

Motivation of Civil Servants in Bangladesh: A Comparative Study of Technical Cadres and Administrative Cadres

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The present study aims at investigating the differences between the officers of administrative cadres and technical cadres of Bangladesh Civil Service (BCS) in terms of their levels of motivation and performance. Primary data were used in this study. The information on performance, motivation, score, etc. of administrative and technical cadres was randomly collected from 60 administrative cadres and 60 technical cadres from 12 upazilas in Jessore and Kushtia district. The findings of the study indicate that the officers of administrative cadres were significantly more motivated than their colleagues from technical cadres. The result also suggests that there was a significant positive influence of motivation on performance. Personal factors such as experience, education and income had no significant influence on motivation. Working condition, promotional facility, participation in decision making and recognition have been perceived as the prime sources of high motivation for the technical cadre officers. On the other hand, salary, open communication with boss and training facility have been considered as strong sources of high motivation for the administrative cadre officers. Poor salary, lack of fair promotional opportunity, status and bad working condition had been perceived as the major causes of low motivation for the technical cadre officers.

Field of Research: Motivation and performance of administrative cadres and technical cadres of Bangladesh.

1. Introduction

Civil service plays a vital role in the economic development of a country. The efficiency of civil service largely depends upon the performance of its officers. The efficiency, performance and sincerity of any officer seem to be influenced by his motivation at work place.

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Motivation is the set of forces that cause people to behave in certain ways. An employee may choose to work as hard as possible at a job, to work just hard enough to avoid a reprimand, or to do as little as possible. Officers' motivation has a greater impact on their productivity. Once the officers are motivated, productivity will be increased and vice-versa. The goal for the good administrator is to maximize the likelihood of the first behavior and to minimize the likelihood of the last. This goal becomes all the more important when we understand how critical motivation is in the workplace. Individual performance is generally determined by three things i.e. motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the resources needed to do the job). If an employee lacks ability, the administrator can provide training or replace the worker. If there is a resource problem, the administrator can correct it. But if motivation is the problem, the task for the administrator is more challenging. Individual behavior is a complex phenomenon, and the administrator may be hard pressed to figure out the precise nature of the problem and how to solve it. Thus, motivation is important because of its significance as a determinant of performance and because of its intangible character.

A large number of studies has been conducted on the effects of motivation and ability on performance in the western countries, but little information is available in this realm regarding developing countries like Bangladesh. Due to dissimilar socioeconomic context, the studies carried out in the west cannot be generalized in other countries. Therefore, the present study analysis, discuss and compared the motivation and performance of administrative cadre officers and technical cadre officers of Bangladesh Civil Service.

This paper explains the motivation of civil servants in Bangladesh. Following the introduction, a brief description of Bangladesh Civil Service (BCS) are discussed in section one. The paper explains methodology in section two, whereas results and discussions are briefly discussed in section three. This section presents the characteristics, scores of motivation, performances, satisfactions /dissatisfactions, causes of motivation as perceived by the cadres, and measures of propensity to quit job of sampled administrative and technical cadres in Bangladesh. Finally conclusions, recommendations and policy implications are drawn based on the results and findings of the study.

1.1 A Brief Description of Bangladesh Civil Service

Section 4 of the Services (Reorganization and Conditions) Act, 1975 (Act No. XXXII of 1975) empowered the Government to reorganize the services of the Republic and for that purpose to create new services or amalgamate or unify existing services. Accordingly Government has created the following 29 Cadres: (1) BCS-Administration (2) BCS-Agriculture (3) BCS-Ansar (4) BCS-Audit & Account (5) BCS-Co-operative (6) BCS- Customs, Excise & VAT (7) BCS-Economic (8) BCS-Family Planning (9) BCS-Fisheries (10) BCS-Food (11) BCS-Foreign Affairs (12) BCS-Forest (13) BCS-General Education (14) BCS-Health (15) BCS-Information (16) BCS-Judicial (17) BCS-Livestock (18) BCS-Police (19)

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BCS-Postal (20) BCS-Public Health Engineering (21) BCS-Public Works (22) BCS-Railway Engineering (23) BCS-Railway Transportation & Commercial (24) BCS-Roads & Highways (25) BCS-Statistics (26) BCS-Taxation (27) BCS-Technical Education (28) BCS-Tele-Communication (29) BCS-Trade.

All these cadres have been brought under one single service, namely, the Bangladesh Civil Service (BCS). Each cadre has its own composition and cadre rules. These provide for separate entity, hierarchy and different job responsibility for each cadre. The main features of these rules are more or less uniform but in practical all cadres do not enjoy the same facility while working in the field. Generally these cadres can be classified in two major groups, e.g. general cadres and technical cadres. Among general cadres only the officers from BCS (Administration) cadres work in various posts and positions and enjoy better facilities in compare to technical cadres.

BCS (Administration) cadres consist of (a) persons who were members of the erstwhile CSP, EPCS and Military Lands and Cantonment Service on or before 25/3/1971, (b) persons appointed on or after 26/3/1971 to the post or posts which are included in the cadre; and (c) persons appointed to the cadre after 01/9/1980.

Technical Cadres consists of those cadres where technical education is needed to join the cadre. In this study we covered 6 (six) technical cadres, e.g., BCS-Agriculture, BCS-Fisheries, BCS-Livestock, BCS-Roads & Highways, BCS-Public Works and BCS- Health.

1.2 Review of Literatures

Motivation is a matter of satisfaction of human needs and unless the need at the lower level is satisfied, the higher order needs would not be operate (Maslow, 1954). Usually monetary rewards change human behavior and motivation and increase their productivity if the selection and training of suitable people are proper for a job (Cofer and Appley, 1964; Lowler, 1969). Employees are motivated by a wide variety of factors not only money, or the desired for satisfaction, but also the need for achievement and meaning in work (Brayfield and Crockett, 1955; Saha and Ali, 1984; Jurjensen, 1947; Wanous, 1974). These wide varieties of job factors do not have the same effect on the satisfaction of employees. Some factors such as payment, working conditions, good supervision, and favorable working relations do not seem to add employees' satisfaction with their jobs (Hertzberg, 1959; Pareek and Keshore, 1981; Pestonjee and Basu 1972; Chacko, 1983).

Usually, performance depends on ability and motivation of an employee and the effects of motivation on performance are dependent on the level of ability of the workers, and the relationship of ability to perform is dependent on the modification of the workers (Vroom, 1964). Khaleque and Rahman (1987) conducted a research on performance, motivation and ability and they found that factors like good relations with colleagues, duration of work, working

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environment, recognition for good work and job security were perceived by the workers to be more important than autonomy in work, job status, management policy and participation in decision making. The most important causes of dissatisfaction as perceived by the workers were poor wage, lack of promotional opportunity, poor management and job insecurity. The study showed that satisfaction with family and social lives had positive influence on the overall job satisfaction of the workers.

2. Hypotheses of the Study

The following specific hypotheses were framed for verification through empirical investigation:

- (i) Officers from administrative cadres are more motivated and satisfied than the officers from the technical cadres.
- (ii) Motivation and performance of the officers are positively correlated i.e., the higher the motivation of the officers, the higher their performances.
- (iii) Poor status, less recognition, lack of fair promotional opportunity and less facility in the working area are the major important causes of low motivation of the cadre officers.
- (iv) Propensity to quit the job will tend to be higher among the low motivated group than the high motivated group.
- (v) There is need deficiency among the cadre officers relating to motivators, and the technical cadres have higher need deficiency than the administrative cadres.

3. Methodology of the Study

In order to achieving the objectives, the present study was conducted in 12 upazilas in the greater Jessore and Kushtia district and it were purposively selected. Because Jessore and Kushtia are the oldest cities in Bangladesh and a large number of technical and administrative cadres are working in these two districts. The study was concentrated only district and Upazila level offices where most of the cadre officers serving. The samples were selected on a random basis from 12 (twelve) upazilas of Kushtia and Jessore region. Among technical cadres only BCS-Agriculture, BCS-Fisheries, BCS-Livestock, BCS-Health, BCS-Roads & Highways and BCS-Public works were considered. The study covered 120 officers – 60 from administrative cadres and 60 from six technical cadres. Officers interviewed from administrative cadres were - Assistant Commissioner, Upazila Nirbahi Officer (UNO), Additional District Commissioner (ADC), Charge officer, Cantonment Executive Officer, Secretary (Zilla Parisad), Chief Executive Officer (Zilla Parisad) and Deputy Commissioner. Officers from 6 Technical cadres were – Assistant Engineer, Agriculture Extension Officer, Upazila Fisheries officer, Veterinary Assistant Surgeon, Upazila Agriculture officer, Upazila Livestock officer, Sub-Divisional Engineer, Deputy Director (Agriculture), District Livestock Officer, District Fisheries Officer and Executive Engineer (Table

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1). The district and upazila administration were purposively selected in this study because it occupies the important position in the local government of the country.

Table 1. Distribution of sampled administrative and technical cadres

Cadre	No. of respondents	%
<u>Administration:</u>		
BCS-Administration	60	50
<u>Technical:</u>		
1. BCS-Agriculture	10	
2. BCS-Fisheries	10	
3. BCS-Livestock	10	50
4. BCS-Roads & Highways	10	
5. BCS-Public works	10	
6. BCS-Health	10	
Total	120	100

Source: Field survey, 2008.

3.1 Characteristics of Sampled Administrative and Technical Cadres

The distribution of sampled BCS officers according to sex is presented in table 2. Officers less than 5 years of experience in civil service were excluded as respondents from the present study. It shows that among the respondents, about two-third male and one-third is female for the administrative and technical cadres.

Table 2. Distribution of BCS officers according to sex (%)

Sex	Administrative cadre (%)	Technical cadre (%)
Male	67	68
Female	33	32

Source: BBS, 2008.

The educational background of the sampled administrative and technical cadres is exhibited in table 3. It is appeared from table that about 72% officers were Bachelor degree holders, 25% officers were Master degree holders and only 3% officers were Ph. D degree holders for technical cadres, where as about 85% officers were Master degree holders, 10% officers were M. Phil. or Ph. D degree holders and 5% officers were Bachelor degree holders for the administrative cadres. Therefore, it can be concluded that administrative cadres are more educated than technical cadres. The main reasons are that after graduating,

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most of the students prefer job than higher study. But per post of technical cadres is less competitive than administrative cadres. Consequently, technical graduates get job easily in technical cadres than general graduates for administrative cadres (Field survey, 2008).

Table 3. Distribution of educational levels of the officers (%)

Levels of education	Administrative cadre officers (%)	Technical cadre officers (%)
Graduates	5	72
Masters	85	25
M.Phil./Ph.D.	10	3

Source: BBS, 2008.

4. Results and Discussions

4.1 Scores of Motivation for Administrative and Technical Cadre Officers

The scores of motivation for administrative and technical cadre officers are presented in table 4. It shows that motivation scores of administrative cadres were significantly (statistically significant at 5% level) higher than their counterpart technical cadres.

Table 4. Comparison in scores of motivation for administrative cadre and technical cadre officers

Cadres	Mean	Standard deviation	t-statistic
Administrative cadre	83.48	7.18	1.68**
Technical cadre	68.28	10.52	

Source: Field survey, 2008.

Note: ** indicates statistically significant at 5% level.

4.2 Performances of Motivation for Administrative and Technical Cadre Officers

The performance of motivated groups is presented in table 5. It shows that the performance was significantly higher among the samples of highly motivated group than lower motivated group and it is statistically significant at 5% level. The motivation scores of the administrative cadre officers were significantly higher than those of the technical cadre officers (table 5). The causes of high motivation among the administrative cadre officers were not clear. One possible explanation

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might be that the better recognition and status enjoyed by the administrative cadre officers than their technical cadre counterparts. Another possible reason might be promotional facility enjoyed in administrative cadres. Administrative cadre officers enjoyed more promotional facility than technical cadre officers. Moreover, administrative cadre officers enjoyed better working condition than the technical cadre officers which might be another possible reason of higher motivation among the administrative cadre officers than the technical cadre officers.

The respondents were categorized into high and low motivation groups on the basis of median scores of motivation. The low and high motivation groups have considered below and above the median scores, respectively. Table 5 shows that the performance of high motivation group was significantly higher than that of the low motivation group (statistically significant at 5% level). The main reasons were that the effects of motivation on performance were dependent on the level of ability of the officers, and the relationship of ability to perform was dependent on the motivation of the officers. Ali (1979) found that there was significant positive correlation between achievement motivation and performance of the officers. Vroom (1964) found fairly high positive correlation between the ability and performance of supervisors.

Table 5. Comparison in performances of high and low motivated groups

Motivation groups	Mean	Standard deviation	t-statistic
High motivated group	75.60	4.85	2.39**
Low motivated group	55.50	6.98	

Source: Field survey, 2008.

Note: ** indicates statistically significant at 5% level.

Performance scores of administrative and technical cadres are presented in table 6. It shows that the mean performance scores of the administrative cadre officers were significantly higher than those of the technical cadre officers and it was statistically significant at 5% level.

Table 6. Comparison in performances of administrative and technical cadres

Cadres	Mean	Standard deviation	t-statistic
Administrative	69.47	6.17	1.99**
Technical	58.26	9.42	

Source: Field survey, 2008.

Note: ** indicates statistically significant at 5% level.

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The results of the officers' ratings from both groups about the relative importance of different factors for high motivation reveal that the application of sound management principles has been rated as the most important for their motivation. Habibullah (1975) also reported that application of sound management principles, job security, and promotion based on merit and efficiency, participation in decision making, pay according to their contribution, and specific and common goals boost up work motivation. Several other studies also reported that application of sound management principles is one of the most important factors for motivation (Ali, 1979; Habibullah, 1975).

4.3 Dissatisfaction of Jobs for Administrative and Technical Cadre officers

Dissatisfactions of jobs for both cadres are shown in table 7. It is shown that both groups of officers have the dissatisfaction with all the specific aspects of job. The highest dissatisfaction was with the promotion for technical cadre followed by encouragement for creative work, salary and participation in decision making, whereas, the highest dissatisfaction for administrative cadre was with the salary followed by training facility, encouragement for creative work and open communication with the boss. The table also shows that technical cadre officers had significantly greater dissatisfaction with their present promotional prospect, status, working environment and recognition than the administrative cadre officers.

Table 7. Dissatisfaction of jobs for administrative and technical cadres

Specific job factors	Administrative cadre	Technical cadre
Job security	-0.47	-0.43
Working condition	-1.36	-2.53
Open communication with the boss	-1.8	-2
Salary	-2.85	-3.07
Promotion	-1.67	-3.53
Job autonomy	-1.7	-2.38
Status	-1.21	-2.66
Recognition	-1.82	-3.03
Participation in decision making	-1.33	-2.5
Colleagues' friendship	-0.88	-1.15
Training facility	-2.43	-1.4
Competition in the job	-0.35	-0.52
Encouragement for creative work	-1.93	-3.22
Justice & equity	-1.4	-2.55
Favorable attitude of boss	-1.8	-1.92

Source: Field survey, 2008.

Note: Sample size was 120.

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The attitudes of officers toward the job related activities are presented in table 8. It shows reveals that the administrative cadre officers have considered salary, recognition and open communication with the boss as the most important incentives and the justice and equity as the least important incentive for high motivation. On the other hand, the technical cadre officers have considered job autonomy, salary, participation in decision making, promotional facility, encouragement for creative work, open communication with the boss as the most important incentives and competition as the least important incentive for high motivation.

Table 8. The rank orders of the cadre officers' attitude (expecting) towards relative importance of different incentives

Specific job factors	Administrative cadre		Technical cadre	
	Mean ranks	Rank orders	Mean ranks	Rank orders
Job security	4.92	5	4.78	6
Working condition	4.98	2	4.95	3
Open communication with the boss	5.00	1	5.00	1
Importance of salary	5.00	1	5.00	1
Promotional opportunity	4.97	3	5.00	1
Job autonomy	4.98	2	5.00	1
Job status	4.98	2	4.98	2
Recognition	5.00	1	4.90	4
Participation in decision making	4.95	4	5.00	1
Colleagues' friendship	4.45	8	4.60	7
Training facility	4.80	7	4.85	5
Competition	4.15	9	3.95	9
Encouragement for creative work	4.88	6	5.00	1
Justice and equity	3.75	10	4.40	8
Favorable attitude to boss	4.97	3	4.95	3

Source: Field survey, 2008.

Note: Sample size was 120.

There was significant correlation (0.90) between the two groups regarding their attitudes towards the relative importance of different incentives for their motivation and it statistically significant at 1% level, which indicated that the two groups differed according to their attitudes towards relative importance of different incentives for motivation.

A comparison was made to see the satisfaction and dissatisfaction with specific aspects of job between the administrative and technical cadre officers and the results are shown in table 9. It shows that there were significant differences on job security, job status, working condition, but there was no difference between the response patterns on the rest of the aspects.

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Table 9. Composite Chi-square for Satisfaction and Dissatisfaction of some of the specific aspects of job according to two types of cadres

Specific job factors	Administrative cadre		Technical cadres		Chi-square (χ^2) statistic	P
	Yes	No	Yes	No		
Salary	0	60	1	59	1	N.S
Security	60	0	60	0	0	100%
Behavior of boss	36	24	36	24	0	100%
Working condition	50	10	23	37	25.49	<.01
Open communication with boss	32	28	27	33	0.83	N.S.
Promotion facility	41	19	1	59	58.6	<.01
Autonomy of work	34	26	21	39	5.67	<.01
Job status	52	8	19	41	37.56	<.01
Working position	33	27	5	55	30.19	<.01
Participation in decision making	40	20	17	43	17.67	<.01

Source: Field survey, 2008.

Note: Sample size was 120.

4.4 Important Causes of Motivation as Perceived by the Cadres

The important causes of low motivation as perceived by the administrative cadres are presented in table 10. Table 10 reveals that respondents have mentioned 7 different factors as important causes of low motivation. The highest percentage (37%) of the respondents considered 'poor salary' as the most important causes of low motivation. The second important cause (20%) of low motivation is considered as 'undue influence of boss' followed by 'bad working conditions' (19%).

Table 10. Important causes of low motivation as perceived by the administrative cadres

Perceived causes of low motivation	Percentage of officers who hold the view	Rank orders
Poor salary	37%	1
Bad working condition	19%	3
Undue influence of boss	20%	2
Lack of recognition	9%	4
Lack of training facility	6%	5
Lack of autonomy of work	5%	6
Lack of participation in decision making	4%	7

Source: Field survey, 2008.

Note: Sample size was 120.

The important causes of low motivation as perceived by the technical cadres are presented in table 11 and it shows that the respondents have mentioned 10 different factors as important causes of low motivation. The highest percentage (27%) of the respondents considered 'lack of recognition' as the most important causes of low motivation. The second and third important causes of low

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motivation were 'bad working conditions' (24%) and 'poor salary' (13%) respectively. Thus, it was evident from the table 10 and 11 that officers of the both cadres considered recognition, status and working condition as the most important causes of low motivation.

Table 11. Important causes of low motivation as perceived by the technical cadres

Perceived causes of low motivation	Percentage of officers who holds the view	Rank orders
Poor salary	13%	3
Bad working condition	24%	2
Undue influence of boss	6%	6
Lack of recognition	27%	1
Lack of training facility	5%	7
Lack of autonomy of work	9%	4
Lack of participation in decision making	7%	5
Lack of open communication with the boss	2%	10
Lack of scope for utilization for special knowledge	3%	9
Lack of proper control over the junior officers	4%	8

Source: Field survey, 2008.

Note: Sample size was 120.

The important causes of high motivation as perceived by the administrative cadres are presented in table 12. It shows that the respondents have mentioned 10 different factors as important causes of high motivation. The highest percentage of the respondents (23%) considered 'sound management' as the most important causes of high motivation. The second and third important causes of high motivation were 'recognition for good work' (16%) and 'fair promotional facility' (15%), respectively.

Therefore, it may be concluded that a number of factors have been considered by both the group of officers as source of high and low motivations (table 10, 11, 12 and 13). The motivational variables are not unidirectional in their effects rather they were both sources of high and low motivation. Moreover, the factors vary in terms of their relative importance to motivation with the different occupational levels.

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Table 12. Important causes of high motivation as perceived by the administrative cadres

Perceived causes of high motivation	Percentage of officers who hold the view (%)	Rank orders
Job security	5	9
Sound management	23	1
Fair promotional facility	15	3
Recognition for good work	16	2
Training facility	10	5
Reward for good work	3	10
Autonomy in work	7	6
Participation in decision making	4	8
Status	6	7
Good relations with colleagues	11	4

Source: Field survey, 2008.

Note: Sample size was 120.

The important causes of high motivation as perceived by the technical cadres are presented in table 13. It reveals that the respondents have mentioned 9 different factors as important causes of high motivation. The highest percentage of respondents (20%) considered 'fair promotional facility' as the most important causes of high motivation. The second and third important causes of high motivation were 'recognition for good work' (19%) and 'status' (18%) respectively.

Fair promotional facility has been assigned as the most important factor for high motivation as perceived by the officers of technical cadres, while officers from administrative cadre rated promotional facility as the third most important factor for high motivation. It indicates that fair promotional facility is one of the most important factors for high motivation for both groups of officers. But fair promotion is more important for technical cadre officers than administrative cadre officers. Dill, Hilton, and Raitman (1962), and Habibullah (1975) also found similar results which are in consistence with the present findings.

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Table 13. Important causes of high motivation as perceived by the technical cadres

Perceived causes of high motivation	% of officer who hold the view	Rank orders
Job security	2	9
Sound management	17	4
Fair promotional facility	20	1
Recognition for good work	19	2
Training facility	6	6
Autonomy in work	9	5
Participation in decision making	4	8
Status	18	3
Good relations with colleagues	5	7

Source: Field survey, 2008.

Note: Sample size was 120.

Recognition for good work has been perceived as the second most important factor for high motivation for both the groups. It seems that there is no significant difference as perceived by both the cadres for the factor (recognition for creative work).

Job status has been perceived as the third most important factor for high motivation by officers of technical cadres, while officers from administrative cadres rated job status as the seventh most important factor for high motivation. It indicates that status is more important to technical cadre officers than administrative cadre officers.

Autonomy in work has been perceived as the fifth important factor for high motivation for technical cadres and sixth important factor for administrative cadres. It indicates that autonomy in work is almost similar important for both group of officers. Training facility has been perceived as the fifth important factor for high motivation by the officers of administrative cadres. On the other hand, technical cadre officers rated training facility as the sixth most important factor for high motivation.

4.5 Measures of Propensity to Quit Job

Measuring of propensity to quit job is presented in table 14. Table 14 reveals that most of the high motivated officers (70%) desire to quit their job if an exceptional opportunity turns up. On the other hand, most of the low motivated officers (67%) desire to quit their job if something better turns up. Therefore it may be concluded that propensity to quit the job was significantly higher among the low

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motivated group than the high motivated group and the correlation results also indicated the negative relation of motivation with propensity to quit the job.

Table 14. Measuring propensity to quit the job

Propensity to quit the job	% of high motivated officers who hold the view	% of low motivated officers who hold the view
Stay in the job until retirement	10	5
Quit if an exceptional opportunity turns up	70	28
Quit if some thing better turns up	20	67

Source: Field survey, 2008.

Note: Sample size was 120.

Table 15 indicates that propensity to quit the job significantly higher among the low motivation group than the high motivation group.

Table 15. Propensity to quit job according to the degree of motivation of the subjects.

Groups	Number	Mean score of turnover	S.D.	t-statistic	p
Low motivation	57	2.4	0.88	6.37	<.001
High motivation	63	1.46	0.74		

Source: Field survey, 2008.

Note: Sample size was 120.

Participation in decision making has been considered as the eight important factors of high motivation for both groups of officers. It is indicated that participation in decision making was one of the important incentives for motivating civil officers in Bangladesh. Hoque and Hossain (1991) and Hossain (1992) also found that participation in decision making was one of the important incentives for motivating the managers in Bangladesh, which confirmed the findings of the present study.

The results of the relative importance of specific factors for high motivation reveal that good relations with colleagues has been rated as the fourth most important for high motivation perceived by technical cadre officers, while it has been rated as the seventh most important factor as perceived by the administrative cadre officers. Porter (1962) claimed that as individual's job satisfaction and motivation is influenced by his desire to be associated with his fellows in a work situation. Several studies reported that existing relation among the co-workers is one of the important factors for job satisfaction and motivation at work (Khaleque. 1979; Locke 1970; Weaver, 1977).

5. Conclusions

The study was an attempt to obtain a better understanding about the causes of low motivation and dissatisfaction of cadre officers in Bangladesh. The findings of the study indicate that officers from administrative cadres are in a better position in terms of motivation with different specific job factors than their counterpart

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technical cadres. Working conditions and poor status are the major critical factors for the technical cadre officers which should be given due importance to improve their motivation. Administrative cadre officers are more motivated with their jobs than the technical cadre officers. There was significant positive correlation between motivation and performance but negative correlation between motivation and job stress, job satisfaction propensity to quit the job. Among the independent variables such as age, experiences, education, income and motivation, motivation had the highest positive contribution to performance (i.e., dependent variable). Major causes of dissatisfaction as perceived by the respondents were poor salary, lack of promotional prospects, poor job status and absence of recognition for good work. Technical cadre officers were dissatisfied with job status and recognition as compared to administrative cadre officers. On the other hand, officers from both the groups were suffering from poor salary and absence of open communication with their bosses. Propensity to quit the job was significantly higher among the officers of technical cadres than the officers of administrative cadre. The common problems as perceived by both group of officers are salary, undue influence of boss, lack of autonomy (which is truer for the technical cadre officers) and lack of recognition for creative work.

The study clearly suggested that between the personal and job related factors, the latter play a more decisive role in producing the feeling of motivation with one's work experience. As the job related factors are to a large extent under the control of the authority, it should be possible for the government to manipulate those factors in such a way to improve the level of motivation and reduce dissatisfaction.

6. Recommendations/Policy Implications

Based on the findings of the present study that motivation has significant positive correlation with the performance of the officers of cadre services in Bangladesh It is found from the study that officers of technical cadres have low motivation in comparison to administrative cadre. Motivation of the officers of cadre services shows that officers who are properly motivated, they can perform their official duty properly. So, for the organizational development and growth, we need to reduce the dissatisfaction and problems encountered by the officers of technical cadres at their work-place.

To enhance motivation and to improve overall performance of the cadre officers, the following recommendations may be made in the light of present study. (i) Since technical cadre officers in general are dissatisfied with lack of fair promotional prospects (Table no.12), so it is suggested that promotion of technical cadre officers should be strictly on the basis of performance and experience. (ii) Autonomy of work of technical cadre officers can be ensured by introducing the participation in decision making and delegating more authority and responsibility at upazila level. (iii) To enhance motivation and to reduce the propensity to quit the job of technical cadre officers, proper promotional system and good working condition should be ensured. (iv) Providing recognition by

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introducing reward system for outstanding performance and contribution to the organization. (v) Proper strategies should be developed to control the external pressure for carrying out the duties of cadre officers smoothly. (vi) For reducing the excessive work load and stress, it is suggested that the present job be redesigned, computerized system can be introduced in this respect. (vii) It is found from the study that the junior officers are not satisfied with the behavior of their controlling officers. It is suggested to arrange morale training for senior officers of both the groups. (viii) Finally, before generalization, further in depth studies are suggested for better understanding for the causes and consequences of motivation, work performance, promotion and working condition of civil officers in Bangladesh.

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