

RESTRICTED

**CONGENIAL INTERPERSONAL RELATIONSHIP BETWEEN**  
**MALE AND FEMALE OFFICERS OF BANGLADESH ARMY**  
**DOES PARITY EXIST**

## **PREFACE**

This research has been undertaken as a requirement to the partial fulfillment of MSc in Military Studies. The researcher selected the topic “**Congenial interpersonal relationship between male and female officers of Bangladesh Army – does parity exist**” due to deep realization of the issue. The author has faced this contentious issue while serving as a junior officer, mid-level officer, and Company Commander. She personally observed that relationship between male and female officers is not congenial. One of the important findings of this observation is that, most of the female officers suffer from similar kind of issues and as a result their proficiency is badly affected. Thus, female officers are incapable to perform to their best ability. Predominantly, it hinders their professional development and growth of self-confidence.

However, a pertinent question arises: is lack of congenial interpersonal relationship a particular phenomenon or it depends only on an individual? Presumably, it evolves due to individual mindset which is a result of social grooming up or patriarchy. Thus it is imperative to dig out the possible measures to eliminate this issue. It is believed that, establishing a congenial work environment and interpersonal relationship between male and female officers will foster female officer’s professional development, where they will be able to put the best possible ability to work independently at their work places.

This is an introductory research work in the perspective of Bangladesh Army. The researcher is obliged to all whom she, formally or informally, talked to, interviewed, surveyed and consulted in connection to the research work. The researcher owes a lot to them. The researcher is highly thankful to the Directing Staff guide who was invaluable in suggestions, yet offering a lot of flexibilities.

**ABSTRACT**

As gender identity is constructed socially and culturally, masculinity is stereotyped by large sectors of society to belong exclusively to most male officers. However, vast amounts of jobs in modern society encourage female officers to join Army to carry out roles that require attaining and using masculinity. Among all the public services, the Bangladesh Army has the highest proportion of male serving, therefore the lowest proportion of female and the most number of posts that are restricted to male officers and closed for female. It is these facts that make the Bangladesh Army an interesting institution for this dissertation to examine.

This dissertation is taking a feminist approach, primarily in its aim to enhance appreciation of the experiences of female officers as a minority in a traditionally masculine working environment, where experiences of being burdened are common and barriers to their progression also exist. The dissertation attempts to view from a feminist perspective, the reason for the barriers of female officers in the Army and aims to provide evidence that *mass societal conceptions* of masculinity ultimately are the source of these experiences. However, through this use of the 'feminist approach', this paper does not seek to achieve equality of female officers within the Army, as equality is defined under patriarchal terms and is therefore characterised from a masculine standpoint. The paper takes an endeavor to highlight the causes behind particular discourses in the Army and how it affects our female officer's proficiency.

**RELATED ABBREVIATIONS**

<b>Serial</b>	<b>Abbreviations</b>	<b>Meaning</b>
1.	AHQ	Army Head Quarters
2.	APPEAL	Asia-Pacific Program of Education for All
3.	BMA	Bangladesh Military Academy
4.	CO	Commanding Officer
5.	DoD	Department of Defense
6.	DP	Deputy President (of ISSB)
7.	DSCSC	Defense Services Command and Staff College
8.	ERE	Extra Regimental Employment
9.	GC	Gentleman Cadets
10.	GTO	Group Testing Officer
11.	GWC	Gentlewoman Cadets
12.	ISSB	Inter Services Selection Board
13.	IRP	Individual Research Paper
14.	JCO	Junior Commissioned Officer
15.	MoD	Ministry of Defense
16.	OC	Officer Commanding
17.	SI&T	School of Infantry and Tactics
18.	SPSS	Statistical Package for Social Science
19.	UN	United Nations
20.	UNESCO	United Nations Educational, Scientific and Cultural Organization
21.	USA	United States of America
22.	VIP	Very Important Person

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I can do things you  
cannot, you can do things  
I cannot ; together we  
can do great things

Mother Teresa



## **CONGENIAL INTERPERSONAL RELATIONSHIP BETWEEN MALE AND FEMALE OFFICERS OF BANGLADESH ARMY – DOES PARITY EXIST**

### **CHAPTER - I**

#### **INTRODUCTION**

##### **Problem Statement**

1. Bangladesh Army “one of the most famous peacekeeping army in the world” has inducted female officers since 2000, considering the requirement and gender equity around the world. Although our religion Islam ensures equal right for women but many of us being Islamic minded could find negative sides about induction of female officers in Army. It is expressed by some male officers that, female gender role and military leader role are contradictory and it also causes difference in female leader’s behavior. Female possess few additional qualities like: being friendly, kind, unselfish, cooperative, motherly and caring. In addition to that, few professional qualities like assertive, masterful, competent are also inherent in female gender. At our workplace most of the female officers are deprived by some male officers basing on a common understanding of being “not equally capable” or “this is not a job for female.” At the same time, similar behaviour pattern is also observed by the wives of some male officers. Many of them are not ready to accept female officers as colleague of their husband.

2. Female officers are performing the same role where “leadership” is their main task. Despite gender differences, they are undergoing same training and job pattern where, it is likely to have influence over their leadership atmosphere. Leadership role should be the primary importance in organizational settings, but female officers are not given due importance in performing their role. As a result, most female officers are incapable to put in their best professionalism.

3. At this backdrop, this dissertation attempts to reveal those unseen factors affecting male and female officers in achieving a congenial relationship at workplace. Since, positive interpersonal relationships at our Army environment have an advantageous impact on both organization and individual interest; therefore a congenial atmosphere can improve individual officer's attitude, such as job satisfaction, job commitment, engagement, cooperation, tradition, leadership and perceived organizational support. As a result, it will enhance the organizational goal.

4. **Research Questions.** For this dissertation following are considered as research questions:

a. **Primary Question.** Is the interpersonal relationship between male and female officers congenial?

b. **Secondary Questions.**

(1) What is the present state of interpersonal relationship of the officers in our Army?

(2) What are the challenges being faced by female officers to achieve a congenial relationship and how badly it influence their professionalism?

(3) How can the relationship be made more congenial?

5. **Definitions.** Some related definitions like interpersonal relationship, leadership, empathy, flexibility, gender role, patriarchy, masculinity, femininity, job satisfaction is given in Annex B.

6. **Limitations of Research.** This research tries to find out the challenges faced by the female officers of long courses at their work places. Findings of this research may be found suitable for all other female officers of our Army. Due to time limitation, a smaller sample is presented therefore; conclusion drawn from the small sample may have few differences with the findings after surveying a larger sample.

7. **Assumptions.** It is assumed that, readers of this report has comprehensive idea on functioning of the arms/units and training institutes being served by male and female officers, also no change will take place during the research.

### **Research Objective and Hypothesis**

8. **Research Objective.** To investigate the factors affecting the professionalism of female officers due to absence of a congenial interpersonal relationship and recommend the ways to improve the present condition. This dissertation, therefore explores the effects of the male domination of masculinity on female officers, analyzing the varying conceptions of masculinity that exist, the consequences of this and demonstrates the problems that female officers have in acting out masculinity. It is expected that, this report will be able to show a way to eradicate the said issue for the overall prosperity of our Army.

9. **Research Hypothesis.** Present work environment is not congenial for the female officers to exert their best professionalism in Bangladesh Army.

### **Literature Review**

10. A close look to the research subject indicates “male and female officers of our Army” and “congenial interpersonal relationship between them” distinctly. Beside researcher’s own experiences some literature have been consulted which are given in **bibliography**.

11. **Findings from the Literature Review.** Findings from the literatures are as under:

- a. **In AHQ project study (23 June 2014)** “Chain of Command of Bangladesh Army- a Quest for Further Effectuality”, the authors argued that, conducive unit environment is beneficial to the command climate, where both male and female officers can perform their job without additional guideline and much supervision. In this study, command by the female officers and effect on the under command was discussed in short. However this study did not discuss details about female leadership or a congenial interpersonal relationship to improve the present state.

b. **AHQ project study (23 June 2009)** on “*Junior Officers Training*” have highlighted the capabilities and limitations about female officers in terms of military training. They have also proposed for a different module of training for the female officers. However, that study also did not focus the interpersonal relationship between male and female officers.

c. **Jalal (2012)** in “*Revisiting the utility vis a vis performance of female officers in Bangladesh army-an evaluation*” projected a comparative study of female officers in relation to their output in military service. He carried out survey in various units to establish that, female officers commissioning may be discontinued as because the Army do not get the desired output from them due to various limitations. That research did not focus the reasons for which the female officers are unable to put their best effort in their work place and it also did not pay attention to congenial interpersonal relationship.

d. **Arundhati (2012)** in “*Women in Military in India: The Cry for Parity*” discussed the grounds against inducting women in combat roles in India. She also highlighted the scene of the various armies where, women are performing in combat roles. She has suggested some measure to reduce the differences between male and female in armed forces. Finally she has discussed about subjective and objective grounds in the Indian armed forces where all women have proved their worth.

e. “The female leadership advantage” a meta analysis by **Eagly** and **Linda** (2003) researched the effectiveness of male and female leaders. They projected changing context of female leadership by the statistics concerning the progress of women leadership in USA since 1972. They showed, sex differences in transformational and transactional leadership have implications for female advantage arguments, because researchers defined these styles in an effort to identify effective leadership only.

g. **Eileen and Parker (2011)** carried out a joint research titled “Women in the U.S. military: growing share, distinctive profile”. Key finding of their survey is increasing number of women in US military which concerns the rank, active duties, combat participation etcetera. This research focused only on US military.

h. **Allister MacIntyre** carried out a research (Challenges and change in the military: gender and diversity issues) based on the Canadian military forces. Where Chapter 1 deals with the gender issue in the military. Chapter 2 focused how women are facing the warrior framework. Women in French forces are narrated in Chapter 3. Harassment of women in military described in Chapter 4. Chapter 5-7 discussed about the problems of women in military are not well represented to the senior echelons of the military. However the research suggested a more fundamental, comprehensive, “disruptive” approach is necessary if men and women are to be placed on the same footing. Both require social and cultural transformation on the part of the military, which should be reflected in internal philosophies, policies, programs and practices in Canadian Army perspective.

j. Few dissertation papers were written by students of Defense Services Command & Staff College focusing the issue relating on induction of female officers in Bangladesh Army. However, most of these are written on generic issues. Lieutenant Colonel Mohammad Abdul Awal, “Should Women be Employed in Combat Role? A Bangladesh Army Perspective” (2003). Major Abu Hena Mohammad Sadrul Islam, carried out dissertation on same topic in 2002; Lieutenant Colonel Md Badrul Millat Bhuiyan, “Women in Bangladesh Army – Problem and Prospects” in 2003. Those dissertations basically put their emphasis on the female employment in combat role and the prospect of female in our Army. But above mentioned dissertations did not concern the interpersonal relationship of male and female officers of our Army.

12. **Scope for Further Research.** After the literature review a further research may be carried out due to the following knowledge gaps:

- a. Identifying the involvement of female and male officers in training and administrative sectors.
- b. Identify the male and female leadership role in Bangladesh Army.
- c. Challenges being faced by female officers in performing their task at various level.

d. Justifying the need of a congenial interpersonal relationship to enhance female officer's professionalism for the better organizational achievement.

13. **Area Chosen for Research.** Positive interpersonal relationships at work have a definite impact on both organizational and individual interest. Employee's negative attitudes can be mitigated by sharing of each other's knowledge, discussing bad and unpleasant work experiences, and finding out the ways to solve the problem. Therefore, requirement of identifying the positive influence of a congenial interpersonal relationship, establishing supportive and innovative atmosphere, increasing the organizational productivity and reducing the setback are chosen as the broad area for research.

14. **Research Methodology.** The detail conceptual framework of this paper is given at **Annex A.**

15. **Research Variables.**

a. **Case.** Interpersonal relationship at present context.

b. **Independent Variable.** Male and female officers serving in Bangladesh Army.

c. **Dependent Variable.** Congenial interpersonal relationship.

16. **Research Type.** Dissertation/ Exploratory.

17. **Data Collection Method.** Both qualitative and quantitative data are collected for the research. Details of the data collection methods are given below:

a. **Content Analysis.** This is a secondary source of data collection. Books, publications, and other papers were consulted to get the related information. Details are given in the bibliography.

b. **Survey.** Survey is carried out as a primary source for quantitative analysis. Questionnaire for different sample groups is given as **Annex C, D and E.**

c. **Interviews.** For qualitative data, both male and female officers were interviewed. For this, both structured and unstructured interviews are arranged. Details of the questionnaire are given in **Annex F, G, H and J.**

- d. **Data Analysis.** The questionnaires were measured in 4 point Likert scale. The data were processed through SPSS software. Detail analysis shown in **Annex K, L, M and N.** Frequency table at **Annex V** and Histogram at **Annex W.**
- e. **Limitation.** The topic being sensitive, some of the respondents did not did not disclose their identity. Thus, those respondents are promised to identity hiding.
- f. **Case Studies.** Case studies are carried out to bring out the primary data for qualitative analysis. Female officers are taken as samples for the case study. The details are given in **Annex P.**

### **Outline of the Paper**

18. In addition to the introductory chapter (Chapter - I) this paper will have the following chapters:
  - a. **Chapter - II** develops the state of interpersonal relationship during training process and in the service life of male and female officers in the present context. It attempts at building a 'Gender Role Indicator'.
  - b. In **Chapter - III** an in-depth analysis is made to identify the effectiveness of congenial relationship basing on "Gender role indicator" in Chapter II. The impacts are analyzed both from male and female officers' perspective through a quantitative data analysis. This analysis projects an idea whether the present interpersonal relationship between male and female officers of our army is congenial or not. This will further focus on its effect on female officer's professionalism. At the same time it will also touch upon the state of relationship between male and female officers of neighboring armies.
  - c. **Chapter – IV** deals with the issue of identifying root causes of the difficulties and challenges faced by female officers including the female officers of some other armies of the world. It further develops the negative

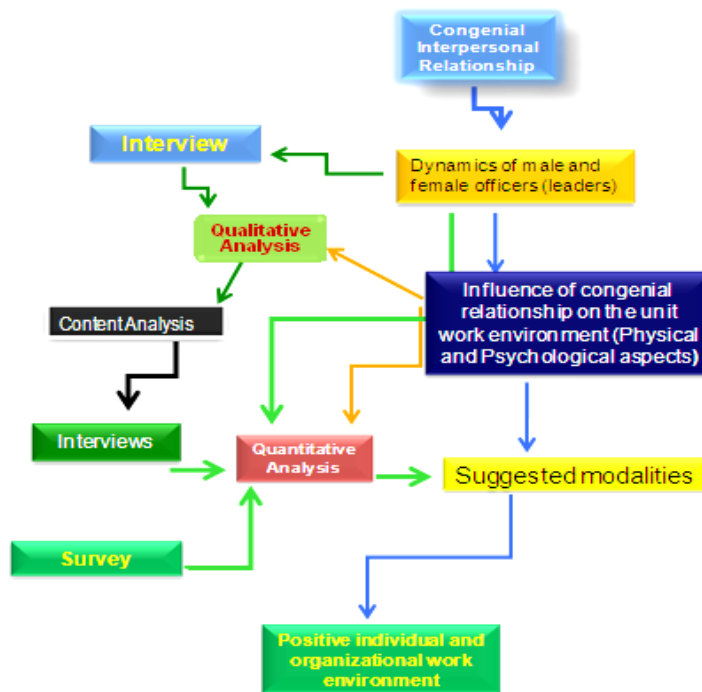
aspects of the ongoing challenges of female officers affecting the organizational achievements of Bangladesh Army.

d. **Chapter – V** projects the ways to improve the present state of the interpersonal relationship between male and female officers of our Army. Implication of these will enhance the interpersonal relationship which will ultimately enable to achieve a congenial work environment both for male and female officers. In addition to that it highlights the progressive steps taken by different armies to improve the work environment both for male and female.

e. **Chapter – VI** includes the conclusion and of course, highlights the summary of important findings of the entire paper. Finally it puts forward few recommendations to improve the present state of interpersonal relationship of male and female officers in order to achieve the best organizational output.

**Operationalisation of the Research Variables**

19. **Operationalisation Diagram.** The research is operationalised as under:



(Source: Researcher's built)

## CHAPTER - II

### THE “GENDER ROLE INDICATOR” AND PRESENT STATE OF INTERPERSONAL RELATIONSHIP

#### Introduction

20. Concept of gender role was first developed by Lill Matthews (1984) in her study of “**the construction of femininity**”. According to Mathews, the concept of gender gives recognition to the fact that every known society distinguishes between women and men. Therefore, the term/concept of gender role is a systematic way of understanding men and women socially and the patterning of relationships between them. It is observed that the gender related confusion/complexity exists only within a minority of individuals. It is not the ‘normative’ experience and is not therefore an example upon which to drive social policy and military institutions. However, this chapter will not discuss the gender issue or discrimination. It will try to establish the correct understanding of the gender role affecting the performance of female officer’s professionalism. Beside that it will also highlight this issue in relation to some foreign armies.

#### The “Gender Role Indicator”

21. What is gender and gender role? Kamla (2009) stated “gender” is explained as the differences between men and women where it generates what a man **can** do; and what a woman **cannot** do. Therefore, gender became an analytical category that is socially constructed to differentiate the biological difference between men and women. Male and female in a military workplace can perform equally if they are put in level playing field or equal platform. But most of the army is yet to achieve equal platform for male and female.

22. Arundhati (2012) argued “There is certain logic in not utilizing women in direct ground combat roles. Israel has made it optional for their women officers. Modern technology is increasingly making attributes like physical toughness redundant. Nevertheless, women in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, military

hardware networking and so on may be equally capable as men. Of course some female will be superior to male in this aspect. For any technologically developing army, the development asserts itself: therefore, no special gender advantage can be achieved. This phenomenon is a product of modern technology, which is the great equalizer of the sexes.”

23. Performance of male and female can only be compared only when they are in an equal platform. Our army is yet to achieve it like many other armies. Judith (2007) argued that, nature has clearly differentiated mankind into male and female which are designed to be complementary. It demands different behaviour and need at work place. No such research is found where it says female cannot do what male can do. The almighty Allah mentioned in Al Quran 2/286:

لَا يُكَلِّفُ اللَّهُ نَفْسًا إِلَّا وُسْعَهَا لَهَا مَا كَسَبَتْ وَعَلَيْهَا مَا اكْتَسَبَتْ

“Allah does not burden any human being with more task than they can bear”

to explain it can be said, any female officer joining the army, joins with the required capabilities to serve. For example: our female officers are serving and doing good as officer commanding, staffs, paratroopers and very soon Bangladesh army will have female aviators. Although at the very outset it was believed that female officers will not be able to do this kind of hardship as male officers could do.

24. As per Wikipedia “gender role is a theoretical construct involving a set of social and behavioral [norms](#), within a specific culture, it is considered to be socially appropriate for individuals of a specific [sex](#). The perception of [gender](#) roles includes attitudes, actions, and personality traits associated with a particular gender within that culture. Gender roles are predominantly considered within a family context as well as within society in general and may collectively be referred to as gender stereotypes. Gender roles are culture based, and while most cultures distinguish only two genders. Gender expression refers to the external sign of a person's gender identity, through masculine, feminine”. Heather Antecol (2007) has worked out that, female to be employed in female role and male in a male role. The same is reflected by Nancy (2002) in USAID. They have identified several causes for which female are incapable to put their best output at their workplace. Few relevant causes are as under:

- a. Lack of awareness among policymakers or service providers about the definition of gender or its importance to achieving the objectives.
- b. Lack of dialogue between employer and employee at workplace due to cultural constraints.
- c. Biasness on characteristics as sex, age, and marital status.
- d. Differential participation in decision making and community levels between men and women.
- e. Lack of time to access services, due to multiple responsibilities in the household task.
- f. Restrictions on women's mobility (not relevant in all countries).

25. Most of our male officers are not aware of the difficulties/reasons mentioned in paragraph 24. Many are even not aware about feminine role. It must be mentioned here that, a standard scale to judge the performance of female officers is not yet set. The fact is, our army is designed for male platform and female are being judged in that platform. Having patriarchy and without establishing any suitable platform for female officers, examining their performance seems to be a common mistake.

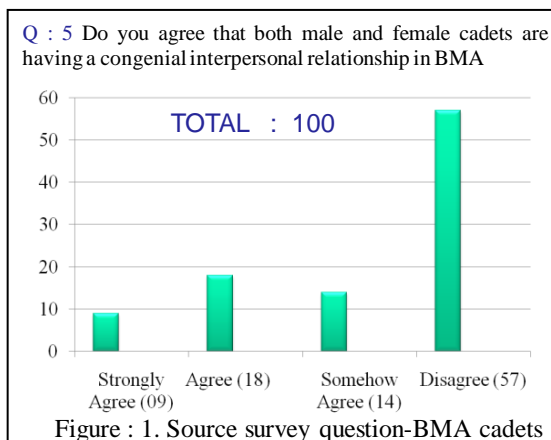
### **Present State of Interpersonal Relationship**

26. At present female officers of Bangladesh Army are being employed in the field units like Engineer, Artillery, Air Defense Artillery where they are performing in the ground combat role during exercises. In those units female officers are expected to perform same as the male officers. Most of the times female officers need to hear from colleague and seniors that "why are you not performing well". Similarly 86 independent Signal Brigade has shown a statistics that 49% commanding officers are facing difficulties in regards to the employment of female officers. All these sounds very cruel and points finger towards female officers capability. However, this research carried out a survey considering the training and service life of female officers to project the present state of interpersonal relationship.

27. **State of Interpersonal Relationship During Training Life.** Training of female officers starts in BMA where they learn the same as male cadets. They

undergo same syllabus and duration to qualify to be an officer. To show an overview of interpersonal relationship following categories are made:

a. **BMA.** In every long course there are about 200 male cadets in an average where as female is only about 10-12 in number. Since the training syllabus is same, there remains a need of cooperation among the course mate. Being a female cadet, most of them are facing difficulties in this regards.



Male cadets remain out of reach due to some social bindings by the authority. Many a times, same output is expected from the female cadets, where they fall behind due to inadequate cooperation. On the other hand, female cadets are facing few bad comments by the male.

b. **Relationship at Various Training Schools.** After passing out from BMA, male and female officers undergo same training syllabus at training school. In most cases it is found that, male officers remain confined only with male and also tried to avoid female for unknown reasons (Annex T). Male officers mostly do not want to share their group task with female. They do not feel confident assigning responsibilities to female officers. Major Jalal in his research has mentioned “87.5% female officer said that they don’t feel shy or shaky leading the subunits and are very confident and proud in discharging the duties” but unfortunately male officers think that, female officers will not be able to accomplish the task due to lack of knowledge or so (Annex S, T). It is observed (Annex T) that, in most of the army level courses, a good number of female officers obtain position ahead of many male officers but no one points that “male officers are performing poor”. Jalal (2012) mentioned through his survey that “most of the instructors and platoon commanders said that the females are quick learner and does better in academic subjects when motivated.” Therefore, keeping female officers away, apart, uninformed, un-updated as because they are female seems to be predetermined idea and inadequate mind setup of some male officers.

c. **Relationship at DSCSC.** Total 10 female officers have joined DSCSC-39 in 2014. In this course female officers had to join with a very short notice and none of them were prepared to undergo this course. On the other hand male officers were well prepared and mentally ready to undergo this course. Most of the male and female officers have already completed 12 years of service and all of them are married and having kids. Unfortunately all the female officers are facing criticism very often by male since they have joined this course without entrance examination. Not only that, in DSCSC most of the commitment are done syndicate wise where only one female officer is in each syndicate. Since male are of majority they usually undermine female officers and try not to assign appropriate task to them. Some of them are tasked only to arrange tea and snacks during syndicate tasks. Although female officers are given with exercise appointments but they are usually not cooperated by the male syndicate mates. Some of the male officers who try to cooperate are also criticized by other male officers (Annex S). As a result, male officers try to avoid female officers due to complexity. One female officer at DSCSC-39 experienced very unbecoming attitude by a male officer as she asked for a vehicle lift after the class time. The male officer replied *“Sorry, my family life will be destroyed if I provide you a lift”*. For details of DSCSC-39 please see Annex P (case study: case 3).

28. **State of Interpersonal Relationship in Unit Life.** Units have more difficult pictures. Jalal (2012) quoted “Almost all the male officers and COs feel that, the troops have equal respect and trust on the female commanders and they do not feel uneasy working under the command of a female officer”. He farther mentioned “90% CO also said that in the unit female officers are better suited as a staff officer.” The above mentioned comments indicates that, some male officers who passes ill comments about the female officers performance, seems to be baseless and one sided. Jalal (2012) claimed 87% male officers think they are taking extra work load due to the female officers but he surveyed “in many cases despite female officers are volunteer, the COs do not employ them in some duties”. Again he said “Directors of various services in AHQ expressed that most of the female officer works with great zeal and motivation in the early days of their career”. During this research, it is found that 100% female officers feel, most male officers hesitate to

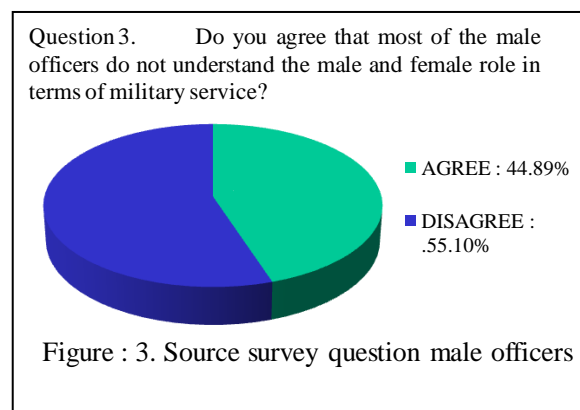
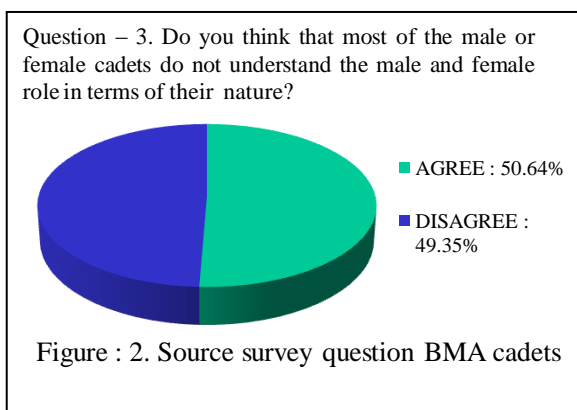
mix with them. It is also very often found that, during the official conference at formation or unit level, male officers do not seat beside and remain apart from the female officers during social or official gathering and day to day life.

29. **Extra Regimental Employment (ERE)**. Jalal (2012) said “Many of them (female officers) are posted in the HQs as staffs or in the training institutions as instructors to accommodate marital complications. This may not be the appropriate way to address their suitable employment and in deriving the perfect utility”. But in the same research he said “Most male officers answered that female officers are not good in demonstrating the training events in front of the troops mainly in the physical events”. Unfortunately in his own survey he acknowledged that “77.4193% male officers have appreciated the skills of female officers as good instructors”. That means the very common comments by male officers about posting of female officers in staff job and ERE organization is at a question.

30. **United Nations (UN) Mission**. During the UN mission, the similar situation is experienced by the female officers and they agree to have a better congenial work environment with foreign male colleagues. Very surprisingly during UN mission once, male officers discover that female officers are having better congenial interpersonal relationship with foreign male colleagues. It becomes another issue to discuss ill about female officers at that time. Details of UN mission are given in Annex P (case study).

### **Analysis of the Findings**

31. Correct concept of the “gender role” is yet to be understood by many of our male officers including some of the policy makers since female officers are the worse sufferer. Our army is still designed for male where still lots of thought about correct employment of female officers need to be addressed. Many of the male officers possesses wrong concept about female officers in terms of their performance and employment. Many pass ill comments at point blank or behind which make the situation uncomfortable for both genders. It makes hardly any difference between the beginning and end of 12 years of combined service.



32. Few research argues about poor performance of female officers but where the same research shows different picture through survey. They ultimately support a baseless concept about female officers. At present female officers are serving in the units, ERE organizations, schools and also UN mission areas. They are performing better than many male staffs, instructors. Some of them have experienced parachute trooping some of them are going to become aviator but beforehand it was believed that “female will not be able to do it”. Presently all workplaces are having patriarchy therefore; a congenial work environment for female officers are at question. This research no way aim against patriarchy but aims to develop a congenial interpersonal relationship for overall benefit of our Army.

33. The dream of any organization is to have an effective leadership process to accomplish their needs and goals. Though, it is difficult to have uniform organizational leadership pattern. Personal skill, modesty, humane approach, fairness, equity, qualification, age, education and professional developments are the quality of a leader. These traits are also indicators of unique leadership for any organization. Being a sensitive organization like Bangladesh Army, female is being excluded from combat arms simply basing on the biological grounds that they are women and not men. In general, this research has shown the presence of women in the Army has no adverse effects in terms of unit cohesion and bonding and that both sexes are able to work efficiently and effectively when employed in mixed gender units in the field.

## **Conclusion**

34. Understanding the “gender roll” by male and female is very important in a co-working environment. Few possess the correct concept but many needs to be educated on this. The very common concept “what a man **can** do; and what a woman **cannot** do” or “if he could do it then why she could not” usually generates the wrong understanding about feminine role. Many male officers are performing poor than female officers but we do not carry out any research on that rather they prefer to discuss about female only. In fact there is no such measuring scale by which performance of female officers can be judged. Men and women are different and unique in their role. As per the GTOs and DPs of ISSB: no two candidates (human) are same and one cannot be compared with another, therefore there cannot be any comparison between male and female. To eradicate difficulties related to gender role and to establish a congenial interpersonal relationship between male and female officers, education on “gender role” is a must.

**CHAPTER - III****EXISTING INTERPERSONAL RELATIONSHIP CONGENIAL OR NOT****Introduction**

35. In the preceding chapter, after analyzing the survey and interviews, it was determined that female officers of our army are commonly misunderstood since most male officers do not understand the gender role (Annex K). It was found that most female officers suffer during training and also during their service life. This chapter will initially find out the causes of difficulties. Then, it will attempt to identify whether the present state of interpersonal relationship is congenial or not.

36. Holy Quran 2/228 says “but the men have a degree over them (in responsibility and authority) and Allah is exalted in might and wise”

وَلَهُنَّ مِثْلُ الَّذِي عَلَيْهِنَّ بِالْمَعْرُوفِ وَلِلرِّجَالِ عَلَيْهِنَّ دَرَجَةٌ وَاللَّهُ عَزِيزٌ حَكِيمٌ

Tahir-ul-Qadri (2011) explained this verse of holy Quran “here the Qur’an refers to man’s superiority by virtue of his responsibility of protection and maintenance of woman and fulfillment of their rights. Nature has made him stronger, more responsible and tolerant with reference to ordinary matters of life. So men are superior to women in the grade of responsibility only”. In the same study they have mentioned “men and women enjoy equal rights in all walks of life according to the teachings of Islam. It regards woman a complete legal personality. Like man, it has given woman the right to choose the head of the state, participate in the legislative work and vote in the performance of state matters”.

## **QUALITATIVE DATA ANALYSIS – INTERVIEWS**

### **Interview – Inter Services Selection Board (ISSB)**

37. An exclusive interview was carried out by the researcher in ISSB (Annex J). After interviewing president ISSB, GTOs and DPs following points are brought out:

- a. Female candidates appear ISSB being self motivated.
- b. During the selection of female candidates, same process is followed and no compromise is done with the ISSB standard.
- c. Less no of female appears ISSB due to family and social bindings.
- d. Educational background of female is equal as male candidates.
- e. In physical aspects, same standard is maintained. However, three items are minimized due to the height of female candidates.
- f. Every individual is considered as unique in ISSB so there cannot be any comparison between male and female cadets.

### **Interview – Bangladesh Military Academy (BMA)**

38. The commandant BMA, platoon commanders and term commanders of BMA were interviewed (Annex F,J). This interview was aimed to find out the differences in conduct between male and female cadets and to find out the limitations and challenges a female cadet needs to overcome. Following deductions are made after the interview:

- a. Many female cadets perform better than many male cadets in academic aspects.
- b. Few female cadets initially face difficulties in physical training aspects, but in course of time it improves if proper care is taken.
- c. Being minority, female cadets has got less opportunities and get cooperation from course mates. On the other hand, few restrictions are also imposed to mix up with male which ultimately generate a gap among them and it continues even after passing out from BMA.
- d. There are instances where many male cadets secure course positions behind female cadets.

- e. No research or study is carried out so far to find out the reasons which are responsible for poor performance of female cadets.
- f. BMA is a male dominated academy, where any performance of female cadets draws more attractions than male cadets.
- g. No lesson on gender role is imparted in BMA.

### **Interview – Male Officers**

39. Total 37 male officers were interviewed (Annex S) in DSCSC and other places. According to their statement following points are taken into consideration:

- a. Most male officers feel difficulties to mix up with female officers. However there are few differences as well.
- b. No male officer has found any specific reason for which they do not feel comfortable with female officers.
- c. Those who want to cooperate or mix with the female officers, also maintains a certain distance because others may speak ill. Most male officers are not aware of gender role rather, they expect same behaviour pattern from female officers.
- d. Many male officers think that, female are doing good in Army.
- e. Performance of both male and female are good/moderate/bad but only female officer's performance becomes point of discussion.
- f. Most male responders agree that, female officers are professional.
- g. No male responder clearly defined the concept of gender role. Few tried to project that, gender role is negative and that cannot be supported. Few said military service is not for female.

### **Interview – Female Officers**

40. Total 56 female officers were asked for interview (Annex T). It is observed that most female officers are not interested to participate as a focused group. Many did not show interest to disclose their identity as they have fear of being coloured and further difficulties. However, after motivating 41 female officers responded positively. Based on their statement following deductions are made:

- a. Female officers face similar difficulties like less cooperation, avoidance, sense of being burdened, criticism by male at their work place.
- b. At times COs try to make a “balanced work environment” which is named as “extra favour” to male officer out of “liking her”.
- c. Very often they face verbal, non verbal, indicative and active criticism by male officers.
- d. Most female officers do not want to project their difficulties as they think it will entertain further difficulties.
- e. Few male officers want female officer to be posted out instead of providing them maternity leave.
- f. Most junior male officers do not want female officers to act as staff officer at unit level.
- g. Most male officers are not aware of gender role.

**QUANTITATIVE DATA ANALYSIS – SURVEY QUESTIONS**

**Survey – Bangladesh Military Academy (BMA)**

41. Total 100 cadets are taken into survey. Questions for BMA cadets are shown in annex C. 4 point Likert scale data analysis of the survey is in annex H. Survey statistics are as under:

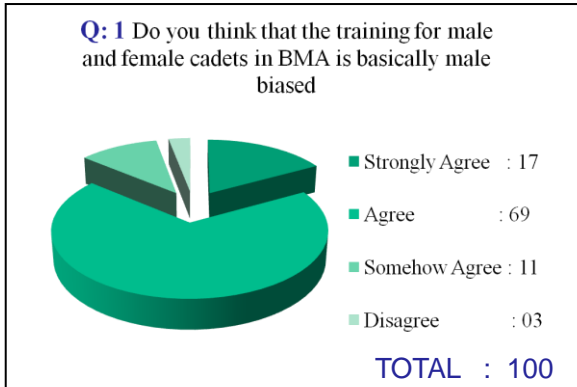


Figure: 4, Source Survey question - BMA

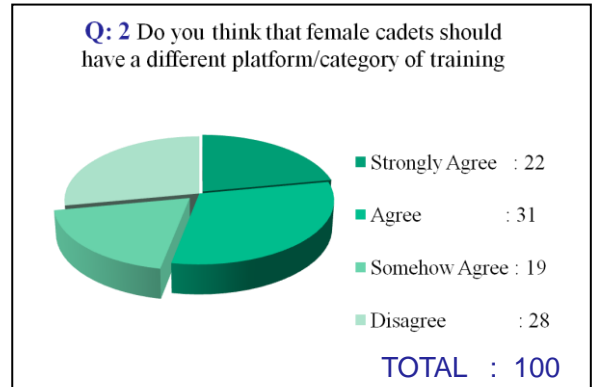


Figure: 5, Source Survey question - BMA

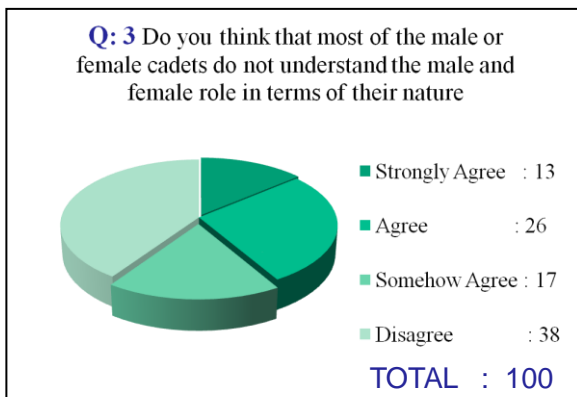


Figure: 6, Source Survey question - BMA

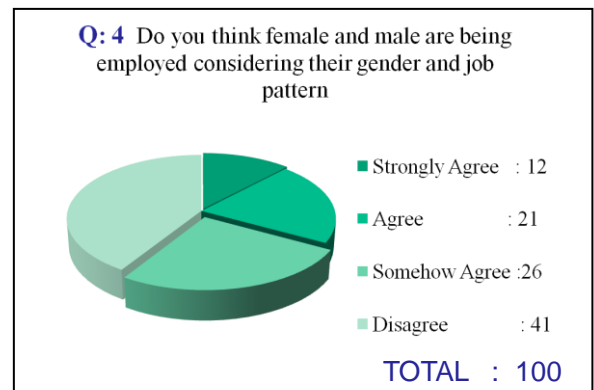


Figure: 7, Source Survey question - BMA

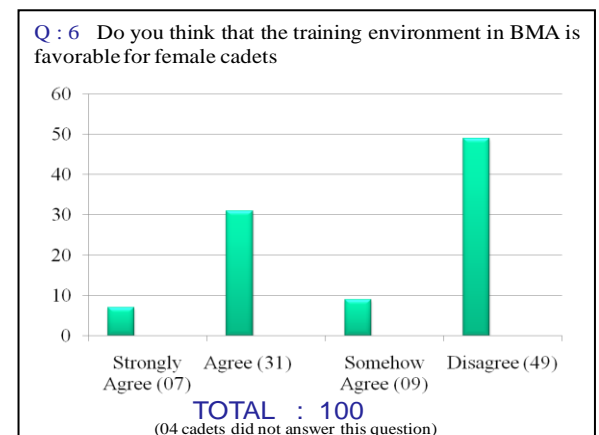
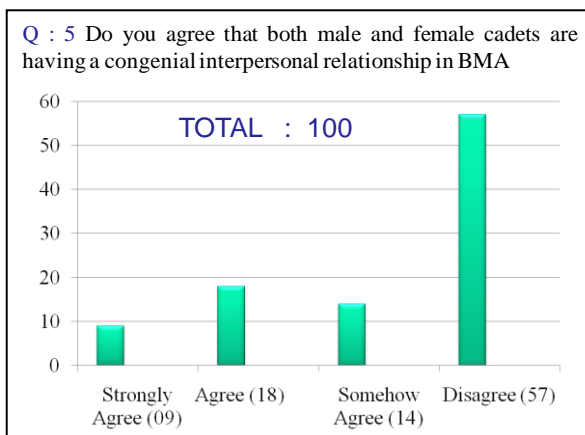


Figure: 8, Source Survey question - BMA

Figure:

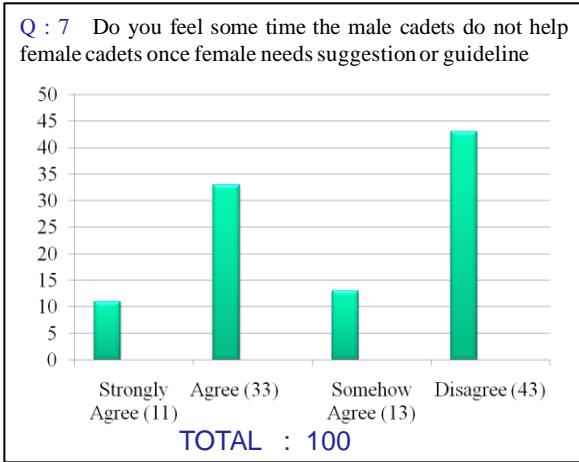


Figure: 10, Source Survey question - BMA

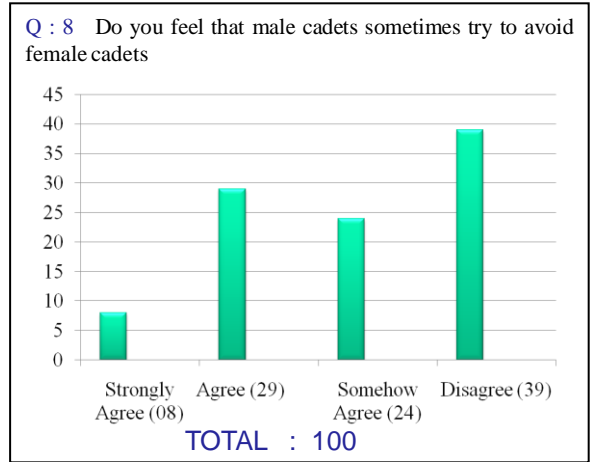


Figure: 11, Source Survey question - BMA

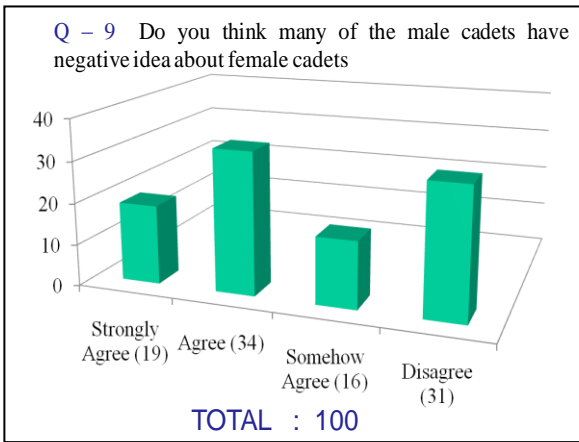


Figure: 12, Source Survey question - BMA

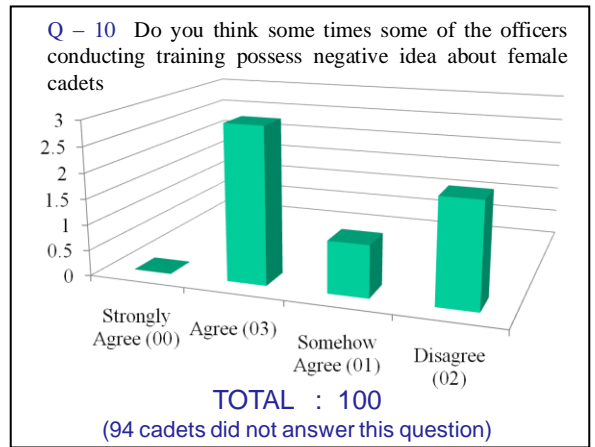


Figure: 13, Source Survey question - BMA

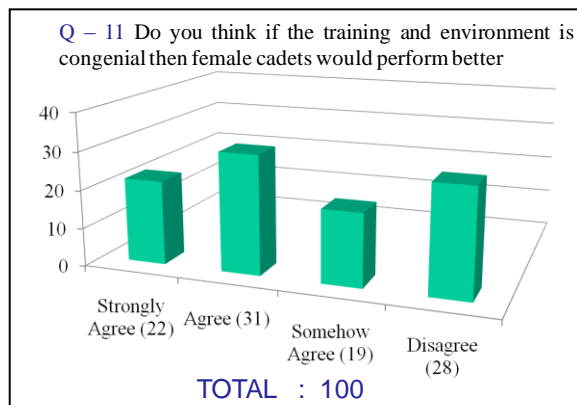


Figure: 14, Source Survey question - BMA

**Survey – Serving Male and Female Officers (47 Long Course Onward)**

42. Total 155 male officers (08.12%) are taken into survey. Questions for male officers are shown in annex D. 4 point Likert scale data analysis of the survey is in annex L. On the other hand 56 female officers (26.16%) joined the survey. Questions for female officers are in annex E. 4 point Likert scale data analysis of the survey is in annex M. Questions for both male and female officers were same. Survey statistics (comparison) are as under:

Total 79.35% male and 96.42% female officers agree and total 20.64% male and 03.57% female officers disagree with question no - 1.

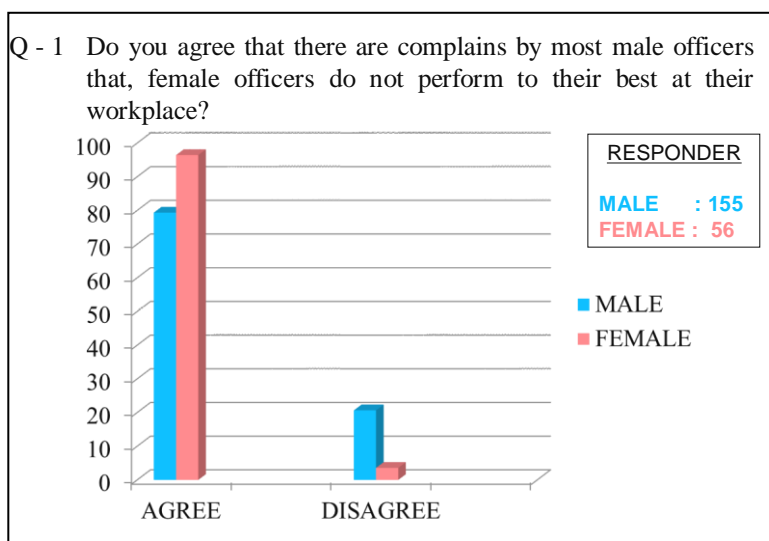


Figure : 15, Source Survey question

Total 87.74% male and 94.64% female officers agree and total 12.12% male and 05.35% female officers disagree with question no - 2.

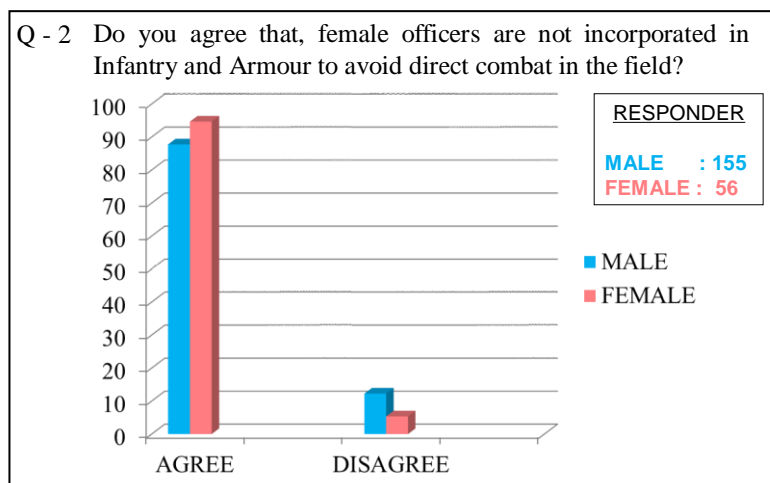


Figure : 16, Source Survey question

Total 70.32% male and 92.85% female officers agree and total 29.67% male and 07.14% female officers disagree with question no - 3.

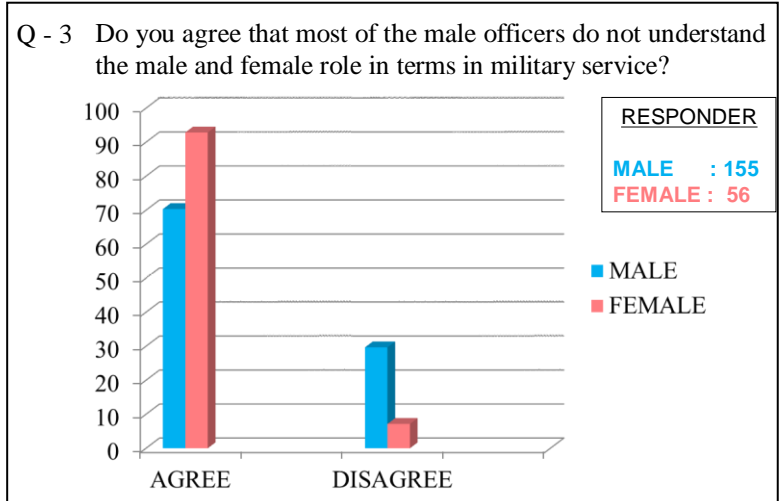


Figure : 17, Source Survey question

Total 83.22% male and 89.28% female officers agree and total 16.77% male and 10.71% female officers disagree with question no - 4.

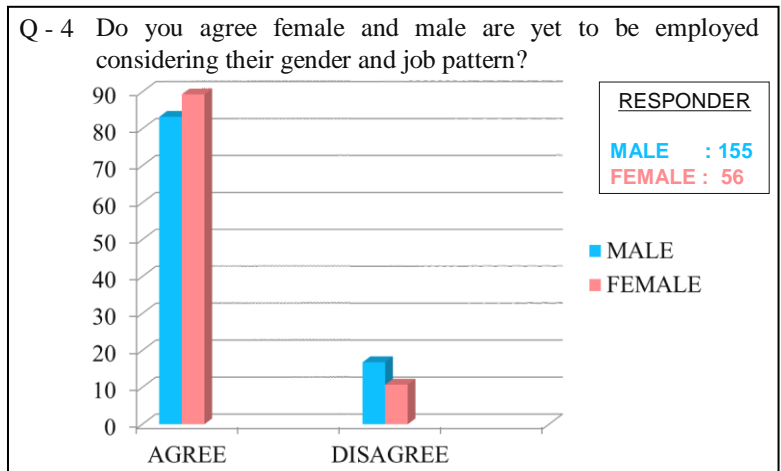


Figure : 18, Source Survey question

Total 76.77% male and 89.28% female officers agree and total 23.22% male and 10.71% female officers disagree with question no - 5.

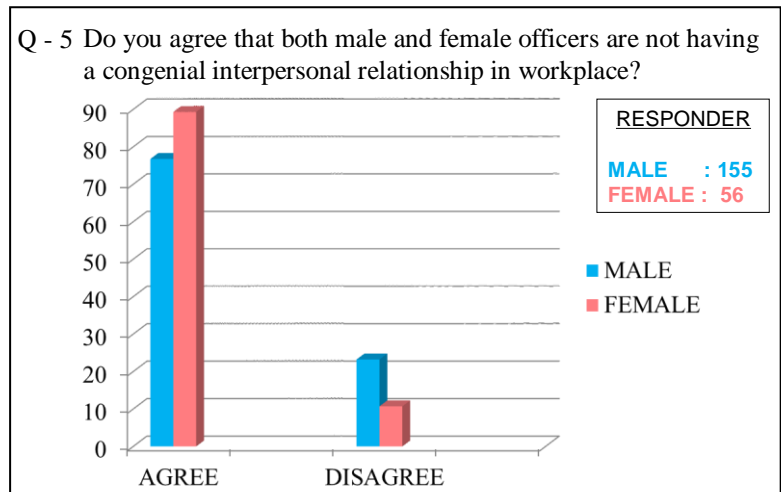


Figure : 19, Source Survey question

Total 60.64% male and 78.57% female officers agree and total 39.35% male and 21.42% female officers disagree with question no - 6.

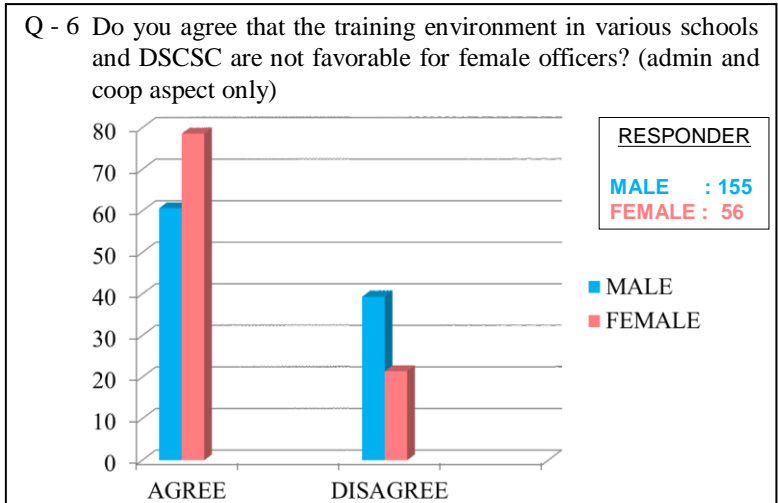


Figure: 20, Source Survey question

Total 54.83% male and 82.14% female officers agree and total 45.16% male and 17.85% female officers disagree with question no - 7.

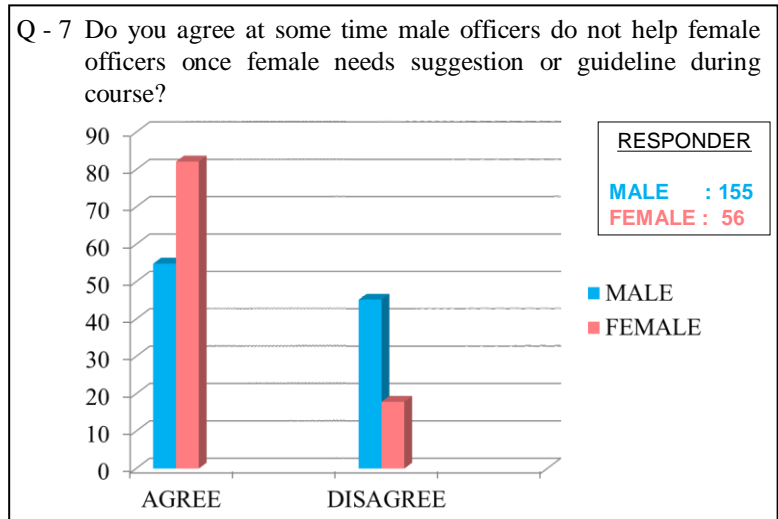


Figure: 21, Source Survey question

Total 73.54% male and 98.21% female officers agree and total 26.45% male and 01.78% female officers disagree with question no - 8.

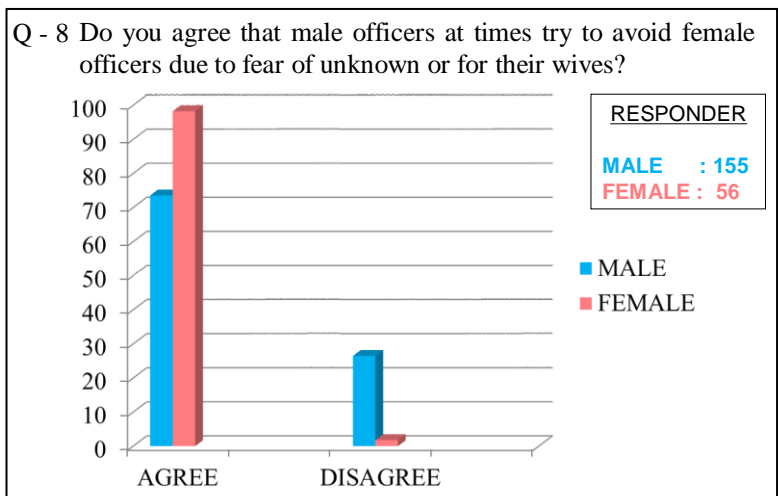


Figure: 22, Source Survey question

Total 74.19% male and 92.851% female officers agree and total 25.80% male and 07.14% female officers disagree with question no - 9.

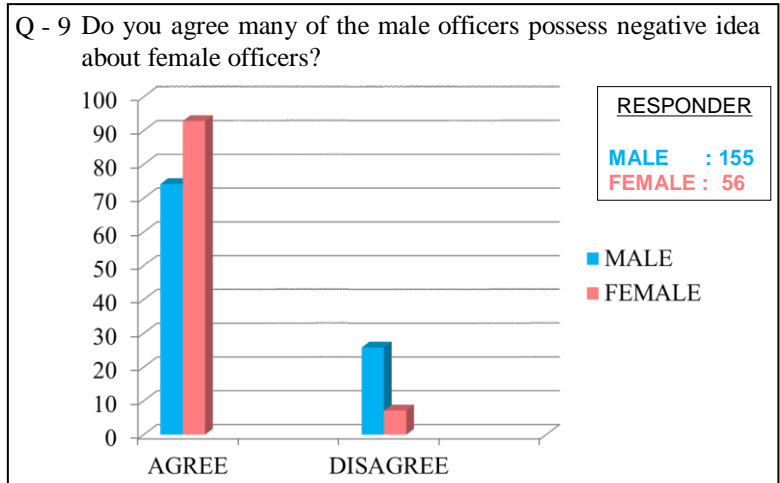


Figure: 23, Source Survey question

Total 65.16% male and 94.64% female officers agree and total 34.83% male and 03.57% female officers disagree with question no - 10. One female officer did not answer it,

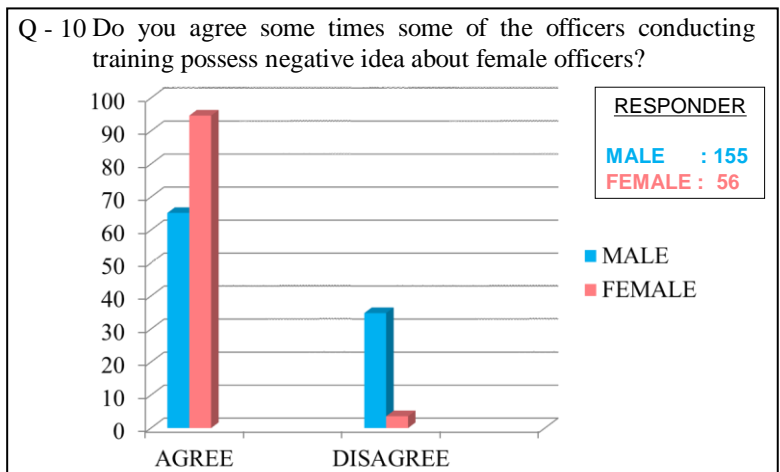


Figure: 24, Source Survey question

Total 67.74% male and 94.64% female officers agree and total 32.25% male and 05.35% female officers disagree with question no - 11.

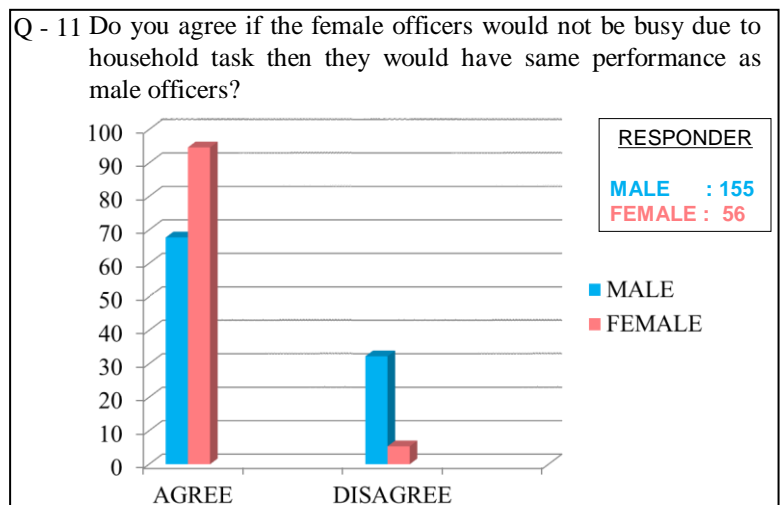


Figure: 25, Source Survey question

Total 54.19% male and 94.64% female officers agree and total 45.80% male and 05.35% female officers disagree with question no - 12.

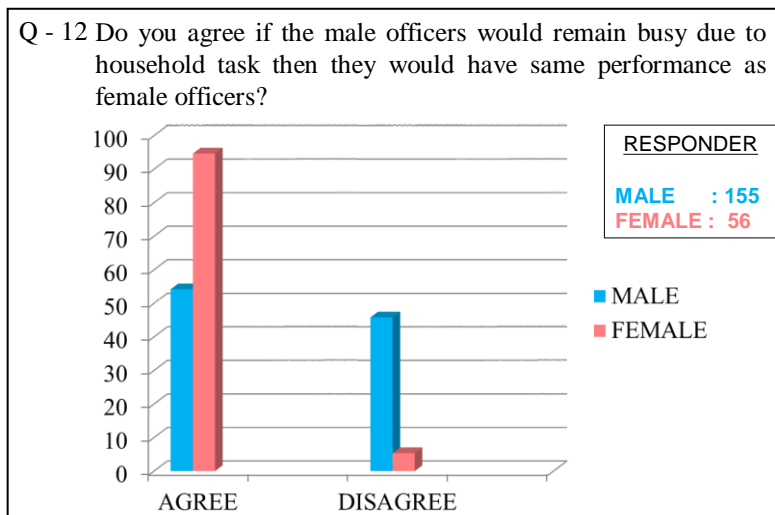


Figure: 26, Source Survey question

Total 83.87% male and 87.50% female officers agree and total 16.12% male and 10.71% female officers disagree with question no - 13. One female officer did not answer it.

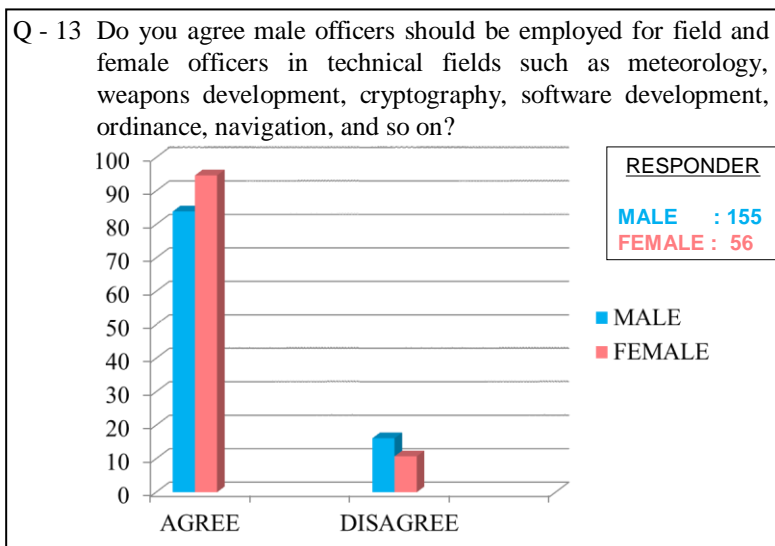


Figure: 27, Source Survey question

**Overview of the Interview and Survey**

43. It is found that both male and female officers agree that female officers suffer due to various challenges which they do not try to expose to others. Many male officers agreed that some of the female officers are performing better than many male officers but since the Army society is male dominated, therefore poor performance of male officers are overlooked many a times. Those who complain about the female officers answered that they do not have any set guideline to measure the comparative performance of male and female officers.

44. It was also found that many male officers are not happy once they came to know this research topic. As a result they tried the best to avoid the survey and interview. In other words, it is non cooperation. It was also found many male officers possess good concept about masculinity and felinity. Few possess idea that female intake to army should be stopped where as many agreed that without a proper employment of female a society cannot develop. They further agreed that male have to play the vital role to eradicate the challenges of female officers.

45. Few of the male officer (who married female officers) even passes ill comments about female officers but many of them are found to be positive about female officers. It was further found that some of the male officers understand the difficulties of their wives but do not agree that female officers should have similar difficulties. Most of the male officers do not support that male and female officers should be employed based on their gender role. In fact a correct concept about gender role is not prevailing among the officers. Many male officers do not believe that female is also capable like male where as many female are confident to accomplish any task including para trooping, flying and so on.

### **Case Study – Female Officers**

46. Details of the case study at Annex P. Total three female officers are taken into consideration for this case study. After the case study following deductions are made:

- a. Some male officers are not fully careful of feminine gender and their feminine requirements.
- b. Some male officers expect that, female officers should perform in same momentum even if they are likely to have motherhood.
- c. Most of the time male officers think that, female officers are taking undue privileges showing feminine reasons.
- d. Being inferior, most female officers remain lonely in the units.

### **Interpersonal Relationship of Different Armies**

47. Few of the information in relation to the male and female relationship are available in wiki-pedia. The United States of America (USA), British, India and Pakistan Army is considered in this regard. Details are in Annex U. However following points are taken into consideration after collecting required information:

- a. Gender differences prevail in all four armies mentioned above.
- b. In USA Army female are inducted in Infantry.
- c. In British Army sexual harassments against female are comparatively more.
- d. In Indian Army female officers can serve only fourteen years because of inherent gender differences.
- e. In Pakistan Army female officers are comparatively in better condition.

### **Analysis of the Findings**

48. **Findings from Qualitative Data Analysis.** Since most male and female officers agree with the challenges and existing difficulties faced by the female officers, therefore it becomes clear that, the female officers do not enjoy a congenial interpersonal relationship with male officers at their workplace.

49. **Findings from Quantitative Data Analysis.** The comparative statistics of survey data shows that a lion share of the male and female officers agree with all thirteen questions therefore it becomes confirm that the interpersonal relationship between male and female officers of our Army is not congenial. As such, the parity among them does not exist as well.

## **Conclusion**

50. The patriarchal social system in which our Army society align with the traditionally historical, conventional and societal devaluing of female officers. Unfortunately, female officers who join the Army, must become 'like men' in order to succeed, even by sacrificing their femininity. It can therefore be seen that gender inequality forms a double blind for female officers, established through assumptions by some of the male officers. Sex or gender difference and domination is therefore unfortunately reproduced and reinforced by them.

51. Until male officers and consequently the Bangladesh Army recognize that masculinity is socially constructed and until societal norms allow the assumptions of masculinity to be a major hindrance to female officers in their organization: male and female officers cannot achieve a congenial interpersonal relationship or parity at the workplace. Therefore, it can be concluded that, only mere an Army policy on the conduct with female will not be enough to solve this issue, rather educating our male and female officers may widen their vision to achieve congenial work environment for the prosperity of our Army.

## **CHAPTER - IV**

### **ROOT CAUSES OF THE CHALLENGES FACED BY FEMALE OFFICERS**

#### Introduction

52. Various difficulties and challenges faced by most female officers of our Army are highlighted in chapter II and III. After the content analysis and casual/unplanned interviews of male and female officers this chapter will try to find out the root causes behind it. UNESCO advocacy brief (2004) in this regard says “social norms, and available institutional/organizational rules influence devotion to gender specific categorizes. In many parts of the world, men’s supremacy is justified on grounds of religion, biology, cultural tradition or organizational mission (for example, in the military or police force). Since men continue to benefit from these ‘patriarchal dividends,’ there remains a strong resistance to gender equality among certain men”.

#### **Root causes in Bangladesh Army Perspective**

53. **Female Officers are Minority in Number.** Traditionally public services are masculine oriented organizations. Therefore, those organizations begun to accept the prevailing norms of society which is based on equality of female. Bangladesh Army is hence a historically masculine organization. In comparison to other public service organizations, the Army in particular, has struggled to employ female officers and slowly adapting to the changes to equal opportunities. Men and women are under pressured to conform to their gender roles in the society. Gender inequalities have been intrinsically present and female officers in our Army are therefore ‘inferior gender’. Since 47 BMA long course onward, only 214 female officers have been commissioned in various arms and services against 1907 male officers. As such; ratio between male and female officers is 9:1. If total serving male officers are counted, then male female officers’ ratio will be around 29:1. On the other hand at present female cadets are of minority in number. At present, in 71 – 74 BMA long courses, total 648 male and only 60 female cadets are being trained in BMA. As a result, male and female cadets ratio is 10.8:1. Details of male and female are shown in Annex Q and R.

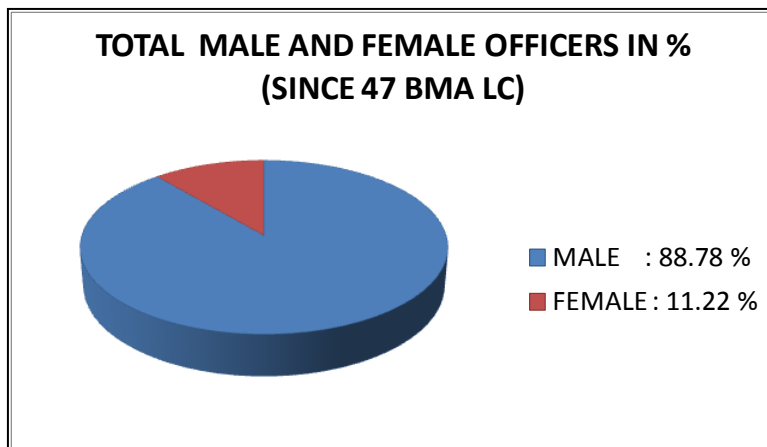


Figure : 28. Male - female officer state in percentage

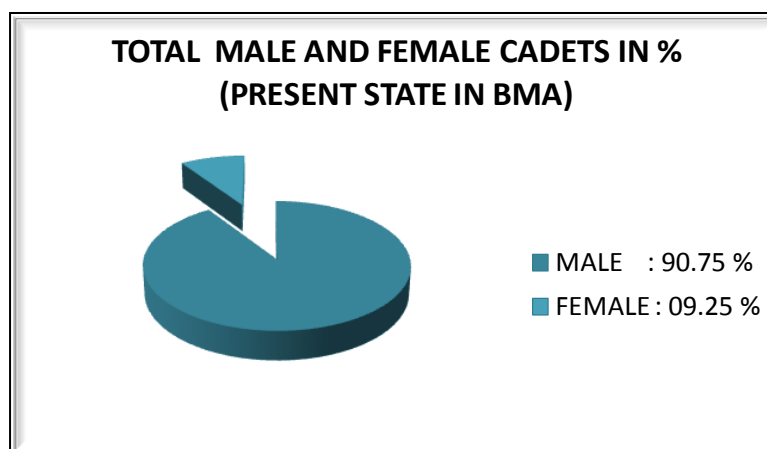


Figure : 29. Male - female cadet state in percentage

54. **Ignorance about Female Gender Role by the Male.** Analysis of the qualitative and quantitative data and some foreign research, and interview shows that, most of the male participants are not aware of the female gender role. In our society perspective in general, very few female possess physical robustness throughout their life as because most of our female are groomed up in conservative minded family. On the other hand, no such job or service is found where both male and female are assigned with equal amount of physical hardship task. In spite of that in our Army, female officers are expected to perform equally as a male officers.

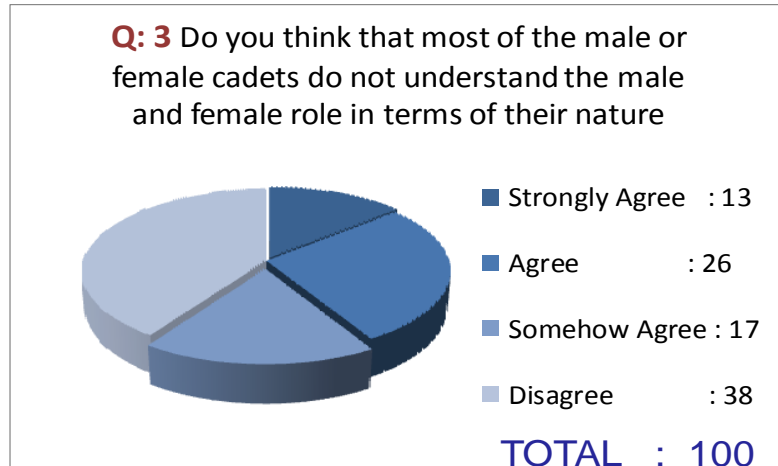


Figure : 30. Survey question BMA cadets

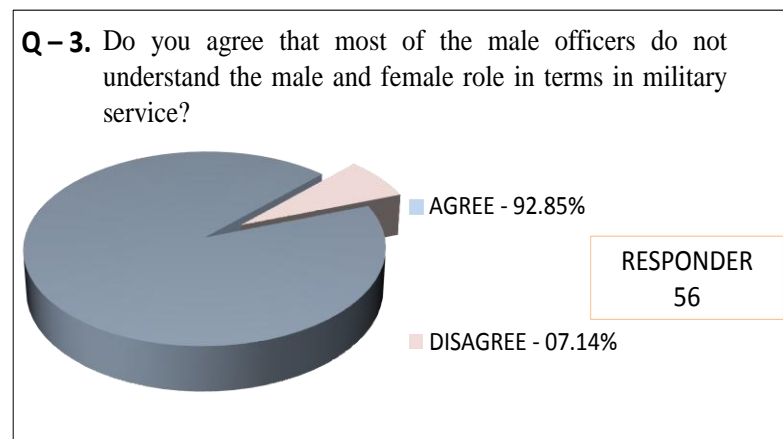


Figure : 31, Survey question: Female Officers

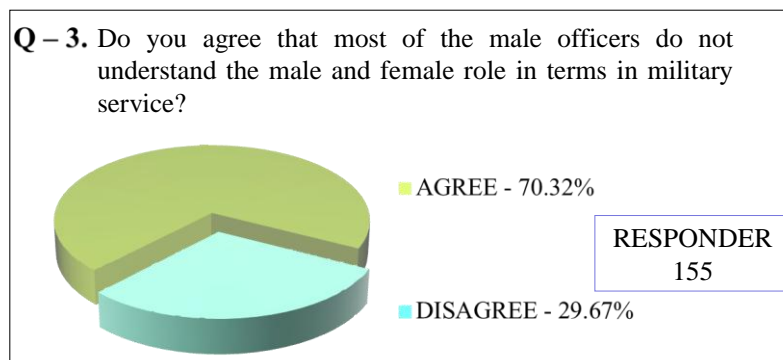


Figure : 32. Survey questions male officers

55. **Integrated Social Vision.** Historically it is observed that, female in our society are considered to be a burden, weak and therefore they are deprived and neglected. In our society, women are still facing discrimination, exclusion and injustice and have very negligible influence in decision making process. For the majority of society, conceptions of masculinity are universally and traditionally linked

to physical attributes of males. Cultural patterns that segregate genders, continue to exist because they are perpetrated by individuals, most often by male. In their dilemma to maintain gender segregation, views are reinforced through male officers often expressing their expectations of segregated roles and devaluation of female officers. Female officers are devalued everyday even after performing various roles in the society. This reality can be seen in a way our male officers indicate feminize weakness as mistakes, for example “why are you behaving like a lady? or why are you walking like a pregnant woman?” In this regard, there are number of indecent which are intentionally avoided. The social grooming is integrated and continues throughout. As a result most female officers are neglected and avoided by the male officers.

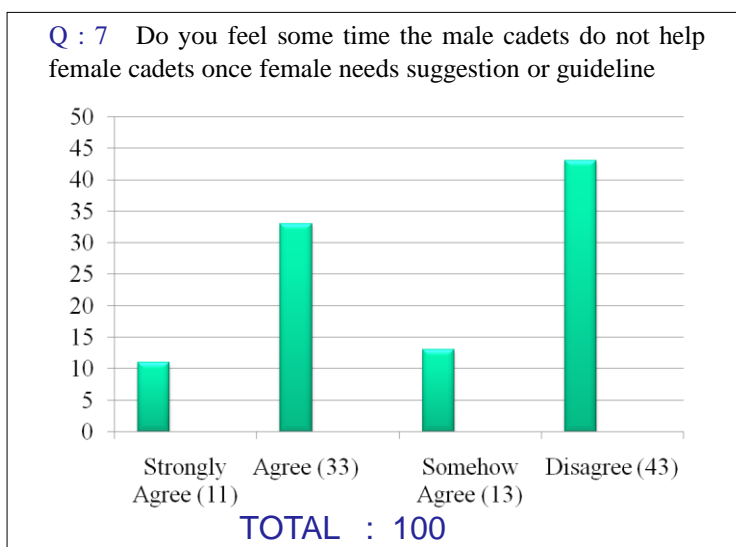


Figure : 33 Survey question BMA cadets

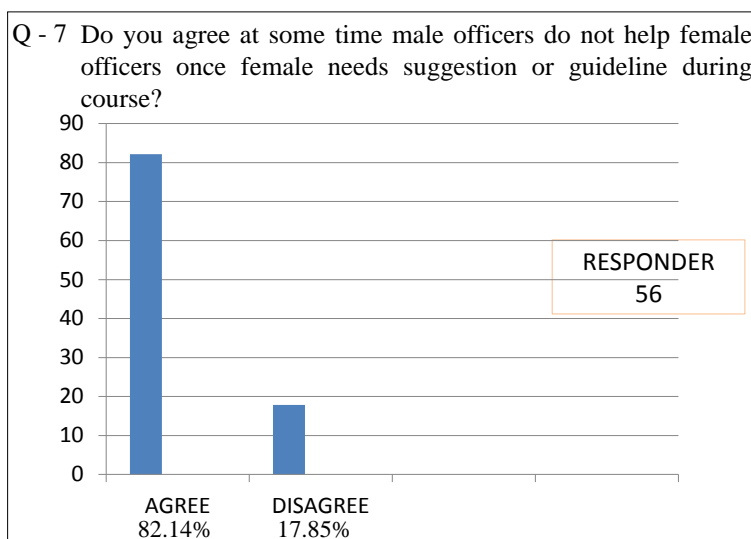


Figure : 34 Survey question female officers



56. **Lack of Motivation of the Male Officers.** It is found very often that most male officers hesitate to mix up with female officers even in official gathering. They avoid talking or sitting beside any female officer which otherwise create a distinct difference in conduct between male and a female officers. In a co-working environment there should remain an equal priority among officers. One of the male responder responded that “female officers should not be treated as female rather they should be addressed as officers; it will solve many of the issues”. Unfortunately it is strongly felt that many male officers are not well motivated to establish a sound co-working or congenial interpersonal relationship for the overall outcome of our organization. Following statistics projects this thought:

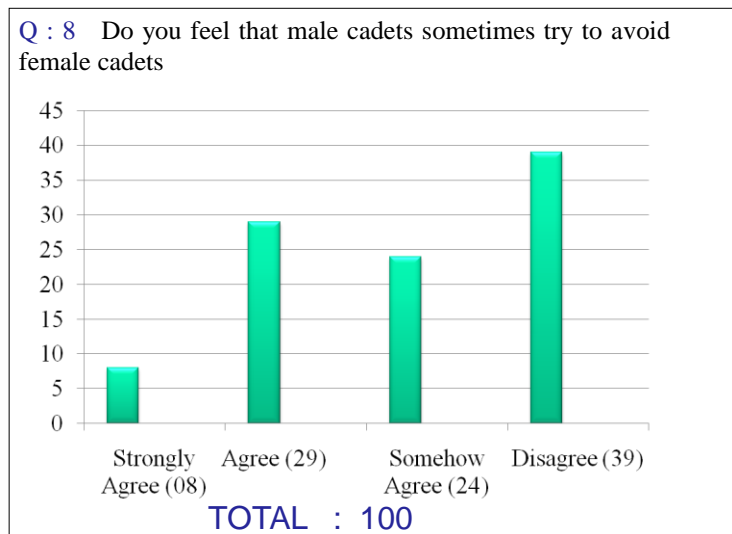


Figure : 36 Survey question BMA cadets

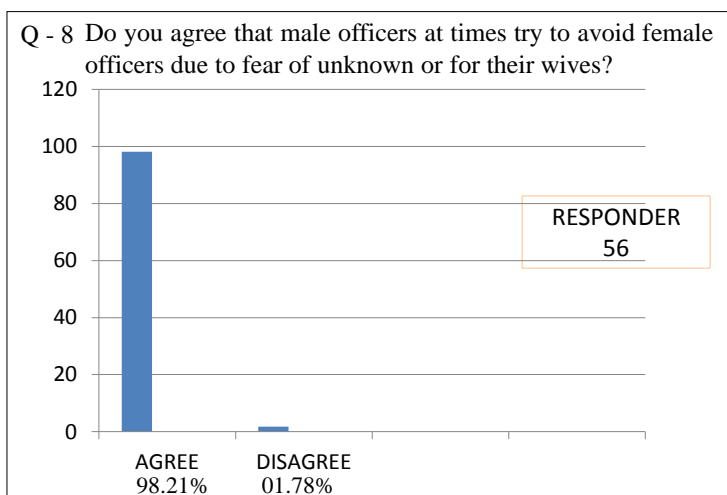


Figure : 37 Survey question female officers



57.

**Gender Biased Behaviour During Grooming up in BMA.**

Bangladesh Military Academy is the place where a civilian turns into a military. Cadets learn various norms by heart and continue those during their service life. It is the place where cadets should learn the equity of genders, necessity of congenial interpersonal relationship, sprit de corps and so on. Unfortunately male and female cadets are kept in a certain distance in the name of social and religious bindings. Interview of commandant and other male and female cadets reviles a distinct gap between male and female cadets, which restricts them to mix up like a course mate of same gender. As a result, this gap continues even after their commission and rather increases. It is observed that, even after so many imposed restrictions, some unwanted incidents took place. However, there are also chances of unnoticed incidents. Both noticed and unnoticed incidents put the gender based social restrictions into a question. Cadets or officers should be educated to build their wisdom to identify right and wrong so that, their wisdom restricts them from wrong

doings. It will help to achieve congenial relationship and individual wisdom as well. During the survey, 57% cadets opined that male and female cadets do not have a congenial environment. On the other hand, 76.77% male officers agreed that, congenial interpersonal relationship between male and female are not prevailing within BMA.

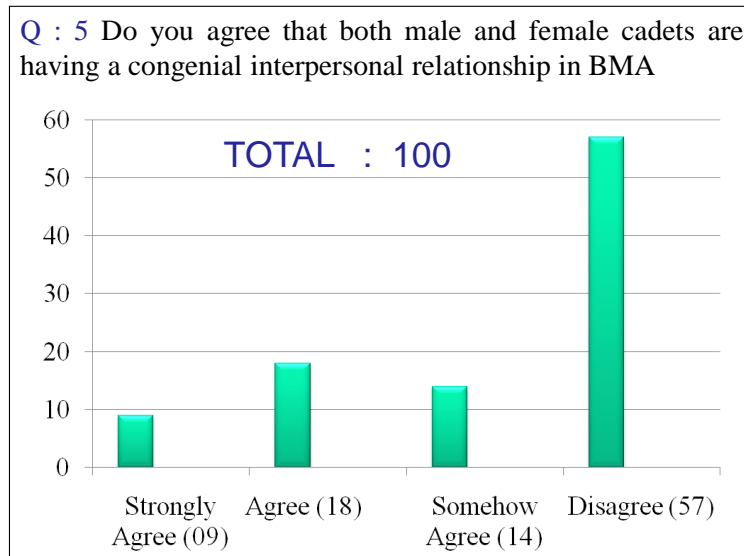


Figure : 39 Survey question BMA cadets

58. **Lack Of Awareness in Policy Making.** Following are considered in this regard:

a. Initially female officers were commissioned in field Artillery units, but later it is discontinued. Yet some of the serving female officers (presently posted in field Artillery units as battery commander) are performing well after their motherhood. In this regard Jalal (2012) brought out a survey, he argued that, “87.5% female officer said that, they don’t feel shy or shaky leading the subunits and are very confident and proud in discharging the duties while 70% male officers said that, our troops respect female officers like the male officer”. In this regard survey carried out by Jalal (2012) is as under:

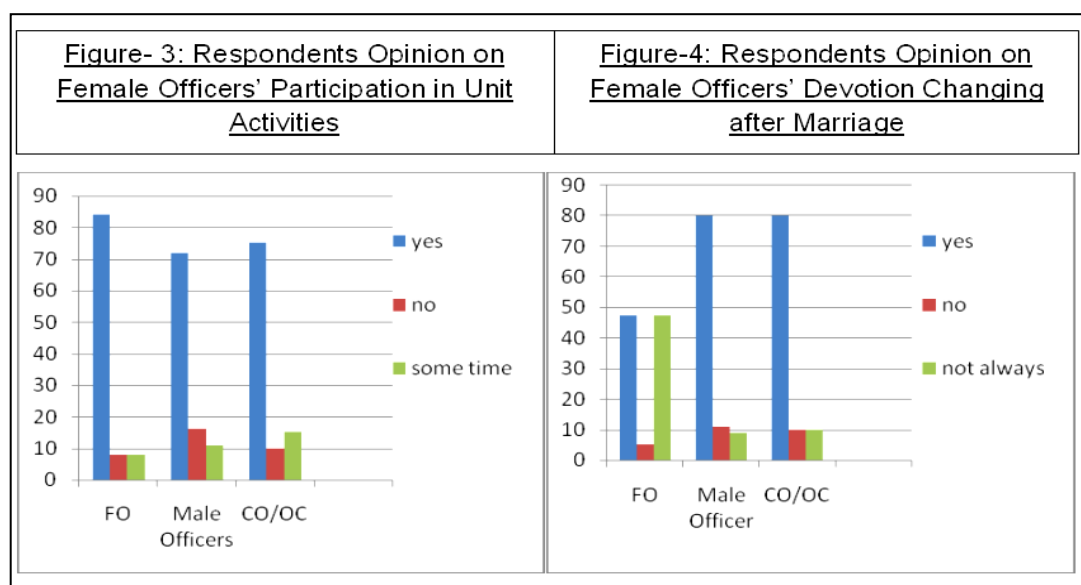
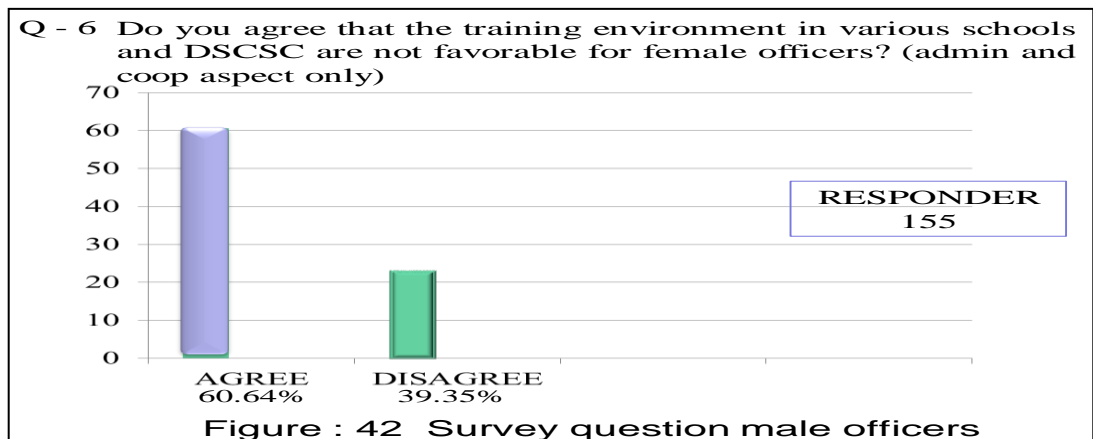
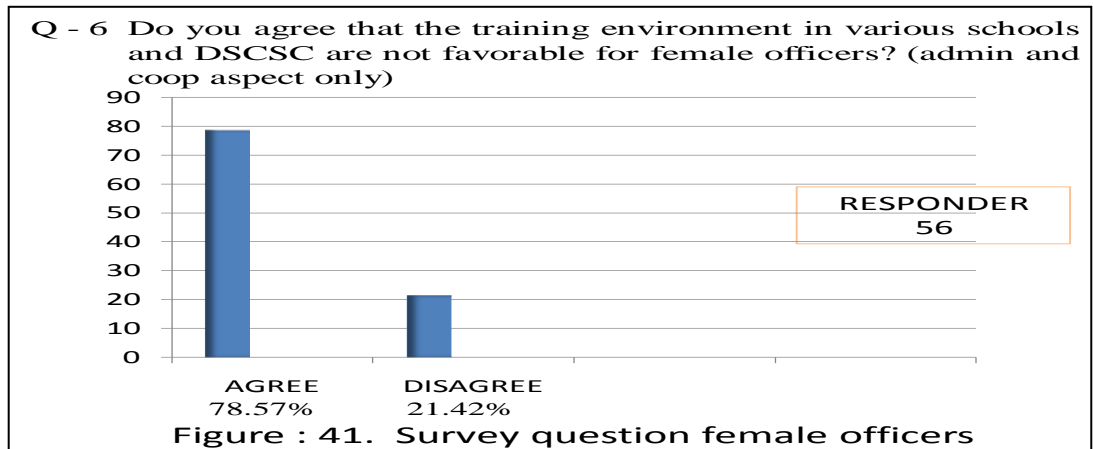


Figure: 40 Respondent’s Opinion. Source: IRP – Jalal (2012)

The above mentioned figure shows the opinion of officers about female officer’s participation in the unit before and after marriage of female officers. However the same research argues “Almost all the male officers and COs feel that the troops have equal respect and trust on the female commanders and they do not feel uneasy working under the command of a female officer”. It means, female officers are trying hard to prove their proficiency in the units being married or unmarried. So state of marital status vis a vis female officers performance may be given a second thought.

b. A good number of female officers are undergoing DSCSC -39 this year. Female officers are nominated all on a sudden without prior notice. They came to know that they are the part of this course after two months of commencement. As a result, they could not be mentally ready, could not prepare them similarly like the way any male officer get prepare for years. As such, preparation state between male and female officers of DSCSC-39 seems to be uneven more so most of the female officers are looking after their babies beside the course activities. One of the female officers continued this course even she became mother during the course. Again only one female officer and about ten male officers are put in each syndicate where female officers are usually less cooperated. Even after all this considerable factors few of the male officers are performing worse than female officers. It ultimately proves that female officers are capable to adopt themselves in any adverse situation. The policy of female officers intake without entrance test DSCSC-39 made the situation complicated. Following diagram shows statistics in this regards:



59. **Zero Participation of Female Officers in Decision Making.** It is observed that, policies involving the female officers concern are commonly generated by male officers. In this regard negligible participation of female officers is marked. During the female officers interview researcher could find any female officer who was involved in any decision making process. Although very few female officers is found who has provided any opinion but those opinion is hardly evaluated in the decision making.

60. **Double Standard of Vision.** In the research of Major Jalal it is said that “In the survey 95% COs agreed that they remain more concerned about female officers in the unit” and AHQ project study (2014) referred that “49% COs are facing difficulties regarding the female officers conduct”. However, most female respondents informed that their COs usually being less confidence assign less tasks to female officers even they were very confident to accomplish the task with their under command. In one of the unit a female officer was not assigned as acting company commander rather a junior commissioned officer was appointed to do so. Although troops shows equal respect and loyalty to male and female officers but unit COs usually avoid female officers accomplishing task involving under command. Here one point becomes confirm that the half/less educated under command do not feel the complexity of gender differences between male or female officers on the other hand Major Jalal said “in some cases despite female officers are volunteer, the COs do not employ them in some duties”. Following diagram projects the loyalty of under commands towards female officers:

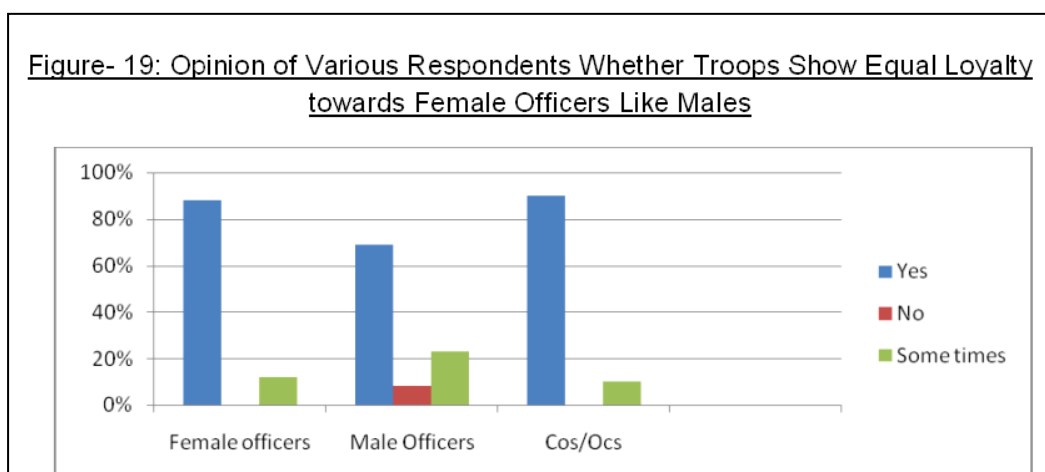


Figure: 43 Respondent’s Opinion. Source: IRP Jalal (2012)

## **Conclusion**

61. Despite all common and uncommon challenges faced, our female officers are serving and trying their best to prove their proficiency in all assigned sectors. Female officers have also well reputed in organization like SSF, RAB, DGFI. They are also joining in Army aviation sector. The above mentioned causes are commonly observed in most male dominated armies. Alice H. Eagly (2003) said “any female advantage in leadership might be offset by disadvantage that flows from prejudice and discrimination directed against female as leaders. Prejudice consists of unfair evaluation of a group of people based on any stereotypical judgments of the group rather than the behavior or qualifications of its individual members”.

62. Achieving female equality in Army requires systemic changes in policy and modes of social interactions at all levels of the Army society: home, work place, training institutions, interpersonal interactions and so on. Men continue to occupy privilege in patriarchal social systems like Army. Education on female psychology and behaviour is a particularly important area where male officers can have an impact on disparity. In a research by Alice H. Eagly (2003) it was mentioned that “female leadership is more likely than men to lead in the managerial sectors and to be effective in transformational and transactional leadership”. However, some research has also presented evidence of partiality against female leaders and potential leaders in masculine domains. How do the female leader best fit in their male counterparts in our Army? This question should be addressed with direct assessments of effectiveness on appropriate measures, including performance and objective oriented outcome measures. The above mentioned root causes are identified for our Army with a view to create awareness among officers and to achieve a better organizational goal.

## **CHAPTER - V**

### **WAYS TO IMPROVE INTERPERSONAL RELATIONSHIP**

#### **Introduction**

63. In the preceding chapter, it was found that, interpersonal relationship between male and female officers is not congenial. Induction of female officers with the long courses are considered to be a milestone for our army. This definitely lifted the image of our nation in the world community. Due to obvious reasons the employment areas for the female officers in various sector, need careful attention by t all concerned: Jalal (2013). Without any sincere effort congenial work environment will remain at a distance. This chapter will put forward few suggested modalities to eradicate the challenges faced by the female officers. In this context how the disparity between male and female officers affects the professionalism of female officers will be highlighted first.

#### **Effect of Disparity on Female Officer's Professionalism**

64. The focused group in this research projected that ,the disparity between male and female officers affects the professionalism of female officers in following ways:

- a. **Lack of Confidence Among Male Officers.** Maximum female officers responded that most of the male colleague does not want to believe that female officer will be able to perform a task perfectly. This very concept keeps female officers away from common task allocation at unit even after proving their efficiency in the assigned sector including commanding sub unit.
- b. **Depression.** In some of the cases (Annex T) female officers were found depressed due to the unusual decisions made on her. Due to this depression some female officers are not comfortable to work spontaneously at the unit.
- c. **Inadequate Social Values.** Many of the male and female responder confessed (Annex S, T, W) that, very often female officers come across criticism, bad comments in active or passive way. Many of the female

officers have faced ill comments at point blank. It is strongly felt that, a big number of officers of various service length, do not understand the social value of showing respect to women.

d. **Ignorance About Female Leadership Style.** Of course both male and female leadership have some advantages and disadvantages. Both categories are having its own art. A female leadership within a male domain is of course extremely challenging. Many of the cases female officers were found helpless due to non cooperation and as a result performance in that aspect was found inadequate. This kind of situation raises lack of self confidence within female officers for the future task to be accomplished.

e. **Other Aspects.** Lack of acceptance of female officers within male domain, mistrust, absence of positive mind, gender biased task allocation, sense of disparity make female offices isolated from the work environment. It becomes more challenging for female officers to be proficient once they are isolated. Some can overcome this situation and some cannot but in general all female officers are blamed to be non proficient without any study on that issue.

### **Suggested Modalities**

65. At this stage it can be argued that the organizational attitudes and evidence of resistance for female officers in our Army, both in the formal and informal ways, highlight the social construction of masculinities. In our organizational culture, ideas of gender are constructed around the biological differences between males and females officers. On the other hand since this gender difference is not felt by soldiers or other ranks and therefore multiple masculinities concept exist which puts our Army cultural issues at a question. Jalal (2012) in this regard argued “Almost all the male officers and COs feel that the troops have *equal respect* and trust on the female commanders and they do not feel uneasy working under the command of a female officer” and on the other hand “In the survey 95% COs agreed that they *remain more concerned* about female officers in the unit. During night training and

night deployment training they (COs) try not to detail a female officer for training or working with the troops alone” these two statements of the research of Jalal (2012) confirms that though under commands are comfortable with female command but COs are not allocating task to them due to gender issue. Officers are representative of the formal culture within our Army. However this is not to say that all COs are following the same. This can be treated as evident in the number of sources where various ranks of the Army have different views about female officers. However, following paragraphs will suggest the modalities to improve the present situation.

66. Motivation of male officers will make the things easy. Most of the cases male officers are found ill motivated about female officers. They are not motivated that, both male and female should work together for the prosperity of our organization. Many do not feel that if a female officer is employed in staff or instructional sectors then male officers can be made free to work in the field and as a result it can help the organization to accelerate. Therefore, it is strongly felt that motivation of male officers is a must.

67. Acceptance or mind setup of some of the male officers need a change as well. As many COs do not show confidence to accept female officers to lead troops independently even after 87.5% female officers mentioned that “they don’t feel shy or shaky leading the subunits and are very confident and proud in discharging the duties”. Lack of acceptance or fear of unknown restricts female officers to achieve a congenial relationship with male officers or any under commands.

68. Female leadership training - its utility, concept, requirement, challenges, gender role in military leadership, impact of a congenial interpersonal relationship and few relevant issues or case studies needs to be included in basic military training in BMA. It will enhance the knowledge on equity, comradeship, cooperation and it is expected in the course of time that this issues will be solved.

69. A gender equity education seems to be a must in our society. This education will open up the vision and will assist to generate gender equity concept. It is to be felt that the need for a robust physical advantage has been made backdated due to

the technological development in military sectors. In this context many of the armies are incorporating female even in Infantry (wikipedia - So far more than 55 enlisted women have qualified to be US Marine Infantry). The conceptual change about gender issue will eradicate many of the challenges of female officers.

70. Trust and cooperation level should be increased as well. Existing concept of the social and religious values imposed both male and female just to avoid any imaginary unwanted incident strictly restrict both male and female to cooperate and to trust each other. Not the restriction but the education on social and religious value will enable both male and female officers to act correctly in any seen or unseen situation. It will make both categories accessible to each others where they can achieve and lead a congenial interpersonal relationship.

71. Besides other gender related education psychological aspects also demands improvement. There are some male and female who are anti female and male respectively. This kind of thoughts infuse others to trust the one sided concept against each others. During the selection in ISSB this needs to be addressed and on the other hand correct education on this issue will help those who already have been selected for Army.

72. While allocation of various task to both male and female officers and also before employing them transparency should be maintained. Both male and female should visualize the necessity of the combination between that individual and that particular task/employment itself. Appropriate policy should be made based on the opinion of both male and female officers to overcome this challenge. Beside this, why the policy is made should be made clear to all concerned.

73. To live in a healthy congenial Army society importance of social values can never be ignored. Social values enhance human wisdom and as such, wisdom enables them to identify the right and wrong. Due to wisdom, people become self motivated not to do the wrong things. More general policy on the obligation of social values is not sufficient to resist anyone from doing wrong things. Knowledge should be increased for self motivation, increased knowledge on the importance of social values, respect to female, cooperation to mates, respect to the norms and customs, humanity, equity, sacrifice and other co related factors. Had society/religion been a hurdle in the achievement of congenial relationship, then the rate of women

reaching the top positions would have been higher in the Western countries than that in the Islamic countries. We need to analyze this issue in its true perspective in order to enable our Army to get rid of the tendencies of extremism, fear of social bindings and setting double standard for male and female. To establish a congenial work environment both for male and female officers with a view to successful organizational achievement an overall effort needs to be taken so that in future it becomes an organizational culture.

### **Conclusion**

74. Suggested remedies of congenial interpersonal relationship depend on ensuring proper motivation to uphold organizational values and appropriate basic education. At organization level it can be ensured by placing extra emphasis during basic training and social practice in day to day life. Training needs to be arranged to develop male-female relationship qualities chronologically during the entire service life. Creating a congenial environment should be enforced in a top-down manner by removing or minimizing the restrictions and over supervision. Education at all level and freedom of action will also augment this effort to build mutual trust, cooperation, care and comradeship. Correct employment of female officers and understanding the gender role will reestablish job satisfaction. Nevertheless, wisdom of practicing military customs and traditions will help establishing congenial interpersonal relationship in service.

## **CHAPTER - VI**

### **CONCLUSION AND RECOMMENDATIONS**

#### **Conclusion**

75. Bangladesh Army is born through War of Liberation. During that war a good number of Bangladeshi female took up fire arms in their hands fought against a well trained Army even our female were not adequately trained. They have shown the example that our women are also capable to fight at the front. As per [www.mukto-mona.com](http://www.mukto-mona.com) “one of the greatest shortcomings in the perception of our fight for Independence is our consistent failure to recognize the role of women in our Liberation War. In fact, the role of women is largely ignored, denied and misconstrued in our mainstream history. This is because of our general tendency to think of war only in terms of physical fighting and exchange of gunshots. But our liberation war or any war for that matter, which has involved the entire population of the country, has been a struggle through which a united nation has asserted its aspiration for freedom. Such wars are not fought only in the battlefields, neither are they fought only with guns. War heroes include those women who have supported the valiant freedom fighters with food, shelter, funds; who have nursed the wounded and hid weapons risking their own lives. They also include those who have willingly given their sons to war, who have lost their loved ones and even worse been subjected to sexual abuse and still survived to tell their stories”.

76. Inclusion of female officers in Bangladesh Army was a great step. But still there are a number of problems that occur when female engage in male dominated Army. Negative views about female officers are consequently generated from the perception that women ‘lack’ physical presence and tough physique (masculinity), rather than from real life examples of female officers who have ‘chosen’ to be tough. The perception, as well as the reality, that soldiering involves action, danger, male fellowship, agility and strength follows this masculine discourse that soldiering is men’s work. However, it depends on who the male is, as the view of the innate abilities of the gender differences has stemmed down throughout the Army via tradition and culture.

77. This dissertation at the beginning took an effort to describe the gender role. Gender differences are fundamental reality of biology and psychology which are complementary. It is observed that the gender related complexity exists only within a minority of individuals in our Army. In general female officers are viewed to be weak and problematic where as some of the male officers are performing even worse than female officers. The very common concept “what a man **can** do; and what a woman **cannot** do” or “if he could do it then why she could not” usually generates the wrong understanding about feminine officers.

78. Various content analysis, quantitative and qualitative data analysis and various interviews and case studies show that the present work environment is not congenial for female officers. The root causes for this kind of environment is also identified and described. In a patriarchal Army, conventional and societal devaluing of female officers takes place frequently. As a result male expect female must become ‘like men’, sacrificing their femininity. In addition to that, outline of the female employment and their challenges and difficulties of some foreign armies are also taken into considerations and finally few suggested modalities are put forward with a view to overcome the challenges faced by the female officers. Success of an organization like Army will always depend upon its leaders. It has been widely found during this dissertation our under commands shows equal respect to both male and female leaders. They obey and equally perform under both the genders which is an added advantage for our Army. The capabilities of female leaders should be measured only based on their physical efficiency or not remains at a question as modern development in military hardware has overcome the requirement of physical robustness.

79. This dissertation took a feminist approach, primarily in its aim to enhance appreciation of the experiences of female officers as a minority in a traditionally masculine working environment, where experiences of being burdened are common and barriers to their progression exist. The dissertation attempted to view from a feminist perspective, the reason for the challenges faced by the female officers in the Army and aim to provide evidence that *mass societal conceptions* of masculinity ultimately responsible for these experiences. Further to this, taking the theoretical views of feminists *this* dissertation maintained the view that patriarchal domination and difference prevents the equality of female officers in Army. However, through

this use of the 'Feminist Critique', this dissertation did not seek to achieve parity for female officers within the Army, since equality/parity is defined under patriarchal terms and is therefore characterised from a masculine standpoint. The dissertation showed the reasons behind particular discourses in the Army and how this affects female officer's professionalism.

### **Recommendations**

80. Basing on the findings of the dissertation, following steps are recommended so that both male and female officers of our Army can have a congenial interpersonal relationship at workplace for the overall prosperity of Bangladesh Army. The recommended steps are as under:

- a. A further and detail research may be carried out on this issue to determine its accuracy and necessity. Workshop and seminar may also be carried out to gather a consolidate information or guidelines.
- b. Education on gender role in military perspective may be included in BMA training and efforts may be taken to enhance wisdom of officers in social values and norms to achieve a congenial interpersonal relationship.
- c. Intake of female candidates may be increased to a considerable amount of ratio to avoid being a minority. Total 40%-50% officers may be female. Female cadets training may include staff, instructional, management and other technical aspects besides their common military training.
- d. All posts in Army may be made open for female officers. In this regard they can join all arms and services including Infantry and Armour as force multipliers. (if female officers are more in number and posted to perform as instructors and staffs, it will enable male officers to perform in the field more efficiently as because due to shortage of officers many male officers are performing in dual role at a time).

e. All female officers may be posted to physical hardship duties up to the rank of captain (first six years only). Later on they may be adjusted as staffs or in school of instructions.

f. Appropriate employment of female officers during the war may be set in our doctrine.

Rubaiat Tarin Mouri

Major

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Distribution:

Directing Staff Guide

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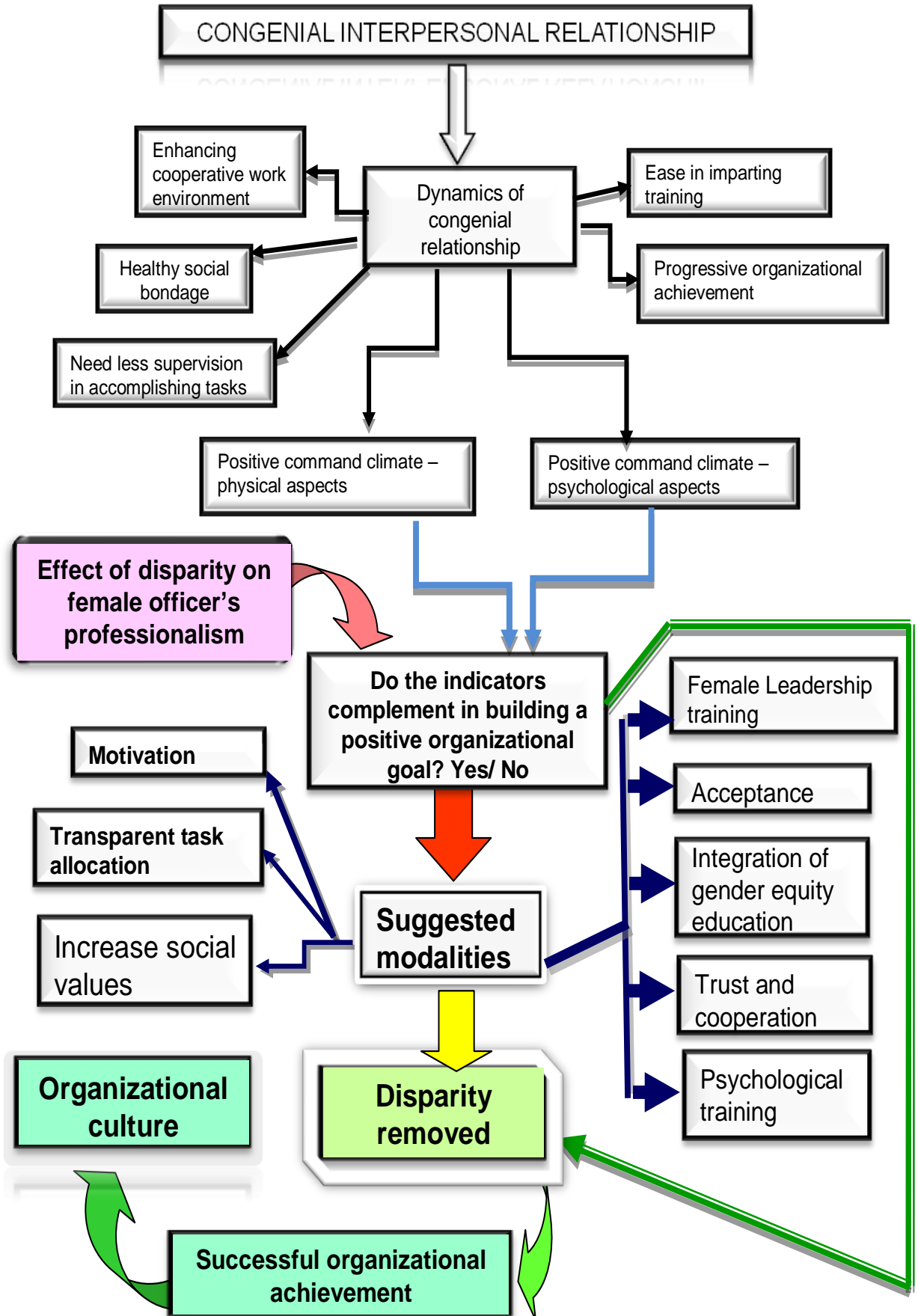
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**Interview / Discussion:**

**Concerned officers**

# CONCEPTUAL FRAMEWORK



ANNEX B TOPF/6605/DISSERTATIONDATED: DECEMBER 14

### RELATED DEFINITIONS

1. **Interpersonal Relationship.** An interpersonal relationship is a strong, deep, or close association or acquaintance between two or more people that may range in duration from brief to enduring. This association may be based on inference, solidarity, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and ethical influences. ([http://en.wikipedia.org/wiki/Interpersonal\\_relationship](http://en.wikipedia.org/wiki/Interpersonal_relationship))
  
2. **Leadership.** Leadership is "a process of social influence" in which one person can enlist the aid and support of others in the accomplishment of a common task. A leader is simply a person whom people follow, or some body who guides/directs others. Many define leadership as "organizing a group of people to achieve a common organizational goal". (<http://en.wikipedia.org/wiki/Leadership>)
  
3. **Empathy.** As per the oxford dictionary ability to identify a person or object is empathy. On the other hand the ability to see the world through another person's eyes, understanding his/her feelings and actions in a co-working environment is called empathy as per the following website. (<http://psychology20.wikispaces.com/02.+Interpersonal+Relationships> )
  
4. **Flexibility.** It is a personality trait, the extent to which a person can cope with changes in circumstances and think about problems and tasks in novel, creative ways. This trait is used when stressors or unexpected events occur, requiring a person to change his or her stance, outlook, or commitment. Flexible personality should not be confused with cognitive flexibility. Psychological flexibility is referred to the ability to adapt as situational demands, balance life demands, and commit to behaviors. ([http://en.wikipedia.org/wiki/Flexibility\\_\(personality\)](http://en.wikipedia.org/wiki/Flexibility_(personality)))

5. **Gender Role.** It is a theoretical construct involving a set of social and behavioral [norms](#) that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific [sex](#). The perception of [gender](#) roles includes attitudes, actions, and personality traits associated with a particular gender within that culture. Gender roles are predominantly considered within a family context as well as within society in general and may collectively be referred to as gender standardization. ([http://en.wikipedia.org/wiki/Gender\\_role](http://en.wikipedia.org/wiki/Gender_role))

6. **Patriarchy.** Patriarchy literally means "the rule of the father" and comes from the [Greek](#) πατριάρχης (*patriarkhēs*), "father of a race" or "chief of a race. It is a social system in which: males hold [primary power](#); males predominate in roles of political leadership, moral authority, social privilege and control of property; and, in the domain of the family, fathers or father-figures hold authority over women and children. It implies the institutions of male domination and entails [female subordination](#). Many patriarchal societies are also [patrilineal](#), meaning that property and title are inherited by the male lineage. In the familial sense, the female equivalent is [matriarchy](#). (<http://en.wikipedia.org/wiki/Patriarchy> )

7. **Masculinity.** Is a set of attributes, behaviors, and roles generally associated with boys and men. Masculinity is socially constructed, but made up of both socially-defined and biologically-created factors. This makes it [distinct](#) from the definition of the [biological male sex](#), as both men and women can exhibit masculine traits and behaviors. Traits traditionally cited as masculine include [courage](#), [independence](#), and [assertiveness](#), though traits associated with masculinity vary depending on location and context, and are influenced by a variety of social and cultural factors. (<http://en.wikipedia.org/wiki/Masculinity> )

8. **Femininity.** The counterpart to [masculinity](#) is femininity. Is a set of attributes, behaviors, and roles generally associated with girls and women. Traits traditionally cited as feminine include [flexibility](#), [gentleness](#), [empathy](#), and [sensitivity](#), though traits associated with femininity vary depending on location and context, and are influenced by a variety of social and cultural factors. (<http://en.wikipedia.org/wiki/Femininity> )

9. **Job Satisfaction**. Job satisfaction has been heavily discussed in contemporary literatures. (Locke, 1976) defines it as "... a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." As such, the emotional experience, which varies from an individual to another, is highly influential towards job satisfaction. Another view, (Miner, 2001) Miner argues that "... it seems desirable... to treat job satisfaction as generally equivalent to job qualities." (Furham, 1997) states that job dissatisfaction is directly linked to having negative feelings about the work environment. In essence, the environment is the most important factor to consider.

10. **Force multiplier**. In military, it refers to an attribute or a combination of attributes which make a given force more effective than that same force would be without it. The expected size increase required to have the same effectiveness without that advantage is the multiplication factor. For example, if a certain technology like GPS enables a force to accomplish the same results of a force five times as large but without GPS, then the multiplier is five. Such estimates are used to justify an investment cost for force multipliers. A **force multiplier** refers to a factor that dramatically increases (hence "multiplies") the effectiveness of an item or group. ([http://en.wikipedia.org/wiki/Force\\_multiplication](http://en.wikipedia.org/wiki/Force_multiplication))

ANNEX C TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

### **SURVEY QUESTIONS FOR BMA CADETS**

Question 1. Do you think that the training for male and female cadets in BMA is basically male biased?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 2. Do you think that female cadets should have a different platform/category of training?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 3. Do you think that most of the male or female cadets do not understand the male and female role in terms of the nature?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 4. Do you think female and male are being employed considering their gender and job pattern?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 5. Do you agree that both male and female cadets are having a congenial interpersonal relationship in BMA?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 6. Do you think that the training environment in BMA is favorable for female cadets?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 7. Do you feel some time the male cadets do not help female cadets once female needs suggestion or guideline?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 8. Do you feel that male cadets sometimes tries to avoid female cadets?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 9. Do you think many of the male cadets have negative idea about female cadets?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 10. Do you think some times some of the officers conducting training possess negative idea about female cadets?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 11. Do you think if the training and environment is congenial then female cadets would perform better?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

**Any other comments**

ANNEX D TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**SURVEY QUESTIONS FOR MALE OFFICERS**

Question 1. Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 2. Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 3. Do you agree that most of the male officers do not understand the male and female role in terms of military service?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 4. Do you agree female and male are yet to be employed considering their gender and job pattern?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 5. Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 6. Do you agree that the training environment in various schools and DSCSC are not favorable for female officers? (admin and coop aspect only)

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 7. Do you agree at some time male officers do not help female officers once female needs suggestion or guideline during course?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 8. Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 9. Do you agree many of the male officers possess negative idea about female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 10. Do you agree some times some of the officers conducting training possess negative idea about female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 11. Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 12. Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 13. Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

**Any other comments**

ANNEX E TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**SURVEY QUESTIONS FOR FEMALE OFFICERS**

Question 1. Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 2. Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 3. Do you agree that most of the male officers do not understand the male and female gender role in terms in military service?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 4. Do you agree female and male are yet to be employed considering their gender and job pattern?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 5. Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 6. Do you agree that the training environment in various schools and DSCSC are not favorable for female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 7. Do you agree some time male officers do not help female officers once female needs suggestion or guideline?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 8. Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 9. Do you agree many of the male officers have negative idea about female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 10. Do you agree some times some of the officers conducting training possess negative idea about female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 11. Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 12. Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

Question 13. Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?

**Answer: 1. Strongly agree. 2. Agree. 3. Somehow Agree. 4. Disagree.**

ANNEX F TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**INTERVIEW QUESTIONS COMMANDENT - BMA**

1. Sir, what is your view regarding the academic and military subject performance of female cadets?
2. Sir, what is your view regarding the physical fitness performance of female cadets?
3. What kind of complain do you receive from the GWC side about GCs (male cadets)?
4. It is observed that number of female cadets is very less per course, in this regards do you think that it causes difficulties for the female cadets in terms of cooperation, coordination or so on (is the platform equal)?
5. Sir, do you agree that female cadets should have equal right to mix up with other course mates? (is their any restrictions imposed)
6. It is observed that after and before commission most male tries to avoid female. Do you think cadets should be educated on gender role?
7. At the end of any long course did you find that all female cadets have obtained course position behind all male cadets?
8. Did you find any of the female cadets have secured course positions ahead of male cadets?
9. Sir, it is generally said that “male performs better than female cadets”, but some of the female has secured course position ahead of male cadets. Then how far do you think it is logical to comment that?
10. Sir, did you carry out any research on why female cadets are not capable to put their best in BMA?
11. Sir, did you carry out any research on why some of the male cadets are obtaining position behind the female cadets?
12. Do you think that BMA could provide equal platform to female in all possible aspects?

Note : *Same questions were asked to term and platoon commanders for interview.*

ANNEX G TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

## **SUMMARY OF INTERVIEW – COMMANDANT BMA**

**Major General Jahangir Kabir Talukdar, psc – Commandant Bangladesh Military Academy, Bhatiary, Chittagong**

**Date of Interview.** 240845 September, 2014.

**Place of Interview.** Commandant's office - Bangladesh Military Academy.

**Means.** Personal Contact.

### **Interview Summary**

1. Female cadets are sincere in studies. Their performance is good in this aspect.
2. In physical aspect female cadets are having their standard set by BMA. Initially few of them face difficulties but in course of time they overcome that issue.
3. No significant complains about male cadets are marked. Some times if we find any indiscipline act, we take necessary steps.
4. No of female cadets per intake is less as female candidates are less. Few previous accidents during training have caused fear among them. But new a days the intake is more and in future it will increase.
5. In BMA both male and female cadets have less opportunity to mix up because of some restrictions of the social and religious perspective.
6. Both male and female grow a unique community. As such they usually try to remain within that. Gender role may be taught in BMA.
7. At the end of the course many female cadets obtain good positions. Of course there are male cadets who obtain positions behind the female cadets.

8. Since the quantity of the female is less therefore, their good or moderate performance catches the eye as every body come to know their performance. On the other hand being majority weak performance of many male cadets remains unknown.

9. BMA did not carry out any such research, but after every course an evaluation is done. Female cadets do have few difficulties in BMA and we try to understand and solve their difficulties.

10. BMA is a male dominated organization, here providing equal platform is difficult. But we try our best to provide equal platform for female cadets. Still, few difficulties like providing female NCO instructors could not be provided.

### **Comments**

1. Following comments are made after interviewing the commandant BMA and some platoon and term commanders and few female cadets:

- a. All agree that female cadets are sincere in accomplishing their task.
- b. Although at the beginning few female cadets face difficulties for the physical hardship but many overcome those in course of time. Female cadets must qualify their physical efficiency test to become an officer.
- c. Female cadets face difficulties in regards to cooperation and sharing responsibilities but many of them do not want to express those difficulties.
- d. Overall performance of the female cadets catches the eye since they are small in number. Many male cadets are also performing poor but very less discussion/comments are made on that.
- e. In a male dominated area no female cadets are free to move or function alone due to the restrictions imposed on them.
- f. Any comprehensive research is yet to be carried out to find out and solve the challenges faced by female cadets.

ANNEX H TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**INTERVIEW QUESTIONS – PRESIDENT ISSB**

1. Those who (female) appear ISSB test what does inspire them to join Army?
2. At present are they coming to join since they are incapable to adjust outside or any other reason?
3. It is observed that very less no of female qualifies ISSB, what are the reasons behind?
4. During the selection process do you maintain same std both for male and female?
5. It is commonly said male are physically stronger than female, how do you evaluate it?
6. In Bangladesh context female are less exposed to physical hardship during adolescence, do you need to compromise to select any female in this regards?
7. As a whole is the qualifying standard same for male and female?
8. ISSB test is designed based on male candidates: did you have to do any modification for the female?
9. Male and female are unique in their character qualities, do you compare between male and female candidates?
10. What are the reasons that you do/not compare male-female or candidates?
11. Do you observe any additional qualities within male or female candidates?

Note : *Same questions were asked to Deputy President (DP) and Group Testing Officers (GTO) for interview.*

ANNEX J TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

## **SUMMARY OF INTERVIEW - PRESIDENT ISSB**

### **Brigadier General Abul Kashem Md Ibrahim, ndc, afwc, psc – President Inter Services Selection Board (ISSB) Dhaka Cantonment**

**Date of Interview.** 200915 September, 2014.

**Place of Interview.** ISSB President's office.

**Means.** Personal Contact.

### **Interview Summary**

1. Female candidates have equal interest to join the Army. They come with the desire to serve the nation. They are self motivated to join Armed forces.
2. May be due to social context less number of female appear ISSB. Many female candidates are weak in emotional stability. That is the main reason for which less number of female qualify the test in ISSB. In addition we prefer better educated and family groomed female candidates.
3. During the selection process we do maintain same standard both for male and female. If we select someone that means he or she has attained desired and required standard.
4. Of course male has got more physical fitness. But female candidates also undergo same test and selection process. Only four items of physical efficiency test are customized for female candidates but the standard is no way compromised.
5. Male and female are unique in their character qualities, grooming up and choice so there cannot be any comparison between them. But we observed that, female are having more tolerance and patience than male.

**Comments**

1. Following comments are made after interviewing the President ISSB and some Deputy Presidents (DP), Group Testing Officers (GTO) and Psychologists:
  - a. Our social environment is not yet in favour of the female to join Army. But self desire, motivation, educational quality and better grooming enables them to join Armed forces.
  - b. ISSB maintains same standard for female while selecting them for defense services. Both male and female undergo same selection process.
  - c. In physical efficiency female also perform and qualify same as male.
  - d. Only those who qualify the full test are selected to undergo the training in respective academy.
  - e. Male possess more physical ability than female on the other hand female possess more tolerance and patience.
  - f. Both male and female are judged in equal platform in ISSB, there cannot be any thought which supports any gender supremacy candidate.

## ANNEX K TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**4 POINT LIKERT SCALE DATA ANALYSIS – BMA CADETS**

“Cadets were not asked to disclose their identity since it might cause psychological pressure”

Quest no	Questions	Strongly agree	Agree	Somehow agree	Disagree	Total cdt	Rmk
1.	Do you think that the training for male and female cadets in BMA is basically male biased	17	69	11	03	100	
		96.88%			03.37%		
2.	Do you think that female cadets should have a different platform/category of training	22	31	19	28	100	
		65.43%			34.56%		
3.	Do you think that most of the male or female cadets do not understand the male and female role in terms of their nature	13	26	17	38	100*	* 06 did not ans
		50.64%			49.35%		
4.	Do you think female and male are being employed considering their gender and job pattern	12	21	26	41	100	
		44.59%			55.40%		
5.	Do you agree that both male and female cadets are having a congenial interpersonal relationship in BMA	09	18	14	57	100*	*02 did not ans
		32.14%			58.16%		

Quest no	Questions	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
6.	Do you think that the training environment in BMA is favorable for female cadets	07	31	09	49	100*	*04 did not ans
		43.67%			56.32%		
7.	Do you feel some time the male cadets do not help female cadets once female needs suggestion or guideline	11	33	13	43	100	
		50.57%			49.42%		
8.	Do you feel that male cadets sometimes try to avoid female cadets	08	29	24	39	100	
		48.68%			51.31%		
9.	Do you think many of the male cadets have negative idea about female cadets	19	34	16	31	100	
		63.09%			36.90%		
10.	Do you think some times some of the officers conducting training possess negative idea about female cadets (see note 1)	00	03	01	02	100	*94 did not ans
		60%			40%		
11.	Do you think if the training and environment is congenial then female cadets would perform better	22	31	19	28	100	
		65.43%			34.56%		

Note :

1. Since for unknown reason 94% cadets did not answer question no 10, therefore a clear conclusion could not be drawn about that question. As such question no 10 is may be excluded by the readers.

ANNEX L TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**4 POINT LIKERT SCALE DATA ANALYSIS – MALE OFFICERS**

Quest no	Question	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
1.	Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?	26 16.77%	56 36.12%	41 26.45%	32 20.64%	155	
		123 = 79.35%					
2.	Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?	33 21.29%	81 52.25%	22 14.19%	19 12.25%	155	
		136 = 87.74%					
3.	Do you agree that most of the male officers do not understand the male and female role in terms in military service?	14 09.03%	56 36.12%	39 25.16%	46 29.67%	155	
		109 = 70.32%					
4.	Do you agree female and male are yet to be employed considering their gender and job pattern?	22 14.19%	74 47.74%	33 21.29%	26 16.77%	155	
		129 = 83.22%					
5.	Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?	18 11.61%	54 34.83%	47 30.32%	36 23.22%	155	
		119 = 76.77%					

Quest no	Question	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
6.	Do you agree that the training environment in various schools and DSCSC are not favorable for female officers? (admin and coop aspect only)	16 10.32%	44 28.38%	34 21.93%	61 39.35%	155	
		94 = 60.64%					
7.	Do you agree at some time male officers do not help female officers once female needs suggestion or guideline during course?	11 07.09%	34 21.93%	40 25.80%	70 45.16%	155	
		85 = 54.83%					
8.	Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?	13 08.38%	49 31.61%	52 33.54%	41 26.45%	155	
		114 = 73.54%					
9.	Do you agree many of the male officers possess negative idea about female officers?	08 05.16%	55 35.48%	52 33.54%	40 25.80%	155	
		115 = 74.19%					
10.	Do you agree some times some of the officers conducting training possess negative idea about female officers?	10 06.45%	43 27.74%	48 30.96%	54 34.83%	155	
		101 = 65.16%					

Quest no	Question	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
11.	Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?	10 06.45%	47 30.32%	48 30.96%	50 32.25%	155	
		105 = 67.74%					
12.	Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?	08 05.16%	43 27.74%	33 21.29%	71 45.80%	155	
		84 = 54.19%					
13.	Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?	32 20.64%	76 49.03%	22 14.19%	25 16.12%	155	
		130 = 83.87%					

ANNEX M TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**4 POINT LIKERT SCALE DATA ANALYSIS – FEMALE OFFICERS**

Quest no	Question	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
1.	Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?	10 17.85%	34 60.71%	10 17.85%	02 03.57%	56	
		54 = 96.42%					
2.	Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?	07 12.50%	38 67.85%	08 14.28%	03 05.35%	56	
		53 = 94.64%					
3.	Do you agree that most of the male officers do not understand the male and female gender role in terms in military service?	12 21.42%	29 51.78%	11 19.64%	04 07.14%	56	
		52 = 92.85%					
4.	Do you agree female and male are yet to be employed considering their gender and job pattern?	10 17.85%	28 50.00%	12 21.42%	06 10.71%	56	
		50 = 89.28%					
5.	Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?	9 16.07%	30 53.57%	11 19.64%	06 10.71%	56	
		50 = 89.28%					

Quest no	Question	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
6.	Do you agree that the training environment in various schools and DSCSC are not favorable for female officers?	07 12.50%	25 44.64%	12 21.42%	12 21.42%	56	
		44 = 78.57%					
7.	Do you agree some time male officers do not help female officers once female needs suggestion or guideline?	13 23.21%	24 42.85%	09 16.07%	10 17.85%	56	
		46 = 82.14%					
8.	Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?	14 25.00%	28 50.00%	13 23.21%	01 01.78%	56	
		55 = 98.21%					
9.	Do you agree many of the male officers have negative idea about female officers?	10 17.85%	28 50.00%	14 25.00%	04 07.14%	56	
		52 = 92.85%					
10.	Do you agree some times some of the officers conducting training possess negative idea about female officers?	06 10.71%	33 58.92%	14 25.00%	02 03.57%	56*	*01 didnt ans
		53 = 94.64%					

Quest no	Question	Strongly agree	Agree	Somehow agree	Disagree	Total no	Rmk
11.	Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?	17	26	10	03	56	
		30.35%	46.42%	17.85%	05.35%		
		53 = 94.64%					
12.	Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?	14	30	09	03	56	
		25.00%	53.57%	16.07%	05.35%		
		53 = 94.64%					
13.	Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?	11	31	07	06	56**	**01 said It may very pers to pers
		19.64%	55.35%	12.50%	10.71%		
		49 = 87.50%					

ANNEX N TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**MALE – FEMALE OFFICER’S SURVEY COMPARISON**

Serial	Question No	Agree		Disagree		Remarks
		Male	Female	Male	Female	
1.	Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?	79.35%	96.42%	20.64%	03.57%	
2.	Do you agree that, female officers are not incorporated in the Infantry and Armour to avoid direct combat in the field?	87.74%	94.64%	12.25%	05.35%	
3.	Do you agree that most of the male officers do not understand the male and female role in terms in military service?	70.32%	92.85%	29.67%	07.14%	
4.	Do you agree female and male are yet to be employed considering their gender and job pattern?	83.22%	89.28%	16.77%	10.71%	
5.	Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?	76.77%	89.28%	23.22%	10.71%	
6.	Do you agree that the training environment in various schools and DSCSC are not favorable for female officers? (admin and coop aspect only)	60.64%	78.57%	39.35%	21.42%	

Serial	Question No	Agree		Disagree		Remarks
		Male	Female	Male	Female	
7.	Do you agree at some time male officers do not help female officers once female needs suggestion or guideline during course?	54.83%	82.14%	45.16%	17.85%	
8.	Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?	73.54%	98.21%	26.45%	01.78%	
9.	Do you agree many of the male officers possess negative idea about female officers?	74.19%	92.85%	25.80%	07.14%	
10.	Do you agree some times some of the officers conducting training possess negative idea about female officers?	65.16%	94.64%	34.83%	03.57%	01 did not ans
11.	Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?	67.74%	94.64%	32.25%	05.35%	
12.	Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?	54.19%	94.64%	45.80%	05.35%	
13.	Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?	83.87%	87.50%	16.12%	10.71%	01 did not ans

ANNEX P TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

## **CASE STUDY – FEMALE OFFICERS**

### **Introduction**

1. In Bangladesh Army female officers are inducted in 2002. Since then total 214 female officers have passed out from Bangladesh Military Academy. Considering 47 BMA long course onwards female officers are about 11.22% of the total strength. By now, twelve years have passed since the induction of female officers. Yet we find female officers suffer due to various difficulties at their work places. At the same time it is found that, many male officers point their fingers regarding efficiency of female officers.

2. Few research works are carried out in Defense Services Command and Staff College involving the ability of female officers. Those research works are done from male officer's perspective. However, till now no research intended to find out the hidden difficulties faced by the female officers. During this research the author came across three female officers who have experienced few critical difficulties in their service life.

### **Case – 1 (Unit Area)**

3. One female officer after her commission was serving in full swing in one of the unit. From the very beginning of her service life she found her lonely. She tried to mix up with her unit seniors but most of the time she did not receive necessary cooperation as she expected. Many a time she went to some of her immediate seniors to understand her task. She found most of them were non cooperative and trying to remain away from her.

4. With the passage of time she got married. She found more difficulties as she was expecting a child. Once it was the time of her maternity leave, she approached to her company commander and asked for the maternity leave. She was very unfortunate to get a replay from her company commander that “if you remain on leave throughout the year then when will you work? Usually this unit does not get any service from you. It will be better if you go out and join some other place”.

5. Being very upset she could not find any other way. As the matter of her maternity leave reached to the Commanding Officer, she was asked with options that she wants maternity leave or she wants to be posted to some other place? Since she had one miscarriage before, she felt it will be difficult for her to shift from this place at this stage thereby requested for the leave and also approached not to post her at this moment. But on the contrary, she found her CO talking over phone about her posting order. Finally she received her posting order within a week. At that time she was pregnant for about nine months.

### **Case – 2 (UN Mission Area)**

6. Like all other male officers, female officers also actively participated in United Nations (UN) peace keeping missions since 2007. In one of the UN mission area two female officers were sent from Bangladesh. Although they were in same mission area but were serving in two different offices. They had different job pattern and time schedule. They were accommodated beside other Bangladeshi officer's domain having same messing facilities. Since female officers were new in UN mission area, they found most of the seniors were very much cautious about them. There were lots of restrictions imposed on to them and also on other male officers. As such, both junior and senior male officers were afraid to talk, mix or to think them as a part of their society. As a result both female officers were confined within themselves. More so if those female officers were found mixing or talking to their immediate seniors, both the male and female officers had to hear very bad comments from others.

7. Since the job pattern of those female officers were not same, at times one of them had to go out for official tour which was away from the camp location or even

some times it was in a different town. At this time both of them became very lonely, home sick and started cursing their lives. At this time none of them were allowed to go out to the local city even for buying their necessary items. Later on, they showed interest to visit neighboring country like other male officers do. But unfortunately they were discouraged by some senior Bangladeshi officer with very objectionable comments.

8. On the other hand, both female officers had foreign colleagues at their work places. Both of them have found congenial atmosphere at their work places with foreigners (male/female). Once other Bangladeshi officers came to know that both female officers are having good relationship with their foreign colleagues at work places then it became another issue for them to speak ill about those female officers. More restrictions were imposed on them and as a result other male officers even male course mates started avoiding them.

### **Case – 3 (DSCSC)**

9. In 2014 ten female officers of our Army has joined the DSCSC. All female officers were not prepared for this course and they were taken to this course after the science leg although they did not appear the entrance examination for this course. It is observed by most of the female officers that they were facing ill comments by most of the male officers. Initially most male student officers could not accept female officers as a course member. From the very beginning they faced non cooperative attitude and environment by those male officers. Few of the incidents are abridged bellow:

- a. In the syndicate discussions female officers were facing domineering since only one female officer was in each syndicate. It frequently happened that while preparing any assigned task, male officers did not provide equal opportunity to the female syndicate mate. Even the female officer provided any plan or good idea it was rejected but afterwards if the same idea was projected by any male officer then he was appreciated. This kind of incidents

took place in almost every exercise or during preparatory stage of any syndicate solutions.

b. During the cultural program female officers were initially called by the organising course members to perform funs or songs, unfortunately they were technically eliminated one by one and at the final moment. Participation of female officers was not encouraged by the male course members. One incident happen like this: a female officer was asked to sing a song but she was not being given with any chance to practice as other male officers were practicing time and again. Since the female officer could not practice with the musical hands she was asked to sing with Karaoke during the final practice which was scheduled to be observed by the directing staff. The organizing course members assured that they will keep the Karaoke ready in due time. Unfortunately even immediately before the scheduled time it was not available. As a result, when the directing staff arrived to watch the final practice she failed to project the song, as she found the power and sound cord of karaoke were missing.

### **Findings of the Cases**

10. Based on the cases and interview of those three female officers following points are found out:

- a. Both the company commander and CO were married and having kids. They clearly knew the difficulties and value of maternity. (case – 1)
- b. Both the company commander and CO did not show any sign of humanity. (case – 1)
- c. Even being requested upon, the CO maintained his desired course of action. (case – 1)
- d. May it is home or abroad male officers are of majority. They enjoy “man is a social animal” but female being minority at every place have to remain under conservative norms. (case – 2)

- e. Most female officers do not have any scope to mix, chat, play, refresh, recreation facilities in home and abroad. (case – 2)
- f. Male officers can share their joy and sorrow with other colleagues where as female hardly have that. (case – 2)
- g. Many male officers do not feel for their female colleague in term of socialism, realism, feminism and humanity. (case – 1, 2)
- h. Most female student officers of DSCSC were being dominated by the male students just because they were female. (case – 3)
- j. Female officers suffer because of their inherent gender differences. (case – 1,2,3)

### **Critical Analysis of the Cases**

- 11. **Positive Aspect.** This kind of cases has enforced the researcher to carry out this research.
- 12. **Negative Aspects.** Negative aspects of above mentioned cases are as under:
  - a. Setting double standard to under command.
  - b. Setting wrong example about command and leadership.
  - c. Exposing cruelty to juniors even at the time of emergency.
  - d. Enforcing junior officers to do something for which they are not ready.
  - e. Creating gap between male and female officers at workplace.
- 13. **Impact on the Issue.** Following impact may be considered:
  - a. **Individual Perspective.** Are as under:
    - (1) Depriving female officers from actual need.
    - (2) Creating cause of demotivation.

- (3) Creating unnecessary psychological pressure.
- (4) Putting someone into undesired trouble.
- (5) Creating job dissatisfaction.

b. **Unit Environment Perspective.** Are as under:

- (1) This kind of incident can keep female officers away from the official task as she/they might not feel to work.
- (2) Gap between male and female officers will increase which will put both male and female officers away from a congenial environment.
- (3) Team sprit may be lost.
- (4) It might create wrong concept within male and female about each other.

c. **Army Perspective.** Are as under:

- (1) Achieving organizational goal may hamper.
- (2) The overall image of glorious Bangladesh Army may be damaged.
- (1) Female candidates may become discouraged to join army if they come to know this kind of difficulties

**Conclusion**

14. The above mentioned cases of three female officers have taken place years back but yet similar cases are found. Mass cultural/social assumptions of masculinity belonging to men make it difficult for women to 'fit in' to male dominated organizations. This in turn presents a number of issues regarding the questioning of female officer's abilities to 'perform' military role, due to their inherent sex differences.

15. Achieving gender equality requires systemic changes in policy and modes of social interactions at all levels of the society: home, work place, school, public services, media, and so on. Male officers continue to occupy positions of power and privilege in patriarchal Army system, and without the active involvement of male officers, a gender equitable Army will neither be achievable, nor be sustainable.

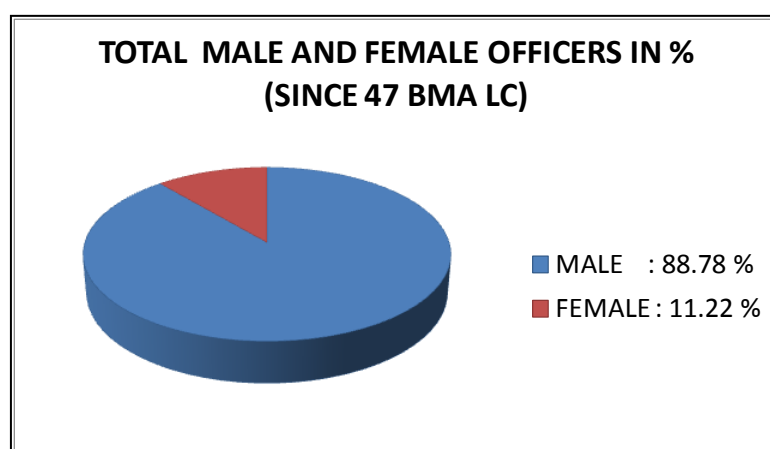
ANNEX Q TOPF/6605/DISSERTATIONDATED: DECEMBER 14**COMMISSIONED MALE – FEMALE OFFICERS RATIO**

Ser	Course	Female Officers Commissioned						Total Female	Total Male	RATIO	
		Arty	Engrs	Sigs	ASC	Ord	EME			MALE	FEMALE
1	47 BMA L/C	5	3	3	3	4	2	20	113	05.65	01
2	48 BMA L/C	6	2	2	4	5	2	21	47	02.23	01
3	49 BMA L/C	7	4	2	3	3	2	21	96	04.57	01
4	50 BMA L/C	4	2	1	2	5	1	15	85	05.66	01
5	51 BMA L/C	2	1	1	1	1	1	7	69	09.85	01
6	52 BMA L/C	0	1	1	3	2	1	8	49	06.12	01
7	53 BMA L/C	0	0	0	1	0	1	2	62	31.00	01
8	54 BMA L/C	0	0	1	2	2	0	5	53	10.60	01
9	55 BMA L/C	0	1	0	0	0	0	1	102	102	01
10	56 BMA L/C	0	1	-	1	1	1	4	40	10.00	01
11	57 BMA L/C	0	1	1	3	2	2	9	151	16.77	01
12	58 BMA L/C	0	1	-	2	1	1	5	80	16.00	01
13	59 BMA L/C	0	5	3	3	4	3	18	95	05.27	01
14	60 BMA L/C	0	1	1	1	1	1	5	61	12.20	01
15	61 BMA L/C	0	2	4	4	6	1	17	103	06.05	01
16	62 BMA L/C	0	5	3	4	4	1	17	67	03.94	01
17	63 BMA L/C	0	2	2	1	1	0	6	116	19.33	01

Ser	Course	Female Officers Commissioned						Total Female	Total Male	RATIO	
		Arty	Engrs	Sigs	ASC	Ord	EME			MALE	FEMALE
18	64 BMA L/C	0	3	2	2	3	4	14	74	05.28	01
19	65 BMA L/C	0	0	0	1	1	0	2	109	54.50	01
20	66 BMA L/C	0	0	1	0	1	0	3	54	18.00	01
21	67 BMA L/C	0	1	1	1	0	0	03	60	20.00	01
22	68 BMA L/C	0	1	1	0	1	1	04	58	14.50	01
23	69 BMA L/C	0	1	1	0	1	1	04	102	25.50	01
24	70 BMA L/C	0	1	1	0	1	0	03	61	20.33	01
GRAND TOTAL								214	1907	08.911	01

## Notes:

1. The above statistics is collected from Bangladesh Military Academy.
2. Overall male, female officers ratio is **08.91 : 01** since 47 BMA Long Course.
3. In percentage, female officers occupy  $(1907 / 214) \times 100 = 11.22\%$  Since 47 BMA Long Course.
4. Male-female officer's ratio looks like as under:

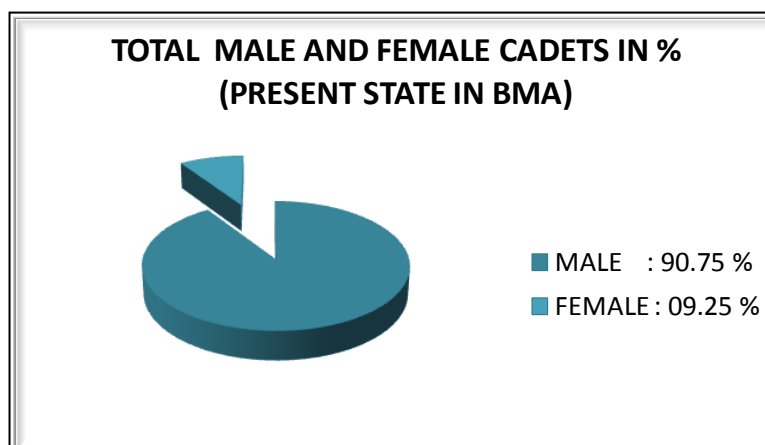


ANNEX R TOPF/6605/DISSERTATIONDATED: DECEMBER 14**STATE OF MALE – FEMALE CADETS**

Ser	Long Course	Total Male Cadets	Total Female Cadets	Ratio	
				Male	Female
1.	71 BMA L/C	149	14	10.64	01
2.	72 BMA L/C	120	13	09.23	01
3.	73 BMA L/C	204	08	25.50	01
4.	74 BMA L/C	175	25	07.00	01
GRAND TOTAL		648	60	10.80	01

## Notes:

1. The above statistics is collected from Bangladesh Military Academy.
2. Overall male, female cadets ratio is **10.80 : 01** at present in BMA.
3. In percentage, female cadets occupy  $(648 / 60) \times 100 = \mathbf{09.25\%}$  at present in BMA.
4. Male-female officer's ratio looks like as under:



ANNEX S TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

## **INTERVIEW SUMMARY – MALE OFFICERS**

### **Prefix for Male Officers**

1. Gender differences are fundamental reality of biology and psychology which are complementary. It is observed that the gender related confusion/complexity exists only within a minority of individuals. Despite of gender differences, female officers are undergoing the same training process, same job pattern.

2. In a co-working environment is very much important for both male and female to have a congenial interpersonal relationship. Human relationships should have mutual trust, care, concern and understanding about opposite side. Healthy interactions with good communication and cooperative behavior are essential for enhancing interpersonal relationships at any workplace.

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### **Summary of the Interviews**

**Question – 1.** How long did you serve with any female officer in any capacity?

Total 42 male officers were interviewed for this research. Male officers served three months to nine years and also who did not serve with female officers are the target group for interview. The responders were mostly from DSCSC who have served more then twelve years in Bangladesh Army.

**Question – 2.** What is your evaluation about the female officers serving in Army?

All responders agreed that female officers are sincere, committed, hardworking, cooperative, organized, professional and they try their best to perform their task with high standard.

Few male officers mentioned that, there are few exceptions within female officers similarly like it exists within male officers.

**Question – 3.** What is your expectation about the overall performance of Female officers?

All responders expect that there should not be any differences between male and female officers and they should perform same as the male officers in all aspects.

**Question – 4.** What is your overall view about the performance of Male officers?

Only one responder said that performance of male officers is very good. Two responded saying its good and few said satisfactory. Many responded that performance varies among male officers. It depends on uptake, morale, dedication and so on.

**Question – 5.** Do you think that Female officers should be employed in physical hardship rather than staff job?

Responders think that female officers should be employed in physical hardship up to a rank/service age. After that they should be employed as a staff or other static duty based on their capabilities.

**Question – 6.** Do you face any difficulties to mix or work together with female officers? If yes, please describe.

Most of the responders said they face few difficulties to mix or work together with female officers due to the social and religious barriers but few responded having no difficulties.

**Question – 7.** Can you mention about any course/training where all the female officers obtained course positions behind all the male officers? (YES/NO) (example: 90 male and 10 female undergoing any trg/course. Did you find all 10 female officers obtain position from 91 to 100? *If yes mention course name*)

None of the responders could sight any example where all female officers obtained positions behind all male officers undergoing that course. Rather they all agreed that there were some male officers who obtained position behind all female officers.

**Question – 8.** If the answer of the question no 7 is “NO” then there must be some male officers who obtained position behind the Female officers. What is your comment about the overall performance of Male officers in this regard?

Most of the responders responded that, those male officers were not sincere, hard working in the course. One said that, there is always a group of male officers who do not possess correct motivation for courses.

**Question – 9.** What is your concept about the male and female “Gender Role” within Army?

None of the male responder has defined the gender role. Many said they do not have any idea about it.

Many said that they do not support any gender role, there should not be any difference in task allotment between male and female. Some said, gender role in military is very negative, female officers should not be given extra privileges. Some said there should be balance between our expectation and what society permits.

One male responder responded saying “the correct concept about male and female which is missing in our Army is gender role”.

### **Comments**

1. Most male thinks that, female are doing good in Army.
2. Performance of both male and female are good/moderate/bad but only female officer’s performance becomes point of discussion.
3. Most male responders agree that female officers are professional.
4. No male responder clearly defined the concept of gender role. Few tried to project that gender role is negative, cannot be supported. Few said military service is not for female.

ANNEX T TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

## **INTERVIEW SUMMARY – FEMALE OFFICERS**

### **Prefix for Female Officers**

1. Gender differences are fundamental reality of biology and psychology which are complementary. It is observed that the gender related confusion/complexity exists only within a minority of individuals. Despite of gender differences, female officers are undergoing the same training process, same job pattern.

2. In a co-working environment is very much important for both male and female to have a congenial interpersonal relationship. Human relationships should have mutual trust, care, concern and understanding about opposite side. Healthy interactions with good communication and cooperative behavior are essential for enhancing interpersonal relationships at any workplace.

=====

### **Summary of the Interviews**

**Question – 1.** Did you face any difficulty with male officers while serving in your unit?

All responders have narrated few challenges like criticism, lack of confidence by the male officers.

**Question – 2.** What is your evaluation about the female officers serving in BD Army?

Most female officers join Army with a view to serve the nation. They all responded that, they want to work shoulder to shoulder with male officers. They try to put their best in training and service life.

**Question – 3.** What is your expectation from male colleague at work place?

All responded that they want their male colleague to cooperate as they do with other male officers. They want male officers to understand the gender role and to treat them not as a female but as an officer colleague.

**Question – 4.** Do you think female officers enjoy a congenial work environment?

All female responders responded that a considerable congenial work environment is yet missing in Army. Avoidance, lack of confidence, non cooperation, criticism, taking undue privileges, taking extra facilities, taking extra care by the CO and seniors, sense of being burden, having no out put, having poor performance are common complains against female officers by the male colleague.

**Question – 5.** Do you think that Female officers should be employed in physical hardship rather than staff job?

All female officers said that they are not afraid of physical hardship. They can easily undergo any task assigned to them. But some responded that, they were surprised once they were blamed by some of the male unit mates that, a senior officer is playing inter unit football/volleyball but junior female officers are relaxing.

**Question – 6.** Many male officers claim that output of female officers are less than male. What is your view on that aspect?

Many responded that, all the female officers will not be same capable. It is equally applicable for male officers as well. But no one speaks about poor performance of the male officers. Most female officers cannot work independently. In many cases it was observed that some CO's do not assign task to female officers where she could be employed. Female responders believe that, they are putting up their best if they are given with any task.

**Question – 7.** During the course and unit life do you get required cooperation from all male officers?

Many responded that all male officers are not equally cooperative. Some are good in this aspect but there are many examples where female officers were not cooperated as expected.

**Question – 8.** If the answer of the question no 7 is “NO” then what are the reasons behind?

Mostly fear of unknown is responsible. Strict rules by the CO’s about the dealing with female officers make male officers apart. Many responded that many male colleague do not want to have any difficulty in their family life, as a result they avoid female officers.

**Question – 9.** What is your concept about the male and female “Gender Role” within Army?

Some female responders responded that gender role is the basis of understanding the male and female. But few of them were not aware of gender role.

### **Comments**

1. Most female thinks that they can undergo any task in Army. Performance of both male and female are good/moderate/bad/poor but only female officer’s performance becomes point of discussion.
2. Most responders agree that many male officers are cooperative but the congenial environment is spoiled because of a handful colleague. They misguide, passes ill comments even about the cooperative officers.
3. Some female officers feel that for unknown reasons their seniors do not show positive sign of confidence since the beginning of their unit life. From the beginning they were kept aside, aloof from the activities.
4. Most responders have stated dissatisfactions in their service life. They felt that some male colleague want female should equally participate in all unit activities including games and sports competitions.
5. One responder said that her CO appointed one JCO as an acting company commander instead of her even after being requested by other colleague since she was present and was not holding any important appointment in the unit.
6. Many male student officers of DSCSC expressed dissatisfactions and expressed at point blank that “female officers are not VIPs, why they should reside in station officer’s mess instead of sainik barrack” (during exercise in Comilla as male officers were accommodated in sainik barrack during the same exercise).

ANNEX U TOPF/6605/DISSERTATIONDATED: DECEMBER 14

## **INTERPERSONAL RELATIONSHIP OF DIFFERENT ARMIES**

### **United States of America Army**

1. David (2013) stated “over the last few years, women have become more involved in combat operations. Since September, 2001 (to February 28, 2013), 299,548 female service members have been deployed for contingency operations in Iraq and Afghanistan. In approximately 12 years of combat operations in Iraq and Afghanistan, over 800 women have been wounded and over 130 have died. According to the Department of Defense (DoD), as on February 2013 total 16,407 female members were currently deployed in contingency operation. Women have been recognized for their heroism, two earning Silver Star medals”.

2. Wikipedia shows women have been involved in the USA military since 1775 (American revolutionary war 1775-1783). Currently, according to statistics only 15.6% of the U.S. Army's are female. Women serve in 95% percent in army occupations. According to wikipedia “there is an ongoing problem with sexual assault in the U.S. military which has received extensive media coverage in the past several years. In 2013, a pentagon study found that 5,061 troops reported cases of sexual assault. Carmen (2014) stated “A climate where sexist behaviors and sexual harassment exist may be indicative that sexual assault is also tolerated,” However according to the DoD Safe Helpline, sexual assault is a personal and destructive crime in US army.

### **United Kingdom Army**

3. Keyleigh (2008) tried to project how societal conceptions of masculinity affect women in the British army. She said In 2006, the British Army is having 08.2% women. But women officers represent 10.8% of all officers in the Army, while women of 'other ranks' represent 11.9% only. She found that masculinity is not singular rather multiple masculinities exist in British army. Root causes of which is absence of gender concept among male. Her concept found to be true since General Sir Mike Rose believed that the impact of the growing employment of women within the army has an adverse effect on the operational effectiveness off the army, stating, "Today, our military ethos is being actively destroyed by a mixture of social change within our society and new national and international legislation". That means even British army is having similar gender issues.

4. In British army female also suffer from the sexual harassment by their fellow. Research into sexual harassment in the Armed Forces (Rutherford et al, 2006), produced a high response rate of service women at 52 %. Aims of the research were to discover; the levels of sexual harassment experienced, if women feel they can complain and how they feel about the complaints process, and whether prevention measures that are currently in place are effective or not. The findings produced from the research address found that sexualized behaviours (language, stories, jokes and material) are common in the British Army. Out of 9,384 servicewomen who responded to the survey, 99% had experienced sexualized behaviours. Additionally, 6313 (67%) of respondents had also experienced personally directed sexual behaviours. Sexual assault was referred to by 182 respondents (12.7%) having experienced a particularly upsetting incident. However, only 72 women (5%) have formally complained about these incidents.

**India Army**

5. Anupama Joshi's article "Arms and the woman" in the Indian Express Today provides an insightful history and balanced account of discriminatory conduct women face within traditionally male domains such as the Indian armed forces. Among the many instances cited by Joshi including her own battle to have women acquire some parity within the military, Joshi documents discriminatory doctrines which bar women from higher service courses and therefore promotions as well as patronising practices such as labelling women as "lady officers".

6. Arundhati (2012) stated that, Armed forces should ensure safety to the women officers. The acceptability of the women officers among the male soldiers should improve. Most of the soldiers are from rural areas, where the patriarchal mindset is internalized, since the childhood days. So, it is most necessary for the armed forces to instill the changed mindset among them. Many times, sexual harassment cases are dismissed as 'playful' and blame 'over-sensitivity' of the women officers. However, there have been cases where sexual harassment has taken place and punishment has been imposed. In one case, a colonel had to lose years and was stripped of his stars and dignity in 2007. She also argued that the army suffers from acute gender bias to deny permanent commission to women officers who work shoulder to shoulder with male officers to assist and support troops in combat zones. The advocate for Major Seema Singh, a complainant and others female officers made a strong plea for permanent commission status. She stated that the policies for women in the Army not only discriminate her against male officers but also lower her status to that of a jawan/junior commissioned officer, whom she had been leading for past 14 years.

## **Pakistan Army**

7. Women have been taking part in [Pakistan military](#) since 1947 after the [establishment](#) of Pakistan, currently a strong sizable unit of women soldiers who are serving in the Pakistan Armed Forces. Since 2006, women in [Pakistan army](#) have been trained in combat missions, particularly in sniper, airborne and infantry warfare. Women in the infantry and sniper warfare were trained by the women officers under the supervision of experience male officers to avoid any unwanted situation. Female officers in Pakistan army at time suffer due to felinity. At the beginning female were not accepted positively. Tahmina (wikipedia) stated that “the gender and identity through military reflects or challenges the distribution of power between men and women in military. Although gender differences in army exists but being a Muslim and conservative minded sexual abuses seems to be minimum in army”.

8. There is also a Women's Guard section of Pakistan's National Guard where women are trained in nursing, welfare and clerical work and there are also women recruited in very limited numbers for the Janbaz Force. Only recently has Pakistan began to recruit women for combat positions and the Elite Anti-Terrorist Force in 2007, several female graduates were nominated to be [Sky Marshals](#) for Pakistan based airlines. In addition recently eight of the 41 cadets from the Pakistan Military Academy at Kakul became the first women guards of honour. Pakistan is the only country in the Islamic world to have female [Major Generals](#) in the Army. Major General Shahida Malik was Pakistan's first female two-star general.

ANNEX V TO

PF/6605/DISSERTATION

DATED: DECEMBER 14

**FREQUENCY TABLE OF SURVEY**

1. **BMA Cadets Survey.**

**Q-1. Do you think that the training for male and female cadets in BMA is basically male biased**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	17	16.7	17.0	17.0
Valid AGREE	69	67.6	69.0	86.0
Valid SOMEHOW AGREE	11	10.8	11.0	97.0
Valid DISAGREE	3	2.9	3.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

**Q-2. Do you think that female cadets should have a different platform/category of training**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	22	21.6	22.0	22.0
Valid AGREE	31	30.4	31.0	53.0
Valid SOMEHOW AGREE	19	18.6	19.0	72.0
Valid DISAGREE	28	27.5	28.0	100.0
Total	100	98.0	100.0	
Missing System	2	2.0		
Total	102	100.0		

**Q-3. Do you think that most of the male or female cadets do not understand the male and female role in terms of their nature**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	13	12.7	13.8	13.8
Valid AGREE	26	25.5	27.7	41.5
Valid SOMEHOW AGREE	17	16.7	18.1	59.6
Valid DISAGREE	38	37.3	40.4	100.0
Total	94	92.2	100.0	
Missing System	8	7.8		
Total	102	100.0		

**Q-4. Do you think female and male are being employed considering their gender and job pattern**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	STRONGLY AGREE	12	11.8	12.0	12.0
	AGREE	21	20.6	21.0	33.0
	SOMEHOW AGREE	26	25.5	26.0	59.0
	DISAGREE	41	40.2	41.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

**Q-5. Do you agree that both male and female cadets are having a congenial interpersonal relationship in BMA**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	STRONGLY AGREE	9	8.8	9.2	9.2
	AGREE	18	17.6	18.4	27.6
	SOMEHOW AGREE	14	13.7	14.3	41.8
	DISAGREE	57	55.9	58.2	100.0
	Total	98	96.1	100.0	
Missing	System	4	3.9		
Total		102	100.0		

**Q-6. Do you think that the training environment in BMA is favorable for female cadets**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	STRONGLY AGREE	7	6.9	7.3	7.3
	AGREE	30	29.4	31.3	38.5
	SOMEHOW AGREE	9	8.8	9.4	47.9
	DISAGREE	50	49.0	52.1	100.0
	Total	96	94.1	100.0	
Missing	System	6	5.9		
Total		102	100.0		

**Q-7. Do you feel some time the male cadets do not help female cadets once female needs suggestion or guideline**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	11	10.8	11.0	11.0
	AGREE	33	32.4	33.0	44.0
	SOMEHOW AGREE	13	12.7	13.0	57.0
	DISAGREE	43	42.2	43.0	100.0
Total		100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

**Q-8. Do you feel that male cadets sometimes try to avoid female cadets**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	8	7.8	8.0	8.0
	AGREE	29	28.4	29.0	37.0
	SOMEHOW AGREE	24	23.5	24.0	61.0
	DISAGREE	39	38.2	39.0	100.0
Total		100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

**Q-9. Do you think many of the male cadets have negative idea about female cadets**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	19	18.6	19.0	19.0
	AGREE	34	33.3	34.0	53.0
	SOMEHOW AGREE	16	15.7	16.0	69.0
	DISAGREE	31	30.4	31.0	100.0
Total		100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

**Q-10. Do you think some times some of the officers conducting training possess negative idea about female cadets**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	3	2.9	3.0
	SOMEHOW AGREE	1	1.0	4.0
	DISAGREE	2	2.0	6.0
	DID NOT ANSWER	94	92.2	100.0
	Total	100	98.0	100.0
Missing	System	2	2.0	
Total		102	100.0	

**Q-11. Do you think if the training and environment is congenial then female cadets would perform better**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	21.6	22.0
	AGREE	31	30.4	53.0
	SOMEHOW AGREE	19	18.6	72.0
	DISAGREE	28	27.5	100.0
	Total	100	98.0	100.0
Missing	System	2	2.0	
Total		102	100.0	

**2. Male Officers Survey.**

**Q-1. Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	26	16.7	16.8
	AGREE	56	35.9	52.9
	SOMEHOW AGREE	41	26.3	79.4
	DISAGREE	32	20.5	100.0
	Total	155	99.4	100.0
Missing	System	1	.6	
Total		156	100.0	

**Q-2. Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	33	21.2	21.3	21.3
	AGREE	74	47.4	47.7	69.0
	SOMEHOW AGREE	22	14.1	14.2	83.2
	DISAGREE	26	16.7	16.8	100.0
	Total	155	99.4	100.0	
Missing	System	1	.6		
Total		156	100.0		

**Q-3. Do you agree that most of the male officers do not understand the male and female gender role in terms in military service?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	14	9.0	9.0	9.0
	AGREE	56	35.9	36.1	45.2
	SOMEHOW AGREE	39	25.0	25.2	70.3
	DISAGREE	46	29.5	29.7	100.0
	Total	155	99.4	100.0	
Missing	System	1	.6		
Total		156	100.0		

**Q-4. Do you think female and male are being employed considering their gender and job pattern**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	14.1	14.2	14.2
	AGREE	74	47.4	47.7	61.9
	SOMEHOW AGREE	33	21.2	21.3	83.2
	DISAGREE	26	16.7	16.8	100.0
	Total	155	99.4	100.0	
Missing	System	1	.6		
Total		156	100.0		

**Q-5. Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	18	11.5	11.6	11.6
	AGREE	54	34.6	34.8	46.5
	SOMEHOW AGREE	47	30.1	30.3	76.8
	DISAGREE	36	23.1	23.2	100.0
	Total	155	99.4	100.0	
Missing	System	1	.6		
Total		156	100.0		

**Q-6. Do you agree that the training environment in various schools and DSCSC are not favorable for female officers?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	16	10.3	10.3	10.3
	AGREE	44	28.2	28.4	38.7
	SOMEHOW AGREE	33	21.2	21.3	60.0
	DISAGREE	62	39.7	40.0	100.0
	Total	155	99.4	100.0	
Missing	System	1	.6		
Total		156	100.0		

**Q-7. Do you agree some time male officers do not help female officers once female needs suggestion or guideline?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	11	7.1	7.1	7.1
	AGREE	34	21.8	21.9	29.0
	SOMEHOW AGREE	41	26.3	26.5	55.5
	DISAGREE	69	44.2	44.5	100.0
	Total	155	99.4	100.0	
Missing	System	1	.6		
Total		156	100.0		

**Q-8. Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	13	8.3	8.4	8.4
Valid AGREE	49	31.4	31.6	40.0
Valid SOMEHOW AGREE	52	33.3	33.5	73.5
Valid DISAGREE	41	26.3	26.5	100.0
Total	155	99.4	100.0	
Missing System	1	.6		
Total	156	100.0		

**Q-9. Do you agree many of the male officers have negative idea about female officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	8	5.1	5.2	5.2
Valid AGREE	55	35.3	35.5	40.6
Valid SOMEHOW AGREE	52	33.3	33.5	74.2
Valid DISAGREE	40	25.6	25.8	100.0
Total	155	99.4	100.0	
Missing System	1	.6		
Total	156	100.0		

**Q-10. Do you agree some times some of the officers conducting training possess negative idea about female officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	10	6.4	6.5	6.5
Valid AGREE	43	27.6	27.7	34.2
Valid SOMEHOW AGREE	48	30.8	31.0	65.2
Valid DISAGREE	54	34.6	34.8	100.0
Total	155	99.4	100.0	
Missing System	1	.6		
Total	156	100.0		

**Q-11. Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	10	6.4	6.5	6.5
AGREE	47	30.1	30.3	36.8
Valid SOMEHOW AGREE	48	30.8	31.0	67.7
DISAGREE	50	32.1	32.3	100.0
Total	155	99.4	100.0	
Missing System	1	.6		
Total	156	100.0		

**Q-12. Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	8	5.1	5.2	5.2
AGREE	43	27.6	27.7	32.9
Valid SOMEHOW AGREE	33	21.2	21.3	54.2
DISAGREE	71	45.5	45.8	100.0
Total	155	99.4	100.0	
Missing System	1	.6		
Total	156	100.0		

**Q-13. Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?**

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	32	20.5	20.6	20.6
AGREE	76	48.7	49.0	69.7
Valid SOMEHOW AGREE	22	14.1	14.2	83.9
DISAGREE	25	16.0	16.1	100.0
Total	155	99.4	100.0	
Missing System	1	.6		
Total	156	100.0		

3. **Female Officers Survey.**

**Q-1. Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	10	17.2	17.9	17.9
Valid AGREE	34	58.6	60.7	78.6
Valid SOMEHOW AGREE	10	17.2	17.9	96.4
Valid DISAGREE	2	3.4	3.6	100.0
Total	56	96.6	100.0	
Missing System	2	3.4		
Total	58	100.0		

**Q-2. Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	7	12.1	12.5	12.5
Valid AGREE	38	65.5	67.9	80.4
Valid SOMEHOW AGREE	8	13.8	14.3	94.6
Valid DISAGREE	3	5.2	5.4	100.0
Total	56	96.6	100.0	
Missing System	2	3.4		
Total	58	100.0		

**Q-3. Do you agree that most of the male officers do not understand the male and female gender role in terms in military service?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	12	20.7	21.4	21.4
Valid AGREE	29	50.0	51.8	73.2
Valid SOMEHOW AGREE	11	19.0	19.6	92.9
Valid DISAGREE	4	6.9	7.1	100.0
Total	56	96.6	100.0	
Missing System	2	3.4		
Total	58	100.0		

**Q-4. Do you think female and male are being employed considering their gender and job pattern**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	17.2	17.9
	AGREE	28	48.3	67.9
	SOMEHOW AGREE	12	20.7	89.3
	DISAGREE	6	10.3	100.0
	Total	56	96.6	100.0
Missing	System	2	3.4	
Total		58	100.0	

**Q-5. Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	9	15.5	16.1
	AGREE	30	51.7	69.6
	SOMEHOW AGREE	11	19.0	89.3
	DISAGREE	6	10.3	100.0
	Total	56	96.6	100.0
Missing	System	2	3.4	
Total		58	100.0	

**Q-6. Do you agree that the training environment in various schools and DSCSC are not favorable for female officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	7	12.1	12.5
	AGREE	25	43.1	57.1
	SOMEHOW AGREE	12	20.7	78.6
	DISAGREE	12	20.7	100.0
	Total	56	96.6	100.0
Missing	System	2	3.4	
Total		58	100.0	

**Q-7. Do you agree some time male officers do not help female officers once female needs suggestion or guideline?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	22.4	23.2	23.2
	AGREE	24	41.4	42.9	66.1
	SOMEHOW AGREE	9	15.5	16.1	82.1
	DISAGREE	10	17.2	17.9	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

**Q-8. Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	14	24.1	25.0	25.0
	AGREE	28	48.3	50.0	75.0
	SOMEHOW AGREE	13	22.4	23.2	98.2
	DISAGREE	1	1.7	1.8	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

**Q-9. Do you agree many of the male officers have negative idea about female officers?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	17.2	17.9	17.9
	AGREE	28	48.3	50.0	67.9
	SOMEHOW AGREE	14	24.1	25.0	92.9
	DISAGREE	4	6.9	7.1	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

**Q-10. Do you agree some times some of the officers conducting training possess negative idea about female officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	6	10.3	10.9	10.9
Valid AGREE	33	56.9	60.0	70.9
Valid SOMEHOW AGREE	14	24.1	25.5	96.4
Valid DISAGREE	2	3.4	3.6	100.0
Total	55	94.8	100.0	
Missing System	3	5.2		
Total	58	100.0		

**Q-11. Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	17	29.3	30.4	30.4
Valid AGREE	26	44.8	46.4	76.8
Valid SOMEHOW AGREE	10	17.2	17.9	94.6
Valid DISAGREE	3	5.2	5.4	100.0
Total	56	96.6	100.0	
Missing System	2	3.4		
Total	58	100.0		

**Q-12. Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	14	24.1	25.0	25.0
Valid AGREE	30	51.7	53.6	78.6
Valid SOMEHOW AGREE	9	15.5	16.1	94.6
Valid DISAGREE	3	5.2	5.4	100.0
Total	56	96.6	100.0	
Missing System	2	3.4		
Total	58	100.0		

**Q-13. Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?**

		Frequency	Percent	Valid Percent	Cumulative Percent
	STRONGLY AGREE	11	19.0	20.0	20.0
	AGREE	31	53.4	56.4	76.4
Valid	SOMEHOW AGREE	7	12.1	12.7	89.1
	DISAGREE	6	10.3	10.9	100.0
	Total	55	94.8	100.0	
Missing	System	3	5.2		
Total		58	100.0		

ANNEX W TO

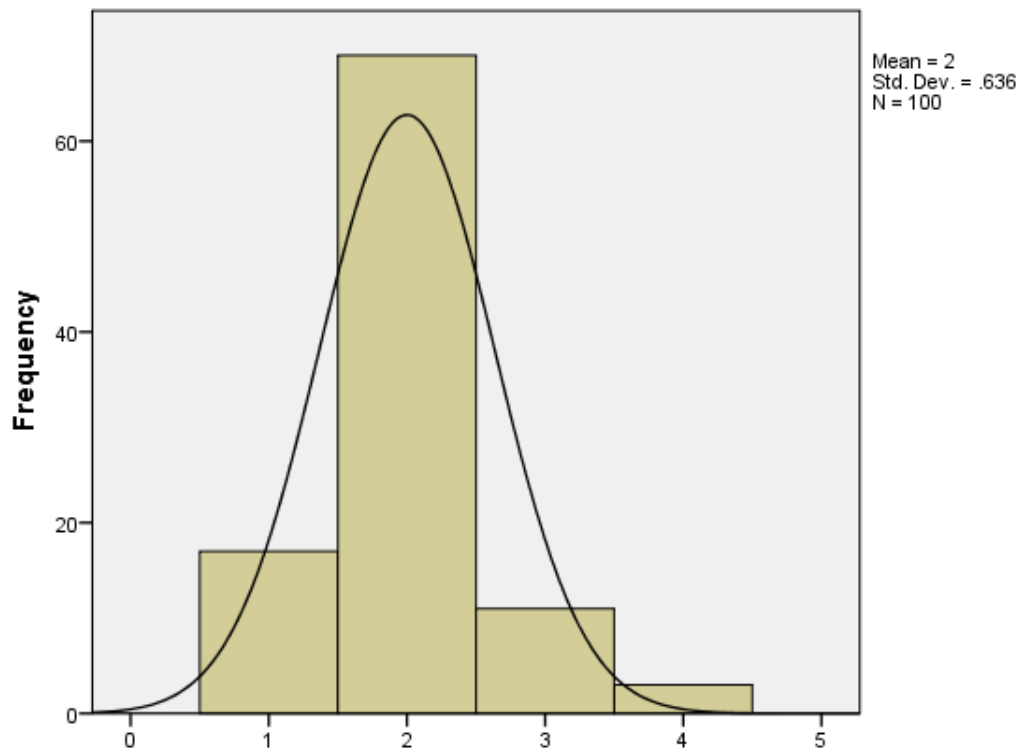
PF/6605/DISSERTATION

DATED: DECEMBER 14

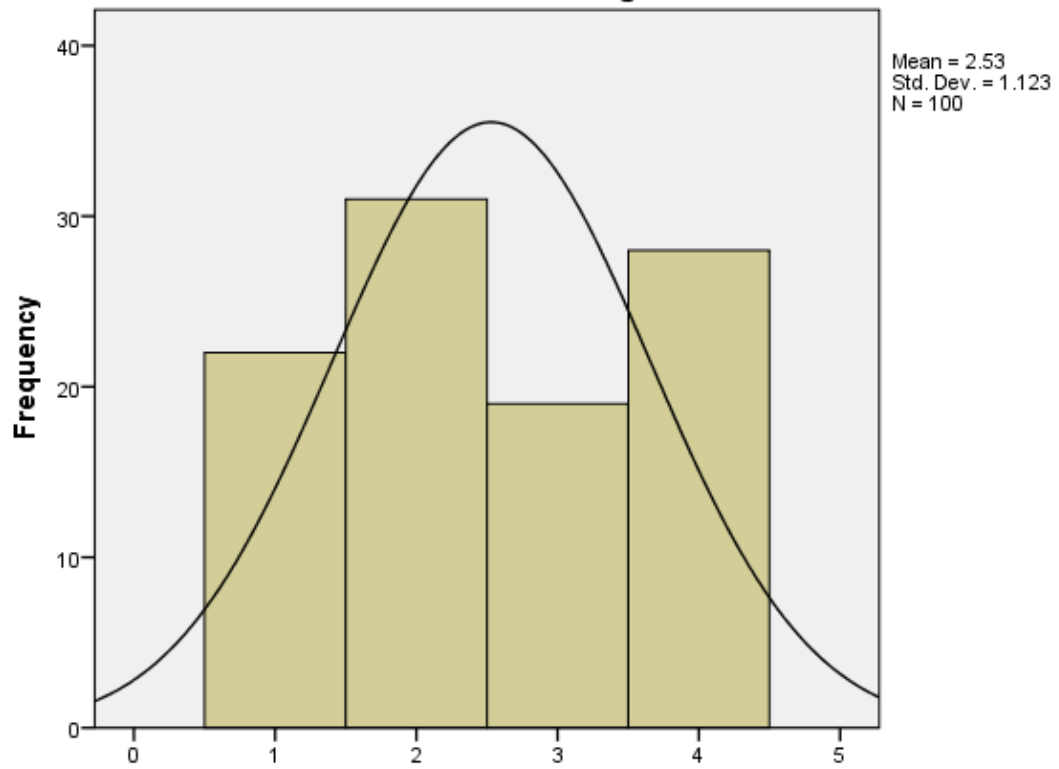
## HISTOGRAM OF THE SURVEY

### 1. BMA Cadets Survey.

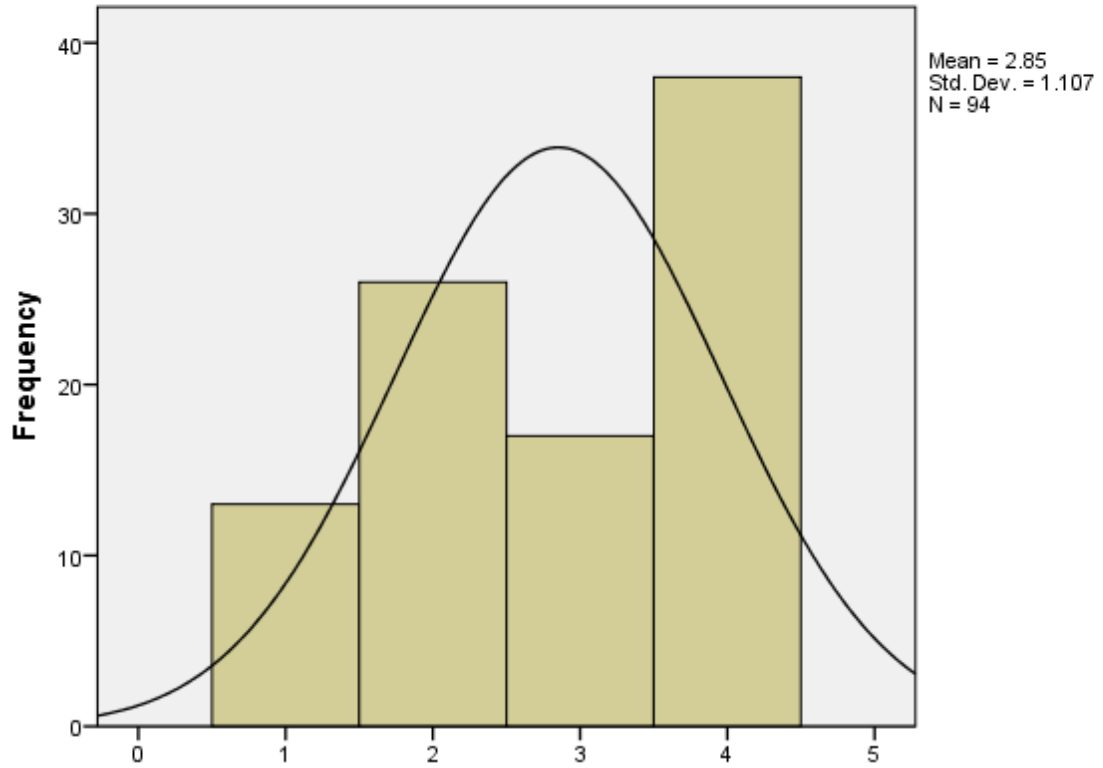
Q-1. Do you think that the training for male and female cadets in BMA is basically male biased



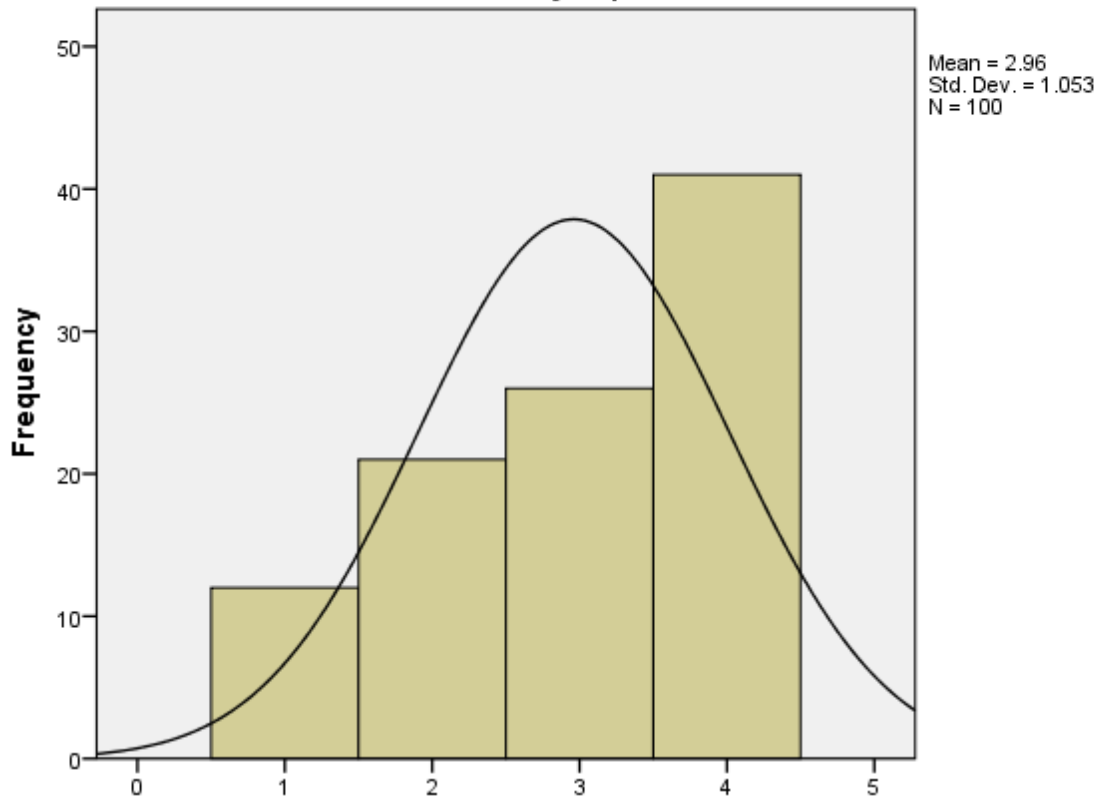
Q-2. Do you think that female cadets should have a different platform/category of training



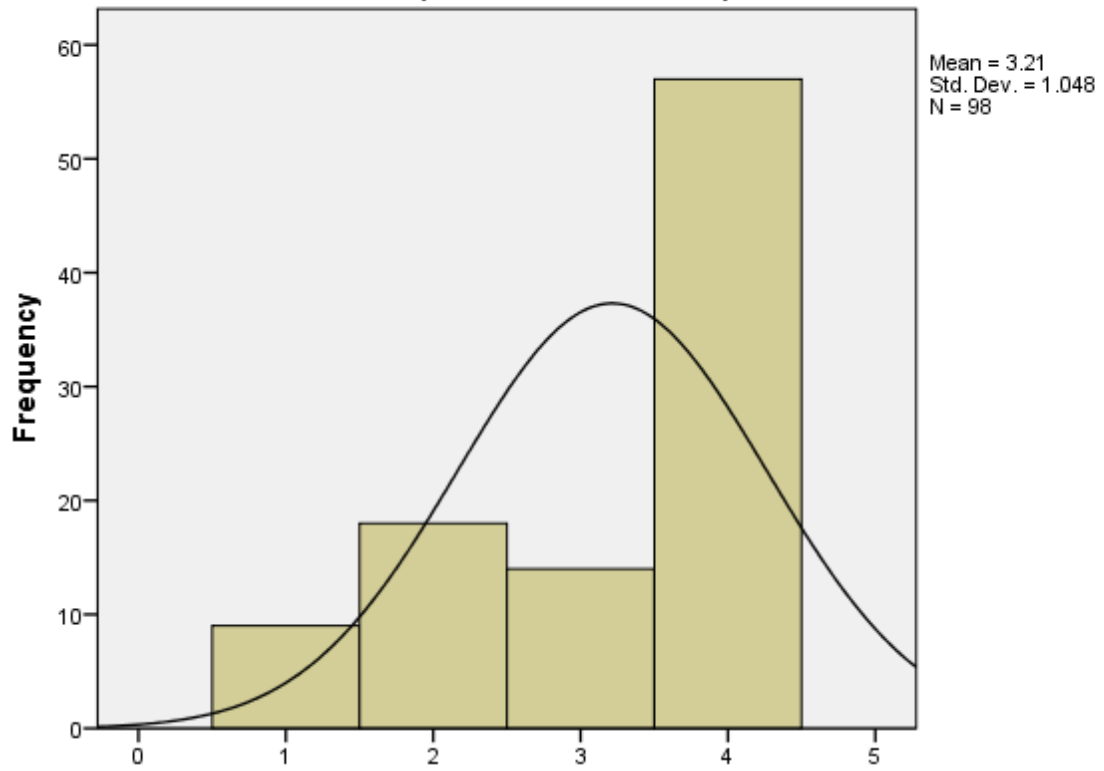
**Q-3. Do you think that most of the male or female cadets do not understand the male and female role in terms of their nature**



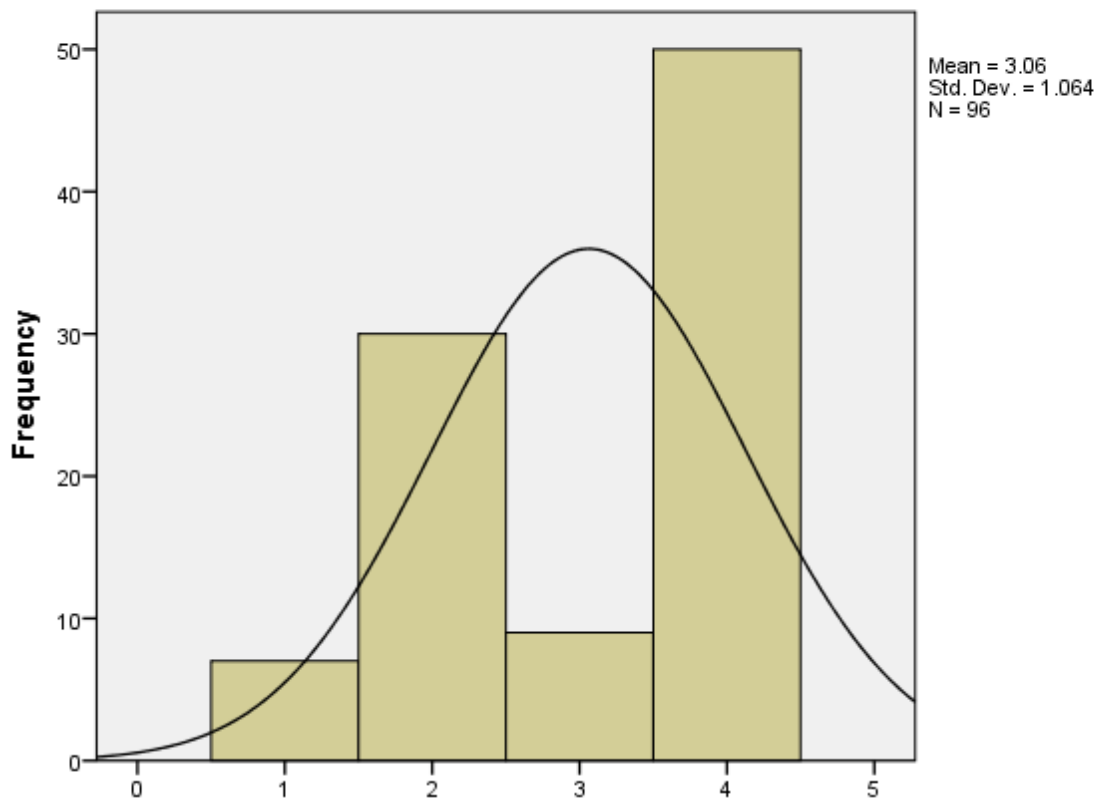
**Q-4. Do you think female and male are being employed considering their gender and job pattern**



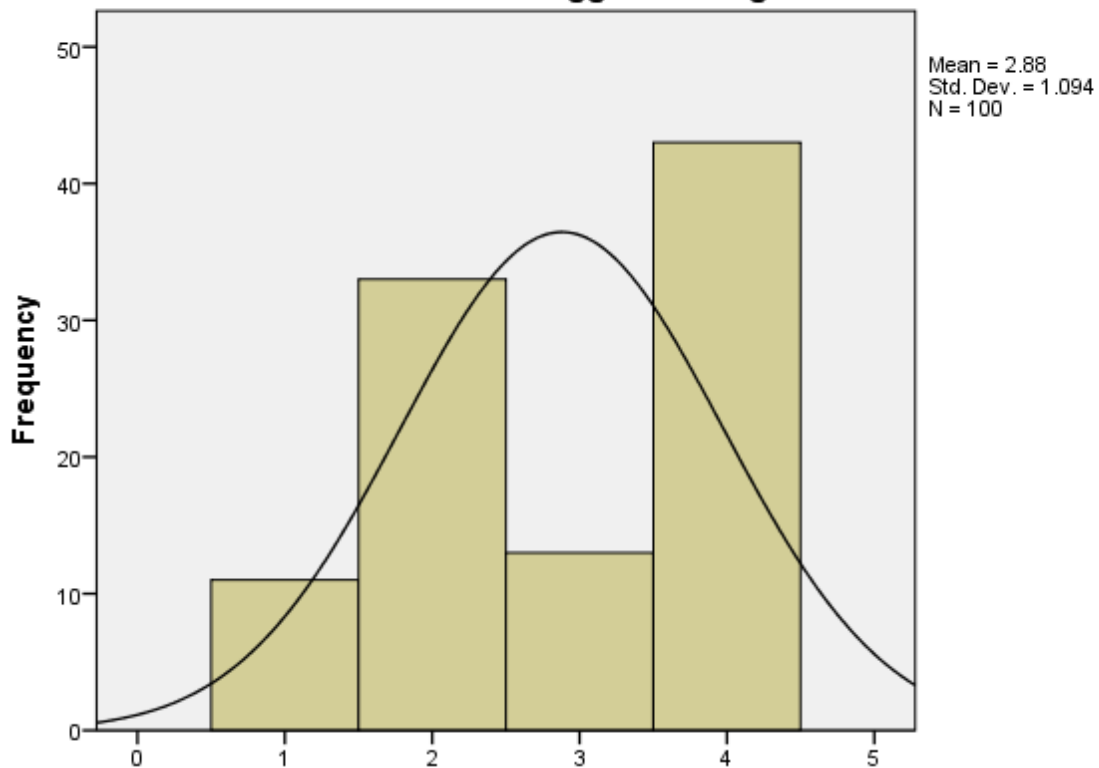
**Q-5. Do you agree that both male and female cadets are having a congenial interpersonal relationship in BMA**



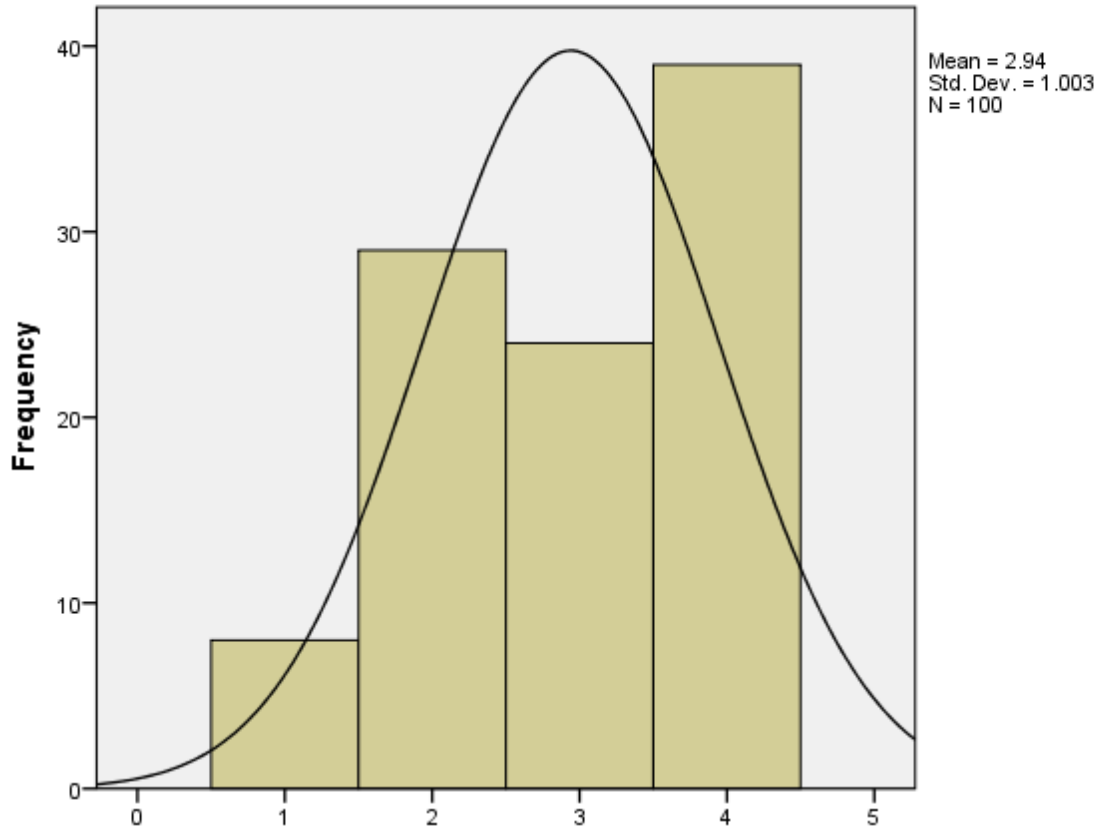
**Q-6. Do you think that the training environment in BMA is favorable for female cadets**



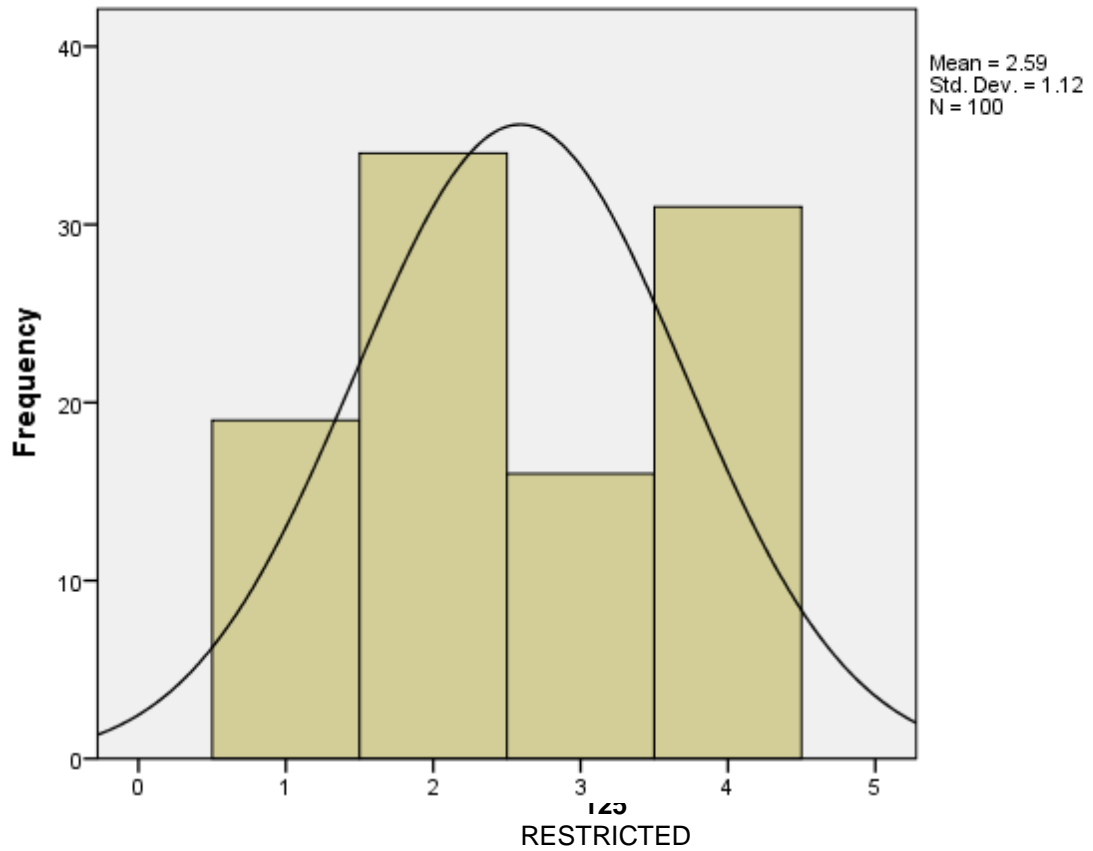
**Q-7. Do you feel some time the male cadets do not help female cadets once female needs suggestion or guideline**



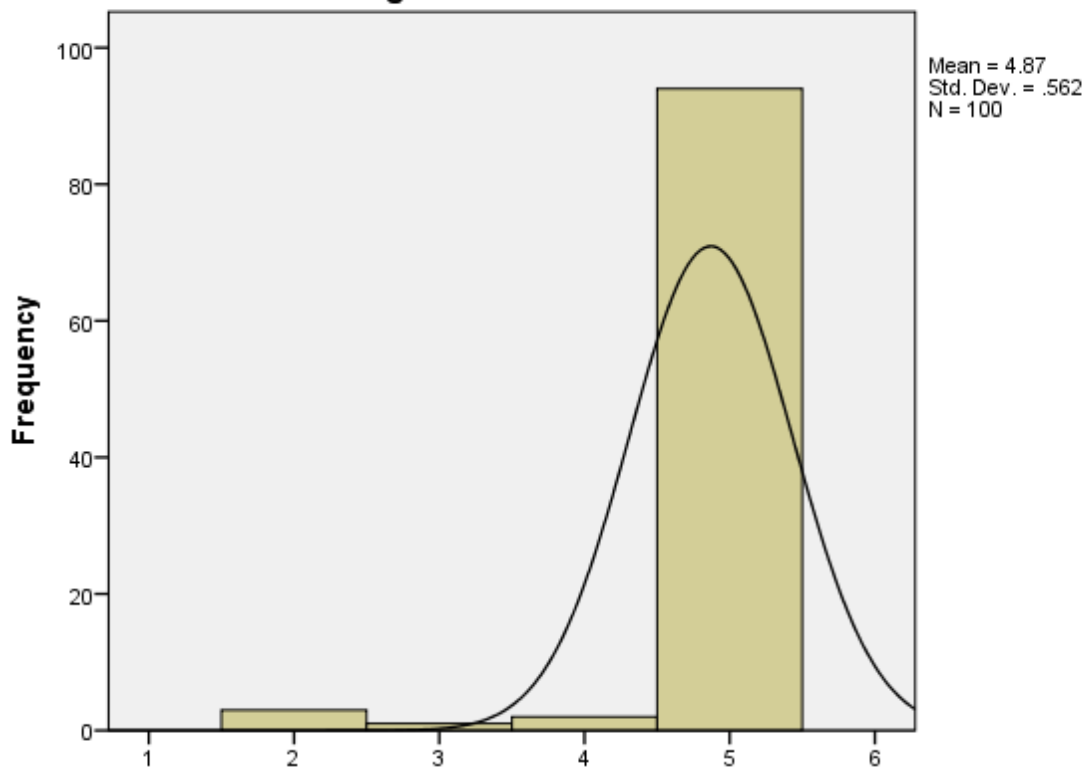
**Q-8. Do you feel that male cadets sometimes try to avoid female cadets**



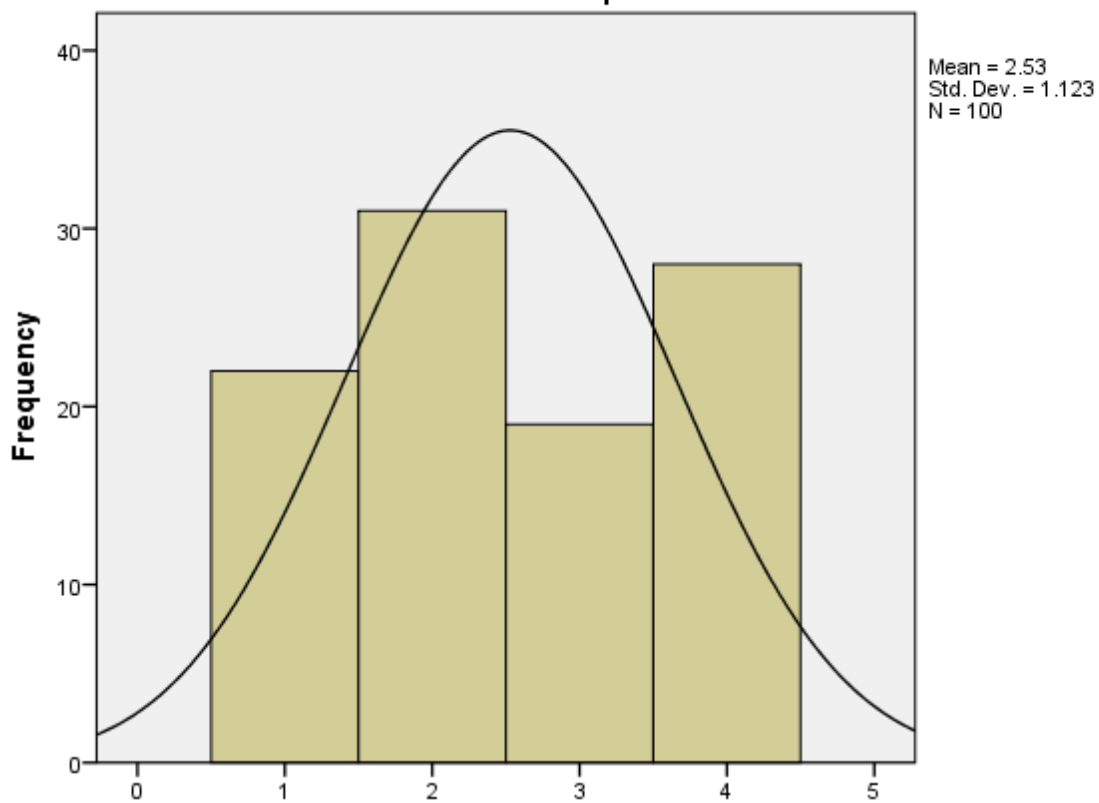
**Q-9. Do you think many of the male cadets have negative idea about female cadets**



**Q-10. Do you think some times some of the officers conducting training possess negative idea about female cadets**

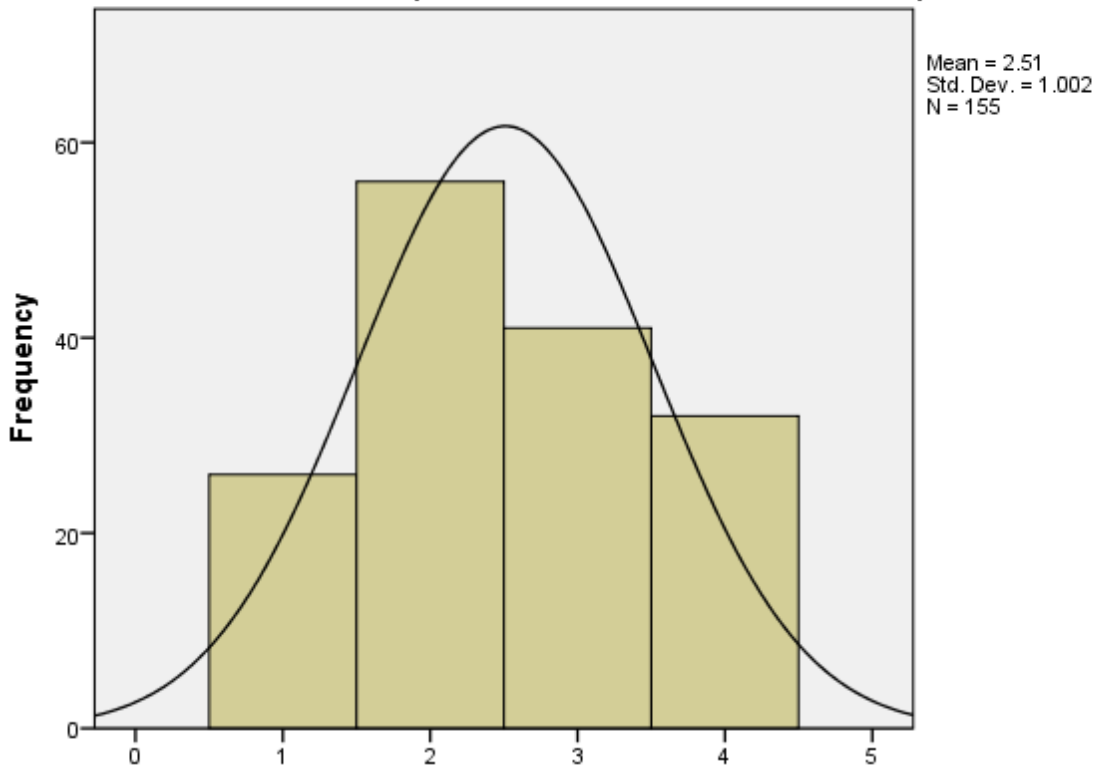


**Q-11. Do you think if the training and environment is congenial then female cadets would perform better**

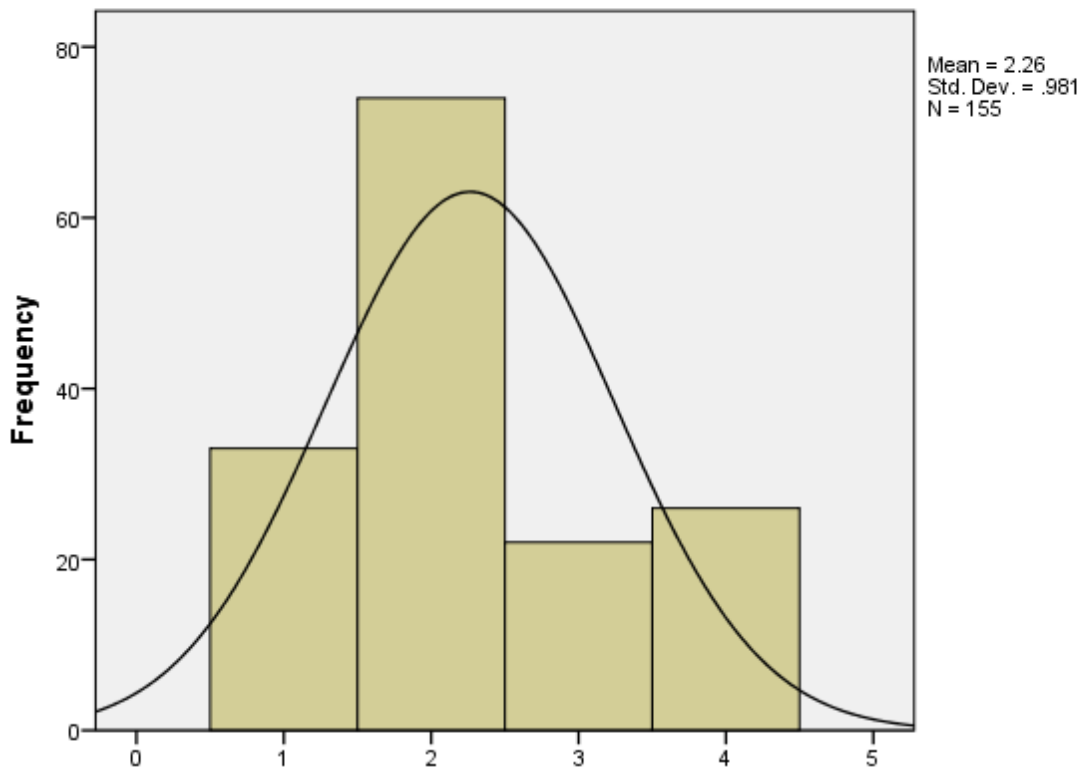


2. **Male Officers Survey.**

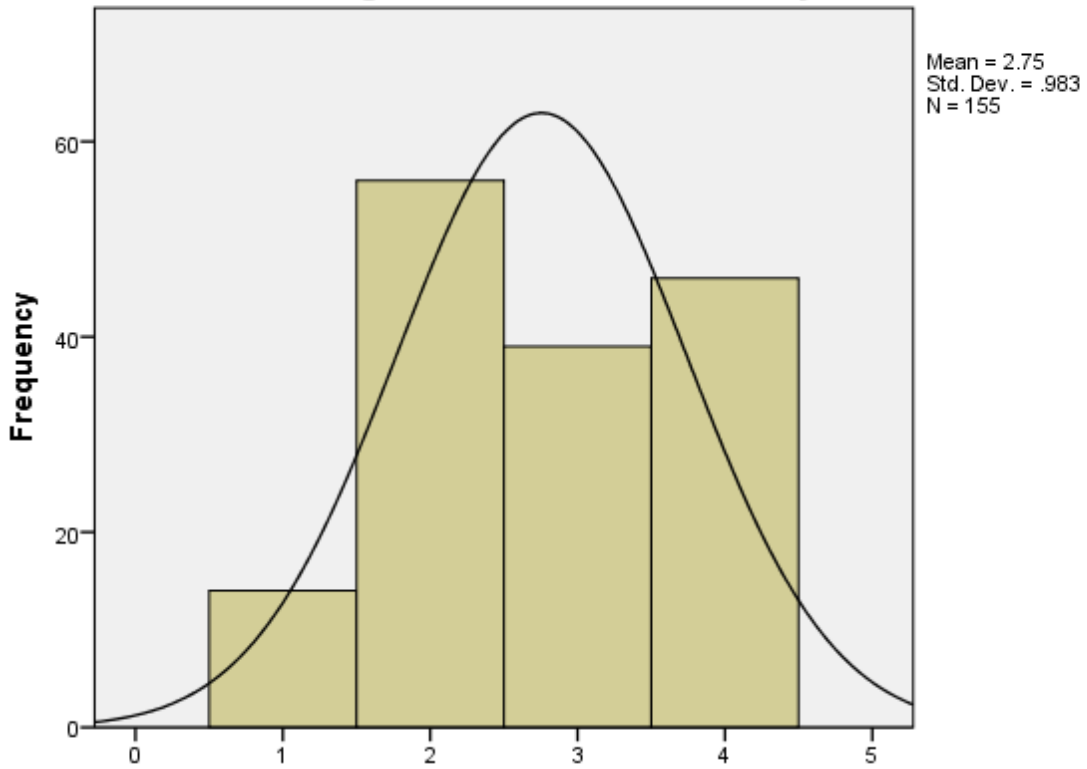
**Q-1. Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?**



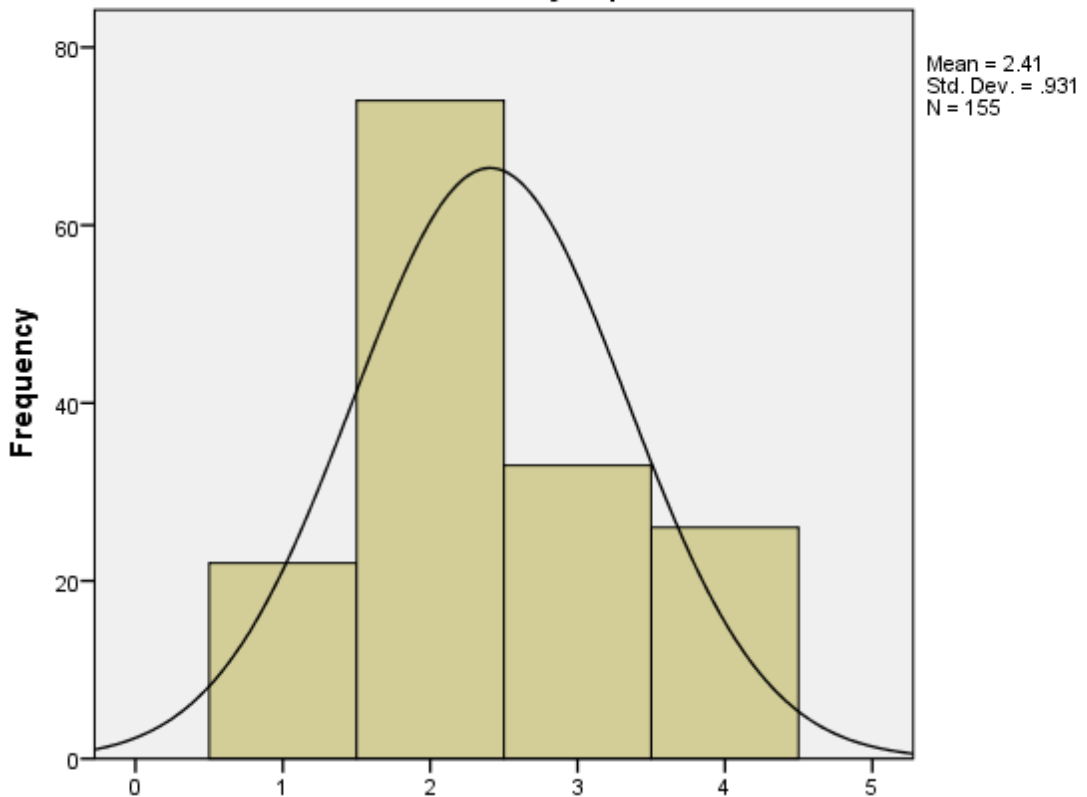
**Q-2. Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?**



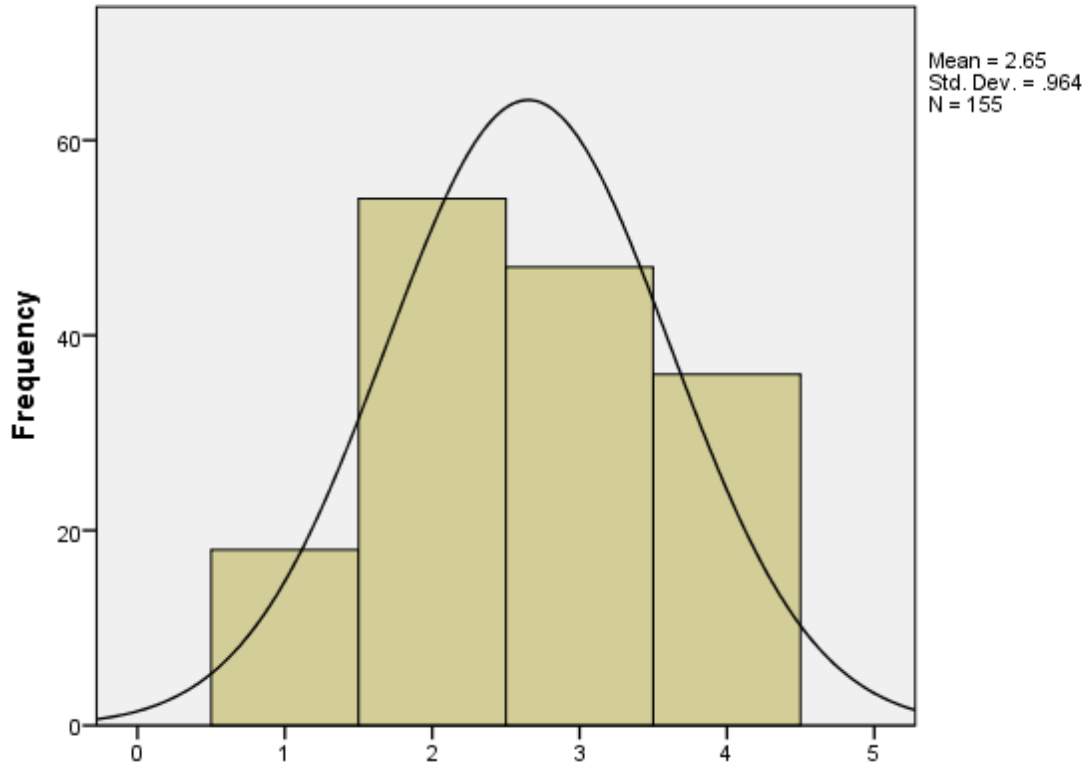
**Q-3. Do you agree that most of the male officers do not understand the male and female gender role in terms in military service?**



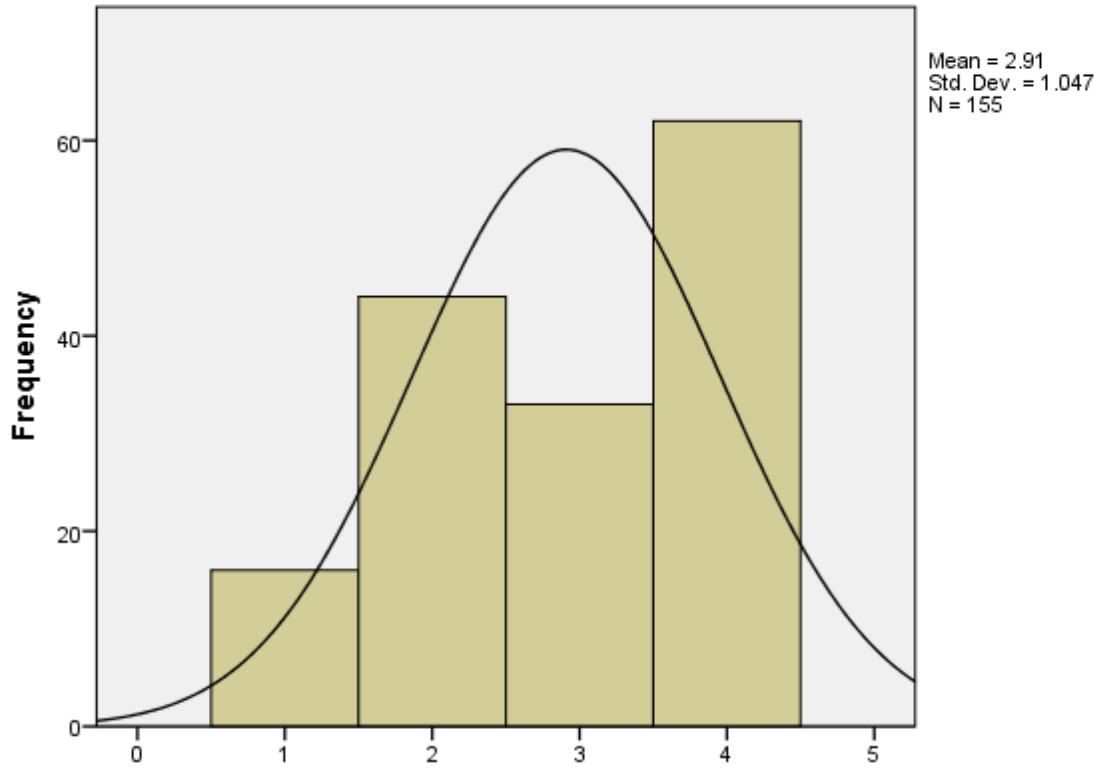
**Q-4. Do you think female and male are being employed considering their gender and job pattern**



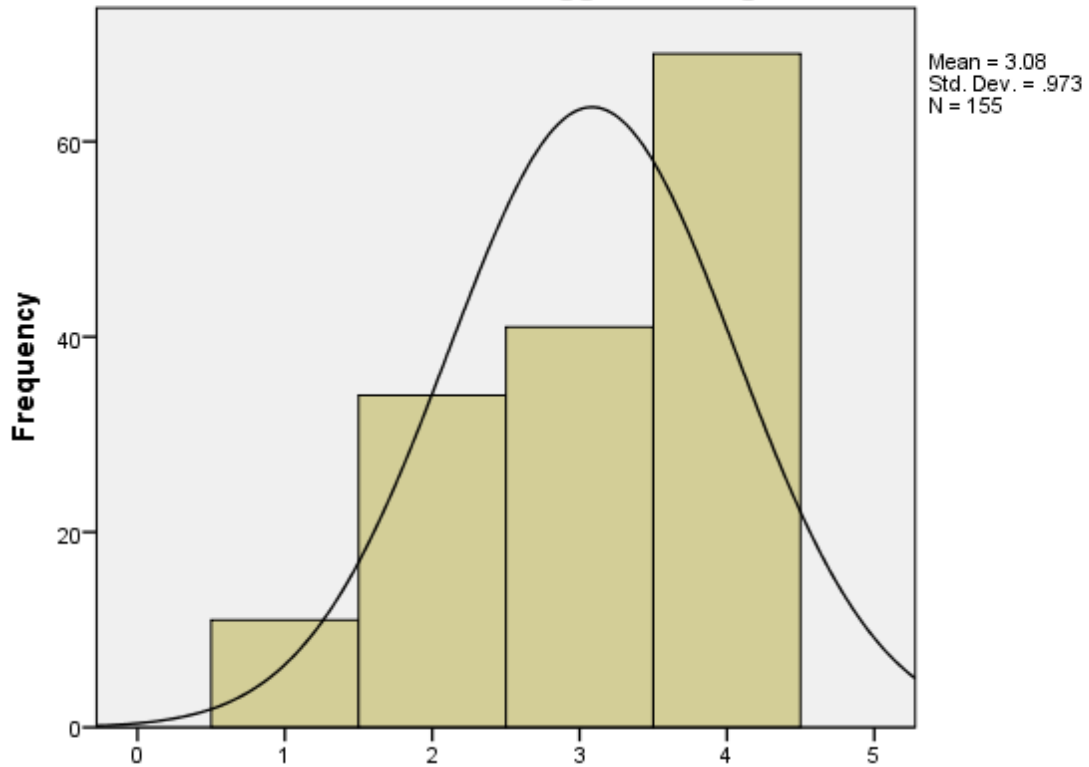
**Q-5. Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?**



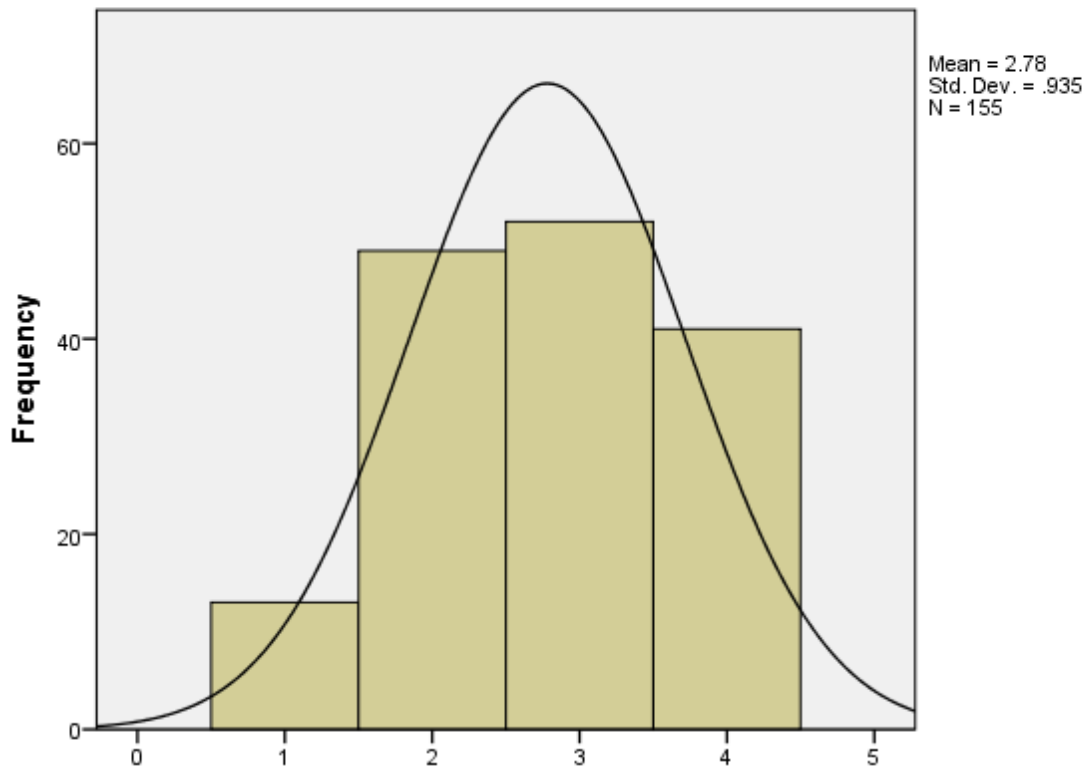
**Q-6. Do you agree that the training environment in various schools and DSCSC are not favorable for female officers?**



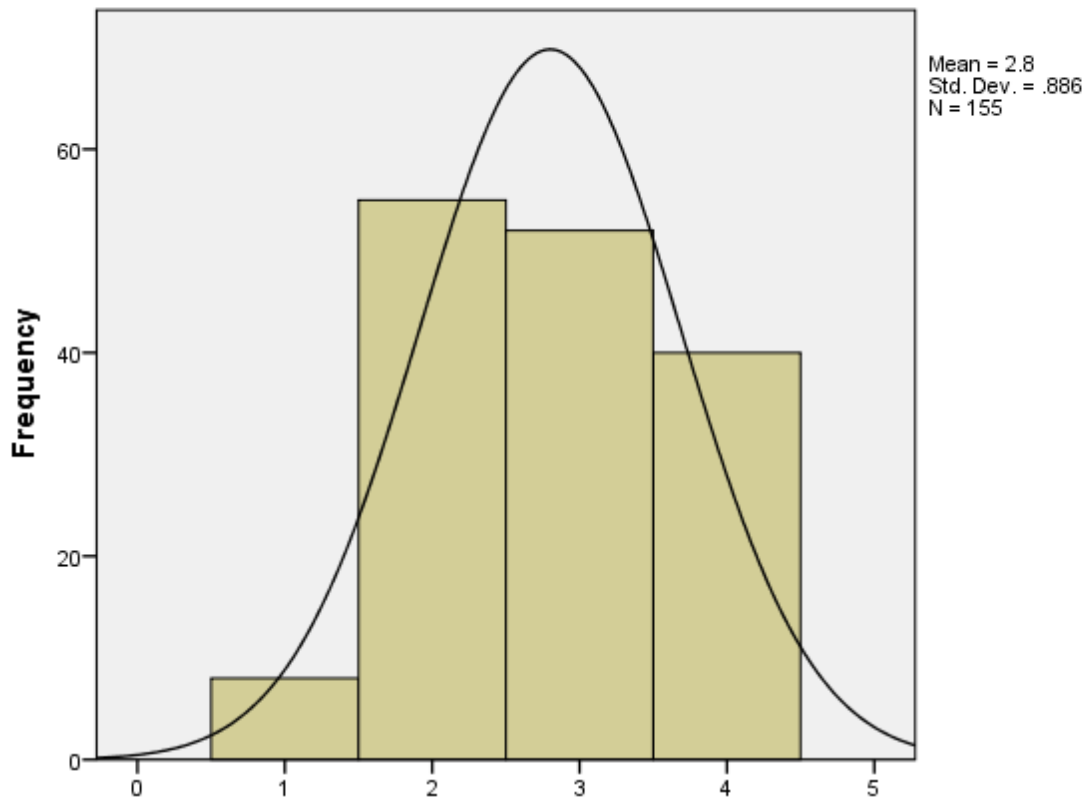
**Q-7. Do you agree some time male officers do not help female officers once female needs suggestion or guideline?**



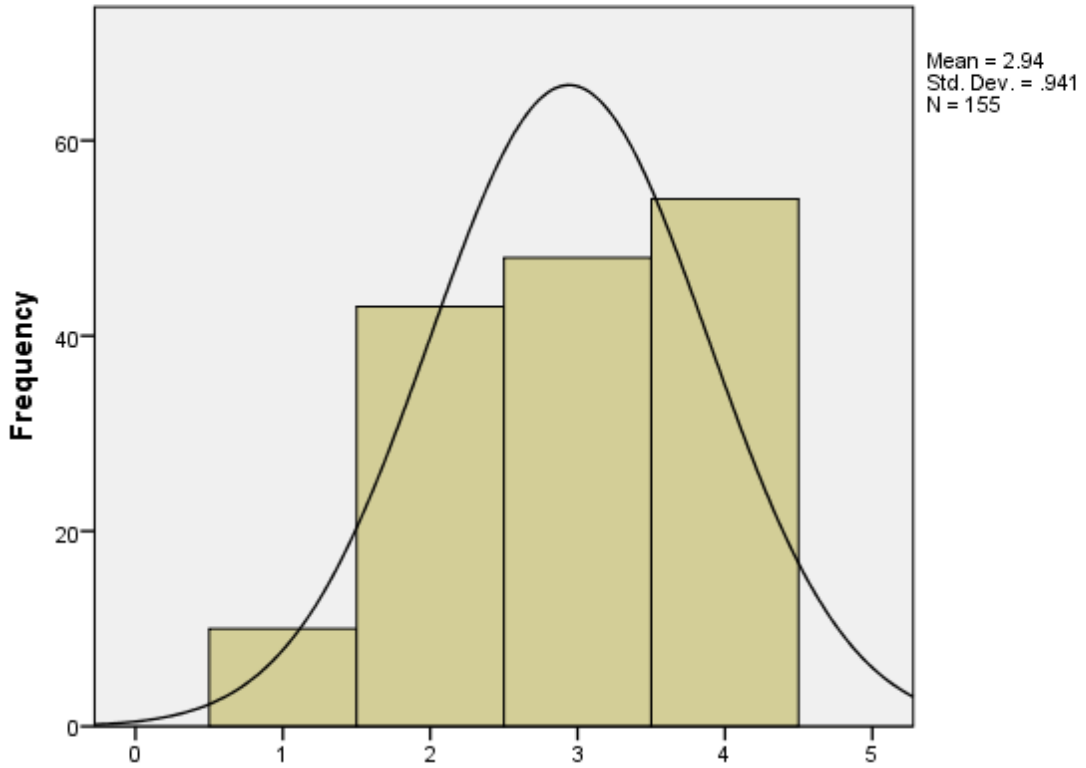
**Q-8. Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?**



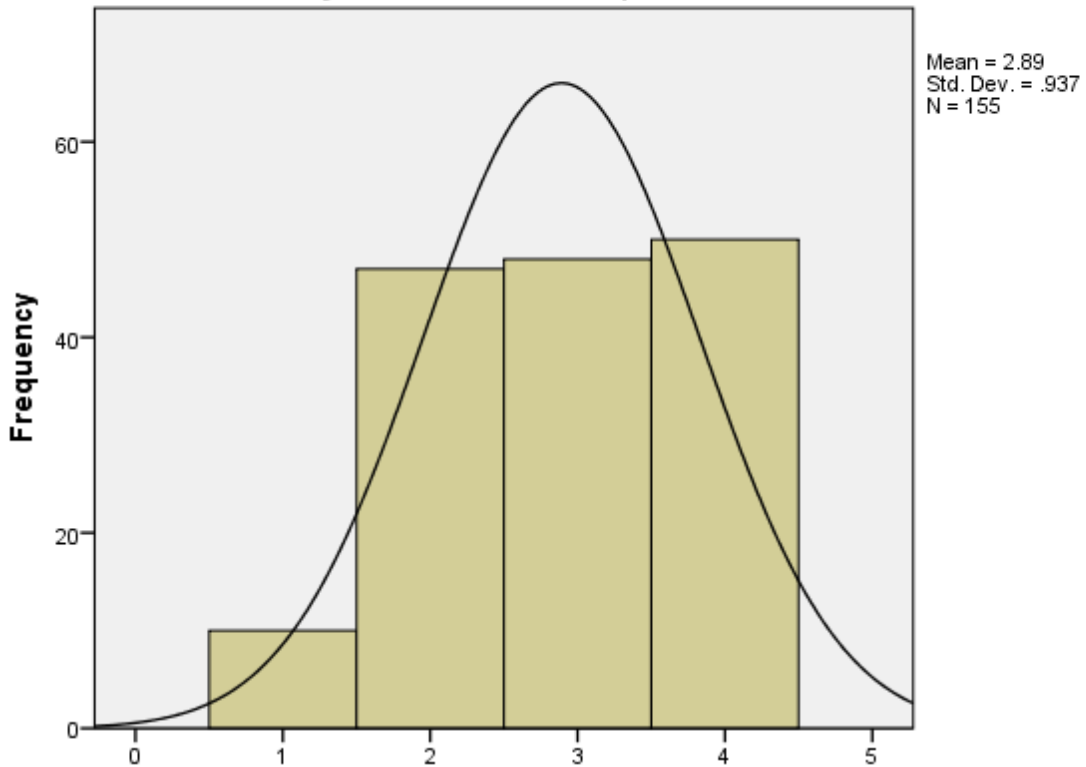
**Q-9. Do you agree many of the male officers have negative idea about female officers?**



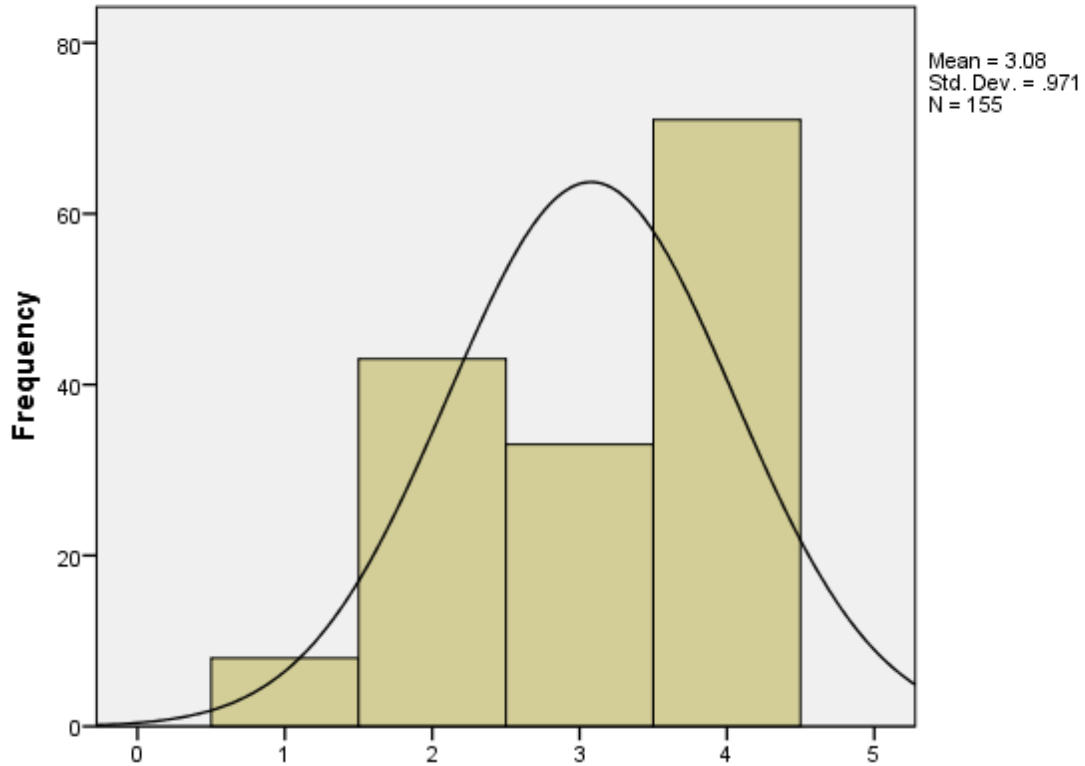
**Q-10. Do you agree some times some of the officers conducting training possess negative idea about female officers?**



**Q-11. Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?**



**Q-12. Do you agree if the male officers would remain busy due to household task then they would have same performance as female officers?**

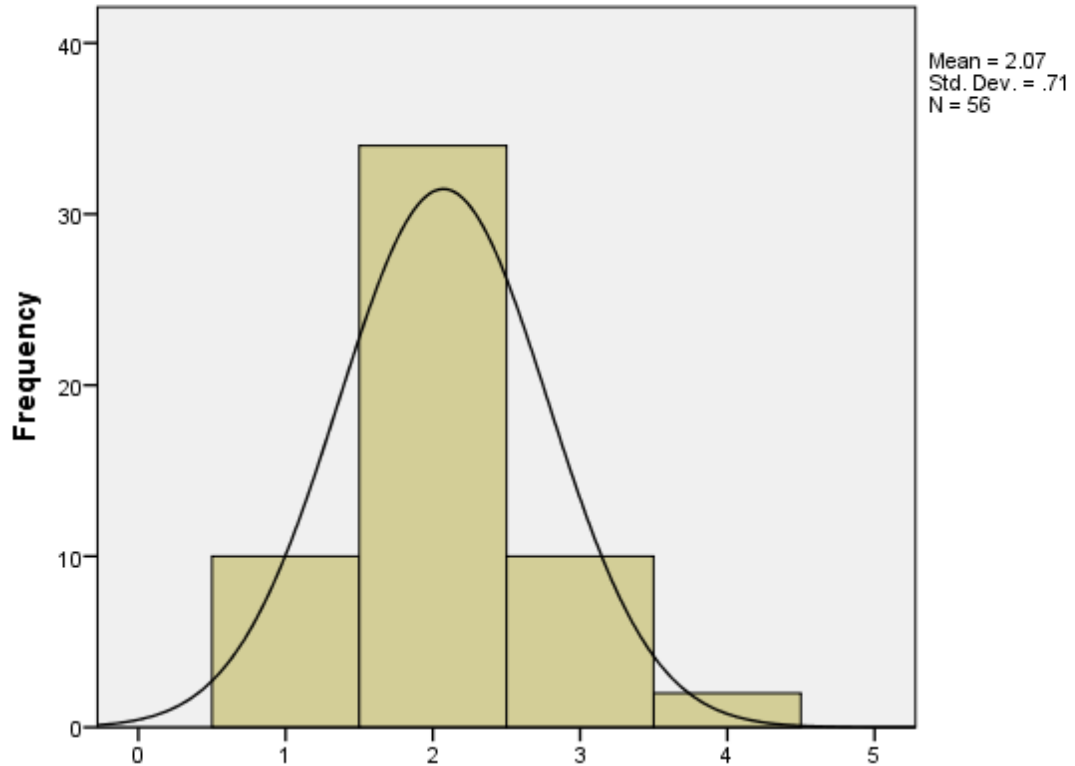


**Q-13. Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?**

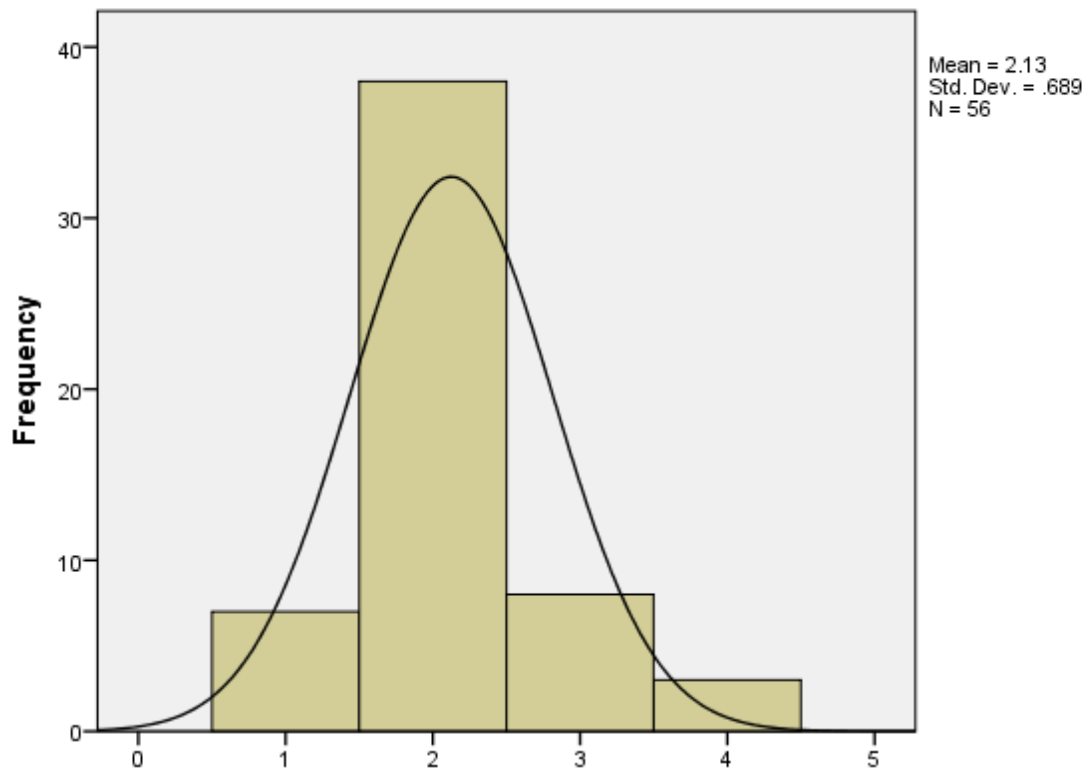


3. **Female Officers Survey.**

**Q-1. Do you agree that there are complains by most male officers that, female officers do not perform to their best at their workplace?**



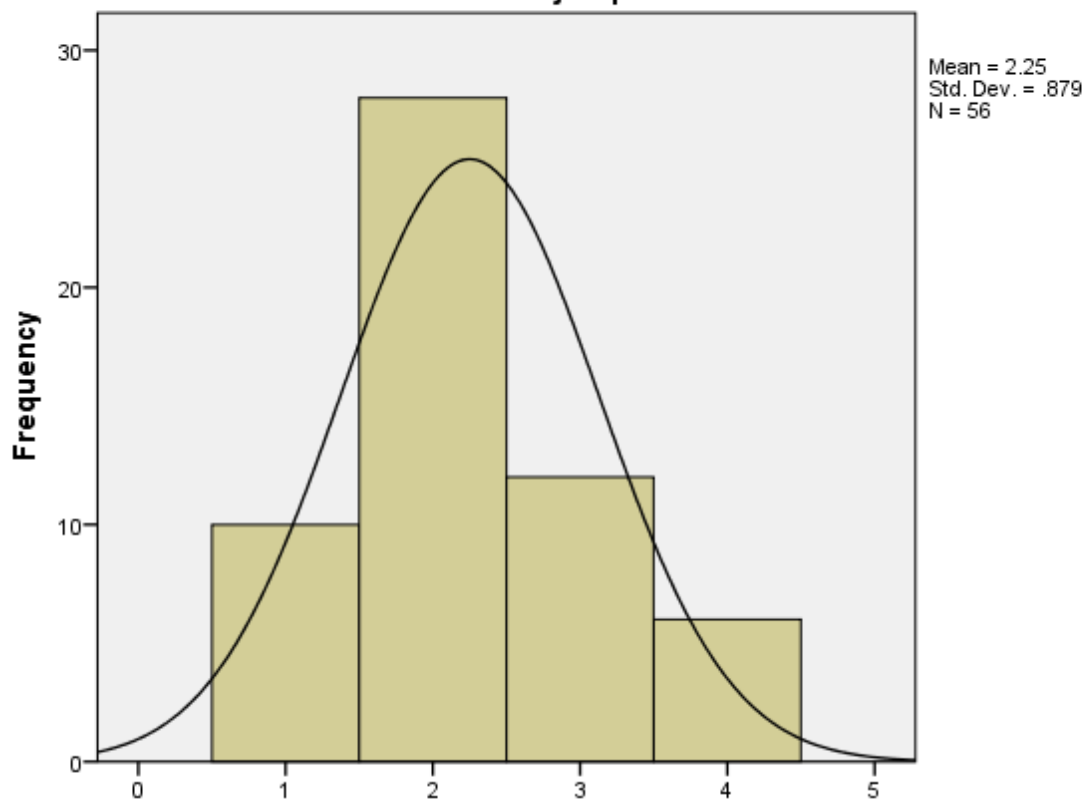
**Q-2. Do you agree that, female officers are not incorporated in Infantry and Armour to avoid direct combat in the field?**



**Q-3. Do you agree that most of the male officers do not understand the male and female gender role in terms in military service?**



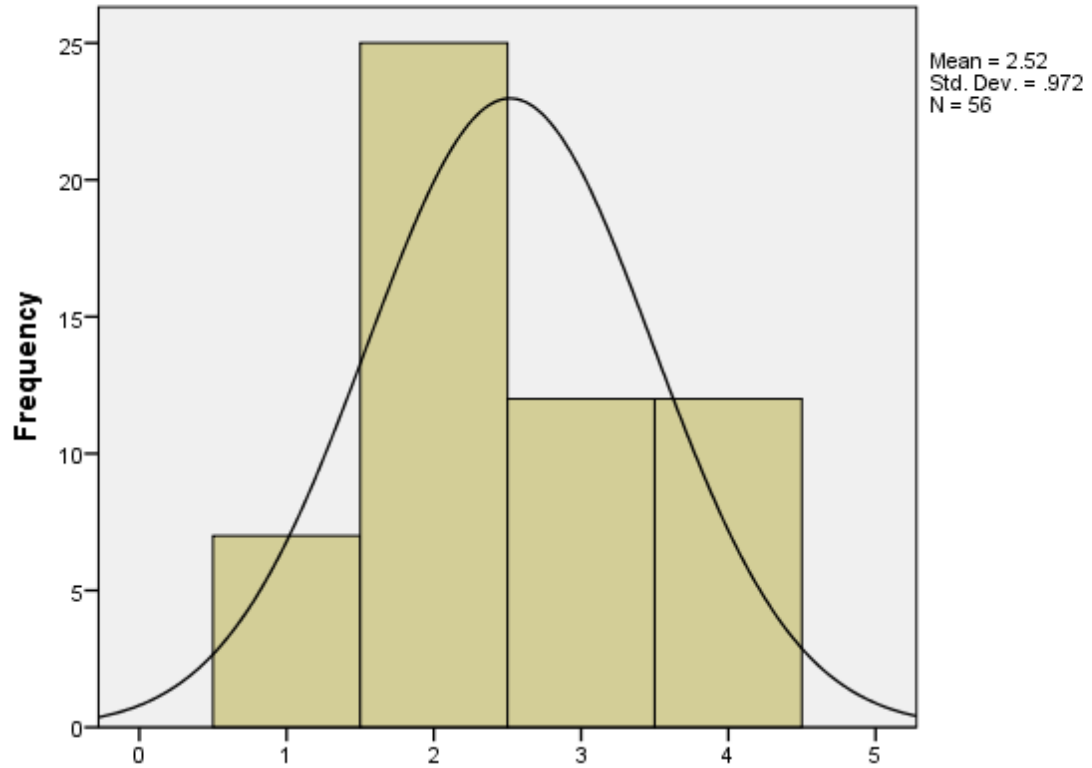
**Q-4. Do you think female and male are being employed considering their gender and job pattern**



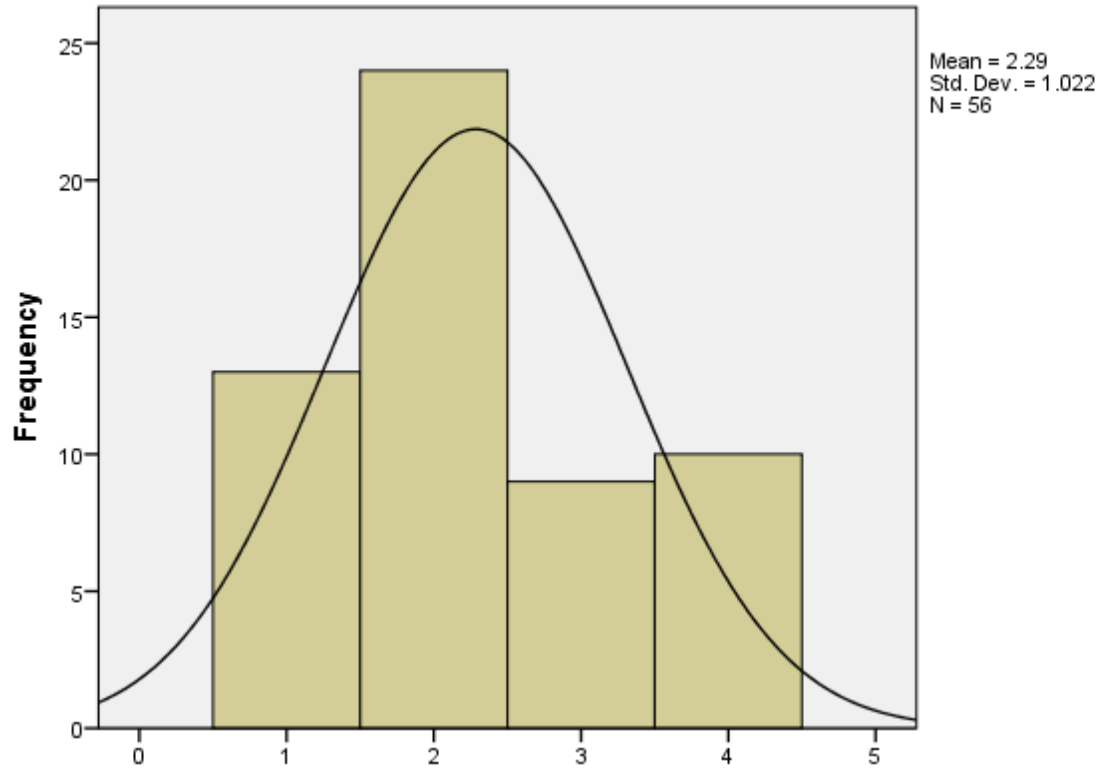
**Q-5. Do you agree that both male and female officers are not having a congenial interpersonal relationship in workplace?**



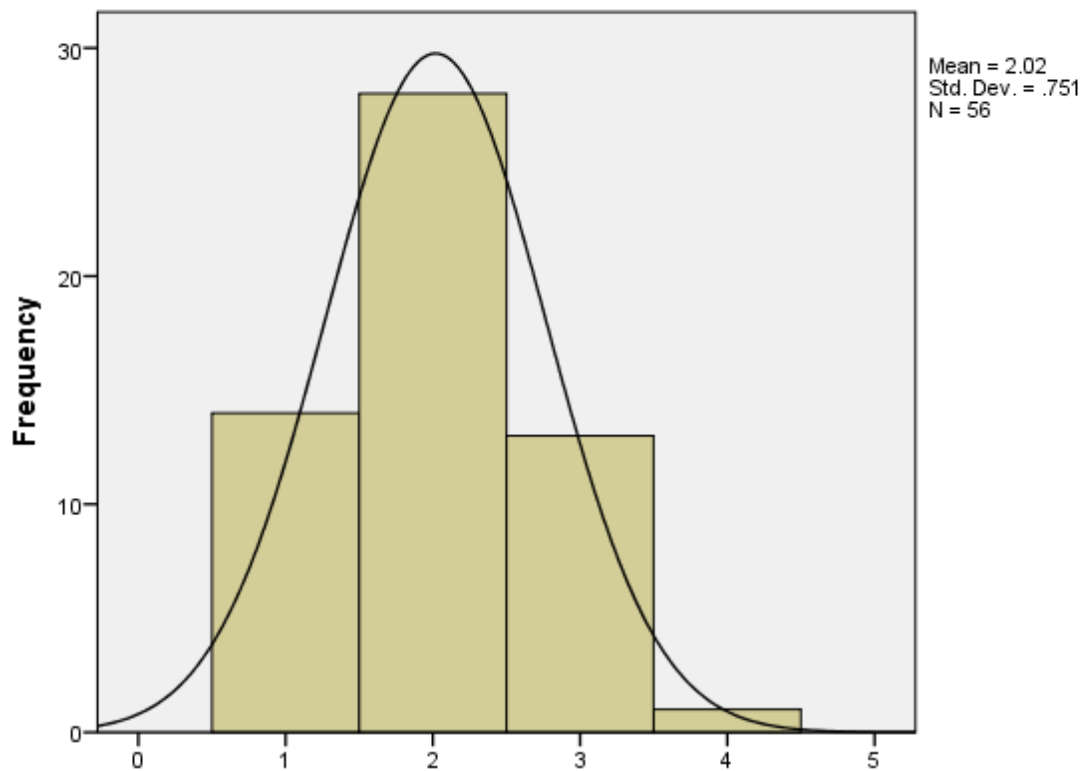
**Q-6. Do you agree that the training environment in various schools and DSCSC are not favorable for female officers?**



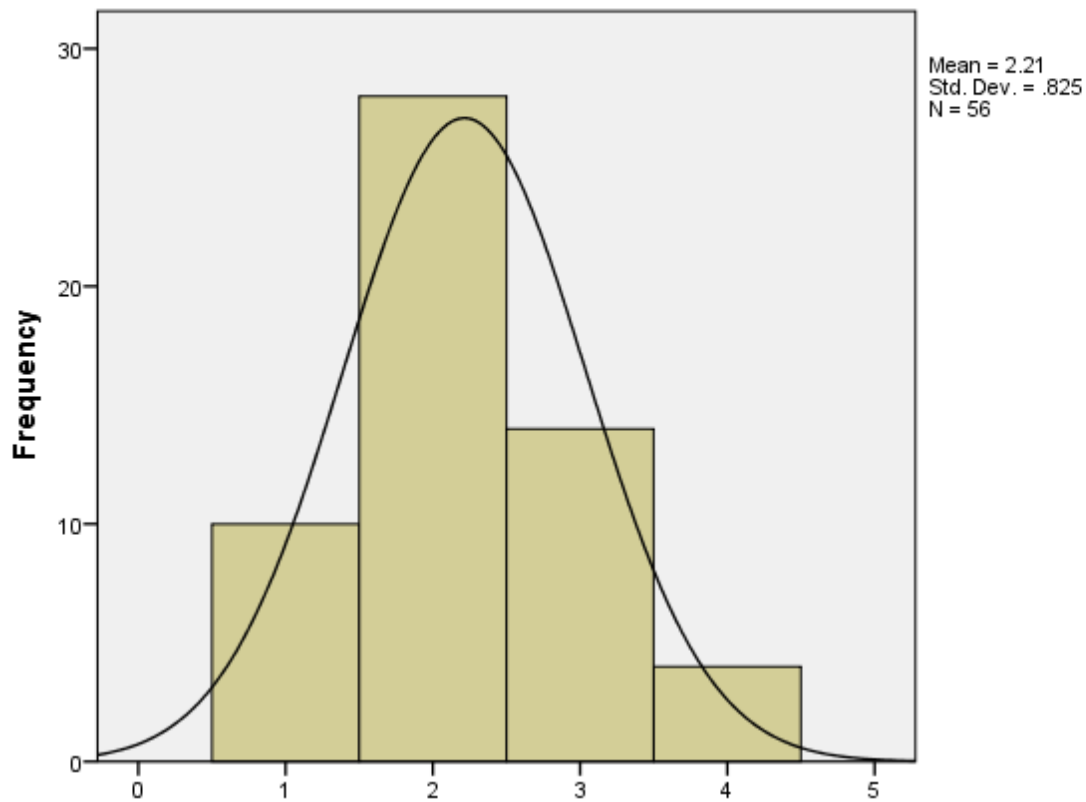
**Q-7. Do you agree some time male officers do not help female officers once female needs suggestion or guideline?**



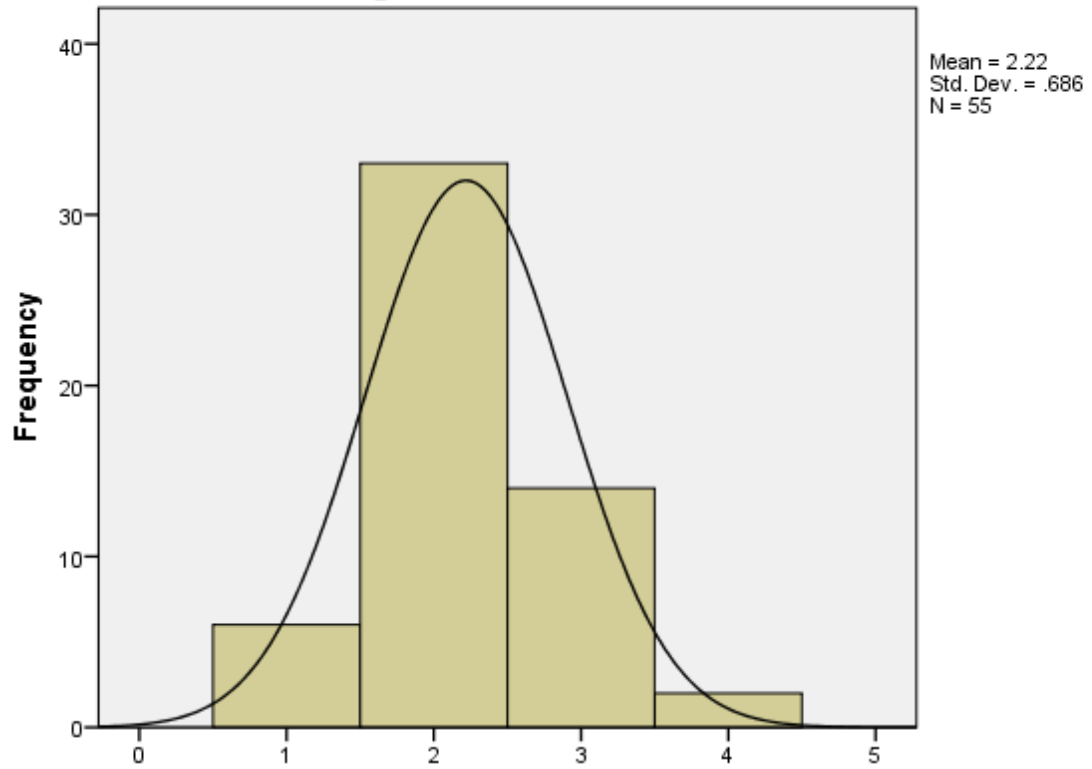
**Q-8. Do you agree that male officers at times try to avoid female officers due to fear of unknown or for their wives?**



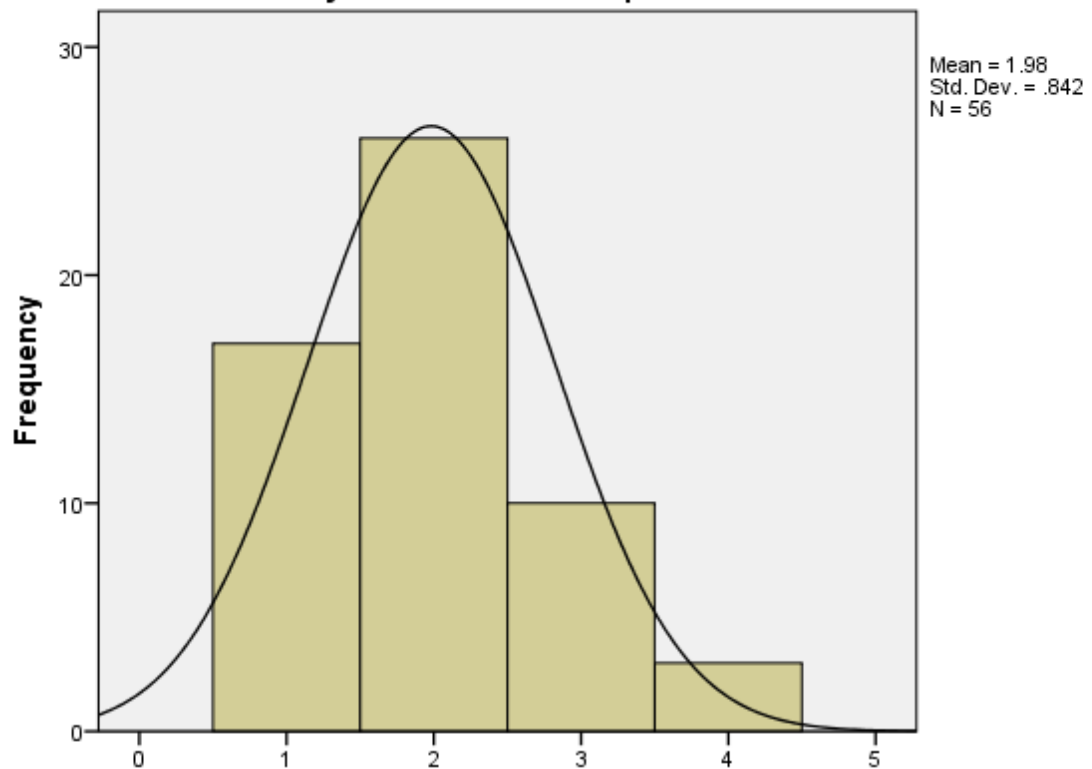
**Q-9. Do you agree many of the male officers have negative idea about female officers?**



**Q-10. Do you agree some times some of the officers conducting training possess negative idea about female officers?**



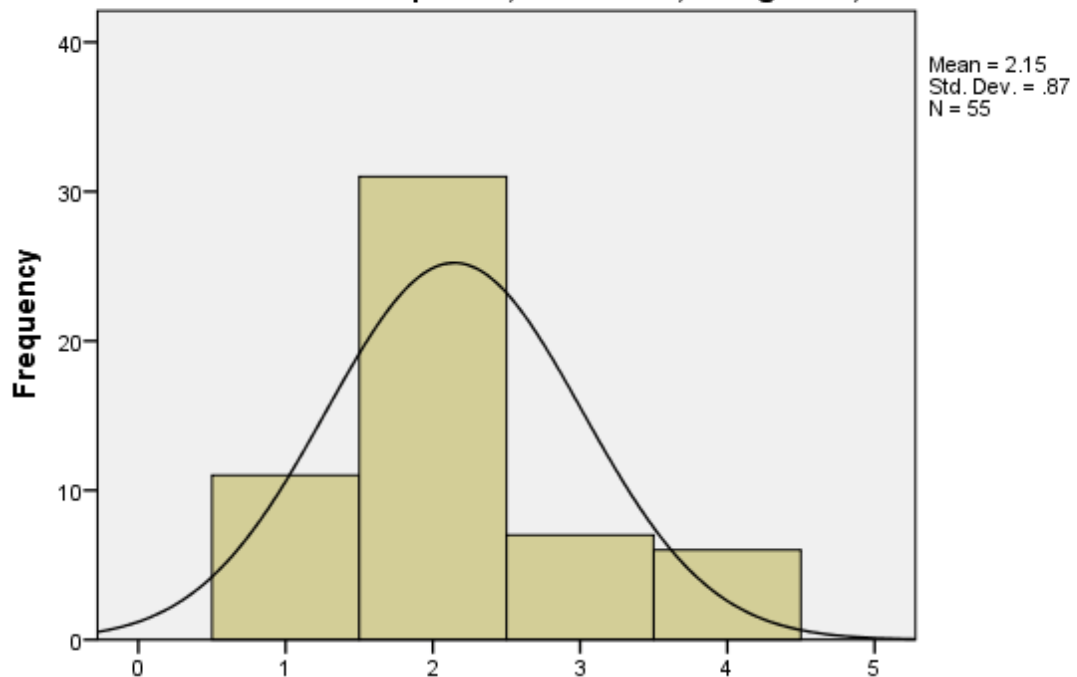
**Q-11. Do you agree if the female officers would not be busy due to household task then they would have same performance as male officers?**



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**Q-13. Do you agree male officers should be employed for field and female officers in technical fields such as meteorology, weapons development, cryptography, software development, ordinance, navigation, and so on?**



## AUTHOR'S BIOGRAPHY



**Major Rubaiat Tarin Mouri**, is born in 20 November in 1982. She is commissioned from Bangladesh Military Academy on 31 December 2002 with 47th Bangladesh Military Academy Long Course in the Army Supply Corps. Her military career includes service in 33rd Supply and Transport Battalion, United Nations Mission in Sudan, 35th Supply and Transport Battalion, Rapid Action Battalion and Bangladesh Military Academy.

She is married with an Army officer and blessed with one son.

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