crucial for effective organisations. They further state that performance evaluations that penalise workers who do not meet traditional organisational expectations like respect to long work hours, travel, participation in social activities after work, and use of sick time and vacation time assume the presence of domestic support and the primacy of work over home. What is more, aspects of performance evaluations that address work behaviour tend to penalise emotional expression and reward "objectivity" and "professionalism" in organisations largely built from a male model of organisations (2011:97).

Anker (1998) forwards three theoretical explanations of discrimination and gender segregation viz. (a) neoclassical and human capital theories, (b) institutional and labour market segmentation theories, and (c) non-economics and feminist theories. Neoclassical/human capital theories highlight lower levels of human capital of women from both supply and demand perspectives: Institutional and labour market segmentation theories recognise the already established dual markets and occupational segregation by sex. Feminist theories explain discrimination in terms of non-labour market variables and show the role of stereotypes in enhancing discriminations.

Khair (1995 cited in Azim et al 2000) points out that Marxist Feminists asserts that patriarchy, upon which institutions are modeled and programmed, guides the distribution of power and resources and institutionally capacitates men to dominate women. The case of women's access to and rise in the Service of the Republic in Bangladesh may well be explained in the Marxist Feminists line suggesting that this is just a case of subjugation.

Wirth (2001: 243) opines that although “women have made enormous progress in many countries in obtaining a greater share of professional and management jobs. The data show the significant role played by education and the growing diversification of women’s careers. Nevertheless, research findings demonstrate how unbreakable the glass ceiling is. Women’s overall share of management jobs rarely exceeds 20 per cent in most countries, yet they represent more than 40 per cent of the world’s labour force. The higher the position, the more glaring the gap between men and women (Wirth 2001:239). In the largest and most powerful organisations, the proportion of top positions held by women is generally 2 to 3 per cent. In the United States, where women are relatively well qualified and constitute 46 per cent of the workforce, a survey of the 500 largest companies (the “Fortune 500”) showed that in 1996 they only held 2.4 per cent of the highest-level management jobs and accounted for a tiny 1.9 per cent of the highest- Women, gender and work 244 paid officers and directors (Catalyst, 1997).”. A recent study showed that though women occupy about 65% of secretarial positions in the central government across OECD countries, they are more likely than men to work part time or have temporary contracts because of their family care responsibilities (OECD, 2014). This is mainly due to the *‘glass ceiling’* effect.

What Is Glass Ceiling?

Marilyn Loden probably during a 1978 speech first coined the word- 'glass ceiling'. The term was later used in 1984 by Gay Bryant. She was the former editor of *Working Woman* magazine and was changing jobs to be the editor of [Family Circle](#). Bryant was reported as saying, "Women have reached a certain point—I call it the glass ceiling". They are in the top of middle management, but however they are stopping and getting stuck as there isn't enough room for all those women at the top positions. As a result, some are going into business for themselves, while others are going back to raise families. Bryant then used the term in a chapter of the book *The Working Woman Report: Succeeding in Business in the 1980s*. (Wikipedia).

Later on, the term "glass ceiling" was used by Carol Hymowitz and Timothy Schellhardt in a *Wall Street Journal* article in 1986 to describe the invisible barriers faced by women as they approached the top of the corporate hierarchy. Later on, the term was used in an academic article published in 1987 by A.M. Morrison and others, entitled: "Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?" According to Jarmon (2014) this article described attitudes regarding the invisible barriers faced by women as it examined the persistent failure of women to climb as far up the corporate ladders as might be expected based on their representation in the overall working population.

Morrison et al. (1987) believed the idea behind the expression was that a transparent barrier, or "glass ceiling", blocked women from climbing the corporate ladder. Morrison's work further revealed the "glass ceiling"; while invisible from the bottom, when women started their careers, the glass ceiling was strong in stopping them from attaining equality with men later in their jobs. It helped explain the fact that, in large corporations across Europe and North America at that time, very few women rose to the top. The study of Morrison et al. (1987) revealed the true differences between men and women based on psychological, emotional, or intellectual qualities. Their study laid bare the contradictions in the expectations for women were a major factor in the glass ceiling: (a) women were expected to be tough but not display "macho" male characteristics; (b) they were expected to take responsibilities, and yet expected to be obedient in following orders; and (c) they were expected to be ambitious, and yet not to expect equal treatment. Morrison and colleagues also noted that the "glass ceiling" applied to women as a group, not just individuals (Jarmon 2014: 19-20).

While studying the 'glass ceiling' scenario in developed countries of USA, Sweden and Australia, Baxter and Wright (2000) found that women face relatively greater disadvantages in getting jobs and promotions to the upper managerial hierarchies than at the bottom. They opined that this may be due to different factors like: old fashioned gender perception, women managers' isolation from important informal networks, or more subtle gender attitudes that place women at a disadvantaged position.

In South Asia, things are no different. According to Yadav and Khanna (2014: 142, 148) glass ceiling is present all over the world, it may vary country to country where degree of intensity of barriers are different. Religious factor, legal factor and economic factor are emerging factors those discriminate always women from men in developing as well as developed countries. Since equal opportunities for women and men are not same and accomplishment of advancement is limited because of the glass ceiling. For the women who have these opportunities and who are able to have a career, in emerging countries such as China or India, the glass ceiling they confront is no different from that confronted by women in the western world. In case of India, they opine that in India women are breaking the glass ceiling, but there are still many sectors in which glass ceiling is present. Chauhan (214 : 2) comments that in case of Pakistan, the problem of gender inequality in the public sector of Pakistan is of entrenched patriarchal processes, policies, and procedures that secure the interests of dominant groups, invariably men, thus maintaining their effective control over women. The primary positions of leadership and seniority in the public sector are invariably occupied by men, and women are concentrated in the secondary sectors or secondary and junior positions. This imbalance creates both vertical and horizontal gender inequality in the public sector.

Later on a test was developed by Cotter et al. (2001) to measure the degree to which the 'glass ceiling' exists is based on the premise that the "glass ceiling" is a specific type of gender or racial inequity that should be distinguished from other types of general discrimination. Thus, Cotter et al. opined that

A "glass ceiling" exists when the following four criteria are met: (a) a gender or racial difference that is not explained by other job-relevant characteristics of the employee; (b) a gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome; (c) a gender or racial inequality in the chances of advancement into higher levels, not merely the proportion of each gender or race currently at those higher levels; and (d) a gender or racial inequality that increases over the course of a career. (2001. 656- 661).

M L Johns (2013: 5-6) notes that in 1995 the Glass Ceiling Commission report in USA identified four categories of barriers that were preventing women from achieving upward mobility into senior and executive management. These included societal, governmental, internal business, and business structural barriers. These barriers continue even today to be the leading obstacles in women's upward mobility into senior management ranks. For example, an out-of-date social support framework was cited by the Joint Economic Committee as a principal impediment to women's upward mobility as absence of institutionalized support for working families, means that America's economy suffers as women struggle to balance demands from work and demands from home.

Moreover, lack of flexible work arrangements is another reason women are being held back. Women in American society typically assume the principal role for early care giving to children as well as elderly parents. As a result, women frequently have to take time out from their career to fulfill the caregiver role. Women continue to pay a high penalty for "off-ramping" and leaving their careers.

In this scenario, differences in confidence and career ambition between men and women have been cited as factors in preventing women from moving into senior and executive positions. An Institute of Leadership and Management study revealed that women managers are hampered in their careers by lower ambitions and expectations. Women often lack self-confidence and self-belief, which leads to less risk taking and more cautious career choices. As a result, on an average, women lag three years in assuming management positions as compared to men who have higher career expectations and increased confidence.

Moreover, gender stereotypes and gender communication differences pose dilemmas for women as well. Gender typecasts create a double bind in which women can be penalised for displaying either too little or too much assertiveness, competitiveness, and independence. For example, women's typical communication style is more warm, less directed, and more mitigated than men's. This style of communication can lower perceptions about women's abilities. However, if a woman exhibits too much assertiveness, which is contradictory to the stereotype, her influence and likability may be lowered. Thus, women's abilities are also judged differently than men's. "People judge women's abilities more harshly than men, holding women to a higher standard of competence and evaluating female managers and leaders more critically than their male counterparts (Johns 2013:6).

Johns (2013:7) further comments that though overt discrimination has been driven out of organisations, subtle gender discrimination still exists in most organisations and that accounts for the lack of movement in shattering the glass ceiling. Such discrimination, exemplified in various work practices and cultural norms, is so entrenched in organisations that it is often difficult to detect, and only incremental steps aimed at changing bias can chip away at the barriers that keep women from moving into senior levels.

The Scenario in Bangladesh

In fact glass ceiling exists in varying degrees across nations, and Bangladesh is no exception as pointed out by many researchers. Bangladesh, being a developing country, has been striving to achieve the elusive goal of ensuring gender equality. It is an unfortunate fact that women in Bangladesh are still considered as one of most vulnerable groups. Social and cultural values did not create a congenial atmosphere for most of the women to lead a dignified life. They are expected to play the traditional gender biased role of a cook, cleaner, house hold manager and baby care taker. Their unpaid hard work and contribution to economy have rarely been recognized by the society. Despite the constitutional provisions of equal rights to all citizens [Article 19(3), 27, 28 and 29], the entrance of women in different public and private sector organizations is very limited. Women got access in Bangladesh Civil Service in 1982 but still now they cover only 14.48% of public administration (MOPA & PSC, 2011 as cited in Bilkis, 2012). Kabir (2013) in her study on women's representation in bureaucracy stated that, only 19% of the total public sector employees are women, of whom over 90% are 3rd class and 4th class employees. In the central decision making arena like ministries and divisions only 14% are women (Government of Bangladesh, 2007 as cited in Kabir, 2013). This led Aminuzzaman (2013: 10) to comment that "although significant constitutional provisions and statutory laws have guaranteed women's equal rights, but because of some discriminatory personal laws, political culture, lack of commitment, the patriarchal socio-economic system and traditional mindset, Bangladesh could not proceed to the expected direction and keep the pace to achieve gender equality."

According to a study by Azim *et al* (2000), which covered the respondents from National Pay Scale 1 to 9 in the public sector in Bangladesh, it was found that although women's representation in the Service of the Republic was slowly changing in terms of their participation in decisions and policy making; but in

reality they have only managed to crack the 'glass ceiling' in the case of the public sector, they are yet far from shattering it. The authors found structural, societal, cultural and personal factors still contributed to women's slow progress up the ladder. The study also found that women also consciously or unconsciously play in sustaining the existence of the 'glass ceiling'. Therefore, balancing women's position in the overall administrative structure require certain steps to be taken, These include co-operative, friendly and supportive relationships between both sexes in organisations that enhance the effectiveness of each other and development of the capacities of less confident ones. The researchers opined that management oriented training for women geared towards attaining more responsible positions, their commitment and changing attitude to work are also important for facilitating women to work more effectively in the public sector. They also suggested for introduction of flexi-time, job sharing, child care facilitate opportunities that could enable women to continue working and to continue career advancement. They thought a significant increase of women in senior managerial positions would require a basic re-distribution of patriarchal power in the society, which could come through consciousness raising and empowerment of woman spelled out not only in official documents and policy statements, but through a conscious and sustained commitment as well as implementation of those commitments of the state (Azim et al 2000: 46-48).

In another study by Shelina Afroza (2013) with specific emphasis on only one service of the Republic, i.e. BCS (admn) service, it was found that women in the BCS (admn) was 15 percent, which was more than the quota of 10 percent reserved for women. This means that there is now more women entering the civil service and their representation in decision making levels have improved the years. This study also found that gender discrimination and patriarchal attitudes still remain and government rules and regulations and benefits have not changed much. A gender friendly environment is still missing at the field level and ministries and more could be done in matters of structural environment of offices, rules in terms of leave, postings, transfers, training and other benefits for female officers for creation a women friendly environment in the public sector. The researcher opined that under the circumstances, women are forced to manage so that they could assimilate and accepted by all. The findings are interesting as the author herself reached the top echelon of the bureaucracy becoming a Secretary after entering the service in 1983. The author was of the view that socio-cultural factors, less women friendly work environment, distribution of jobs, relationship among colleagues and attitude of males towards female colleagues, existing government policies and rules contribute towards challenges of women in the public sector from fully shattering the 'glass ceiling' in the public sector in Bangladesh.

In another study on the similar area carried by Arafunnesa (2011)- a senior female bureaucrat on the problems and prospects of female officers of Bangladesh Civil Service (Administration) identified the problems faced by the female officers. She categorised the problems into four broad groups, in terms of problems related to work place; problems related to non-cooperation of male colleagues; problems related to family, and problems related to mind set. She identified work place related problems in terms of family problems at the time of giving posting, accommodation problem at the work station, security issue, protocol issue and low participation of female officers at the policy making level. The study found that the majority of the respondents (51.85%) faced non-cooperation from the male colleagues of the same status and 20.37% of the respondents faced non-cooperation from the staff. The family related problems identified by the study are taking care of children, insufficiency of day care centre for children, unavailability of reliable domestic worker, non-cooperation of husband and other family members, etc. While, discriminative attitude in addressing the female officers (addressing as *Apa*), gender discrimination in the posting of Commissioner and Deputy Commissioner were identified as the mind set related problems (Arafunnesa 2011.).

Gulshan in her recent study on the field administration in Bangladesh, found that women's representation in the administrative leadership posts like Commissioner, DC or ADC is also very low. At present there is no female Commissioner out of 8 Commissioners, there are only 3 female Deputy Commissioners (DC) out of 64 DCs and 18 female Additional Deputy Commissioners (ADC) out of 199 ADCs working in the field administration of Bangladesh (www.mopa.gov.bd, visited on 27.12.15). This study focuses on the post of Upazila Nirbahi Officer (UNO), in which among the 426 posted officers, 354 are male and 72 are female (www.mopa.gov.bd). The data portrays that only about 17% of the UNOs are female which indicates a strong gender imbalance (Gulshan 2015:3).

Gulshan (2015: 118) in her study wanted to find out the challenges perceived by the female Upazila Nirbahi Officers (UNOs) at the field level of Bangladesh. She concluded that such challenges originated from societal, organisational and political culture prevailing in the country. A major workplace challenges identified by her study include barriers in exercising power and authority in mobile courts, facing discrimination in addressing, requirement of harder work than male colleagues to prove capability to boss, barriers to join some religious ceremonies, social obstacles in maintaining informal relationship etc. Problems in taking care of children, not being able to manage time to spend with them, etc are the main family life challenges found by the study.

She opined that these challenges were due to existing socio-cultural and religious norms, inherent negative perception of superiors, disobedience of subordinates, dual responsibility of office and family, posting of spouse in distant area, unpredictable and lingered work hours, absence of reliable person for taking care of children, problems of movement at night, frequently working on weekends, lack of supportive staff, etc. The study also identified there exist significant relationship between the organisational culture, fuelled by masculinity dimension of societal culture and challenges perceived by the female UNOs.

But the country has some achievements too. Bangladesh has been ranked 64 scoring 0.704 among 145 countries in the Global Gender Gap Index 2015 published by World Economic Forum (WEF), while the positions of Srilanka, India, Nepal and Pakistan are respectively 84, 108, 110 and 145 (www.prothom-alo.com published on 19.11.15 and visited on 20.11.15). The Global Gender Gap Index 2015 ranked the economies of 145 countries according to how well they are leveraging their female talent pool, based on economic, educational, health-based and political indicators (www.weforum.org visited on 20.11.15). This report clearly showed that gender gap situation in Bangladesh is better than many other South Asian countries. Bangladesh is the second-most improved country among 24 countries in the Asia and the Pacific region on the overall Index and Political Empowerment sub-index and ranked 8 in the region (The Global Gender Gap Report 2015).

Summary

The problem of the invisible barrier of 'glass ceiling' is real and it varies across the nations, In some instances it has been broken, but in most cases it has merely cracked the ceiling. It exists due to social, cultural, economic as well organisational factors. Is it the same in case of Bangladesh, considering a large number of females are entering the work force, especially in the public sector? This study intends to find the answers.

Chapter Three

Methodology

Introduction

The purpose of this chapter is to discuss the procedures and methods employed to investigate whether discriminatory practices in terms of 'glass ceiling' exist against women in Bangladesh Civil Service (BCS) and identify the possible measures to fix them. As we have seen in the last chapter, there exists a growing body of research conducted by researchers of western developed countries. In the context of Bangladesh, the studies are few and far between. Thus, this study is explorative in nature and it follows scientific approach of enquiry as put forwarded by Harvey (1969, 1973). The following section provides the selection of target population, population and sample size, tools and methods of data collection, questionnaire design and sample survey, as well as a brief discussion on the methods of data processing and data analysis methods employed in this study.

Selection of Target Population

This study considers officials belong to Grade 9 and above in Bangladesh Civil Service (BCS). Working as the faculty members of Bangladesh Public Administration Training Centre (BPATC) the researchers of this study had easy access to respondents which was also a major reason for selecting them as study population.

Population and Sample Size

As per statistics of 18 November 2012, there were 44,693 officials belonging to 28 cadres of Bangladesh Civil Service (BCS)⁵. However, there is no data on the officials of BCS working in different public offices of located in Dhaka city. Therefore, this study uses the following formula to determine the sample size (Smith, 2013):

⁵ Source: Public Administration Computer Centre (PACC), Ministry of Public Administration (MOPA) (2013), Government of the People's Republic of Bangladesh and latest list of Secretaries and Additional Secretaries of Government.

Formula for sample size determination =

$$(Z)^2 * StdDev*(1- StdDev) / (\text{margin of error})^2$$
$$= \frac{(Z \text{ score})^2 * SD * (1 - SD)}{(\text{margin of error})^2}$$

Here, Z score 1.96 at 95% confidence level, Standard Deviation .5, and a margin of error (confidence interval) of +/- 5%.

Calculated sample size:

$$= \frac{(1.96)^2 * .5 * (1 - .5)}{(.05)^2}$$
$$= \frac{3.8416 * .25}{.0025} = \frac{9604}{.0025}$$
$$= 384.16 \quad = 385$$

Total sample size stood at 385.

It needs to be noted here that initially total calculated sample was 385. However, at the end of the questionnaire survey, only 276 filled-in questionnaires were found to be valid and could be analysed by the research team.

Tools & Methods of Data Collection

Data were collected from both primary and secondary sources. For primary data a questionnaire survey was employed.

Questionnaire Design and Sample Survey

As this study is an empirical one it depended on primary sources for required data. Data for the study were collected through questionnaire survey. Variables of the questionnaire included demographic data such as status in service, recruitment in civil service, sex, age, marital status, spouses' profession, length of service in the Grade and above, length of service in present position, status of supervisory officers and their sex, etc. The questionnaire was pre-tested among 20-30 cadre officials of BCS and after that it administered on the sample respondents. The questionnaire was administered at the field offices of Upazilla, Districts as well as ministries. It tried to target all BCS Cadres, with the exception of Judicial Service.

Reliability Test

Lee Cronbach in 1951, was developed Alpha Test to provide a measure of the internal consistency of a test or scale; it is expressed as a number between 0 and 1 (Tavakol and Dennick, 2011). Internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test. *Cronbach's alpha* is the most common measure of internal consistency ("*reliability*"). It is most commonly used when multiple Likert questions in a survey/questionnaire that forms a scale to determine if the scale is reliable. The Cronbach's Alpha coefficient for the 'women in service', women in civil service and work environment' and 'women's career development and challenges' are .819, .678 and .923 respectively, suggesting that the items have relatively high internal consistency. On the other hand, Alpha coefficient for the 'women in civil service' and 'women in service and organisational culture' are .678 and .690 respectively suggesting that the items have relatively significant internal consistency. It also reveals that Cronbach's Alpha coefficient for 71 items of glass ceiling against women's career development is .918, which further suggests that the items have relatively high internal consistency. (see Table.3.1 below)

Table 3.1 Reliability Statistics

Variables	No of Items	Cronbach's Alpha α
Women in service	9	.819
Women in the Civil Service	12	.678
Women in the Civil Service and Work Environment	25	.943
Women in the Service and Organisational Culture	12	.690
Women's Career Development and Challenges	13	.923
Total	71	.918

Data Processing and Analysis

The filled-in questionnaires were scrutinised and data given entry to computer for analysis. Both descriptive and inferential statistics were used for data analysis. For data analysis both descriptive and inferential statistics are used. The study employed Statistical Package for Social Science (SPSS) 20 version software for Principal Components Analysis, Factor Analysis, and other inferential statistical analysis. Principal Component Analysis helps reduce a large number of possibly correlated variables

into a small number of factors that are easier to understand and analyse further (Pearson, 1901). Factor Analysis is conducted to identify respondents' opinion on glass ceiling indicators such as women in service, women in the civil service, women in civil service and work environment, women in the service and organisational culture, and women's career development and challenges. Factor Analysis helps to summarise the large number of variables into a much smaller number of variables or factors (Hair, Anderson, Tatham, & Black, 1998). In this study, 9 variables describe women in service, 12 variables for women in the civil service, 25 variables for women in civil service and work environment, 12 variables for organisational culture, and 13 variables for women's career development and challenges. In total 71 variables for factor analysis have been used in this study. This study uses Principle Component Analysis in order to summarise these large number of variables into a smaller number of variables and employs the Varimax (variance maximization) rotation procedure to identify which variables are independent of each other and which variables are correlated. At first, the study ran Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity as well as scree test to determine the number of factors. Furthermore, Principal Component Analysis (PCA) with VARIMAX Rotation has been used. The study considers only those variables which have loading factor value of 0.50 and above.

Chapter Four

Findings and Data Analysis

Introduction

A pre-tested questionnaire was administered to collect data for the study. A total 276 usable responses were collected out of 385 questionnaires. The collected data was analysed using the Statistical Package for Social Science (SPSS) 20.0 software. Both descriptive and inferential statistical techniques were employed. Statistical methods used to analyse the data included Principal Components Analysis and Factor Analysis in order to accomplish the objectives of the research. Principal Component Analysis transformed a number of possibly correlated variables into a small number of factors that were easier to understand and analyse further (Pearson, 1901). Factor Analysis is essentially a multivariate statistical technique that can summarise the information from a large number of variables into a much smaller number of variables or factors (Hair, Anderson, Tatham, and Black, 1998).

In this study, 71 variables on 'glass ceiling' were addressed in the questionnaire survey among the officials belonging to Grade 9 and above in the Bangladesh Civil Service. To summarise a large number of variables into a smaller number of variables, Principle Component Analysis was utilised. Subsequently, these variables were rotated on the varimax (variance maximization) rotation procedure to identify which variables are independent of each other and which variables are correlated. In this study, Factor Analysis explored the underlying structures of the data through data reduction. The entire process employed for data analysis in this helped to scan the factors which are associated with women in service, women in the civil service, women in civil service and work environment, organisational culture, and women's career development and challenges.

Demographic Data

Status, Recruitment Pattern and Sex of the participants

Among 276 respondents, 79 (28.6%) hold the position of Deputy Secretary to the Government, followed by Assistant Secretary or equivalent- 71 (25.7%) and Senior Assistant Secretary or equivalent 64 (23.2%) to the Government. It is also significant that about one-fourth (22.5%) of the total respondents belong to Joint Secretary and above position in the Bangladesh Civil Service (Table 4.1).

Table 4.1. Status of the Respondents

Status	Frequency	Percent	Cumulative Percent
Secretary	1	.4	.4
Addl. Secretary.	14	5.1	5.5
Joint Secretary	47	17.0	22.5
Dy. Secretary	79	28.6	51.1
Sr. Asst. Secretary	64	23.2	74.3
Asst. Secretary	71	25.7	100.0
Total	276	100.0	

Among the respondents, almost all (98.9%) were recruited by PSC directly while rest have encadred later on in civil service. In respect to sex, respondents are almost equally divided into female and males. A total of 128 (46.4%) respondents were females, while 148 (53.6%) were males among the total number of respondents (see Table 4.2 below).

Distribution of Sex

Table 4.2. Distribution of Sex

Sex	Frequency	Percent	Cumulative Percent
Female	128	46.4	46.4
Male	148	53.6	100.0
Total	276	100.0	

Age and Marital status of the respondents

The Table 4.3 above shows that 31.9 percent of respondents fall within 50-59 years of age range, while 28.6 percent and 25.7 percent respondents represent 25-34 and 35-44 years of age group respectively. Significantly, 15.6 percent respondents belong to 45-49 years of age.

Table 4.3. Age Distribution of the respondents

	Frequency	Percent	Cumulative Percent
25-29	40	14.5	14.5
30-34	39	14.1	28.6
35-39	28	10.1	38.8
40-44	43	15.6	54.3
45-49	38	13.8	68.1
50-54	63	22.8	90.9
55-59	25	9.1	100.0
Total	276	100.0	

With regard to the marital status of the respondents, ninety one percent of them were married and 7 percent were unmarried. Among rest of the respondents, 2 were widows, 1 was living separately and another 2 were divorced (see Table 4.4).

Table 4.4. Marital status of the respondents

Marital Status	Frequency	Percent	Cumulative Percent
Unmarried	20	7.2	7.2
Married	251	90.9	98.2
Widow/widower	2	.7	98.9
Living Separately	1	.4	99.3
Divorced/divorcee	2	.7	100.0
Total	276	100.0	

Spouse's profession of the respondents

Among the respondents' spouses, 145 were involved in different service sectors (Table 4.5). A total of 57 spouses of respondents were cadre officials, 26 were working in government/autonomous organisations and another 26 were officials from the private organisations. Among the others, few of them were professionals like businessmen (14), doctors (11) and engineers (6).

Table 4.5. Spouse's profession of the respondents

	Frequency	Percent	Cumulative Percent
Cadre official	57	20.7	20.7
Official govt./autonomous organisation	26	9.4	30.1
University Teacher	5	1.8	31.9
Officials of private organisation	26	9.4	41.3
Doctor	11	4.0	45.3
Engineer	6	2.2	47.5
Business	14	5.1	52.5
Other	110	39.9	92.4
Not Applicable	21	7.6	100.0
Total	276	100.0	

Length of Service

On the one hand, 76 (27%) respondents served in their service from 0-5 years, on the other hand, 49 (17.6%) respondents were working for more than 26 years. About 13 percent respondents were working for 21 to 25 years as well as another 13 percent were working for 11-15 years.

Table 4.6. Length of service in Grade 9 and above

	Frequency	Percent	Cumulative Percent
0-5yrs	70	25.4	25.4
6-10yrs	27	9.8	35.1
11-15yrs	41	14.9	50.0
16-20yrs	46	16.7	66.7
21-25yrs	42	15.2	81.9
26yrs+	50	18.1	100.0
Total	276	100.0	

Length of service in present position

Most of the respondents (80.4%) hold their current position in the range of 0-5 years followed by 17.0 percent, who have 6-10 years of service in their present position.

Table 4.7. Length of service in present position

	Frequency	Percent	Cumulative Percent
0-5yrs	222	80.4	80.4
6-10yrs	47	17.0	97.5
11-15yrs	6	2.2	99.6
21-25yrs	1	.4	100.0
Total	276	100.0	

Supervising officer and their sex

Almost all respondents (97.1%) have their supervising officer and only few (2.9%) of them do not have any supervising officer. Among the supervising officials 88.1 percent are males while the rest (11.9%) are females.

Table 4.8. Supervising officer and their sex

	Frequency	Percent	Cumulative Percent
Yes	268	97.1	97.1
No	8	2.9	100.0
Total	276	100.0	
	Frequency	Percent	Cumulative Percent
Female	32	11.9	11.9
Male	236	88.1	100.0
Total	268	100.0	

Status of the Supervisors

The supervisors of the respondents were mostly (31.5%) of the rank of joint secretary. Other 25 percent of the supervisors of the respondents worked as deputy secretary.

Table 4.9. Status of the Supervisors

	Frequency	Percent	Cumulative Percent
Sr. Secretary	14	5.1	5.1
Secret	47	17.0	22.1
Addl. Secretary.	27	9.8	31.9
Joint Sec	81	29.3	61.2
Dy. Sec.	84	30.4	91.6
Sr. Asst. Sect	15	5.4	97.0
Not applicable.	8	2.9	100.0
Total	276	100.0	

Glass Ceiling Data: Descriptive Statistics

Women in the Service

From the response regarding 'women in the service', a numbers of statements were prepared and respondents put their score mentioning their level of agreement against the statements (Table 4.10). Most of the female respondents viewed that they prefer a balanced life more than gaining highly paid careers (mean value 3.92). They also stated that family is more important for most of the women than their career (mean value 3.20). Also, the male respondents highly agreed that women prefer a balanced life more than gaining highly paid careers (mean value 3.55). They also thought that most women avoid careers that involve intense competition with colleagues and scored high regarding their level of agreement (mean value 3.07). Whereas, female respondents scored moderately high on this issue (2.90). Both male and female respondents highly agreed that official work does not provide the best source of happiness in life (mean value for female is 3.21, for male is 3.01). Furthermore, there is a clear difference between the arguments of female and male respondents on the issue of "Women commonly reject career advancement as they are keener to maintain a role of raising children". Here females agreed highly (mean value 3.01) with this statement, but male respondents expressed their moderate agreement level (mean value 2.74). Again, male responses were high regarding two statements then the females which were "Perceptions that women's careers are not as important because they are not the primary family provider" (mean value for male 2.42) and "Women's work and family demands are conflicting"(mean value for male 2.92). Furthermore, there is a big difference between female and male opinions that the under-representation of women in higher positions is due to the lack of careful career planning by women. Here female respondents agreed highly with the statement rather males, who agreed moderately.

Table 4.10. Women in the service

Items	Female (128)	Male (148)	Total (276)
1. Women prefer a balance life more than gaining highly paid careers.	3.92	3.55	3.72
2. Women commonly reject career advancement as they are keener to maintain a role raising children	3.01	2.74	2.86
3. Women are less concerned about promotions than men are.	2.84	2.26	2.53
4. Family is more important to most women than career development.	3.20	2.97	3.08
5. Most women avoid careers that involve intense competition with colleagues.	2.90	3.07	2.99
6. Women know that official work does not provide the best source of happiness in life.	3.21	3.01	3.11
7. Perceptions that women's careers are not as important because they are not the primary family provider	2.28	2.42	2.36
8. Women's work and family demands are conflicting	2.88	2.92	2.90
9. The under-representation of women in higher positions is due to the lack of careful career planning by women.	3.10	2.78	2.93

Women in the Civil Service

Respondents, both male and female, expressed their views on the 'women in the civil service' against 12 different statements (see Table 4.11). It has been found they have commonality in their arguments as well as they have differences on various statements. Both the respondents highly agreed that every person should be rewarded according to their performance, rather in consideration with their man-woman identity (mean value for female 4.46, for male 4.39). They also highly agreed that women who have a strong commitment to their careers can go right to the top (mean value for female 4.47, for male 4.24). Furthermore, both of them viewed that women have the same desire for power as men (mean value for female 3.72; for male 3.88). However, male respondents opined their agreement high that women face no barriers to promotions in the civil service (mean value 4.07), whereas female respondents scored low on this issue compared to the males. It indicated that women face some barriers to promotions in the civil service. Again, female thought that women are as capable as men of serving in their senior executive positions (mean value 4.05), but the male respondents did not highly agree with this statement (mean value 3.45). Further, males also disagreed with the female response that women are capable of making critical leadership decisions (in which case mean value for male 4.10, and mean value for female 3.47). It is quite interesting that male respondents were more in agreement than the females on the issue/statement "women receive enough organisational support in order to manage their professional work and their domestic responsibilities" (mean value male 3.32 ,

female 2.60), Women and men are equally respected in the workplace (mean value male 3.22 , female 2.69) and women can be themselves at work (mean value male 3.39 , female 2.91). In addition, both categories of the respondents agreed that women have the same desire for power as men do (mean value female 3.72, male 3.88) and women and men have to overcome the same problems at the workplace (mean value male 2.98 , female 2.87).

Table 4.11. Women in the civil service

Items	Female (128)	Male (148)	Total (276)
1. Women face no barriers to promotions in the civil service.	3.36	4.07	3.74
2. Women are provided with equal opportunities to be promoted.	3.27	3.99	3.66
3. Women are placed in positions beyond their level of competence because of affirmative action by the government.	2.70	3.53	3.14
4. Women are as capable as men of serving in senior executive positions	4.05	3.45	3.73
5. Women have the same desire for power as men do.	3.72	3.88	3.80
6. Women and men have to overcome the same problems at the workplace	2.87	2.98	2.93
7. Women and men are equally respected in the workplace.	2.69	3.22	2.97
8. Women can be themselves at work	2.91	3.39	3.16
9. Women receive enough organizational support in order to manage their professional work and their domestic responsibilities.	2.60	3.32	2.99
10. People should be rewarded based on their performance, regardless of whether they are men or women.	4.46	4.39	4.42
11. Women are capable of making critical leadership decisions.	4.10	3.47	3.76
12. Women who have a strong commitment to their careers can go right to the top	4.47	4.24	4.35

Women in the Civil Service and Work Environment

According to the views of the respondents, most of the female respondents highly agreed that women do effective jobs when they are given opportunities to lead a task or responsibility (mean value 4.29), whereas male respondents just agreed on this issue (mean value 3.75). Again, female respondents scored high than the males on the issue that even women with many skills and qualifications fail to be recognised for promotions (female value 3.48, male value 2.53). But, the male respondents scored high against the statement “women are not interested to work incredibly long hours” (mean value 3.12) where female respondents did not at all agree with this argument (mean value 2.75). The differences were more prominent in other arguments also related to the women in the civil service and working environment. For example, women have to be extra well prepared to prove their competence (female 3.25, male 2.36); Lack of equal career development opportunities for women (female 3.07, male 2.31);

If they experience difficulty at work, women do not always get required support (female 3.08, male 2.20) (see Table 4.12 below).

Table 4.12. Women in the Civil Service and Work Environment

Items	Female (128)	Male (148)	Total (276)
1. When women are given opportunities to lead they do effective jobs	4.29	3.75	4.00
2. Even women with many skills and qualifications fail to be recognized for promotions	3.48	2.53	2.97
3. Women in senior positions are seldom given full credit for their successes.	2.91	2.13	2.49
4. Women in senior positions face frequent putdowns of being too soft or too hard.	2.74	2.30	2.50
5. Women are not interested to work incredibly long hours.	2.75	3.12	2.95
6. Women starting careers today will face sexist barriers	3.05	2.56	2.79
7. Being in the limelight creates many problems for women.	3.48	2.62	3.02
8. Women have to do more work to gain higher positions.	3.65	2.55	3.06
9. Women have to be more accomplished in their work than men in order to be promoted	3.12	2.24	2.65
10. Promotion or better posting of women make male colleagues jealous.	3.58	2.70	3.11
11. As women, they must be more 'pushy' to be promoted	2.55	2.12	2.32
12. Women receive more unfair judgments of their work performance than men	2.96	2.23	2.57
13. The viewpoint of a woman is often not heard at a meeting until it is repeated by a man.	2.63	2.16	2.38
14. Men fail to pay attention to what women say at meetings	2.66	2.12	2.37
15. Women have to be extra well prepared to prove their competence	3.25	2.36	2.78
16. Lack of equal career development opportunities for women	3.07	2.31	2.66
17. If they experience difficulty at work, women do not always get required support.	3.08	2.20	2.61
18. Men receive more organizational support and trust than women	3.32	2.72	3.00
19. A woman must perform better than a man to be promoted	3.13	2.21	2.64
20. In the workplace, women are likely to face the barriers of a glass ceiling.	3.38	2.86	3.10
21. Women who are turned down for senior positions, are equally or more educated than the men that are currently holding those positions.	3.09	2.53	2.79
22. Women are not easily promoted from entry-level Positions into middle management	2.86	2.20	2.50
23. Women are under-represented in the boardrooms	3.58	3.22	3.38
24. Women do not receive the same financial incentives as men that perform the same jobs.	2.61	2.18	2.38
25. Competitiveness/assertiveness in women is viewed as a negative trait	2.99	2.48	2.72

Women in the Civil Service and Organisational Culture

In response to the question on women in the civil service and organisational structure, both categories of respondents agreed and scored almost same that it is difficult to assign tasks for women to go outstation or overseas (mean value female 3.32, male 3.34). They differed on the issue that women executives are very uncomfortable when they have to criticise members of their teams (female 3.73, male 2.95); It is more difficult for women than men to be themselves working independently at work (female 3.38, 2.94) and men do not feel comfortable to work under the guidance of women colleagues (female 3.29, male 2.78). However, there were a number of statements where the responses from both groups were similar. For instance, women are usually denied executive positions due to the limited leadership and management skills learned in entry-level positions; Women are not committed and devoted enough to their job; Women are timid and they lack sufficient self-confidence and timidity; Perceptions that women should not be in a position of authority over men (see Table 4.13).

Table 4.13. Women in the Civil Service and Organisational Culture

Items	Female (128)	Male (148)	Total (276)
1. Women are usually denied executive positions due to the limited leadership and management skills learned in entry-level positions.	2.88	2.41	2.63
2. Women are not committed and devoted enough to their job	2.29	2.49	2.39
3. Women executives are very uncomfortable when they have to criticize members of their teams.	3.73	2.95	3.06
4. It is more difficult for women than men to be themselves working independently at work	3.38	2.94	3.14
5. It is difficult to assign tasks for women to go outstation or overseas	3.32	3.34	3.33
6. Women's lack of enthusiasm in taking on high-stake and challenging assignments	2.80	3.22	3.02
7. Women not being willing to make the sacrifices needed to get and remain in senior positions	2.38	2.70	2.55
8. Men make better managers than women	2.52	2.78	2.66
9. Women's lack of ambition, in comparison to men	2.75	2.40	2.56
10. Men do not feel comfortable to work under the guidance of women colleague.	3.29	2.78	3.02
11. Women are timid and they lack of sufficient self-confidence and timidity	2.31	2.68	2.51
12. Perceptions that women should not be in a position of authority over men	2.14	2.20	2.17

Women's Career Development and challenges

Regarding women's career development and challenges, most of the cases male respondents did not agree with the statements (Table 4.14 below). The differences were very clear about female and male respondent's arguments with regard to the women's career development issue. For example, Policymakers' lack of genuine commitment to equality of genders and advancement of women (mean value for female was 3.24, for male 2.57), Civil Service structures and practices that favour male employees (female scored 3.34. male 2.59), Male domination of senior positions (female 3.56, male 2.80), Negative perceptions and stereotypes about women's professional capabilities constitute barriers to women's advancement (female 3.23, male 2.55). However, both male and female respondents agreed that it will take decades for women to reach equality with men in high level management positions (mean value female 3.30, male 3.22), Management has a tendency to avoid giving women to do a challenging job (mean value female 3.61, male 3.11).

Table 4.14. Women's Career Development and Challenges

Items	Female (128)	Male (148)	Total (276)
1. Policymakers' lack of genuine commitment to equality of genders and advancement of women	3.24	2.57	2.88
2. Civil Service structures and practice that favour male employees	3.34	2.59	2.94
3. Male domination of senior positions	3.56	2.80	3.15
4. Negative perceptions and stereotypes about women's professional capabilities constitute barriers to women's advancement	3.23	2.55	2.87
5. Negative perceptions and stereotypes about women's commitment to their career constitute barriers to women's advancement	3.16	2.63	2.88
6. Women's working life is characterized by negative attitudes towards them	3.15	2.70	2.91
7. The way women have been addressed at work by management and superiors has been influenced by negative attitudes towards them because they are women	3.19	2.54	2.84
8. Policy makers do not consider women's 'double role'- official duty and family obligations.	3.57	2.95	3.24
9. It will take decades for women to reach equality with men in high level management positions	3.30	3.22	3.26
10. Management has a tendency to avoid giving women to do a challenging job.	3.61	3.11	3.34
11. Important/influential positions lies with men's hand and under their network.	3.66	2.88	3.24
12. Existing policy and programmes are not sufficient enough to ensure women's representations to upper ladder of BCS.	3.62	2.69	3.12
13. Social attitude towards women bars them to represent upper ladder of the service.	3.68	2.84	3.23

Table 4.15. Descriptive statistics on major variables and Correlation among Variables⁶

Descriptive Statistics					
Variables	Mean	Std. Deviation			N
WS	2.9420	.66217			267
WCS	3.5546	.48321			276
WCSWE	2.7890	.65620			276
WSOC	2.7530	.47038			276
WCDC	3.0686	.70147			276
Correlation among major variables					
Variables	WS	WCS	WCSWE	WSOC	WCDC
WS	1	-.164**	.283**	.478**	.356**
WCS	-.164**	1	-.479**	-.233**	-.362**
WCSWE	.283**	-.479**	1	.302**	.821**
WSOC	.478**	-.233**	.302**	1	.338**
WCDC	.356**	-.362**	.821**	.338**	1

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

Factor Analysis

The study employed factor analysis to examine respondents' opinion on 'glass ceiling' indicators such as women in service, women in the civil service, women in civil service and work environment, women in the service and organisational culture, and women's career development and challenges. At first, the study ran Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity as well as scree test to determine the number of factors. Furthermore, Principal Component Analysis (PCA) with VARIMAX Rotation has been used. The study considers only those variables which have loading factor value of 0.60 and above as recommended by Kaisen (1974).

A) Women in service

Sample Adequacy Test

The study attempts to identify the factors that influence the respondents' opinion on the women in service. This study confirms both KMO measure of sampling adequacy (0.866) and Bartlett's test of sphericity ($\chi^2= 673.983$, $p<.05$) are appropriate to use in factor analysis for explaining the respondents' pinion on the women in service (Table 4.16).

⁶ WS – Women in Service; WCS-Women in the Civil Service; WCSWE-Women in the Civil Service and Work Environment; WSOC- Women in the Civil Service and Organisational Culture; WCDC-Women's Career Development and Challenges

Table 4.16. KMO and Bartlett's Test of Sphericity (Women in Service)

KMO and Bartlett's Test^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	673.983
	df	36
	Sig.	.000
a. Based on correlations		

Variance Explained

The PCA with VARIMAX ROTATION extracted 2 factors against 9 variables. They are factor 1- 'Not Breadwinner (NB)' and factor 2- 'Ethic of Care (EC)'. These two factors account for 53.547 percent variance in variables women in service and the eigenvalue is more than 1 (Table 4.17).

Table 4.17. Variance Explained and Eigen value (Women in Service)

Total Variance Explained						
Component	Initial Eigenvalues^a			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.087	42.125	42.125	2.596	28.839	28.839
2	1.120	11.549	53.673	2.224	24.708	53.547
Extraction Method: Principal Component Analysis.						
a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.						

Principal Component Analysis

The study reveals 2 factors of respondents' opinion on women in service with more than 53 percent of variance in the relevant data. 'Not Breadwinner (NB)' has been identified as factor 1 which accounts for an eigenvalue of 4.087 and 28.839 percent of total variance (Table 4.18). This factor includes 4 variables with high magnitude of loading ranging from 0.841 down to 0.598. This factor thus explains respondents' view on women in service in general, where women give less priority to their service as they are not normally the main breadwinner of the family.

The factor 2 is 'Ethic of Care (EC)' which has an eigenvalue of 1.120 and 24.708 percent variance. This factor includes 4 variables with the significant magnitude of loading ranging from 0.671 down to 0.634. The factor describes women's attachment to the family for taking care of the children (Gilligan,

1982). It further implies that parenting and educating children get preference over women's paid careers.

Table 4.18 Variables on Women in service and Rotated Factors

Variables	Rotated Component Matrix ^a	
	1	2
	Not Breadwinner (NB)	Ethic of Care (EC)
1. Women prefer a balance life more than gaining highly paid careers.		.671
2. Women commonly reject career advancement as they are keener to maintain a role raising children		.656
3. Women are less concerned about promotions than men are.		.660
4. Family is more important to most women than career development.	.598	
5. Most women avoid careers that involve intense competition with colleagues.	.788	
6. Women know that official work does not provide the best source of happiness in life.		
7. Perceptions that women's careers are not as important because they are not the primary family provider	.841	
8. Women's work and family demands are conflicting	.658	
9. The under-representation of women in higher positions is due to the lack of careful career planning by women.		.634
<i>Eigenvalue</i>	4.087	1.120
<i>% of Variance explained</i>	28.839	24.708
<i>Cumulative %</i>	28.839	53.547
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

The Table 4.18 above further portrays that correlation between these two factors are very significant. This table also describes the influence of these two factors on women in service. Mean value shows that 'Ethic of Care (EC)' has the highest influence (3.0109) compared to the factor 'Not Breadwinner' (2.8324).

Table 4.19. Correlations among the Extracted Factors (Women in service)

Factors	NB	EC	
NB	1	.566**	
EC	.566**	1	
**. Correlation is significant at the 0.01 level (2-tailed).			
Descriptive Statistics with Extracted Factors (Women in service)			
	N	Mean	Std. Deviation
NB	276	2.8324	.79730
EC	276	3.0109	.72762

B) Women in the Civil Service

Sample Adequacy Test

The study attempted to identify the factors that influence the respondents' opinion on the Women in Civil Service. This study confirms both KMO measure of sampling adequacy (0.700) and Bartlett's test of sphericity ($\chi^2= 1020.390$, $p<.05$) are appropriate to use in factor analysis for explaining the respondents' opinion on the women in service (Table 4.20).

Table 4.20. KMO and Bartlett's Test of Sphericity (Women in Civil Service)

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.700
Bartlett's Test of Sphericity	Approx. Chi-Square	1020.390
	df	66
	Sig.	.000
a. Based on correlations		

Variance Explained

The PCA with VARIMAX ROTATION extracted 3 factors against 12 variables of which 10 variables are loaded. They are factor 1- 'Equal Opportunities (EO)', factor- 2 'Leadership Competence (LC)', and factor 4-'Equal Respect (ER)'. These three factors account for 56.194% variance in variables women in service and the eigenvalue is more than 1 (Table 4.21).

Table 4.21. Variance Explained and Eigenvalue (Women in Civil Service)

Component	Total Variance Explained					
	Initial Eigenvalues ^a			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.886	30.567	30.567	2.454	20.448	20.448
2	2.130	16.754	47.321	2.152	17.933	38.380
3	1.589	12.497	59.818	2.138	17.813	56.194
Extraction Method: Principal Component Analysis.						
a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.						

Principal Component Analysis

The study extracts 3 factors of respondents' opinion on women in civil service with more than 56 percent of variance in the relevant data. 'Equal Opportunities (EO)' is identified as factor 1 which accounts for an eigenvalue of 3.886 and 20.448 percent of total variance (Table 4.22). This factor includes 3 variables with high magnitude of loading ranging from 0.872 down to 0.585. This factor

explains respondents' views on women in civil service, where women are provided with equal opportunity to get promotions.

The factor 2 is 'Leadership Competence (LC)' which has an eigenvalue of 2.130 and 17.933 variance. This factor includes 3 variables with the significant magnitude of loading ranging from 0.845 down to 0.594. This factor recognizes women's leadership competence. It further implies that women are as capable as men of serving in senior executive position and of taking critical leadership decisions.

Table 4.22. Women in Civil Service and Rotated Factors

	Rotated Component Matrix ^a		
	1	2	3
	Equal Opportunities (EO)	Leadership Competence (LC)	Equal Respect (ER)
1. Women face no barriers to promotions in the civil service.	.842		
2. Women are provided with equal opportunities to be promoted.	.878		
3. Women are placed in positions beyond their level of competence because of affirmative action by the government.	.585		
4. Women are as capable as men of serving in senior executive positions		.845	
5. Women have the same desire for power as men do.			
6. Women and men have to overcome the same problems at the workplace			.847
7. Women and men are equally respected in the workplace.			.783
8. Women can be themselves at work			.633
9. Women receive enough organizational support in order to manage their professional work and their domestic responsibilities.			.503
10. People should be rewarded based on their performance, regardless of whether they are men or women.			
11. Women are capable of making critical leadership decisions.		.800	
12. Women who have a strong commitment to their careers can go right to the top		.594	
<i>Eigenvalue</i>	3.886	2.130	1.589
<i>% of Variance explained</i>	20.448	17.933	17.813
<i>Cumulative %</i>	20.448	38.380	56.194
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

The factor 3 is 'Equal Respect (ER)' which has an eigenvalue of 1.589 and 17.813 variance. This factor includes 4 variables with the significant magnitude of loading ranging from 0.847 down to 0.503.

This factor describes equal respect for both sexes. It further implies that both men and women encounter similar problems at workplace and organisations provide enough support to women in order to manage their professional tasks and familial responsibilities.

The Table 4.23 below shows correlations among these three factors are very significant. This table also describes the influence of these three factors on Women in Civil Service. The Mean value shows that ‘Leadership Competence (LC)’ has the highest influence (3.9469) followed by the factor Equal Opportunities (EO)’ (3.5121) and ‘Equal Respect (ER) (3.0127).

Table 4.23. Correlations among the Extracted Factors (Women in Civil Service)

Factor	EO	LC	ER
EO	1	-.168**	.416**
LC	-.168**	1	-.085
ER	.416**	-.085	1
**. Correlation is significant at the 0.01 level (2-tailed).			
Descriptive Statistics with Extracted Factors (Women in Civil Service)			
		Mean	Std. Deviation
EO	276	3.5121	.94037
LC	276	3.9469	.75718
ER	276	3.0127	.78005

C) Women in the Civil Service and Work Environment

Sample Adequacy Test

The study also makes an effort to identify the factors that influence the respondents’ opinion on the women in Civil Service and their work environment. This study confirms both KMO measure of sampling adequacy (0.949) and Bartlett’s test of sphericity ($\chi^2= 4003.369$, $p<.05$) are appropriate to use in factor analysis for explaining the respondents’ pinion on the women in service (Table 4.24).

Table 4.24. KMO and Bartlett's Test of Sphericity (Women in Civil Service and work environment)

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	4003.369
	df	300
	Sig.	.000
a. Based on correlations		

Variance Explained

The PCA with VARIMAX ROTATION extracted 3 factors against 25 variables of which 21 variables are loaded in. They are factor 1- 'Lack of Opportunities (LO)', factor 2 – 'Women's Voice Unheard (WVU)', and factor 3 – 'Sexist Barriers (SB)'. All these four factors account for 56.557 percent variance in variables women in service and the eigenvalue is more than 1 (see Table 4.25).

Table 4.25. Variance Explained and Eigenvalue (Women in Service and work environment)

Total Variance Explained						
Component	Initial Eigenvalues ^a			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.937	46.898	46.898	6.953	27.810	27.810
2	1.556	6.114	53.011	4.575	18.302	46.112
3	1.133	4.451	57.463	2.611	10.445	56.557
Extraction Method: Principal Component Analysis.						
a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.						

Principal Component Analysis

The study extracts 3 factors of respondents' opinion on women in the civil service and work environment with more than 56 percent of variance in the relevant data (Table 4.26). 'Lack of Opportunities (LO)' is identified as factor1 which accounts for an eigenvalue of 11.937 and 27.810% of total variance (Table 4.26). This factor includes 13 variables with high magnitude of loading ranging from 0.712 down to 0.546. This factor explains respondents' views on women in civil service and work environment, where men get more organisational support and trust than women, and competitiveness in women are viewed negatively. Further, women's skills and qualifications are not recognised for promotion in senior positions. Moreover, work environment is not friendly to women, their promotion or better posting make their counterparts jealous and men not willing to pay attention to them in the meetings.

Table 4.26. Women in Civil Service and work environment and Rotated Factors

	Rotated Component Matrix ^a		
	1	2	3
	Lack of Opportunities (LO)	Women's Voice Unheard (WVU)	Sexist Barriers (SB)
1. Women starting careers today will face sexist barriers			.643
2. Being in the limelight creates many problems for women.			.649
3. Women have to be more accomplished in their work than men in order to be promoted			
4. Women have to do more work to gain higher positions.			
5. A woman must perform better than a man to be promoted			-.654
6. Promotion or better posting of women make male colleagues jealous.	.623		
7. Men receive more organizational support and trust than women	.712		
8. In the workplace, women are likely to face the barriers of a glass ceiling.	.587		
9. If they experience difficulty at work, women do not always get required support.	.584		
10. Competitiveness/assertiveness in women is viewed as a negative trait	.707		
11. Women have to be extra well prepared to prove their competence			
12. Lack of equal career development opportunities for women	.551		
13. As women, they must be more 'pushy' to be promoted		.545	
14. Women receive more unfair judgments of their work performance than men		.573	
15. Women in senior positions face frequent putdowns of being too soft or too hard.	.591		
16. Women do not receive the same financial incentives as men that perform the same jobs.	.570		
17. Women are not easily promoted from entry-level Positions into middle management	.572		
18. Men fail to pay attention to what women say at meetings	.692		
19. The viewpoint of a woman is often not heard at a meeting until it is repeated by a man.		.590	
20. Women who are turned down for senior positions, are equally or more educated than the men that are currently holding those positions.	.679		
21. Women in senior positions are seldom given full credit for their successes.			
22. Women are under-represented in the boardrooms		.757	
23. Even women with many skills and qualifications fail to be recognized for promotions	.546		
24. Women are not interested to work incredibly long hours.		.754	
25. When women are given opportunities to lead they do effective jobs	.699		
<i>Eigenvalue</i>	11.937	1.556	1.133
<i>% of Variance explained</i>	27.810	18.302	10.445
<i>Cumulative %</i>	27.810	46.112	56.557
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 7 iterations.			

The factor 2 is 'Women's Voice Unheard (WVU)' which has an eigenvalue of 1.556 and 18.302 variance. This factor includes 5 variables with the significant magnitude of loading ranging from 0.7.57 down to 0.545. This factor recognises women's under representation in the boardrooms and their voice not listened to by their counterpart with due importance.

The factor 3 is 'Sexist Barriers (SB)' which has an eigenvalue of 1.133 and 10.445 variance. This factor includes 3 variables with the magnitude of loading ranging from 0.654 down to 0.643. This factor indicates that women in the civil service encounter sexist barriers that create many problems for them and they have to show better performance than their counterpart.

Table 4.27. Correlations among the Extracted Factors (Women in Civil Service and Work Environment)

Factor	LO	WVU	SB
LO	1	.781**	.456**
WVU	.781**	1	.361**
SB	.456**	.361**	1
**. Correlation is significant at the 0.01 level (2-tailed).			
Descriptive Statistics with Extracted Factors (Women in Civil Service and Work Environment)			
	N	Mean	Std. Deviation
LO	276	2.8796	.77350
WVU	276	2.4543	.73920
SB	276	3.3056	.61335

The Table 4.27 above shows correlations among these three factors are very significant. This table also describes the influence of these three factors on women in Civil Service and their work environment. Mean value shows 'Sexist Barriers (SB)' has the highest influence (3.3056) followed by the factor 'Lack of Opportunities (LO)' (2.8796) and 'Women's Voice Unheard (WVU)' (2.4543).

D) Women in the Civil Service and Organizational Culture

Sample Adequacy Test

The study attempts to identify the factors that influence the respondents' opinion on the women in Civil Service and organisation culture. This study confirms both KMO measure of sampling adequacy (0.732) and Bartlett's test of sphericity ($\chi^2= 676.251, p<.05$) are appropriate to use in factor analysis for explaining the respondents' opinion on the women in service (Table 4.28 below).

Table 4.28. KMO and Bartlett's Test of Sphericity (Women in Civil Service and organisational culture)

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.732
Bartlett's Test of Sphericity	Approx. Chi-Square	676.251
	df	66
	Sig.	.000
a. Based on correlations		

Variance Explained

The PCA with VARIMAX ROTATION extracted 3 factors against 12 variables of which 10 variables loaded in. They are factor 1- 'Lack of Enthusiasm (LE)', factor 2-'Lack of Leadership & Management Skill (LLMS)', and factor 3-'Lack Ambition (LA)'. All these four factors account for 52.212% variance in variables women in service and organisational culture and the eigen value is more than 1 (Table 4.30).

Table 4.29. Variance Explained and Eigenvalue (Women in Civil Service and Organisational Culture)

Total Variance Explained						
Component	Initial Eigen values ^a			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.859	24.446	24.446	2.354	19.621	19.621
2	2.158	18.449	42.894	2.279	18.990	38.611
3	1.202	10.282	53.176	1.632	13.601	52.212
Extraction Method: Principal Component Analysis.						
a. When analyzing a covariance matrix, the initial eigen values are the same across the raw and rescaled solution.						

Principal Component Analysis

The study extracts 3 factors of respondents' opinion on women in the civil service and organisational culture with more than 52% of variance in the relevant data. 'Lack of Enthusiasm (LE)' is identified as factor 1 which accounts for an eigenvalue of 2.354 and 19.621% of total variance (Table 4.28). This factor includes 4 variables with high magnitude of loading ranging from 0.873 down to 0.531 (Table 4.30). This factor explains respondents' views on women in civil service and organisational culture where women lack enthusiasm in taking on high-stake and challenging assignments which in turn makes it difficult to assign tasks for women to go outstation or overseas. Further, as women are not willing to make sacrifices needed to get and remain in senior positions, and hence men manage better than them.

Table 4.30. Women in Civil Service and organisational culture and Rotated Factors

Variables	Rotated Component Matrix ^a		
	1	2	3
	Lack of Enthusiasm (LE)	Lack of Leadership & Management Skill (LLMS)	Lack Ambition (LA)
1. Women are usually denied executive positions due to the limited leadership and management skills learned in entry-level positions.		.695	
2. Women are not committed and devoted enough to their job			.664
3. Women executives are very uncomfortable when they have to criticize members of their teams.		.564	
4. It is more difficult for women than men to be themselves working independently at work		.790	
5. It is difficult to assign tasks for women to go outstation or overseas	.728		
6. Women's lack of enthusiasm in taking on high-stake and challenging assignments	.873		
7. Women not being willing to make the sacrifices needed to get and remain in senior positions	.689		
8. Men make better managers than women	.531		
9. Women's lack of ambition, in comparison to men			
10. Men do not feel comfortable to work under the guidance of women colleague.		.699	
11. Women are timid and they lack of sufficient self-confidence and timidity			
12. Perceptions that women should not be in a position of authority over men			.670
<i>Eigenvalue</i>	2.859	2.158	1.202
<i>% of Variance explained</i>	19.621	18.990	13.601
<i>Cumulative %</i>	19.621	38.611	52.212
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

The factor 2 is 'Lack of Leadership & Management Skill (LLMS)' which has an eigenvalue of 2.279 and 18.990 variance. This factor includes 3 variables with the significant magnitude of loading ranging from 0.790 down to 0.564. This factor recognises that women face more difficulties than men to work independently and men feel uncomfortable to work under supervision of women. Also women executives are not comfortable to criticise members of their teams. It results in under representation of women in the boardrooms and their voice not listened by their counterpart with due importance.

The factor 3 is 'Lack Ambition (LA)' which has an eigenvalue of 1.632 and 13.601 variance. This factor includes 2 variables with the magnitude of loading ranging from 0.670 down to 0.664. This factor expresses the views that women should not shoulder the position of authority over their male counterparts since they are not committed and devoted enough to their job.

The Table 4.31 below shows correlations among these three factors are very significant. This table also describes the influence of these three factors on women in Civil Service and their organisation culture. Mean value shows 'Lack of Leadership & Management Skill (LLMS)' has the highest influence (2.9620) followed by the factor 'Lack of Enthusiasm (LE)' (2.8886) and the factor 3 'Lack Ambition (LA)' (2.2826).

Table 4.31. Correlations among the Extracted Factors (Women in Civil Service and Organisational Culture)

Factor	Lack E	LLMS	LA
Lack E	1	.116	.275**
LLMS	.116	1	-.007
LA	.275**	-.007	1
**. Correlation is significant at the 0.01 level (2-tailed).			
Descriptive Statistics with Extracted Factors (Women in Civil Service and Organisational Culture)			
	N	Mean	Std. Deviation
LackE	276	2.8886	.75230
LLMS	276	2.9620	.70156
LA	276	2.2826	.75788

E) Women's Career Development and Challenges

Sample Adequacy Test

The study attempts to identify the factors that influence the respondents' opinion on the women's career development and challenges. This study confirms both KMO measure of sampling adequacy (0.920) and Bartlett's test of sphericity ($\chi^2= 2207.577$, $p<.05$) are appropriate to use in factor analysis for explaining the respondents' opinion on the women in service (see Table 4.32).

Table 4.32. KMO and Bartlett's Test of Sphericity (Women's Career Development and Challenges)

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.920	
Bartlett's Test of Sphericity	Approx. Chi-Square	2207.577
	df	78
	Sig.	.000
a. Based on correlations		

Variance Explained

The PCA with VARIMAX ROTATION extracted 2 factors against 13 variables. They are factor 1- 'Negative Perception (NP)' and factor 2-'Policy & Management (PM)'. These two factors account for 62.34 percent variance in variables women in service and the eigenvalue is more than 1 (Table 4.33).

Table 4.33 : Variance Explained and Eigenvalue (Women's Career Development and Challenges)

Total Variance Explained						
Component	Initial Eigenvalues ^a			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.587	53.512	53.512	4.175	32.119	32.119
2	1.107	8.989	62.501	3.930	30.230	62.349
Extraction Method: Principal Component Analysis.						
a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.						

Principal Component Analysis

The study extracts 2 factors of respondents' opinion on women's career development and challenges in the civil service with more than 62% of variance in the relevant data. 'Negative Perception (NP)' is identified as factor1 which accounts for an eigenvalue of 4.175 and 32.119 percent of total variance (Table 4.33). This factor includes 6 variables with high magnitude of loading ranging from 0.897 down to 0.613 (Table4.34). This factor explains negative perceptions and stereotypes about women's professional capabilities and commitments that constitute barriers to women's advancement. Also women's working life is characterized by negative attitudes towards them and the structure and practices of the Civil Service always favour men. Moreover, prevalence of male domination of senior position results in lack of genuine commitment of policy makers to gender equality and women's advancement.

The factor 2 is 'Policy & Management (PM)' which has an eigenvalue of 3.930 and 30.230 variance. This factor includes 7variables with the significant magnitude of loading ranging from 0.739 down to 0.505.This factor recognises dominance of men over women. Also social attitude and weak policy instrument to ensure women's representations to upper ladder of civil service. Further, women's 'double role'- official duty and family obligations Policy makers do not consider that policy makers and management and superiors have been influenced by negative attitudes towards them because they are women (Table 4.34).

Table 4.34. Women's Career Development and Challenges and Rotated Factors

Variables	Rotated Component Matrix ^a	
	1	2
	Negative Perception (NP)	Policy & Management (PM)
1. Policymakers' lack of genuine commitment to equality of genders and advancement of women	.613	
2. Civil Service structures and practices that favour male employees	.653	
3. Male domination of senior positions	.632	
4. Negative perceptions and stereotypes about women's professional capabilities constitute barriers to women's advancement	.897	
5. Negative perceptions and stereotypes about women's commitment to their career constitute barriers to women's advancement	.896	
6. Women's working life is characterized by negative attitudes towards them	.711	
7. The way women have been addressed at work by management and superiors has been influenced by negative attitudes towards them because they are women		.599
8. Policy makers do not consider women's 'double role'- official duty and family obligations.		.683
9. It will take decades for women to reach equality with men in high level management positions		.505
10. Management has a tendency to avoid giving women to do a challenging job.		.724
11. Important/influential positions lies with men's hand and under their network.		.739
12. Existing policy and programmes are not sufficient enough to ensure women's representations to upper ladder of BCS.		.701
13. Social attitude towards women bars them to represent upper ladder of the service.		.694
<i>Eigenvalue</i>	6.587	1.107
<i>% of Variance explained</i>	32.119	30.230
<i>Cumulative %</i>	32.119	62.349
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

The Table 4.35 below shows correlations between the two factors are very significant. This table also describes the influence of two factors on women's career development. Mean value shows 'Policy & Management (PM)' has higher influence (3.1812) than 'Negative Perception (NP)' (2.9372).

Table 4.35. Correlations among the Extracted Factors (Women's Career Development and Challenges)

Factor	NP		PM
NP	1	.739**	
PM	.739**		1
**. Correlation is significant at the 0.01 level (2-tailed).			
Statistics			
	N	Mean	Std. Deviation
NP	276	2.9372	.77842
PM	276	3.1812	.72966

Chapter Five

Discussions, Conclusions and Policy Implications

Introduction

This chapter discusses the findings from the quantitative data and provides linkages back to the issues discussed in Chapter One through Chapter Four. This study aims at exploring whether discriminatory practices exist against women in Bangladesh Civil Service (BCS) and identify its policy options to mitigate such practices. In this context, the study explores the factors that affect women's movement up the organisational ladder in Bangladesh Civil Service. It also scrutinises the influence of factors which are associated with women in service, women in the civil service, women in civil service and work environment, organisational culture, and women's career development and challenges. Results of the study indicate that, in general, there are a number of factors evident from the data of this study data that affect women's movement up the organisational ladder in the BCS. These provide insights into the experience of employed women in Bangladesh Civil Service. The following parts of the chapter offer a comprehensive discussion on the results of the study and draw the conclusions and provide research implications.

Discussions

Descriptive Statistics

From the responses regarding 'women in the service', a number of statements were prepared and respondents put their score mentioning their level of agreement against the statements. In most cases women prefer to have balanced life rather than to obtain high paid jobs and put great emphasis on family. Male respondents are also highly agreed to the response of the females about this issue. They both think that official tasks cannot give the happiness of life. Male respondents highly believe that women avoid competitive jobs, whereas women scored moderately high on that issue. The women scored high on the issue that they are interested to raise up the children than to maintain jobs whereas male scored moderate. Again, male responses were high regarding two statements than the female which were "Perceptions that women's careers are not as important as they are not the primary family provider" and "Women's work and family demands are conflicting". Finally, there is a big difference

between female and male opinions that the under-representation of women in higher positions is due to the lack of careful career planning. Here female respondents were highly agreed with the statement while the males moderately agreed. This indicates the differences of opinion between the two sexes in positions of Service of the Republic.

Respondents, both male and female, expressed their views on the 'women in the civil service' against 12 different statements. Both of the groups agreed that every person should be rewarded on the basis of their performance without considering gender. They also highly agreed that women who have a strong commitment to their careers can go a long way. Furthermore, both of them viewed that women have the same desire for power as men, which is a human characteristic. About the issue of barriers to the promotion, males scored high where female scored low. Women believe that they can be as strong as men to maintain senior executive positions but men did not highly agree on that issue. Males also disagreed with the female response that women are capable of making critical leadership decisions. It is quite interesting that male respondents agreed more than the females on the issue/statement "women receive enough organizational support to manage their professional work and their domestic responsibilities". In case of women and men are equally respected in the workplace (mean value of male 3.22, female 2.69) and Women can be themselves at work (mean value male for 3.39, and for female 2.91). In addition, both groups of respondents agreed that women have the same desire for power as men and both face same problems at the workplace (mean value male 2.98, female 2.87).

According to the views of the respondents, most of the female respondents highly agreed that women can perform effective jobs when they get opportunities to lead a task or responsibilities, whereas male respondents just agreed on this issue. Again, female respondents scored higher than males on the issue that it is hard to get promotion for women whatever their qualification. But, male respondents scored high against the statement "women are not interested to work incredibly long hours", whereas female respondents did not agree with this argument. The differences were more prominent in other arguments also related to the women in the civil service and working environment such as...women have to be extra well prepared to prove themselves (female 3.25, male 2.36); there are less opportunities for women to develop their career (female 3.07, male 2.31); women hardly get required support at the time of difficulties (female 3.08, male 2.20). These responses indicate social and cultural factors still influence gender bias, which can tinge the responses from members of the BCS, as there

seems to a clear drawing up lines of perception between the two sexes over certain issues regarding advancement of women up the organisational ladder of BCS.

In response to the question on women in the civil service and organisational structure both groups of respondents agreed and scored almost same about the difficulties in going abroad of women to perform tasks. They differed on the issue that women executives are very uncomfortable when they have to criticize members of their teams. Women face more problems than men to work with freedom (female 3.38, 2.94) and men feel uncomfortable to work under the guidance of women colleague (female 3.29, male 2.78). However, there were a number of statements where both the responses were common. For example, women are usually denied executive positions as they have limitations in learning in entry-level positions; Women have not enough commitment to their career; Perceptions that women should not be in a position of authority over men.

Regarding women's career development and challenges, in most of the cases male respondents did not agree with the statements. The differences were very clear about female and male respondent's arguments with regard to the women's career development issue. For example, Policymakers' lack of commitment to equality of genders and advancement of women's career (mean value for female 3.24, for male 2.57), Civil Service structures and practices that does not favour women (female scored 3.34, male 2.59), Male domination of senior positions (female 3.56, male 2.80), Negative perceptions and stereotypes about women's professional capabilities that constitute barriers to women's advancement (female 3.23, male 2.55). However, both male and female respondents agreed that it will take decades for women to reach equality with men in high level management positions; Management tends to avoid giving challenging jobs to women (mean value female 3.61, male 3.11). These findings indicate that to a certain extent, an invisible barrier of 'glass ceiling' still exists in the BCS of Bangladesh.

Factor Analysis

The study employs factor analysis to examine respondents' opinion on 'glass ceiling' indicators such as women in service, women in the civil service, women in civil service and work environment, women in the service and organisational culture, and women's career development and challenges. At first, the study runs Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity as well as screen test to determine the number of factors. Moreover, Principal Component Analysis

(PCA) with VARIMAX Rotation has also been used. The study considers only those variables which have loading factor value of 0.50 and above.

Career development for women is connected with their family responsibility which reduces their opportunities for greater career plan (Wolfinger et al., 2008). In spite of the fact that the participation of women in workforce is on the increase, however, having family responsibilities as wives and mothers have been shown to reduce women's interest, determination and competence to maintain a career while taking care of the family. Consistent with this, studies observed that Women in service in general, pay more attention to their families rather than to the high paid jobs by taking care of the children (Gilligan 1982). And family structure, work-family conflict, and number of children had an adverse effect on women's career development in the sense that being a wife and mother in reality contributes to career interruptions and slow progression of women particularly at high management level (Cross, 2010). They usually ignore the competitions with colleagues and promotions. And they have conflict and tensions between family demands and career.

Women in Civil Service in Bangladesh, have the equal opportunities to perform duties and to have promotions. In this sector, women are as capable as men of serving in senior executive position and of taking critical leadership decisions. Equal respect is given to every people without considering the gender. This view contradicts the findings on part of civil service and work environment, which explained below. The study found that women and men face the same official problems and women are given organisational support to manage their familial responsibilities and professional tasks.

In regards to the women in Civil Service and their work environment lack of opportunities for women are evident in this study. This factor explains respondents' view on women in civil service and work environment where women get less organisational support and trust than men, and competitiveness in women is viewed negatively. The women are still underrepresented in the decision making positions in organisations as their qualifications and performances are not always duly recognised for promotions in senior positions and their voice may not always given importance by their counterpart. Furthermore, women do not always get proper attention in the meetings and even male officers get jealous when a woman gets promoted. The working environment becomes quite unfriendly for women. The study also

indicates that women in the civil service still encounter sexist constraints which create many problems for them and they have to show better performance than their male counterparts.

The study reveals that women at times lack enthusiasm in taking on high-stake and challenging assignments. As a result it is difficult to assign tasks for women to go outstations or overseas. Further, as women are not always willing to make sacrifices (in deference to their family needs) required to get and remain in senior positions, men by default manage better than them. Women face more difficulties than men to work independently due to lack of leadership and management skills and men feel uncomfortable to work under supervision of women. Again, women executives do not feel comfortable to criticize members of their teams. Furthermore, women cannot always exert the position of authority over their male counterparts as they are not greatly ambitious and less career oriented.

The study also shows women's career development and challenges in the civil service. The negative perceptions and stereotypes about women's professional capabilities and commitments constitute barriers to women's advancement. Moreover, women's working life is challenged by negative attitudes towards them and the structure and practices of the Civil Service seem to favour men. Moreover, prevalence of male domination of senior position results in absence of genuine commitment of policy makers towards ensuring gender equality and women's advancement.

Due to social attitude and weak policy instruments, women's representations to upper ladder of civil service are not well functioned. Furthermore, women's 'dual role'- official responsibilities and ethics of family care, do not let them to be ambitious. On the other hand, policy makers and superiors are influenced by the negative perception and sexist bias towards them because they are women.

Conclusion

The study found that discriminatory practices against women still persist in the context of public sector organisations in general and Bangladesh Civil Service in particular. Even though women have made progress in terms of entry into the BCS, which over time have increased substantially as the data of women in BCS as on July 2017 stands at 1286 out 5822 are women, and out of that figure 11 out of 77 Secretaries (including Secretaries in Charge); 74 out 481 Additional Secretaries; 95 of 810 Joint Secretaries; 261 out of 1552 Deputy Secretaries are women. Does increase in numbers mean

discrimination is over and women can smoothly move up the organisational ladder of BCS? Hardly so, as the responses from participants in this study indicate that discrimination still exists. The responses from male respondents is still biased towards male domination and the responses from women uncover the nuances of social, cultural and organisational factors in terms of organisational culture and institutional mechanisms restrict that movement women into top positions, which they are entitled and qualified to occupy. It should be noted that both male and female respondents in this study opined that it would take years to bring equality in terms of top positions in BCS.

Thus, increase in numbers does not guarantee that women can occupy top positions. Other factors, which many attribute to the 'glass ceiling effect' hamper that upwards movement within BCS. One would therefore tend to concur with the opinion of D'Agostino, M. J and Levive, H. (2011: 304) that in the end of day opportunity, power, and numbers are three significant features that differentiate men from women in leadership positions. Though things have improved, but much is still to be achieved if access to top positions and ensuring of equality between the two sexes are to be achieved. In spite of proactive and positive affirmative policies of the Republic favouring women, things have improved but a lot still remains to be desired. This means that though women have been able to crack the 'glass ceiling' in the context of BCS, the ceiling is yet to be fully broken and made to disappear.

Policy Implications & Future Research

This study reveals that there are still a number of issues that need to be addressed in terms of men's attitudes towards women and, perhaps in some specific circumstances, women's attitudes towards men within BCS. Clearly, there are a number of gender differences that have not been fully accommodated in the workplace of BCS. These issues need to be addressed and policy measures taken to rectify them. The working place need to more women friendly and HR policies are to made gender sensitive. Women need to be mentored by seniors so that they can develop capacities to effectively deal with challenges of top positions.

There should be sustained promotion of work/life balance by implementing flexible workplace policies within BCS, and to make senior officials as well ministries responsible for the career development and tracking of progress of their female employees. Moreover effective implementation of women friendly initiatives requires top management commitment. Thus, organisations in the public sector need the

support and guidance of top management if women are to break through the 'glass ceiling'. For this to happen, the gender gap must be bridged through proper implementation of affirmative policies of the government.

Thus, a significant increase of women in senior positions within BCS requires a basic restructuring of the distribution of patriarchal power in the society as well as public sector organisations. That can be achieved through consciousness raising and empowerment of woman spelled out not only in documents and policy statements, but through sustained commitment and implementation of those by the state.

At the same time, social awareness building need to be strengthened so that women can and should play an active role in the overall development process in the country and necessary safeguards require to be put in place that implementation of such policies are monitored and deviations effectively dealt with. Women can network among themselves to bring down the 'glass ceiling' by mentoring other female colleagues with low confidence or self-esteem and even inappropriate over-ambition.

All these require in-depth research into the intricacies within the institutional arrangements in the public sector, social and cultural biasness and stumbling blocks which stand as barriers to women's effective participation as officials of the Republic. These require precise identification of barriers and ways to overcome, which need to be piloted and tested, refined and fine tuned for their proper implementation. Such research initiatives thus require strong government support and a mechanism to integrate research findings to be fed into policy initiatives of the government. Only then the equality of women as enshrined in our Constitution can become a reality.

Bibliography

Afroza, Shelina (2013) *The Emerging Role of Women in the Civil Service (Administration) of Bangladesh: An Introspective Analysis from 1971*, Dhaka, Swamabesh.

Afza, Syeda Rowan and Newaz, Mohammad Khaleq (2008) "Factors Determining The Presence of Glass Ceiling and Influencing Women Career Advancement in Bangladesh". *BRAC University Journal*, vol. V, no. 1, 2008, pp. 85-92

Aminuzzaman, S. M. (2013), "Gender Sensitivity of Public Policies: A Review of Selected Policies of Bangladesh", Key Note Paper presented on National Seminar on Gender Policy in Bangladesh: Strategies, Constraints and Challenges, Ministry of Women and Children Affairs, Government of Bangladesh & North South University, Dhaka, Bangladesh.

Arafunnesa, J. A. (2011) জনপ্রশাসনে নারী: বিসিএস (প্রশাসন) ক্যাডারের মহিলা আধিকারিকগণের সমস্যা ও সম্ভাবনা, মুক্তচিন্তা প্রকাশনা, ঢাকা।

Anker, R. M., F. Khan and R.B. Gupta (1998) Women's Participation in the Labour Force: A Method Test.in India for Improving Its Measurement, Women, Work and Development 16. Geneva: International Labour Office.

Azim et al. (2000). *Employment status of women in the service of the Republic: Cracking the 'glass ceiling' in Bangladesh*. Dhaka: BPATC.

Baker, D and Casey, B (2011), *Eve on Top: Women's Experience of Success in the Public Sector*, Oxford Cambridge Philadelphia New Delhi.

Baxter, Janeen & Wright, Erik Olin (2000) 'The Glass Ceiling Hypothesis: A Comparative Study of the United States, Sweden, and Australia'. *Gender & Society*, 14 (2), April 2000 275-294

Bergman, B., and L. Hallberg (2002) 'Women in a male-dominated industry: Factor analysis of a women workplace culture questionnaire based on a grounded theory model'. *Sex Roles: A Journal of Research*, 12:311–336.

Bertrand, M., Black Sandra E., & Jensen, S. & Lleras-Muney, A. *Breaking the Glass Ceiling? The Effect of Board Quotas on Female Labor Market Outcomes in Norway*.

Broadbridge, A. and Hearn, J. (2008), "Gender and Management: New Directions in Research and Continuing Patterns in Practice", *British Journal of Management*, 19: 38–49.

Boyd, Karen S. (2008) Glass Ceiling). *Encyclopedia of Race, Ethnicity, and Society*. Ed. Thousand Oaks, CA: SAGE, 2008. 549-52. *SAGE Reference Online*. Web. 30 Jan. 2012.

Chauhan, K. (2014) *Gender Inequality in the Public Sector in Pakistan : Representation and Distribution of Resources*, Palgrave Mcmillan, New York

Cotter, David A., Hermsen, John M., Ovadia, Seth and Vaneman, Reeve (2001). 'The Glass Ceiling Effect'. *Social Forces*, 80 (2):655-682

Cronbach L. Coefficient alpha and the internal structure of tests. *Psychometrika*. 1951;16:297-334

Cross, C. (2010). 'Barriers to the Executive Suite: Evidence from Ireland'. *Leadership and Organization Development Journal*, 31, (2), 104-119.

D'Agostino, M. J and Levive, H. (2011) *Women in Public Administration: Theory and Practice*. Jones & Bartlett Learning, Sudbury, MA , USA

Dimovski, Vlado, Skelavaj, Miha and Man, Mandy Mok Kim (2010). 'Is there a 'Glass Ceiling' for Female Managers in Singapore Organization?' *Management* 5 (4): 307-329.

Dunn, D. (1997), *Workplace/Women's Place*, Roxbury Publishing Company, Los Angles, California, USA.

Ebere, Ihemeje Josephine, Mansor, Zuraina BT Dato, and Hashim ,Haslinda Binti (2016) 'Impact of Micro Factors on Women Career Development in Nigeria Hotels'. *IOSR Journal of Humanities And Social Science (IOSR-JHSS)* 21:8: 7, 11-19

Elmuti, D. (2009), "Challenges Women Face in Leadership Positions and Organizational Effectiveness: An Investigation", *Journal of Leadership Education* Volume 8, Issue 2 (Fall).

Gilligan, C. (1982). *In a Different Voice*. Cambridge, MA: Harvard University Press.

Glass ceiling: Wikis. (n.d.). Retrieved from the Glass Ceiling Wiki:
http://www.thefullwiki.org/glass_ceiling

Gulshan, Kazi Abeda (2015) *Female Upazila Nirbahi Officers in Field Administration of Bangladesh: Do they Face Challenges?*, MA thesis in Master in Public Policy and Governance (MPPG) Programme of North South University, Dhaka.

Hasan, Sharif (2012) Women empowerment in Bangladesh: Striding towards a new day. *Daily Sun*, DHAKA Saturday 17 November 2012.

Hewlett, Sylvia A., Peraino, K., Sherbin, L. & Karen, Sumberg, K. (2010). 'The Sponsor Effect: Breaking Through the Last Glass Ceiling'. *Harvard Business Review*.

Hofstede, G. (1991), *Cultures and Organizations: Software of the Mind*, McGraw-Hill.

Hofstede, G. (2011), "Dimensionalizing Cultures: The Hofstede Model in Context", Online Readings in *Psychology and Culture*, 2(1). <http://dx.doi.org/10.9707/2307-0919.1014>

Huq, A.K.B. Justice (1998) *How Bangladesh Constitution Views the Issues of Gender Inequality*. Paper presented at Colornbo University in a conference Organised by Law Faculty and International Women's Rights Action Watch. Asia -Pacific, July, 1998

ILO (1990) *ILO Standards and Women Workers*. Geneva: International Labour Organisation.

ILO (1995) *Gender, Poverty and Employment: Turning Capabilities into Entitlements*. Geneva : International Labour Office.

ILO (1998) Note on the Proceedings Tripartite Meeting on Breaking Through the Glass ceiling : women in Management, Geneva: International Labour Office.

Jarmon, Lori J. (2014) *Cracking the glass ceiling: A phenomenological study of women administrators in higher education*, PhD Thesis, Iowa State University

Johns, Merida L. (2013) 'Breaking the Glass Ceiling: Structural, Cultural, and Organizational Barriers Preventing Women from Achieving Senior and Executive Positions' , *Perspectives in Health Information Management*, Vol-10, Winter., <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3544145/>, accessed on 11-6-2016.

Lockwood, Nancy (2004) .'The Glass Ceiling: Domestic and International Perspectives'. *Research Quarterly. Society for Human Resource Management*.

Martin, P., & Barnard, A. (2013). The experience of women in male-dominated occupations: A constructivist grounded theory inquiry. *SA Journal of Industrial Psychology*; 39(2), Art. #1099, 12 pages.

McKinley RK, Manku Scott T, Hastings AM, French DP, Baker R (1997). 'Reliability and validity of a new measure of patient satisfaction with out of hours primary medical care in the United Kingdom: development of a patient questionnaire'. *BMJ*, 314:193–8

Ministry of Public Administration (MOPA) (2013), Government of the People's Republic of Bangladesh. All rights reserved. Developed By: Public Administration Computer Centre (PACC).

Morrison, A. M., et al. (1987). *Breaking the glass ceiling: Can women reach the top of America's largest corporations?* Reading, MA: Addison-Wesley.

Morrison, Ann M., Schreiber, Carol T., and Price, Karl F. (1995) *A Glass Ceiling Survey: Benchmarking Barriers and Practices*. Greensboro, North Carolina: Centre for Creative Leadership.

Patel, F. (2009), "Locating Women's Struggle in Cultural Context", in K. Naidoo & F. Patel (ed). *Working Women: Stories of Strife, Struggle & Survival*, SAGE Publications India Pvt. Limited

Smith, Paul, Crittenden, Nadia and Caputi Peter (2012) *Measuring Women's Beliefs about Glass Ceiling: Development of the Career Pathways Survey*. Australia: University of Wollongong.

Snowdon, G. (2011, February 20). Women still face a glass ceiling. Retrieved from The Guardian: <http://www.theguardian.com/society/2011/feb/21/women-glass-ceiling-still-exists-top-jobs>

Sultana, Y.(1996) *Women in Management: Trapped by the 'Glass Ceiling'?* Unpublished paper submitted to University of Canberra in partial fulfillment of MA in Public Administration.

Tavakol, M. and [Dennick](#), R. (2011)Making sense of Cronbach's alpha. *Int J Med Educ*.2: 53–55.

Tran, Thi Thu Thao (2014) *Identifying the Existence of the Glass Ceiling and Examining the Impact on the Participation of Female Executive in the Vietnamese Banking Sector*. A Thesis submitted for degree of Master of Business, to Department of management and Marketing, Unitec Institute of Technology, New Zealand

Uddin, Md. Ishtiaq (2012). [Glass ceiling effect: Female executives in Bangladesh](#). *The Financial Express*. VOL 20 NO 378 REGD NO DA 1589, Dhaka, Saturday February 18 2012.
http://www.thefinancialexpress-bd.com/old/more.php?news_id=120600&date=2012-02-18. Accessed on 17052015

-----Survey: The Glass Ceiling
<https://home.ubalt.edu/tmitch/309/class%20projects/glass.DOC>, 02072016

United Nations. (1989). *World survey on the role of women in development*. New York: United Nations.

UNDP (1995). *Human Development Report 1995*. New York: Oxford University Press.

Wirth, Linda (2001) 'Women in Management: Closer to Breaking Through the Glass Ceiling?' in Martha Fetherolf LOUTFI (ed) *Women, Gender and Work: What is Equality and How Do We get There?* , Geneva, ILO.

Wolfinger, N. H., Mason, M. A., and Goulden, M. (2008). 'Problems in the Pipeline: Gender, Marriage, and Fertility in the Ivory Tower'. *The Journal of Higher Education*, 79, (4), 388-405.

Yadav , R. and Khanna, A. (2014) *Existence of Glass Ceiling in India*.
<https://www.researchgate.net/publication/277590269>

Annexure A- Questionnaire

Bangladesh Public Administration Training Centre Savar, Dhaka

Gender and Representation of women in Bangladesh Civil Service: An empirical analysis of 'glass ceiling' effect

[The main objective of the study is to examine whether discriminatory practices exist against women in Bangladesh Civil Service (BCS) and identify the possible measures to fix them. To cater to the importance of this matter, BPATC has initiated this research and a questionnaire has been designed to collect data for this purpose. The data collected through this questionnaire will be utilised for the purpose of the research only and the findings of this study will be exploited for the further development of BPATC. The identity of the respondents will be kept anonymous. We solicit your gracious attention to fill-up the questionnaire thereby facilitating the research work.]

1. Please identify your status in the service (put tick $\sqrt{\quad}$ marks):
 - (1) Sr. Secretary or Equivalent
 - (2) Secretary or Equivalent
 - (3) Addl. Secretary or Equivalent
 - (4) Joint Secretary or Equivalent
 - (5) Dy. Secretary or Equivalent
 - (6) Sr. Asst. Secretary or Equivalent
 - (7) Asst. Secretary or Equivalent
2. Please identify your type of recruitment in Class1 Service (put tick $\sqrt{\quad}$ marks):
 - (1) Direct recruitment in civil service
 - (2) Encadred
3. Please identify your Gender(put tick $\sqrt{\quad}$ marks):
 - (1) Female
 - (2) Male
4. Please identify your Age group (put tick $\sqrt{\quad}$ marks):
 - (1) 20-24
 - (2) 25-29
 - (3) 30-34
 - (4) 35-39
 - (5) 40-44
 - (6) 45-49
 - (3) 50-54
 - (4) 55-59
5. Please identify your Marital Status (put tick $\sqrt{\quad}$ marks):
 - (1) Unmarried
 - (2) Married
 - (3) Widow/widower
 - (4) Divorced/Divorcee
 - (5) Living Separately
6. If not unmarried please identify your spouse's profession (put tick $\sqrt{\quad}$ marks):
 - (1) Cadre official
 - (2) Official of govt./autonomous organisation
 - (3) University teacher
 - (4) Official of private organization
 - (5) Doctor
 - (6) Engineer
 - (7) Lawyer
 - (8) Journalist
 - (9) Politician
 - (10) Business
 - (11) Farmer
 - (12) other (pls. mention)
7. Please mention the cadre mane if your spouse belongs to BCS:
.....

8. Please identify your length of service in the Grade 9 and above (put tick ✓marks):

- (1) 0-5 yrs (2) 06-10 yrs (3) 11-15 yrs
 (4) 16-20 yrs (5) 21-25 yrs (6) 26 yrs and above

9. Please identify your length of service in the present position (put tick ✓marks):

- (1) 0-5 yrs (2) 06-10 yrs (3) 11-15 yrs
 (4) 16-20 yrs (5) 21-25 yrs (6) 26 yrs and above

10. Do you have any supervising Officer (put tick ✓marks):

- (1) Yes (2) No

11. If 'Yes', Please identify the status of your supervisor (put tick ✓marks):

- (1) Sr. Secretary or Equivalent (2) Secretary or Equivalent
 (3) Addl. Secretary or Equivalent (4) Joint Secretary or Equivalent
 (5) Dy. Secretary or Equivalent (6) Sr. Asst. Secretary or Equivalent
 (7) Asst. Secretary or Equivalent

12. Gender of your supervising Officer (put tick ✓marks):

- (1) Female (2) Male

13. Please identify the degree of your agreement or disagreement on the following statement (put tick ✓marks):

Statement	Degree of Agreement/Disagreement				
(A) Women in the Service					
10. Women prefer a balance life more than gaining highly paid careers.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
11. Women commonly reject career advancement as they are keener to maintain a role raising children	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
12. Women are less concerned about promotions than men are.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
13. Family is more important to most women than career development.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
14. Most women avoid careers that involve intense competition with colleagues.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
15. Women know that official work does not provide the best source of happiness in life.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
16. Perceptions that women's careers are not as important because they are not the primary family provider	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
17. Women's work and family demands are conflicting	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
18. The under-representation of women in higher positions is due to the lack of careful career planning by women.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
(B) Women in the Civil Service					
13. Women face no barriers to promotions in the civil service.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
14. Women are provided with equal opportunities to be promoted.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)

Statement	Degree of Agreement/Disagreement				
15. Women are placed in positions beyond their level of competence because of affirmative action by the government.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
16. Women are as capable as men of serving in senior executive positions	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
17. Women have the same desire for power as men do.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
18. Women and men have to overcome the same problems at the workplace	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
19. Women and men are equally respected in the workplace.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
20. Women can be themselves at work	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
21. Women receive enough organizational support in order to manage their professional work and their domestic responsibilities.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
22. People should be rewarded based on their performance, regardless of whether they are men or women.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
23. Women are capable of making critical leadership decisions.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
24. Women who have a strong commitment to their careers can go right to the top	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
(C) Women in the Civil Service and Work Environment					
26. Women starting careers today will face sexist barriers	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
27. Being in the limelight creates many problems for women.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
28. Women have to be more accomplished in their work than men in order to be promoted	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
29. Women have to do more work to gain higher positions.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
30. A woman must perform better than a man to be promoted	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
31. Promotion or better posting of women make male colleagues jealous.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
32. Men receive more organizational support and trust than women	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
33. In the workplace, women are likely to face the barriers of a glass ceiling.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
34. If they experience difficulty at work, women do not always get required support.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
35. Competitiveness/assertiveness in women is viewed as a negative trait	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
36. Women have to be extra well prepared to prove their competence	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
37. Lack of equal career development opportunities for women	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
38. As women, they must be more 'pushy' to be promoted	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
39. Women receive more unfair judgments of their work performance than men	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
40. Women in senior positions face frequent putdowns of being too soft or too hard.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
41. Women do not receive the same financial incentives as men that perform the same jobs.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
42. Women are not easily promoted from entry-level Positions into middle management	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
43. Men fail to pay attention to what women say at meetings	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)

Statement	Degree of Agreement/Disagreement				
44. The viewpoint of a woman is often not heard at a meeting until it is repeated by a man.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
45. Women who are turned down for senior positions, are equally or more educated than the men that are currently holding those positions.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
46. Women in senior positions are seldom given full credit for their successes.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
47. Women are under-represented in the boardrooms	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
48. Even women with many skills and qualifications fail to be recognized for promotions	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
49. Women are not interested to work incredibly long hours.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
50. When women are given opportunities to lead they do effective jobs	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
(D) Women in the Service and Organisational Culture					
13. Women are usually denied executive positions due to the limited leadership and management skills learned in entry-level positions.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
14. Women are not committed and devoted enough to their job	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
15. Women executives are very uncomfortable when they have to criticize members of their teams.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
16. It is more difficult for women than men to be themselves working independently at work	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
17. It is difficult to assign tasks for women to go outstation or overseas	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
18. Women's lack of enthusiasm in taking on high-stake and challenging assignments	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
19. Women not being willing to make the sacrifices needed to get and remain in senior positions	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
20. Men make better managers than women	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
21. Women's lack of ambition, in comparison to men	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
22. Men do not feel comfortable to work under the guidance of women colleague.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
23. Women are timid and they lack of sufficient self-confidence and timidity	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
24. Perceptions that women should not be in a position of authority over men	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
(E) Women's Career Development and Challenges					
14. Policymakers' lack of genuine commitment to equality of genders and advancement of women	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
15. Civil Service structures and practices that favor male employees	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
16. Male domination of senior positions	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
17. Negative perceptions and stereotypes about women's professional capabilities constitute barriers to women's advancement	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
18. Negative perceptions and stereotypes about women's commitment to their career constitute barriers to women's advancement	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
19. Women's working life is characterized by negative attitudes towards them	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
20. The way women have been addressed at work by management and superiors has been influenced by	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)

Statement	Degree of Agreement/Disagreement				
negative attitudes towards them because they are women					
21. Policy makers do not consider women's 'double role'- official duty and family obligations.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
22. It will take decades for women to reach equality with men in high level management positions	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
23. Management has a tendency to avoid giving women to do a challenging job.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
24. Important/influential positions lies with men's hand and under their network.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
25. Existing policy and programmes are not sufficient enough to ensure women's representations to upper ladder of BCS.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)
26. Social attitude towards women bars them to represent upper ladder of the service.	Firmly Agree (5)	Agree (4)	Partially Agree (3)	Disagree (2)	Firmly Disagree (2)

We extend our thanks and gratitude to you for your valuable time, labour and priceless opinion.