Contribution of Bangladesh United Nation Peace Keeping Force to Our National Economy

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To

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Certificate

We have the pleasure to certify that the dissertation entitled "Contribution of Bangladesh UN Peace Keeping Force to Our National Economy" has been presented by Mr. Benazir Ahmed, DBA Candidate of University of Dhaka. This thesis report has been prepared through field study analysis and empirical research. This research has maintained its originality and practicality that is a supplement to the researcher's relevant field of knowledge. No other individual was associated in the completion of this research. We have gone through the draft and the final version of the thesis report thoroughly and found it satisfactory for the submission to the Department of Banking and Insurance, University of Dhaka for the fulfillment of the degree of Doctor of Business Administration (DBA). To the best of our knowledge, any part of this work has not been submitted anywhere for any degree or diploma.

He is permitted to submit the thesis in its present form.

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Declaration

I do hereby affirm that the dissertation entitled "Contribution of Bangladesh UN Peace Keeping Force to Our National Economy" and the study presented has been done by me from both field survey andempirical perspective. The study has the potential to be an additional contribution to the field of knowledge. I most humbly submit this thesis to the Department of Banking & Insurance, University of Dhaka, Bangladesh, for the achievement of the degree of Doctor of Business Administration (DBA). The writings and comments of this thesis have neither partly nor fully been submitted to any other institutions for any academic degree or diploma.

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Acknowledgement

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Abstract

This thesis in general describes the effect of UN mission on the police department of Bangladesh from both an organization and individual perspective. The thesis has been divided into two papers, which articulate different research questions addressing the issue of UN peacekeeping mission and its impacts from various points of views. The first paper of this thesis utilizes the sample of 700 police personnel (who went to UN Mission from 1989 to August 2018) to find out the impact of the participation in UN mission on the organizational change and financial security & perception of service quality of the police force of Bangladesh. Furthermore, the paper highlights the importance of organizational change in the police force with a view to using the former UN peacekeepers to promote the change in the current trend of organizational process. Specific barriers and factors which have the potential to bring about changes in organizational system and individual integrity of the police force have also been rigorously discussed in this paper. The second paper of this thesis demonstrates the impact of personal integrity and financial security gained from the UN missions to formulate correlation with corruption regarding the jobs of the police force. In the second paper, the correlation between corruption with personal integrity & financial security has been analyzed after controlling for gender, age, educational levels and ranks.

This study has focused on the participation of Bangladesh police in the united nation peacekeeping mission with a view to assessing the impact on organizational change and financial security & perception of service quality. Both qualitative and quantitative approaches were applied to gather useful insights about the benefits of participation in the UN peacekeeping mission. This study has used some form of statistical analysis such as descriptive statistics, quasi-statistics,and narratives to presents the findings. The findings of this study reveal that the impact of UN Mission works in individual level of changes; organizational changes are also evident after the experiences in the UN Peacekeeping Mission. The standard policing, pragmatic training program, digital working environment, prompt action against the complaint, respect for the profession, strong adherence to time line, structured and integrated working system etc. are very much evident with the UN Peacekeeping veterans. Findings also reveal that the UN Peacekeeping Mission helps to change the mindset of police members and creates the opportunity to ensure good governance and to protect the rule of law of the home country. A strong commitment is developed to the police organization to serve the nation. UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as

humanity. Learning and adapting new technologies in the UN Mission have a great impact on the overall organizational change. New technologies (Digital forensics, Office It, Drone, most modern communication system, Armor Personal Carrier, advance weapon systems, sophisticated surveillance and operational equipment) help to work effectively and efficiently. Therefore, the key theme of this study is discovering the amount of application of the learning from the UN Peacekeeping mission to bring about a positive organizational change in the police service of Bangladesh. In such perspective, the responsibility of the home police service is just to support and sponsor the change. Alignment of proper learning from the UN Peacekeeping Mission with the proper application of that learning in the own country can be a great asset for the country.

The UN compensation rates for peacekeeping operations are attractive to Bangladeshi soldiers and police. The incomes they derive from the mission invest in different asset making activities. Among potential area of investment, land purchase ranked top as the key investment area to both male and female former UN peace keepers. Findings reveal that 46% male and 47% female have invested their income from UN Peace Keeping Mission in land purchase. Saving account is the second key area of investment of their income. 23% male and 26% female peace keeper have opened saving account by their peace keeping mission income. Perception about financial security across gender is showing that 71% male and 69% female think that the peacekeeping mission enhanced their financial security.

Keywords: United Nation, Peace Keeping Mission, Organizational Change, standard policing and Bangladesh police.

List of Abbreviations

APC	Armor Personal Carrier
DBA	Doctor of Business Administration
FGD	Focus Group Discussion
FPUs	Formed Police Units
IPOs	Individual Police Officers
MINUGUA	UN Verification Mission in Guatemala
MINURCAT	UN Mission in the Central African Republic and Chad
MINUSTAH	UN Stabilization Mission in Haiti
MIPONUH	Civilian Police Mission in Haiti
MoHA	Ministry of Home Affairs
MONUSCO the	UN Organization Stabilization Mission in the Democratic Republic of Congo
OC	Organization Change
OD	Organization Development
ONUB	UN Operation in Burundi
ONUC	UN Operation in the Congo
ONUMOZ	UN Operation in Mozambique
PCC	Police Contributing Country
UN	United Nations
UNAMID	Union-UN Hybrid Operation in Darfur
UNAMIR	UN Assistance Mission for Rwanda
UNAMSIL	UN Mission in Sierra Leone
UNAVEM	UN Angola Verification Mission
UNCRO	UN Confidence Restoration Operation in Croatia
UNDOF	UN Disengagement Observer Force
UNEF	UN Emergency Force
UNFICYP	UN Peacekeeping Force in Cyprus
UNIFIL	UN Interim Force in Lebanon

UNIIMOG	United Nations Iran-Iraq Military Observer Group
UNISFA	UN Interim Security Force for Abyei
UNMEE	UN Mission in Ethiopia and Eritrea
UNMIBH	UN Mission in Bosnia and Herzegovina
UNMIL	UN Mission in Liberia
UNMIS	UN Mission in the Sudan
UNMISS	UN Mission in the Republic of South Sudan
UNMIT	UN Integrated Mission in Timor-Leste
UNOCI	UN Operation in Côte d'Ivoire
UNOSOM	UN Operation in Somalia
UNPSG	UN Civilian Police Support Group
UNSF	UN Security Force in West New Guinea
UNSMIH	UN Support Mission in Haiti
UNSMIS	Syria - UN Supervision Mission in Syria
UNTAC	UN Transitional Authority in Cambodia
UNTAG	United Nations Transition Assistance Group
UNYOM	Yemen Observation Mission

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Chapter 1: Introduction

1.1 Background of the Study:

Every day, about 13,000 UN police officers from 90 countries reinforce and re-establish security by patrolling communities, advising domestic police services, increasing compliance with international human rights standards and restoring and promoting public safety and the rule of law. The number of forces from Bangladesh is the second largest in the world to support for peacekeeping activities by the United Nations.

Table 1: Ranking of contributions by country in U.N. (as of 31 May 2018)

Ranking	Country	Number of Personnel	Share
1	Ethiopia	8,417	9.20%
2	Bangladesh	7,099	7.76%
3	Rwanda	6,945	7.59%
4	India	6,712	7.33%
5	Pakistan	5,995	6.55%
6	Nepal	5,511	6.02%
7	Egypt	3,192	3.49%
8	Indonesia	2,694	2.94%
9	United Republic of Tanzania	2,674	2.92%
10	Ghana	2,595	2.83%
	Other Countries	39,704	43.37%
	Total	**91,538**	

Notes: Table 1 represents the number of personnel from different personnel types: troops, expert on mission, police, and staff officers from top 10 countries as of 31st May, 2018. Source: https://peacekeeping.un.org/en/troop-and-police-contributors.

There are different categories of personnel working in UN peacekeeping activities. The following table provides the numbers different personnel providing service to the U.N. Based on table 2, contingent troops and police are the highest two categories among the four.

Table 2: different categories of personnel working in U.N. from all over the world

Types of Personnel	Numbers	Share
Contingent troops	77,482	84.64%
Experts on Mission	1,356	1.48%
Police Officers	10,712	11.70%
Staff Officer	1,988	2.17%
Total	91,538	

Bangladesh is providing forces in every category to the United Nations.

Table 3: different categories of personnel working in U.N. from Bangladesh

Types of Personnel	Numbers	Share
Contingent troops	6,159	86.76%
Experts on Mission	35	0.49%
Police Officers	810	11.41%
Staff Officer	95	1.34%
Total	**7,099**	

Bangladesh is one of the largest Police contributors in UN peacekeeping missions, and was amongst the top three Countries until recently. A total of 6,772 Bangladeshis have served in 58 peacekeeping missions across 40 countries since 1988. There are a total of over 100,000 UN peacekeeping personal - consisting of 91,132 troops, 13,563 police and 1,811 military experts from 123 countries.

The first United Nations (UN) peacekeepers were deployed in the Middle East on May 29, 1948, and since then, more than a million peacekeepers have been deployed in 71 missions across the globe to guarantee peace to billions of people. Though a late entry in 1988, through the United Nations Iran-Iraq Military Observer Group (UNIIMOG), Bangladesh has deployed more than 0.15 million of its peacekeepers in 54 missions spread across 40 different countries. In discharging their solemn duties under the UN flag, a total of 139 Bangladeshi peacekeepers

both Police and Military have made the ultimate sacrifice among a total of 3,700 UN peacekeepers killed in the line of peacekeeping duty.

Bangladesh Police officials are playing a vital role in maintaining peace in conflict-affected countries. It all began in 1989 when it left behind its glorious chapter by participating in the United Nations Transition Assistance Group (UNTAG) in an African state named Namibia – ever since, success stories have flourished the fame with an adventurous total number of 18420 personnel in 21 UN Missions to date (Sebastian, 2015).

Bangladesh Police has already demonstrated the expertise in the different field of policing like Forensics, Digital Forensics, Ballistics, Investigation, Preventive Enforcement, Crowd Management, Democratic Policing, Community policing and so on so forth. Bangladesh Police has not only proved its capacities in the field missions as an observer but also find places at the peacekeeping department in the United Nations' Headquarters by the dint of merit and capabilities. Bangladesh Police has been performing duties and responsibilities with utmost sincerity, professionalism, and dedication. They assist in facilitating in the process of disarmament, reintegration, maintaining law and order, protecting displaced and distressed persons, facilitating humanitarian assistance, protecting human rights and Peace Building. Responding to the challenges in implementing the UN Mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 1 (one) Women FPUs in DR Congo (MONUSCO) (Zaman 2014; Perry & Smith 2013; Islam 2010). That later one opened the opportunities like deployment of all Women FPU in Haiti.

Bangladesh, being of the top contributor of female police officers to the United Nations Peacekeeping Operations, has become the crucial partner in the transition from Armed Conflict to peace. Bangladesh female police officers with its name and fame have established themselves as the role model in the wartorn communities in the Mission areas. Consequently, the demand for Bangladesh Female Police Officer is increasing day by day in the UN peacekeeping operations.

Over the past decades, the restoration of Rule of Law in post-conflict mission area is getting high importance as the international community has recognized the fact of strengthening internal security and criminal justice structure as the most important prerequisite to stabilize the conflict within states. As such the role of UN Police has been expanded from monitoring

and advising function to reforming, restructuring and institutional building of local police services. The expertise of Bangladesh Police in the field of professional policing, accountable policing, community policing and electoral assistance has proven its importance in the UN Peace Keeping Operations resulting in wide scopes to work in the international arena (Dahrmaphuri 2013; William &Kar 2013).

UN Peacekeeping missions are the greatest training and learning hub for the Bangladesh police. They learn the international norms and practices regarding how to bring back the order in public life and in the state. In such an international working platform they are introduced with the standard international working environment where efficiency and effectiveness in work are highly appreciated. Peacekeeping veterans can apply their changing attitudes and learning to bring a great change in their home country's police department which will take them closer to the people what they have been able to achieve during their duty in the post conflict countries.

Therefore, one of the key themes of this study is discovering the size of application of the learning from the UN Peacekeeping missions to bring a positive organizational change in the police service of Bangladesh. The responsibility of the Home Police Organization is just to support to bring and sponsor the change. Alignment of proper learning from the UN Peacekeeping Mission with the proper application of that learning in the own country can be a great asset for a contributing country.

This study has focused on the participation of Bangladesh police in the united nation peacekeeping mission with a view to assessing the impact on organizational change. Both qualitative and quantitative approaches were applied to gather useful insights about the benefits of participation in the UN peacekeeping mission. This study has used some form of statistical analysis such as descriptive statistics, quasi-statisticsand narratives to present the findings. The findings of this study reveal that the impact of UN Mission works in individual level of changes; organizational changes are also evident with the UN Peacekeeping Experience. The standard policing approach, pragmatic training program, digital working environment, quick response, pro-people attitude, respect for the profession, working within the time frame, structured and integrated working system etc. are very much evident too. Findings also reveal that the UN Peacekeeping Mission helps to change the mindset of police members and creates the opportunity to ensure good governance and to protect the rule of law of the country. A strong commitment is developed in the Home police organization to serve the nation. UN

Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as humanity. The UN compensation rates for peacekeeping operations have been attractive to Bangladeshi soldiers and police until lately to be very frank. Government recent Pay hikes have change this scenario recently though!

However, the income they derive from the mission invests in different asset or profitmaking activities. Amongst potential areas of investment, land purchase ranked top as the key investment area to both male and female former UN peacekeepers. Findings reveal that 46% male and 47% female have invested their income from the UN Peace Keeping Mission in land purchase. Saving account is the second key area of investment of their income. 23% male and 26% female peacekeeper have opened a saving account by their peacekeeping mission income. Perception about financial security across gender is showing that 71% male and 69% female think that the peacekeeping mission enhanced their financial security.

Bangladesh Police is the core law enforcing agency of Bangladesh. Since its inception, it has been maintaining the law and order of the country with glory and pride. It is administered under the Ministry of Home Affairs of the Government of Bangladesh. Bangladesh Police devotes 24/7 to ensure the peace of the society and internal security of the state. It works relentlessly to secure the life and property of the people. The enormous area of responsibility and the volume of works of Bangladesh Police entail activities ranging from domestic law and order management to performing globally with the UN partners in its different peacekeeping missions. Since its commencement to serve in different UN Mission, Bangladesh Police has now been the 3rd Police Contributing Country (PCC) in the world with remarkable commitments of 775 personnel to date (30.04.2018) of its own to the UN Mandate.

Bangladesh Police officials are playing a vital role in maintaining peace in conflict zones under UN umbrella. It all began in 1989 when it left behind its glorious chapter by participating in the United Nations Transition Assistance Group (UNTAG) in an African state named Namibia – ever since, success stories have flourished the fame with an adventurous total number of 18420 personnel in 21 UN Missions to date (Sebastian, 2015).

Bangladesh Police has already demonstrated the expertise in the different field of policing like Forensics, Digital Forensics, Ballistic, Democratic Policing, community policing, institution building, and so on so forth. Bangladesh Police has not only proved its capacities in the field

missions as an observer but also could make the way to the peacekeeping department in the United Nations' Headquarters by the dint of their merit and capability. Bangladesh Police has been performing their duties and responsibilities with utmost sincerity, professionalism, and dedication. They assist in facilitating in the process of disarmament and reintegration, maintaining law and order, protecting displaced and distressed persons, facilitating humanitarian assistance, institution building, peace building and protecting human rights. Responding to the challenges in implementing the UN Mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 1 (one) Women FPUs in DR Congo (MONUSCO) (Zaman 2014; Perry & Smith 2013; Islam 2010).

Bangladesh, being of the top contributor of female police officers to the United Nations Peacekeeping Operations, has become the crucial partner in the transition from war to peace. Bangladesh female police officer with its name and fame has established themselves as the role model in the post conflict communities in the Mission area. Consequently, the demand for Bangladesh Female Police Officer is increasing day by day in the UN peacekeeping operations and Bangladesh Female Police Officers have a significant presence in the UN Peacekeeping theatres.

Over the past decades, the restoration of Rule of Law in post-conflict mission area is getting top priority as the international community has recognized the fact of strengthening internal security and criminal justice structure as the most important prerequisite to stabilize the conflict within states. As such the role of UN Police has been expanded from monitoring and advising function to reforming, restructuring and institutional building of local police services. The expertise of Bangladesh Police in the field of responsive policing, accountable policing, community policing, electoral assistance has proven its importance in the UN Peace Keeping Operations resulting in wide scopes to work in the international arena (Dahrmaphuri 2013; William &Kar 2013).

UN Peacekeeping missions are the greatest training and learning hub for the Bangladesh police. They learn the international norms and practices regarding how to bring back the order in public life and in a State. The exposure to the international working environment offers them the opportunity to perform in an improved working environment where efficiency, skill and professionalism in work are much appreciated. The veteran peacekeepers can apply their changing attitudes and enhanced learning to bring a great change in their home country's police

organization, which can take them much closer to the people what they have been able to achieve during their tour of duty in the war-torn countries.

However, it's no denying that the performance of the Bangladesh police in the home country sometimes is a contrast to their demonstrated performance in the UN mission. In Bangladesh, they are at times are blamed to be plagued by the problems of corruption and inefficiency by a group of members. Moreover, the Colonial mistrust is still prevalent amongst a large section People as a historical legacy. Therefore, the key theme of this study is to discover the amount of application of the learning from the UN Peacekeeping missions to bring about a positive organizational change in the police service of Bangladesh.

Historically in Bangladesh, public sectors bear the blame of rendering slow service and inefficiencies. In that regard the Bangladesh police force is different. The performance of the Bangladesh police is improving. Bangladesh police force has shown their skill in quelling terrorism in our country. The police force has earned the trust of common people by their proactive actions in maintaining the law and order of the country. Obviously, behind the good image of Bangladesh police, the UN peacekeeping mission is playing the great role. Learning and experience from the missions are broadening police force capacity to keep more contribution to make the country a safe and secure living place for the people.

1.2 History of UN Peacekeeping Missions

United Nations Peacekeeping began in 1948 when the Security Council authorized the deployment of UN military observers to the Middle East. The mission's role was to monitor the Armistice Agreement between Israel and its Arab neighbors – an operation which became known as the United Nations Truce Supervision Organization (UNTSO).Since then, more than 70 peacekeeping operations have been deployed by the UN. Over the years, hundreds of thousands of military personnel, as well as tens of thousands of UN police and other civilians from more than 120 countries have participated in UN peacekeeping operations. More than 3,000 UN peacekeepers from some 120 countries have died while serving under the UN flag.

The early years: UN Peacekeeping was born at a time when Cold War rivalries frequently paralyzed the Security Council. Peacekeeping was primarily limited to maintaining ceasefires and stabilizing situations on the ground, providing crucial support for political efforts to resolve conflict by peaceful means.

The first two peacekeeping operations deployed by the UN were the UN Truce Supervision Organization (UNTSO) and the UN Military Observer Group in India and Pakistan (UNMOGIP). Both of these missions, which continue operating to this day, exemplified the observation and monitoring type of operation and had authorized strengths in the low hundreds. The UN military observers were unarmed.

The earliest armed peacekeeping operation was the First UN Emergency Force (UNEF I) deployed successfully in 1956 to address the Suez Crisis. The UN Operation in the Congo (ONUC), launched in 1960, was the first large-scale mission having nearly 20,000 military personnel at its peak. ONUC demonstrated the risks involved in trying to bring stability to war-torn regions - 250 UN personnel died while serving on that mission, including the Secretary-General Dag Hammarskjold.

In the 1960s and 1970s, the UN established short-term missions in the Dominican Republic - Mission of the Representative of the Secretary-General in the Dominican Republic (DOMREP), West New Guinea (West Irian) - UN Security Force in West New Guinea(UNSF), and Yemen - UN Yemen Observation Mission (UNYOM), and started longer term deployments in Cyprus - UN Peacekeeping Force in Cyprus (UNFICYP) and the Middle East - UN Emergency Force II (UNEF II), UN Disengagement Observer Force (UNDOF) and UN Interim Force in Lebanon (UNIFIL).

In 1988, UN peacekeepers were awarded the Nobel Peace Prize. At that time, the Nobel Committee cited "the Peacekeeping Forces through their efforts have made important contributions towards the realization of one of the fundamental tenets of the United Nations. Thus, the world organization has come to play a more central part in world affairs and has been invested with increasing trust".

The post-cold war surge: With the end of the Cold War, the strategic context for UN Peacekeeping changed dramatically. The UN shifted and expanded its field operations from "traditional" missions involving generally observational tasks performed by military personnel to complex "multidimensional" enterprises. These multidimensional missions were designed to ensure the implementation of comprehensive peace agreements and assist in laying the foundations for sustainable peace. The nature of conflicts also changed over the years. UN Peacekeeping, originally developed as a means of dealing with inter-State conflict, was

increasingly being applied to intra-State conflicts and civil wars.UN Peacekeepers were now increasingly asked to undertake a wide variety of complex tasks, from helping to build sustainable institutions of governance, to human rights monitoring, to security sector reform, to the disarmament, demobilization and reintegration of former combatants.

1989 - 1994: Rapid increase in numbers: After the Cold War ended, there was a rapid increase in the number of peacekeeping operations. With a new consensus and a common sense of purpose, the Security Council authorized a total of 20 new operations between 1989 and 1994, raising the number of peacekeepers from 11,000 to 75,000. Peacekeeping operations established in such countries as Angola -UN Angola Verification Mission I (UNAVEM I) and UN Angola Verification Mission II (UNAVEM II), Cambodia - UN Transitional Authority in Cambodia (UNTAC), El Salvador - UN Observer Mission in El Salvador (ONUSAL), Mozambique - UN Operation in Mozambique (ONUMOZ) and Namibia - UN Transition Assistance Group (UNTAG), were deployed to:

- Help implement complex peace agreements;
- Stabilize the security situation;
- Re-organize military and police;
- Elect new governments and build democratic institutions.

The mid-1990s: A period of reassessment: The general success of earlier missions raised expectations for UN Peacekeeping beyond its capacity to deliver. This was especially true in the mid 1990's in situations when the Security Council was not able to authorize sufficiently robust mandates or provide adequate resources. Missions were established in situations where the guns had not yet fallen silent, in areas such as the former Yugoslavia - UN Protection Force (UNPROFOR), Rwanda - UN Assistance Mission for Rwanda (UNAMIR) and Somalia - UN Operation in Somalia II (UNOSOM II), where there was no peace to keep.

These three high-profile peacekeeping operations came under criticism as peacekeepers faced situations where warring parties failed to adhere to peace agreements, or where the peacekeepers themselves were not provided adequate resources or political support. As civilian casualties rose and hostilities continued, the reputation of UN Peacekeeping suffered. The setbacks of the early and mid-1990s led the Security Council to limit the number of new

peacekeeping missions and begin a process of self-reflection to prevent such failures from happening again.

The Secretary-General commissioned an independent inquiry [S/1999/1257] into the actions of the United Nations during the 1994 genocide in Rwanda and, at the request of the General Assembly, provided a comprehensive assessment [A/54/549] on the 1993-1995 events in Srebrenica in the former Yugoslavia. The circumstances that led to the UN withdrawal from Somalia were also carefully examined [S/1995/231].

In the meantime, UN peacekeepers continued their long-term operations in the Middle East, Asia and Cyprus.

With continuing crises in a number of countries and regions, the essential role of UN Peacekeeping was soon emphatically reaffirmed. In the second half of the 1990s, the Council authorized new UN operations in:

- Angola - UN Angola Verification Mission III (UNAVEM III) and UN Observer Mission in Angola (MONUA);
- Bosnia and Herzegovina - UN Mission in Bosnia and Herzegovina (UNMIBH);
- Croatia - UN Confidence Restoration Operation in Croatia (UNCRO), UN Transitional Administration for Eastern Slavonia, Baranja and Western Sirmium (UNTAES) and UN Civilian Police Support Group (UNPSG);
- the former Yugoslav Republic of Macedonia - UN Preventive Deployment Force (UNPREDEP);
- Guatemala - UN Verification Mission in Guatemala (MINUGUA);
- Haiti - UN Support Mission in Haiti (UNSMIH) UN Transition Mission in Haiti (UNTMIH) and UN Civilian Police Mission in Haiti (MIPONUH).

Towards the 21st century: New operations, new challenges: At the turn of the century, the UN undertook a major exercise to examine the challenges to peacekeeping in the 1990s and introducing reform. The aim was to strengthen our capacity to effectively manage and sustain field operations.

With a greater understanding of the limits – and potential – of UN Peacekeeping, the UN was asked to perform tasks that are even more complex. This started in 1999 when the UN served as the administrator of both Kosovo in the former Yugoslavia - UN Interim Administration Mission in Kosovo (UNMIK), and in East Timor (now Timor-Leste) - UN Transitional Administration in East Timor (UNTAET), which was in the process of gaining independence from Indonesia. In the following years, the Security Council also established large and complex peacekeeping operations in a number of African countries:

- Burundi - UN Operation in Burundi (ONUB);
- Chad and the Central African Republic - UN Mission in the Central African Republic and Chad (MINURCAT);
- Côte d'Ivoire - UN Operation in Côte d'Ivoire (UNOCI);
- Democratic Republic of the Congo - UN Organization Mission in the Democratic Republic of the Congo (MONUC) and UN Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO);
- Eritrea/Ethiopia - UN Mission in Ethiopia and Eritrea (UNMEE)
- Liberia - UN Mission in Liberia (UNMIL);
- Sierra Leone - UN Mission in Sierra Leone (UNAMSIL);
- Sudan - UN Mission in the Sudan (UNMIS) in the south of the country and African Union-UN Hybrid Operation in Darfur (UNAMID) in Darfur), UN Interim Security Force for Abyei (UNISFA) and UN Mission in the Republic of South Sudan (UNMISS);
- Syria - UN Supervision Mission in Syria (UNSMIS).

Peacekeepers also returned to resume vital peacekeeping and peacebuilding operations where fragile peace had frayed, in Haiti -UN Stabilization Mission in Haiti (MINUSTAH) and the newly independent Timor-Leste - UN Integrated Mission in Timor-Leste (UNMIT).Many of these operations have now completed their mandates, including the UN Mission in the Central African Republic and Chad (MINURCAT), UN Organization Mission in the Democratic Republic of the Congo (MONUC), UN Operation in Burundi (ONUB), UN Mission in Sierra Leone (UNAMSIL) and UN Mission in Ethiopia and Eritrea (UNMEE) and UN Mission in the Sudan (UNMIS) and UN Operation in Côte d'Ivoire (UNOCI).In the first decade of the century, UN Peacekeeping found itself stretched like never before and increasingly called upon to

deploy to remote, uncertain operating environments and into volatile political contexts. Peacekeeping faced a varied set of challenges, including challenges to deliver on its largest, most expensive and increasingly complex missions, challenges to design and execute viable transition strategies for missions where a degree of stability has been attained, and challenges to prepare for an uncertain future and set of requirements.

By May 2010, UN Peacekeeping had entered a phase of consolidation. The numbers had, for the first time in a decade, begun to decline slightly, with the reduction of troops in UN Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the withdrawal of UN Mission in the Central African Republic and Chad (MINURCAT) at the end of 2010.

The present: Today, a little more than 110,000 military, police and civilian staff currently serve in 14 peacekeeping missions, representing a decrease in both personnel and peacekeeping missions, because of peaceful transitions and the rebuilding of functioning states. However, the reduction in personnel and peacekeeping missions in the intervening years by no means indicates that the challenges faced by the UN are diminishing. The emergence of new conflicts spreading beyond local and regional boundaries signal that the demand for field missions is expected to remain high and peacekeeping will continue to be one of the UN's most complex operational tasks.

Today's multidimensional peacekeeping will continue to facilitate the political process, protect civilians, assist in the disarmament, demobilization and reintegration of former combatants; support the organization of elections, protect and promote human rights and assist in restoring the rule of law. Peacekeeping has always been highly dynamic and has evolved in the face of new challenges. In October 2014, the UN Secretary-General established a 17-member High-level Independent Panel on UN Peace Operations to make a comprehensive assessment of the state of UN peace operations and the emerging needs of the future. The HIPPO report, as it is known, was issued in June 2015, with key recommendations for the way forward for peace operations. In September 2015, the Secretary-General's issued his own report on the implementation of these recommendations and the future of peace operations.

1.3 Bangladesh Police and UN Peacekeeping Mission

Since its commencement to serve in different UN Mission, Bangladesh Police has now been the Sixth Police Contributing Country (PCC) in the world with remarkable commitments of 654 personnel to date of its own to the UN Mandate.

It all began in 1989 when it left behind its glorious chapter by participating in the United Nations Transition Assistance Group (UNTAG) in an African state named Namibia- ever since, success stories have flourished the fame with adventurous total number of 19014 personnel in 20 UN Mission to date.

Firm with belief in ensuring peace with utmost proficiency, Bangladesh Police sent specially equipped self-sufficient police units called Formed Police Units (FPUs) to Ivory Coast in 2005. To date Bangladeshi FPUs and UNPOLs with its as usual name and fame are working in 4 different missions which are MONUSCO (DR CONGO), UNAMID (Darfur, Sudan) and MINUSMA(Mali), Currently we have 55 United Nations Peace Keepers (UNPOL/UN Job) working in 05 different Missions along with UN Headquarters and 04 Formed Police Units, where our 599 peacekeepers are working in 4 different UNPKOs.

**Table 4: Participation of Bangladesh Police in UN Mission
As on 01/01/2019**

Sl. no	Name of Mission	Period
1	UNDPKO, UNHQ	1990 to till date
2	UNTAG(Namibia)	1989-1990
3	UNTAC(Cambodia)	1992-1994
4	UNPROFOR(Yugoslavia)	1992-1996
5	UNUMOZ(Mozambique)	1993-1994
6	UNAMIR(Rowanda)	1993-1995
7	MINUSTAH (Haiti)	1994 to 2017
8	UNAVEM-III (Angola)	1995-1999
9	UNTAES (East Slovenia)	1996-1998
10	UNMIBH (Bosnia)	1996-2002
11	UNMISET/UNMIT (E.Timor)	1999-2012
12	UNMIK (Kosovo)	1999 to 2009
13	UNAMSIL (Siera Leon)	2000 to 2012
14	UNMIL (Liberia)	2003 to 2018

15	UNOCI (Ivory Coast)	2004 -2017
16	UNMIS	2005 to June 2011
17	MONUSCO (DR Congo)	2005 to till date
18	UNAMID (Darfur)	2007 to till date
19	UNAMA (Afganistan)	2008 to 2010
20	UNMISS (South Sudan)	2011 to till date
21	MINUSMA (Mali)	2013 to till date
22	SOMALIA(UNSOM)	2015 -2017
23	MINUJUSTH	2017 to till date

Source:

Bangladesh Police has already demonstrated the expertise in different field of policing like Forensic, Foot Print, Finger Print, Ballistic, Democratic Policing, Community policing and so on so forth. Bangladesh Police has not only proved its capacities in the field missions as observer but also has enhanced its capacities in peacekeeping department in the United Nation's Headquarters.

Bangladesh Police has been performing their duties with utmost sincerity, professionalism and dedication. They assist in facilitating in the process of disarmament and reintegration, maintaining law and order, protecting displaced and distressed persons, facilitating humanitarian assistance and protecting human rights.

Responding to the challenges in implementing the UN Mandate in the field of gender issues, Bangladesh Police deployed its first all-female Formed Police Unit (BANFPU-2), MINUSTAH on 16 May 2010 and another female Formed Police Unit (FPU) in MONUSCO, DR Congo on 26 November 2011.

Since their deployment, female peacekeepers in MINUSTAH and MONUSCO act as role models in the local environment, inspiring women and girls in a male-dominated society to push for their own rights and for participation in overall development processes in Haiti as well as in DR Congo. Currently (one) Female FPU of Bangladesh Police is performing as blue beret in (MONUSCO) DR Congo.

Bangladesh, being the top contributor of female police officers as FPU to the United Nations Peacekeeping Operations, has become the crucial partner in the transition from war to peace.

Bangladesh female peacekeeper has placed them as key driving force to reduce gender-based violence, conflict and confrontation, providing sense of security especially for women and children, mentoring female police officer in the local area and thus empowering women in the host country and promoting social cohesion. Bangladesh female police officers with its name and fame have established themselves as the role model in the community of the Mission area. Consequently, the demand for Bangladesh Female Police Officers is increasing day by day in the UN peace keeping operations.

Deaths are forever unbearable to follow as always grief makes us silence. Our 20 brave-hearts, who sacrificed their supreme in contentions, did not actually go down fighting for their lives in missions, but for the lives of mass in number. That is the aim that eventually proves firm commitment of Bangladesh Police in ensuring peace and security around the world.

1.4 Achievements of BP on UN mission

Bangladeshi peacekeepers sacrifice comes with many admirations, such as Bangla being declared as an official language in Sierra Leone along with a road named after Bangladesh in honour of our Peacekeepers. Since 1988, Bangladeshi Peacekeepers have been working with UN missions to keep the peace in countries from Haiti to East Timor, Lebanon to Congo and from Croatia to Namibia. The Bangladeshi contingent in South Sudan's capital, Juba, successfully completed the referendum organized by the UN, which played a key role in ensuring independence and sovereignty of the African nation.

Liberian President Ellen Sirleaf, in particular, lauded Bangladeshi peacekeepers, saying: "The Bangladeshi contingent has gone beyond its protection mandate and helped build up the manpower capacity of the country." Bangladesh is one of the leading countries that sent a good number of peacekeepers on UN missions, covering more than 6.5% of the total peacekeepers. A high ranking UN peacekeeping official said: "Bangladesh is currently the second largest contributor of peacekeepers with over 7,500 troops and police, including more than a hundred women, deployed to 10 of our missions. Bangladeshi peacekeepers are serving in some of the most difficult places in the world, including in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan. Bangladesh has also deployed command officers to provide military leadership in our missions in Cyprus, Democratic Republic of the Congo, Darfur, and Central African Republic. We remain grateful to the Government and the

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people of Bangladesh for their sacrifices and their continued role in preserving international peace and security." Ever since its first deployment on UN missions in 1988 – UNIIMOG in Iraq and UNTAG in Namibia - Bangladesh has maintained its contribution to world peace despite such sacrifices and testing time. In the last three decades, as many as 150,647 Bangladeshi peacekeepers, from the armed forces and the police, have worked in 54 UN missions in 40 countries. Of them, 135 have sacrificed their lives to help establish peace, with more than 200 others suffering injuries. Currently, some 7,636 Bangladeshi peacekeepers, comprising 6,636 from the armed forces and the rest from police, are working on the UN missions, according to UN peacekeeping statistics until August 31, 2017.

1.5 Objectives of the study

The core objective is to evaluate the contribution of Bangladesh UN peace keeping force to our national economy[1].

Specific objectives are:

1. To understand the contributions of UN peace keeping force in our national economy through the financial security of peace keepers of Bangladesh Police.
2. To comprehend the contributions of UN peace keeping force in our national economy through the organizational change of Bangladesh Police.
3. To provide policy recommendations in managing Bangladesh Police and thus upgrade the service quality.

1.6 Scope of the Study

The findings of this thesis are significant to the contribution of Bangladesh UN peace keeping force to our national economy. To understand the contribution of Bangladesh UN peace keeping force towards national economy, this study considered two approaches. In one approach, the study identified foreign remittance which directly contributes to our economy. This approach will be used as a financial security approach. Another approach will be considered as an indirect contribution to the economy through the lenses of institutional capacity development and organizational change. In this thesis, two papers are organized, one is impact on organizational change and another financial security & perception of service commitment based on UN peace keeping experiences of Bangladesh police personnel through questionnaire survey and empirical analysis. The time period of the analysis has been taken

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[1] Our national economy refers to the economy of Bangladesh

from 1989 to 2018. The study only accommodates local respondents of Bangladesh. Field survey has been performed to formulate the perception of police who went to UN mission regarding the organizational change. Logit model has been performed based on the survey data.

1.7 Limitations of the Study

While assessing the contribution of economy, there are various aspects such as contribution towards GDP, national income and many other economic variables. In this research, it considered financial security and positive organizational change as major contributing factor to the development of our economy.

In this study all the respondents are Bangladeshi but it is essential in some extend to understand the full picture of the study by taking interviews of international respondents. Sample size and accuracy of the responses may not help reflect the complete picture. So, there is an opportunity for future study to conduct a research on all the local and international respondents of UN peace keeping force where responses will verify from the peers and colleagues of the UN veterans.

Chapter 2: Literature Review

2.0 Introduction

Organization Change (OC) is an organizational improvement strategy. In the late 1950s and early 1960s, it emerged from group dynamics and the theory and practice of planned change (French and Bell,2002). Today the field offers an integrated framework for confronting the most important problems of the human side of organizations. Organizational change deals with people and organizations. It describes how people and organizations function and how to get them to function better. The field is based on knowledge from behavioral science disciplines such as psychology, social psychology, anthropology, system theory, organizational behavior, organization theory, and management. Organizational change programs are long-term, planned, and sustained efforts. Any change takes time. To align the people and organizations to the changes OC programs should be there for a long time. OC programs are planned so that they can address the correct problems. At the same time, the solutions to the changes should sustain. The literature contains a number of definitions of organization development (OD). No single accepted definition of OD exists but there is general agreement on the nature of the field and its major characteristics. Here we focus on some important definitions of OD. Organization development is an effort (a) planned (b) organization-wide and (c) managed from the top to (d) increase organization effectiveness and health through (e) planned interventions in the organizations "processes" using behavioral science knowledge (Beckhard, 1969).

OD can be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive, self-analytic methods (Schmuck and Miles, 1971). OD is a process of planned change – change of an organization's culture from one which avoids an examination of social process (especially decision making, planning, and communication) to one which institutionalizes and legitimizes the examination (Burke and Herrnstein, 1972).

Aims of OD are (a)Enhancing congruence between organizational structure, processes, strategy, people and culture (b) is developing new and creative organizational solutions and (c) developing the organization's self-renewing capacity(Beer, 1980).

OD is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness (Cummings and Worley, 1993).

Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technologies, research, and theory (Burke, 1994).

The term diversity is used in diversity studies in a broader sense concerning human differences. It is used to describe all types of dimensions of an organization's employees, such as role, function, and personality (Hicks Clarke; Iles, 2000). Age, gender, sexual orientation, social class, culture, ethnicity, disability, education, beliefs, experiences, and race are the primary elements that make individuals different from another one (Joplin; Daus, 1997; Hicks-Clarke; Iles, 2000; Kersten, 2000; Triandis, 2003). Diversity can also be categorized as personal or organizational. Personal differences can be appearance-related, such as skin color, race, gender, etc., or internal, such as values, beliefs, etc. Organizational differences are considered to be tenure, position and technical skills. This classification is congruent with the intergroup theory, which defines groups as identity groups or organizational groups (Alderfer; Smith, 1982; Kossek; Zonia, 1993).

The underlying assumption of attaching importance to diversity and diversity management is that diversity will bring positive outcomes for an organization. Diversity is important in idea generation, growth, learning, image, human resources, and discrimination law (Hon; Brunner, 2000; Friedman; Amoo, 2002). In other words, diversity can add value if it is managed effectively (Milliken; Martins, 1996; Knouse; Dansby, 1999). A diverse workforce can produce higher quality work because of its broader perspectives and ideas put forward for problem-solving. Understanding the different demands and expectations of diversified markets, group decision-making, group interaction, and innovation are some of the several expected outcomes for an organization (Knouse; Dansby, 1999: 486–7). Fostering and facilitating a positive diversity climate is considered a business imperative and strategic leadership focus in organizations since it offers a competitive edge domestically and internationally (Joplin; Daus, 1997; Combs, 2002). People who view diversity positively in the workplace believe that individual differences are positive. Diversity can be a source of learning and creativity; interactions with people from different backgrounds are welcomed; it is an opportunity for personal promotion and organizational profitability (De Meuse; Hostager, 2001: 34). The benefits of workplace diversity are mainly linked to better decision-making, greater creativity and innovation, and better service for foreign and ethnic groups in terms of marketing and economic distribution of opportunities (Cox, 1991).

2.1 Literature Review on Organizational Change

Organization Change (OC) is an organizational improvement strategy. In the late 1950s and early 1960s, it emerged from group dynamics and the theory and practice of planned change (French and Bell, 2002). Today the field offers an integrated framework for confronting the

most important problems gaining the appropriate remuneration from the service and become the UN peacekeeper is the foremost way of gaining that solvency. Though financial solvency gets the utmost priority in motivating the police members in joining UN Mission, high career growth, prestige, strong social networking, and high learning opportunity also work as motivating factors regarding joining in UN Peacekeeping of the human side of organizations. Organizational change deals with people and organizations. It describes how people and organizations function and how to get them to function better. The field is based on knowledge from behavioral science disciplines such as psychology, social psychology, anthropology, system theory, organizational behavior, organization theory, and management.

Organizational change programs are long-term, planned, and sustained efforts. Any change takes time. To align the people and organizations to the changes OC programs should be there for a long time.

OC programs are planned so that they can address the correct problems. At the same time the solutions to the changes should sustain. The literature contains a number of definitions of organization development (OD). No single accepted definition of OD exists but there is general agreement on the nature of the field and its major characteristics. Here we focus on some important definitions of OD.

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OD can be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive, self-analytic methods (Schmuck and Miles, 1971). OD is a process of planned change – change of an organization's culture from one which avoids an examination of social process (especially decision making, planning, and communication) to one which institutionalizes and legitimizes the examination (Burke and Herrnstein, 1972).

Aims of OD are (a) Enhancing congruence between organizational structure, processes, strategy, people and culture (b) is developing new and creative organizational solutions and (c) developing the organization's self-renewing capacity (Beer, 1980).

OD is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness (Cummings and Worley, 1993). Organization development is a

planned process of change in an organization's culture through the utilization of behavioral science technologies, research, and theory (Burke, 1994).

OD is a long term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning and problem-solving through an ongoing collaborative management of organization culture – with special emphasis on the culture of intact work teams and other team configurations – using the consultant-facilitator role and the theory and technology of applied behavioral science, including action research (French and Bell, 1999). All the above definitions overlap to a great extent and also have unique insights. For example, all authors' mention that OD applies behavioral science and it deals with planned change. The goal of OD is to increase organizational effectiveness and individual improvement. Cummings and Worley emphasize achieving congruence among the components of the organization. French and Bell's definition is concerned with OD's long term interest and the use of consultants. Collectively these definitions convey a sense of what organization development is and does. A strong organizational culture provides stability to an organization. Every organization has a culture and that can have a significant influence on the attitudes and behaviors of organization members. Organization culture is defined as the values, assumptions, and beliefs held in common by organization's members that shape how they perceive, think, and act. According to Morgan (1997) "Shared values, shared beliefs, shared meaning, shared understanding and shared sensemaking are all different ways of describing culture.... a process of reality construction that allows people to see and understand particular events, actions, objects, utterances or situations in distinctive ways".

Brown (1995) defined culture as "Organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history and which tend to the manifested in its material arrangements and in the behaviors of its members". Kurt Lewin (1951) introduced two ideas about change that have been influential since the 1940s. The first idea is a force field analysis or model. Which states that what is occurring at any point in time is a resultant in a field of opposing forces. That is, whatever is happening right now is the result of forces pushing in opposing directions. There are two forces; one is driving forces, the other is restraining forces. Driving forces are those forces which act positively to improve the situations.

Burke-Litwin Model of individual and organizational performance was developed by Warner Burke and George Litwin (Burke, 1994). This model considers two types of changes; one is the first-order change (Transactional change) and the other is the second-order

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(transformational change). In first-order change, some features of the organization change but the fundamental nature of the organization remains the same. First-order change is also known as transactional, evolutionary, adaptive, incremental, or continuous change. In second-order change, the nature of the organization is fundamentally and substantially altered - the organization is transformed. Second-order change is also known as transformational, revolutionary, radical or discontinuous change. Organization development programs are directed toward both first and second order change, with an increasing emphasis on second-order and transformational change.

The oldest approach to designing work is based on engineering concept and methods. F.W. Taylor (1911), the father of scientific management, developed methods for analyzing and designing work for this approach. It proposes that the most efficient work design can be determined by clearly specifying the tasks to be performed, the work methods to be used, and the flow among individuals.

The field of organization development continues to grow. The main reason is that so much change has occurred during the last two or three decades and organizations have to make necessary adjustments. Sorge and Witteloostujn (2004) use the metaphor of virus, suggesting that the global business world is infected by a virus that includes a permanent need for organizational change. This is not the end; we will also experience more changes in the future. Organizations have to be ready to address changed situations. To do that organizations need the help of OD practitioners. Let us discuss some of the trends of OD in the future.

2.2 Literature Review for financial security and perception of service commitment

The term diversity is used in diversity studies in a broader sense concerning human differences. It is used to describe all types of dimensions of an organization's employees, such as role, function, and personality (Hicks Clarke; Iles, 2000). Age, gender, sexual orientation, social class, culture, ethnicity, disability, education, beliefs, experiences, and race are the primary elements that make individuals different from another one (Joplin; Daus, 1997; Hicks-Clarke; Iles, 2000; Kersten, 2000; Triandis, 2003). Diversity can also be categorized as personal or organizational. Personal differences can be appearance-related, such as skin color, race, gender, etc., or internal, such as values, beliefs, etc. Organizational differences are considered to be tenure, position and technical skills. This classification is congruent with intergroup theory, which defines groups as identity groups or organizational groups (Alderfer; Smith, 1982; Kossek; Zonia, 1993).

The underlying assumption of attaching importance to diversity and diversity management is that diversity will bring positive outcomes for an organization. Diversity is important in idea generation, growth, learning, image, human resources, and discrimination law (Hon; Brunner, 2000; Friedman; Amoo, 2002). In other words, diversity can add value if it is managed effectively (Milliken; Martins, 1996; Knouse; Dansby, 1999). A diverse workforce can produce higher quality work because of its broader perspectives and ideas put forward for problem-solving. Understanding the different demands and expectations of diversified markets, group decision-making, group interaction, and innovation are some of the several expected outcomes for an organization (Knouse; Dansby, 1999: 486–7). Fostering and facilitating a positive diversity climate is considered a business imperative and strategic leadership focus in organizations, since it offers a competitive edge domestically and internationally (Joplin; Daus, 1997; Combs, 2002). People who view diversity positively in the workplace believe that individual differences are positive. Diversity can be a source of learning and creativity; interactions with people from different backgrounds are welcomed; it is an opportunity for personal promotion and organizational profitability (De Meuse; Hostager, 2001: 34). The benefits of workplace diversity are mainly linked to better decision-making, greater creativity and innovation, and better service for foreign and ethnic groups in terms of marketing and economic distribution of opportunities (Cox, 1991). A firm may achieve a flexible strategic fit more easily if it has a diverse workforce (Laursen; Mahnke;Vejrup Hansen, 2004). On the other hand, workplace diversity leads to disadvantages such as high turnover rates, interpersonal

conflicts and communication breakdown (Cox, 1991: 34). According to research, interpersonal similarity facilitates communication, improves trust and enhances reciprocal relations (Mor Barak; Cherin; Berkman, 1998: 88).

In this research the following strategic questions will be considered to identify the above-mentioned gaps in the light of questionnaire survey and secondary data analysis. The keys questions are as follows -

2.3 Research Questions

1. What is the impact of learning and gaining experience of the police peace-keepers in bringing about an overall organizational change?

2. What are the particular reasons for bringing about an organizational change in the police force in Bangladesh?

3. What are the benefits of organizational change in the police force?

4. How the former peace-keepers can be utilized in changing the current organizational process?

5. What are the motivating factors and barriers in making an organizational change of the police force?

6. What are the factors of promotion of self-actualization of the police members?

2.4 Research Hypothesis

1. There is no relationship between learning and experience and the overall organizational change.

4. There is no relationship between the former peace keepers' activity and the current change of the police organization.

2.5 Theoretical Framework

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                     ┌─────────────────┐      ┌─────────────────┐
              ┌─────▶│ Foreign Remittance│────▶│ Financial Security│──┐
              │      └─────────────────┘      └─────────────────┘  │
              │                                                     ▼
┌──────────────┐                                          ┌─────────────────────┐
│ United Peace │                                          │ Improving the condition of│
│ Keeping Mission│                                        │ Bangladesh Economy  │
└──────────────┘                                          └─────────────────────┘
              │                                                     ▲
              │      ┌─────────────────┐                           │
              └─────▶│ Organizational  │───────────────────────────┘
                     │ Change          │
                     └─────────────────┘
                             │
                             ├─────▶┌─────────────────────┐
                             │      │ Perception Based Change│
                             │      └─────────────────────┘
                             ├─────▶┌─────────────────────┐
                             │      │ Service Level       │
                             │      │ Improvement         │
                             │      └─────────────────────┘
                             └─────▶┌─────────────────────┐
                                    │ Capacity Development │
                                    └─────────────────────┘
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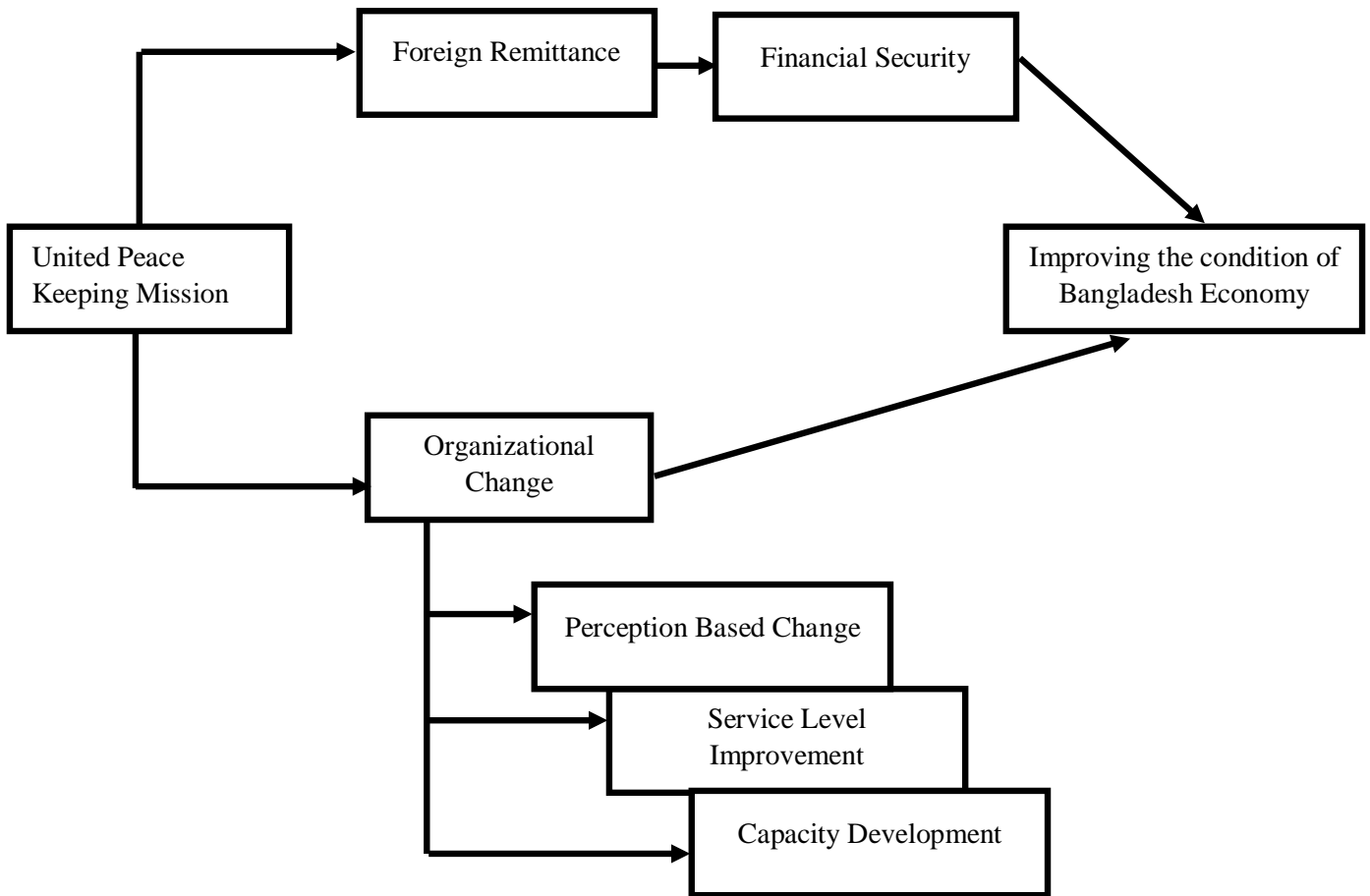
Figure 1: Theoretical Framework

Chapter 3: Methodology of the Study

3.1 Methodology

There are two general approaches of gathering and reporting information: qualitative and quantitative approach. In this study, a qualitative approach will be applied to gather information focusing on the police participants in the UN peacekeeping mission. This approach will provide insights on the quality of work life at home and at UN peace keeping missions and required organization change in the police. The quantitative approach in this research, will quantify the quality of work life and organizational change related data and will apply some form of statistical analysis.

3.1.1 Sampling Method

Based on the above statistical data we find that, there remains heterogeneity across different categories of personnel. To understand the impact of the affiliations and training given by the United Nations to our peacekeeping personnel we have to apply stratified sampling techniques. Even, there remain different ranks among the different personnel categories. To make an inference about the population we divide the population into groups (clusters), obtain a simple random sample of so many clusters from all possible clusters, and obtain data on every sampling unit in each of the randomly selected clusters.

3.1.2 Sample Size

The population size for Bangladesh is 7,099 personnel. To estimate the number of sample survey we followed Yamane (1967) sampling techniques. A formula propounded by Yamane (1967) used to determine the sample size is as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where; n – is the sample size

Quasi-statistics and narratives from the respondents were used to analyze the outcome. Further statistical analysis such as descriptive analysis, cross-tabulation analysis, content validity, andinter-item analysis, exploratory factor analysis, and confirmatory factor analysis has been applied in this study. According to the modeling framework, this study considers six constructs of organizational change recipient beliefs. These include discrepancy, appropriateness, efficacy, principal supports, and valance. This study first assessed the validity of the content under each construct and then conducted an inter-item analysis. Exploratory factor analysis has been used to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena.And finally, confirmatory factor analysis has been

conducted to test how well the measured variables represent the number of constructs. The constructs are all measured by using a 5-point Likert Scale.

3.1.3 Sample size for organizational change

To estimate the number of sample survey we followed Yamane (1967) sampling techniques 2. Based on this formula, if we survey on police force only, the sample size should be approximately 700 police personnel from both male (397) and female (305) category. The weighting factor is crucial in determining the sample size. The following table provides the details:

Table 5: Sample Size and Sample determination procedures

Category	Number Participants Went to UN Mission (1989 to 18 Aug 2018)			Male and Female %		Sample from each category	
	Male	Female	Total	Male %	Female %	Male Sample	Female Sample
Addl.IGP	3	0	3	0.02%	0.00%	1	0
DIG	6	1	7	0.03%	0.08%	1	1
Addl.DIG	20	2	22	0.12%	0.17%	1	1
SP	309	32	341	1.78%	2.70%	7	9
Addl.SP	536	81	617	3.09%	6.84%	13	21
Sr.ASP & ASP	900	49	949	5.18%	4.14%	21	13
Sergeant	970	0	970	5.58%	0.00%	22	0
Sub-Inspector	1775	133	1908	10.22%	11.22%	40	34

The population size is based on 31 May, 2018, collected from United Nations Portal, and retrieved on June 25, 2018. The population size for Bangladesh is 7,099 personnel. To estimate the number of sample survey we followed Yamane (1967) sampling techniques. A formula propounded by Yamane (1967) used to determine the sample size is as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where; n – is the sample size

N – is the population size

e – is the level of precision(95%; e = 0.05)

Assistant Sub-Inspector	2752	254	3006	15.84%	21.43%	62	65
Nayek	962	0	962	5.54%	0.00%	22	0
Constable	7660	548	8208	44.09%	46.24%	173	139
Total	17374	1185	18559				
Sample Total	391	300	691			397	305

3.1.6 Sample size of financial security and perception of service commitment

To estimate the number of sample survey we followed Yamane (1967) sampling techniques3. Based on this formula, if we surveyed on police force only, the sample size should be approximately 700 police personnel from both male (397) and female (305) category. The weighting factor is crucial in determining the sample size. The following table provides the details:

Table 6: Sample Size and Sample determination procedures

CATEGORY	NUMBER PARTICIPANTS WENT TO UN MISSION (1989 TO 18 AUG 2018)		
	Male	Female	Total
TOTAL	17374	1185	18559
SAMPLE	391	300	691

3.2 Focus Group Discussion (FGD)

One FGD was conducted in the Faculty of Business Studies, where 20 participants from various ranks of Bangladesh Police were present. The FGD was conducted in the 14th July, 2018. The duration of the FGD was around 2 hours. The basic objectives were (1) identifying factors that effect on quality of life based on the experiences of UN peace keeping mission, (2) sharing experiences on different factors identified in the discussion and (3) determining possible

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[3]The population size is based on 31 May, 2018, collected from United Nations Portal, and retrieved on June 25, 2018. The population size for Bangladesh is 7,099 personnel. To estimate the number of sample survey we followed Yamane (1967) sampling techniques. A formula propounded by Yamane (1967) used to determine the sample size is as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where; n – is the sample size
N – is the population size

organizational changes due to the UN assignments. One moderator was present at that occasion. Data were transcribed and later used to infer outcomes.

3.3 Data Analysis techniques

Quasi-statistics and narratives from the respondents were used to analyze the outcome. Further statistical analysis such as descriptive analysis, cross-tabulation analysis, content validity and inter-item analysis, exploratory factor analysis, and confirmatory factor analysis has been applied in this study. According to the modeling framework, this study considers six constructs of organizational change recipient beliefs. These include discrepancy, appropriateness, efficacy, principal supports, and valance. This study first assessed the validity of the content under each construct and then conducted inter-item analysis. Exploratory factor analysis has been used to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena. And finally, confirmatory factor analysis has been conducted to test how well the measured variables represent the number of constructs. The constructs are all measured by using a 5-point Likert Scale.

Chapter 4: Peace keeping Mission: Impact on Organizational Change

4.1 Peace Keeping mission impacts on Bangladesh Police

This study has focused on the participation of Bangladesh police in the united nation peacekeeping mission with a view to assessing the impact on organizational change. Both qualitative and quantitative approaches were applied to gather useful insights about the benefits of participation in the UN peacekeeping mission. This study has used some form of statistical analysis such as descriptive statistics, quasi-statistics,and narratives to presents the findings. The findings of this study reveal that the impact of UN Mission works in individual level of changes; organizational changes are also evident after the experiences in the UN Peacekeeping Mission. The standard policing, pragmatic training program, digital working environment, prompt action against the complaint, respect for the profession, strong adherence to time line, structured and integrated working system etc. are very much evident with the UN Peacekeeping veterans. Findings also reveal that the UN Peacekeeping Mission helps to change the mindset of police members and creates the opportunity to ensure good governance and to protect the rule of law of the home country. A strong commitment is developed to the police organization to serve the nation.

UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as humanity. Learning and adapting new technologies in the UN Mission have a great impact on the overall organizational change. New technologies (Digital forensics, Office It, Drone, most modern communication system, Armor Personal Carrier, advance weapon systems, sophisticated surveillance and operational equipment) help to work effectively and efficiently. Therefore the key theme of this study is discovering the amount of application of the learning from the UN Peacekeeping mission to bring about a positive organizational change in the police service of Bangladesh. In such perspective, the responsibility of the home police service is just to support and sponsor the change. Alignment of proper learning from the UN Peacekeeping Mission with the proper application of that learning in the own country can be a great asset for the country.

Bangladesh Police is the core law enforcing agency of Bangladesh. Since its inception, it has been maintaining the law and order of the country with glory and pride. It is administered under the Ministry of Home Affairs of the Government of Bangladesh. Bangladesh Police devotes 24/7 to ensure the peace of the society and internal security of the state. It works relentlessly to secure the life and property of the people. The enormous area of responsibility and the

volume of works of Bangladesh Police entail activities ranging from domestic law and order management to performing globally with the UN partners in its different peacekeeping missions. Since its commencement to serve in different UN Mission, Bangladesh Police has now been the 3rd Police Contributing Country (PCC) in the world with remarkable commitments of 775 personnel to date (30.04.2018) of its own to the UN Mandate.

Bangladesh Police officials are playing a vital role in maintaining peace in conflict zones under UN umbrella. It all began in 1989 when it left behind its glorious chapter by participating in the United Nations Transition Assistance Group (UNTAG) in an African state named Namibia – ever since, success stories have flourished the fame with an adventurous total number of 18420 personnel in 21 UN Missions to date (Sebastian, 2015).

Bangladesh Police has already demonstrated the expertise in the different field of policing like Forensics, Digital Forensics, Ballistic, Democratic Policing, community policing, institution building, and so on so forth. Bangladesh Police has not only proved its capacities in the field missions as an observer but also could make the way to the peacekeeping department in the United Nations' Headquarters by the dint of their merit and capability. Bangladesh Police has been performing their duties and responsibilities with utmost sincerity, professionalism, and dedication. They assist in facilitating in the process of disarmament and reintegration, maintaining law and order, protecting displaced and distressed persons, facilitating humanitarian assistance, institution building, peace building and protecting human rights. Responding to the challenges in implementing the UN Mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 1 (one) Women FPUs in DR Congo (MONUSCO) (Zaman 2014; Perry & Smith 2013; Islam 2010).

Bangladesh, being of the top contributor of female police officers to the United Nations Peacekeeping Operations, has become the crucial partner in the transition from war to peace. Bangladesh female police officer with its name and fame has established themselves as the role model in the post conflict communities in the Mission area. Consequently, the demand for Bangladesh Female Police Officer is increasing day by day in the UN peacekeeping operations and Bangladesh Female Police Officers have a significant presence in the UN Peacekeeping theatres.

Table 7: Bangladesh Police in United Nations

Sl. no	Name of Mission	Period
1	UNDPKO, UNHQ	1990 to till date
1	UNTAG(Namibia)	1989-1990
1	UNTAC(Cambodia)	1992-1994
1	UNPROFOR(Yugoslavia)	1992-1996
1	UNUMOZ(Mozambique)	1993-1994
1	UNAMIR(Rowanda)	1993-1995
1	MINUSTAH (Haiti)	1994 to till date
1	UNAVEM-III (Angola)	1995-1999
1	UNTAES (East Slovenia)	1996-1998
1	UNMIBH (Bosnia)	1996-2002
1	UNMISET/UNMIT (E.Timor)	1999-2012
1	UNMIK (Kosovo)	1999-2009
1	UNAMSIL (Siera Leon)	2000-2012
1	UNMIL (Liberia)	2003 to till 2018
1	UNOCI (Ivory Coast)	2004-2017
1	UNMIS	2005-2011
1	MONUSCO (DR Congo)	2005 to till date
1	UNAMID (Darfur)	2007 to till date
1	UNAMA (Afganistan)	2008 to till date
1	UNMISS (South Sudan)	2011 to till date
1	MINUSMA (Mali)	2013 to till date
21	SOMALIA(UNSOM)	2015 -2017

Over the past decades, the restoration of Rule of Law in post-conflict mission area is getting top priority as the international community has recognized the fact of strengthening internal security and criminal justice structure as the most important prerequisite to stabilize the conflict within states. As such the role of UN Police has been expanded from monitoring and advising function to reforming, restructuring and institutional building of local police services. The expertise of Bangladesh Police in the field of responsive policing, accountable policing, community policing, electoral assistance has proven its importance in the UN Peace Keeping Operations resulting in wide scopes to work in the international arena (Dahrmaphuri 2013; William &Kar 2013).

UN Peacekeeping missions are the greatest training and learning hub for the Bangladesh police. They learn the international norms and practices regarding how to bring back the order in public

life and in a State. The exposure to the international working environment offers them the opportunity to perform in an improved working environment where efficiency, skill and professionalism in work are much appreciated. The veteran peacekeepers can apply their changing attitudes and enhanced learning to bring a great change in their home country's police organization which can take them much closer to the people what they have been able to achieve during their tour of duty in the war-torn countries.

However, it's no denying that the performance of the Bangladesh police in the home country sometimes is a contrast to their demonstrated performance in the UN mission. In Bangladesh, they are at times are blamed to be plagued by the problems of corruption and inefficiency by a group of members. Moreover, the Colonial mistrust is still prevalent amongst a large section People as a historical legacy. Therefore, the key theme of this study is to discover the amount of application of the learning from the UN Peacekeeping missions to bring about a positive organizational change in the police service of Bangladesh.

4.2 Why Does Bangladesh Participate in UN Missions?

A cursory official response to the question of why Bangladesh provides so many UN peacekeepers would include the following points:

First, participation in UN peace operations fulfills the country's constitutional and international obligations.

Second, involvement with such missions allows the troops and officers to interact with members of foreign counter parts and improve their professional skills. Such multinational exposure helps them gain operational expertise and first-hand knowledge of the latest doctrines, technologies and equipment.

Third, in the past, financial rewards represented a powerful incentive for Bangladesh to take part in UN missions. The substantially recent pay packages increases are now slowly changing this attitude though!

UN payments and reimbursements allow to purchase and maintain sophisticated law enforcement equipment which it wouldn't have able been to obtain otherwise under normal

circumstances and to reward its personnel. In other words, peace operations help subsidize Bangladesh's own Police Force too.

Analysts have offered additional reasons as to why Bangladesh provides so many UN peacekeepers. Banerjee, for example, identifies the fulfillment of international obligations, the need to project a positive image of the country as factors that explain Bangladeshi support for UN peacekeeping. In a similar vein, Murthy has emphasized the financial imperative.

4.3 Economic Rationales

The UN compensation rates for peacekeeping operations have been attractive to Bangladeshi soldiers and police until recently. This is because domestic employment opportunities and wages were so limited and meagre in the past. This contention is well supported by a series of interviews we conducted with officers during this research. All of the interviewees reiterated strongly that it was financial considerations which made them eager for UN duties.

4.3.1 Prestige

Economic incentives are not the whole story. Bangladesh has also provided UN peacekeepers in order to promote a positive image of the country. Political leaders and officials from the Police and armed forces never fail to point out how Bangladesh's performance in peacekeeping operations has helped to present the country globally under a positive spot light. In her address on the occasion of the International Day of UN Peacekeepers in 2011, Prime Minister Shiekh Hasina expressed her gratitude to Bangladeshi peacekeepers for elevating the country's image in the international arena. This also offers to the country with the leverage of some kind of "Soft Power "in the international theatre.

4.3.2 Political-Institutional Rationales

We think a good case can be made that political and institutional imperatives also play a major role in Bangladesh's decisions to provide UN peacekeepers. Sending Police and Military in the UN role creates advantages politically at the domestic as well as international front and also solidify the cultural and allegiance of different government institutions to be completely supportive of democratic Polity as an 'indirect' outcome of such missions.

4.3.4 Impact on quality of life through Financial Benefits

Countries sending troops including police and military experts as a part of Formed Units are paid $1,410 per month per soldier by the UN, which is considerably higher than the average wage in many countries. Moreover, the Police Officer working as IPOs (Individual Police Officers) and assigned on secondment at the Professional Level gets even much higher compensation packages. The financial package offered for UN peacekeeping is an attractive incentive for any developing country. From 2001 to 2010, UN compensation amounted to a total of approximately $1.28 billion, 67 percent of which is accounted for by troop costs with the rest as equipment cost reimbursement.

4.3.5 Experiences in UN Peacekeeping Mission

Experiences help people to enhance the quality of services provided by them. Experiences of working in the UN Peacekeeping Mission undoubtedly help Bangladesh Police to better their quality of life along with bringing about a change in the organization positively. That includes Operation and Administrative skills, expertise on modern Forensic investigation, expertise on intelligence, preventive law enforcement, exposure to latest Police Technology and equipment, discipline, working with foreign counterparts, dealing with cross-cultural diversity etc. An FGD (Focus Group Discussion) discussion with some proud members of Bangladesh Police, served as UN Mission Peacekeepers, helps to present the experiences of the mission along with what changes they have undergone due to the mission participation regarding the quality of life and overall organizational development.

Team building and working in a Team is a great learning from UN Peacekeeping Missions. An FGD participant, worked in UN Peacekeeping Mission, was recalling his memories that how he along with his peers and camp commander worked hand in hand to build a washroom in a local police station within a very short time.

Differentiating poor from rich is a very common scenario in this capitalistic world but in most of the cases in missions, there is no discrimination between poor and rich in regards to service delivery. In the UN family, People are very warm-hearted and they love to meet and greet. One of the important lessons learned from the mission is integrity. People are very willing to help each other even to a stranger and in exchange, they do not even think to take any advantage.

Resource multiplication and maximization is another take away from the Mission areas as an expertise. How to utilize limited resources or personnel in a big mission can be learned from the UN Mission. In UN Mission Office culture, they work in a very formatted and structured way. No mismanagement or misalignment is there. They are very much disciplined in their work. It is rare to find any undisciplined action in their daily activities. There is no term like "relax in working time" in the dictionary of UN Peacekeeping Mission. People remain fully engaged during duty hours without any self-taken unauthorized break or alike. The Staff Members usually do not keep things pending as well as the work environment is calm. They maintain a priority list to note down their daily duties as well as they also note down the activities that they cannot fulfill today so that in the next day they can prioritize their activities. And a morning briefing sets the focus of the day. Women and children always get the most priority there which is a very important practice to know.

Though cultural openness and diversity are there but religion is no issue. Regarding religious practices, there are different experiences amongst the UN participants. Some participants could freely practice their own religion though there are opposite scenarios also varying from Mission to Mission. Even there are many places in the UN Mission where one has to practice her/his religion in private. UN Peacekeepers are highly professional. Their attitudes, behaviors, activities etc. show how much professional they are in terms of their work. Favoritism is an unknown word there. In the UN Mission no one expects any undue favor from anyone.

Working in a digital environment enriches the experiences of Bangladesh Police in the UN Peacekeeping Missions. Every administrative process is based on computer software. Not only such IT or software solutions but also the environment is fully equipped with the modern equipment as they believe without using the modern equipment it is impossible to manage a huge as well as a critical mission in an efficient way. Smart people can easily cope up with the environment even in extreme or tough climatic conditions. UN Mission helps to learn how to cope up with extreme cold or hot weather, how to cope up with language barrier, deal with cultural diversity, how to cope up with a new and unknown situation. Bangladeshi people are very soft hearted with a helping attitude and sometimes they prefer to volunteer to unnecessarily take over the responsibility of other colleagues. This does not happen in the UN Mission. Staffs are busy with their designated own work and they believe that if they take more work load beyond job demand then the quality of work may be adversely affected.

As discussed before, how to utilize limited resources is great learning from UN missions. UN Mission helps to know how to minimize wastage and recycle. One participant of this FGD was sharing his experiences regarding waste minimization. There was a scarcity of water in the camp area in his Mission. They had to use the water at a minimum level. In that condition, they decided to recycle the used water in the shower for watering plants and gardens. As a result, the camp area turned into a green area. This was a great example of waste minimization and innovation. There is no peon culture in the UN Peacekeeping Mission for petty help. Mission member has to do things in own hand. Managing dateline and service delivery in a tight schedule is another great skill to learn from there. They always respect and strictly maintain timeline or date line.

Hiding an issue under the carpet is not a culture of the UN Missions. UN peacekeepers try to solve the problem by entering into the problem not avoiding the problem. The system is such in terms of accountability where one cannot easily avoid or fly away from a critical or bad situation to wrap up. Training and learning system is very improved and pragmatic also. Every small life is counted by the UN peacekeepers. Even the life of a baby tortoise is very valuable sometimes. Being human is great learning of the UN Mission. "Respect for All" is a kind of tagline too. UN Mission also helps to make morale high. Especially, after a comeback from the mission, a strong deterrence works in mind for unprofessional activity. The delegation and division of work is a very common practice in the UN Mission. All duties of the UN Peacekeepers are divided intounits depending on the expertise. Unit wise effort makes the mission easy, efficient, productive and successful.

4.4 Driving factors in Joining UN Peacekeeping Missions

Posh lifestyle and financial solvency mainly motivate the police members in joining the UN Peacekeeping Mission. From a reference of an ex-UN peacekeeper, it was told that basically he was motivated to join in UN Peacekeeping Mission after seeing the attractive lifestyle and financial solvency of the police peacekeeping veterans. In the recent past, remuneration in Bangladesh Police Service was not up to the mark aligned to the global standard. As a result, it was a big dream of almost every police member to achieve financial solvency by joining in a Mission.

Some Officers also likes to take the opportunity to work in foreign country in an extreme condition as a challenge and also for the possibility to see places and meet people. The government call of duty as an obligation is another driving factor too.

4.5 Importance of Organizational Change

Organization Change (OC) is an organizational improvement strategy. In the late 1950s and early 1960s, it emerged from group dynamics and the theory and practice of planned change (French and Bell,2002). Today the field offers an integrated framework for confronting the most important problems gaining the appropriate remuneration from the service and become the UN peacekeeper is the foremost way of gaining that solvency. Though financial solvency gets the utmost priority in motivating the police members in joining UN Mission, high career growth, prestige, strong social networking, and high learning opportunity also work as motivating factors regarding joining in UN Peacekeeping of the human side of organizations. Organizational change deals with people and organizations. It describes how people and organizations function and how to get them to function better. The field is based on knowledge from behavioral science disciplines such as psychology, social psychology, anthropology, system theory, organizational behavior, organization theory, and management. Organizational change programs are long-term, planned, and sustained efforts. Any change takes time. To align the people and organizations to the changes OC programs should be there for a long time. OC programs are planned so that they can address the correct problems. At the same time the solutions to the changes should sustain. The literature contains a number of definitions of organization development (OD). No single accepted definition of OD exists but there is general agreement on the nature of the field and its major characteristics. Here we focus on some important definitions of OD. Organization development is an effort (a) planned (b) organization-wide and (c) managed from the top to (d) increase organization effectiveness and health through (e) planned interventions in the organizations "processes" using behavioral science knowledge (Beckhard, 1969). OD can be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive, self-analytic methods (Schmuck and Miles, 1971). OD is a process of planned change – change of an organization's culture from one which avoids an examination of social process (especially decision making, planning, and communication) to one which institutionalizes and legitimizes the examination (Burke and Herrnstein, 1972). Aims of OD are (a) Enhancing congruence between organizational structure, processes, strategy, people and culture (b) is developing new and

creative organizational solutions and (c) developing the organization's self-renewing capacity. (Beer, 1980)OD is a systematic application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness (Cummings and Worley, 1993). Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technologies, research, and theory. (Burke, 1994)

OD is a long term effort, led and supported by top management, to improve anorganization's visioning, empowerment, learning and problem-solving through an ongoing collaborative management of organization culture – with special emphasis on the culture of intact work teams and other team configurations – using the consultant-facilitator role and the theory and technology of applied behavioral science, including action research (French and Bell, 1999). All the above definitions overlap to a great extent and also have unique insights. For example, all authors' mention that OD applies behavioral science and it deals with planned change. The goal of OD is to increase organizational effectiveness and individual improvement. Cummings and Worley emphasize achieving congruence among the components of the organization. French and Bell's definition is concerned with OD's long term interest and the use of consultants. Collectively these definitions convey a sense of what organization development is and does. A strong organizational culture provides stability to an organization. Every organization has a culture and that can have a significant influence on the attitudes and behaviors of organization members.Organization culture is defined as the values, assumptions, and beliefs held in common by organization's members that shape how they perceive, think, and act. According to Morgan(1997) "Shared values, shared beliefs, shared meaning, shared understanding and shared sensemaking are all different ways of describing culture.... a process of reality construction that allows people to see and understand particular events, actions, objects, utterances or situations in distinctive ways".

Brown (1995)defined culture as "Organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history and which tend to the manifested in its material arrangements and in the behaviors of its members". Kurt Lewin (1951) introduced two ideas about change that have been influential since the 1940s. The first idea is a force field analysis or model. Which states that what is occurring at any point in time is a resultant in a field of opposing forces. That is, whatever is happening right now is the result of forces pushing in opposing directions. There

are two forces; one is driving forces, the other is restraining forces. Driving forces are those forces which act positively to improve the situations.

Burke-Litwin Model of individual and organizational performance was developed by Warner Burke and George Litwin (Burke, 1994). This model considers two types of changes; one is the first-order change (Transactional change) and the other is the second-order (transformational change). In first-order change, some features of the organization change but the fundamental nature of the organization remains the same. First-order change is also known as transactional, evolutionary, adaptive, incremental, or continuous change. In second-order change, the nature of the organization is fundamentally and substantially altered - the organization is transformed. Second-order change is also known as transformational, revolutionary, radical or discontinuous change. Organization development programs are directed toward both first and second order change, with an increasing emphasis on second-order and transformational change.

The oldest approach to designing work is based on engineering concept and methods. F.W. Taylor (1911), the father of scientific management, developed methods for analyzing and designing work for this approach. It proposes that the most efficient work design can be determined by clearly specifying the tasks to be performed, the work methods to be used, and the flow among individuals.

The field of organization development continues to grow. The main reason is that so much change has occurred during the last two or three decades and organizations have to make necessary adjustments. Sorge and Witteloostujn (2004) use the metaphor of virus, suggesting that the global business world is infected by a virus that includes a permanent need for organizational change. This is not the end; we will also experience more changes in the future. Organizations have to be ready to address changed situations. To do that organizations need the help of OD practitioners. Let us discuss some of the trends of OD in the future.

4.6 Categorization of the beliefs in Organizational change in the Police force

The beliefs this study has identified as most significant in determining the reactions of change recipients to an organizational transformation are discrepancy, appropriateness, efficacy,

principal support, and valence. In this study organizational change related reactions has been categorized into five categories on the basis of their nature and need.

Discrepancy: Research by numerous organizational scientists (cf. Bandura, 1986; Bartunek, Rousseau, Rudolph, & DePalma, 2006; Coch& French, 1948; Kotter, 1995; Nadler &Tushman, 1989; Pettigrew, 1987; Rafferty & Griffin, 2006; Rousseau &Tijoriwala, 1999) supports the argument that employees must believe that a need for change exists. A difference between current and desired performance helps legitimize the need for change. Otherwise, the motive for a change may be perceived as arbitrary. Change recipients' beliefs about discrepancy can be influenced, the information provided by change agents to explain why an organizational change is needed. The change initiative of shared governance was necessary because a need existed for service decision making at the lowest organizational level that capitalized on the expertise of the change recipients.

Appropriateness: Early research by Kepner and Tregoe (1965) can be directly related to appropriateness. Their work was intended to sharpen diagnostic skills of managers by demonstrating the importance of identifying the unique attributes of an organizational situation so that the appropriate corrective action can be matched to that situation, thus eliminating the discrepancy.

It is important to determine whether the change is appropriate for the organization or not. The appropriateness is refereeing that the change will boost up the organizational performance in regard to achieve the intended goal. Appropriate corrective action will help the organization to reduce the discrepancies. The following reactions of change recipients we can put in the appropriateness category.

Efficacy: In the context of organizational change, efficacy can be defined as the perceived capability to implement the change initiative (Bandura, 1986). Bandura's (1986) research demonstrated individuals commonly avoid activities that they believe exceed their coping capabilities. Individuals commonly avoid activities that they believe exceed their coping capabilities. In contrast, individuals will undertake and perform those that they judge themselves to be capable of. Thus, employees must believe they are capable of executing the new behaviors required by the change initiative.

Principal Support: Principal support describes the support of change agents and opinion leaders. The term change agent may refer to the global (i.e., the highest level in the organization, the CEO) and/or the local change agent (i.e., the immediate supervisor) (Rousseau and Tijoriwala 1999; Schaubroeck 2000).In police force, the principal support to bring the change is related to government level willingness. To support the change the member of this force will have to work proactively to overcome the barriers in the path change.

*Valence:*The belief we label valence originated in Vroom's (1964) work on motivation and refers to the attractiveness (from the change recipient's perspective) associated with the perceived outcome of the change. Valence can be segmented into extrinsic and intrinsic categories. Extrinsic valence refers to the rewards or benefits realized from adopting the new behaviors. Incentive systems, like gain-sharing programs (cf. Bullock & Tubbs, 1990), contribute to the perceived benefits of the change initiative. The belief we label valence refers to the attractiveness (from the change recipient's perspective) associated with the perceived outcome of the change. Valence can be segmented into extrinsic and intrinsic categories. Extrinsic valence refers to the rewards or benefits realized from adopting the new behaviors. Incentive systems, like gain-sharing programs, contribute to the perceived benefits of the change initiative. Furthermore, organizational change can also provide intrinsic rewards.Organizational change that provided more autonomy for decision making among operative workers resulted in increases in higher-order need satisfaction. This component recognizes the importance of change agents addressing the personal needs of change recipients.

4.7 Theoretical Framework

The beliefs which reflect the differences between current and desired performance have categorized into the discrepancy heading. To discover their beliefs on this specific area three questions have been asked which cover the way of operation, the performance of the organization and the approach to implement the organizational change.

Discrepancy Related Belief
1. We need to improve the way we operate in this organization
2. The change in our operations will improve the performance of our organization
3. We need to improve our performance by implementing an organizational change

'Whether the change is important for the organization or not' reaction and perception of peacekeeping personnel on these specific issues have been grouped under the appropriateness category. Respondents had been asked about the benefit of the change, its favorable effect on the organization.

Appropriateness Related Beliefs
1. Change has increased my quality as well as my organization.
2. I believe the proposed organizational change will have a favorable effect on our operation
3. This organizational change will prove to be best for our situation

In this study, we cluster the organizational change related reactions of the peacekeeping personnel under the five organizational change beliefs. In this study member of the police force are the change recipients. Their capability to implement the change successfully can be considered police force organizational efficacy. Under the efficacy heading five questions has been included to have the reactions of the participants UN peacekeepers about their behavioral change, capability, and confidence to implement the change successfully.

Efficacy Related Beliefs
1. After the UN Peacekeeping good change has come in my behavior/conduct with the Public
2. After the UN Peacekeeping good change has come in my Service Delivery Capacity
3. I observed good changes in the quality of work of service personnel who have joined UN Peacekeeping
4. I believe we can successfully implement this change
5. I am confident I have the capability to implement the change

Principal support refers the support from change agent and opinion leaders. Under the belief of "Principal Support" 3 questionshas been included which reveals the colleagues, top leaders and immediate managers' views and support toward the organizational change in police force.

Principal Support Related Beliefs
1. My respected colleague will embrace the proposed organizational change
2. The top leadership supports the change
3. My immediate manager is in favor of the change

The belief we label valence refers to the attractiveness (from the change recipient's perspective) associated with the perceived outcome of the change. To uncover the beliefs ofpeacekeepers three questions has been asked on the office environment, self-fulfillment, and higher pay after the change.

Valence Related Beliefs
1. I observed good changes in the office of the environment of service personnel who have joined UN Peacekeeping
2. With this change in my job, I will experience more self-fulfillment
3. I will earn higher pay from my job after this change

4.8 Data Analysis techniques

Quasi-statistics and narratives from the respondents were used to analyze the outcome. Further statistical analysis such as descriptive analysis, cross-tabulation analysis, content validity and inter-item analysis, exploratory factor analysis, and confirmatory factor analysis has been applied in this study. According to the modeling framework, this study considers six constructs of organizational change recipient beliefs. These include discrepancy, appropriateness, efficacy, principal supports, and valance. This study first assessed the validity of the content under each construct and then conducted inter-item analysis. **Exploratory factor analysis has been** used to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena.Andfinally, confirmatory factor analysis has been conducted to test how well the measured variables represent the number of constructs. The constructs are all measured by using a 5-point Likert Scale.

4.9 The validation studies

Validity is defined as the degree of agreement between the claimed measurement and the real world. The American psychologist

The American Psychological Association (1995) requires that a quantitative survey instrument meet standards of content validity, internal consistency, and criterion-related validity. These three standards constitute construct validity. In this section, this study explains the process that has been followed for the scale development to satisfy the criteria of establishing construct validity.

Four separate empirical studies were conducted with a sample of this research. In Study 1 we assessed the content validity about the beliefs of Bangladeshi peacekeeper regarding the organizational change. Study 2 was conducted to analyze item variance and inter-item correlations. Study 3 was used for our exploratory factor analysis. The data collected in Study 4 were analyzed using confirmatory factor analysis. The narrative following Study 4 provides evidence of internal consistency reliability, convergent and discriminant validity, and criterion-related validity.

4.9.1 Study 1: Content Validity

Based on the literature review this study has identified the dominating organizational change factors. This study has conducted an FGD on the member of the Bangladesh police force participated in the UN peacekeeping mission to understand their beliefs and reactions regarding the organizational change in Bangladesh police force. Based on the literature review and FGD this study developed a questionnaire. 17 questions of the developed questionnaire directly deal with the UN peacekeeping mission impact on the organizational change of the Bangladesh police force.Content validity has been conducted on these 17 questions.

To determine whether each item represented the beliefs that link the need for organizational reform of Bangladesh police, cohen's (1960) kappa was computed using the response from the 481 police personnel. Kappa, which is a statistic used to assess the extent to which classifications are made on a consistent basis, allowed us to determine agreement among these respondents. Kappa for Study 1 was computed to be .45 whereas .70 is generally considered acceptable. The fact that our kappa was statistically significant indicates that there was moderate agreement among police personnel. Therefore we can say that the content of the questionnaire is moderately valid.

4.9.2 Study 2: Inter-Item Analysis

Table 8: Reliability Test

	Cronbach's Alpha	Inter-Item Correlation	Item Variance
Efficacy	.816>.70	.485>.40	.439
Principal Support	.779>.70	.538>.40	.574
Appropriateness	.245<.70	.244<.40	2.20
Discrepancy	.764>.70	.518>.40	.445
Valance	.664<.70	.400 = .40	.627

.70 is acceptable Cronbach's Alpha limit, and .40 is minimum acceptable Correlation

The alpha coefficient of the three items of appropriateness is .245, suggesting that the items have relatively low internal consistency. Inter-item correlation is also below the acceptable level and the variance is too high. The alpha coefficient for of the three items of the valance is close to the acceptable level refers that moderate level internal consistency among the items. A reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations. Other categories of the organizational change belief are showing high internal consistency.

4.9.3 Study 3: Exploratory factor analysis

Table 9: Factor Loading

		Efficacy					Principal Support			Appropriate ness			Discrepancy			Valence		
Item		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
Efficacy	01	1																
	02	.68	1															
	03	.46	.53	1														
	04	**.38**	.45	**.36**	1													
	05	.49	.56	.47	.55	1												
Principal Support	06						1											
	07						.51	1										
	08						.44	.62	1									
Appropriate Ness	09									1								
	10									.41	1							
	11									**.08**	.49	1						
Discrepancy	12												1	.				
	13												.64	1				
	14												.43	.48	1			
Valence	15															1		
	16															.53	1	
	17															**.31**	**.37**	1

.40 is an acceptable level

Organizational context: Most important issues relevant to the organizational change in the police force has been included in the questionnaire to survey the reactions of the UN peacekeepers to the change. On the 17 questions, an exploratory factor analysis with varimax rotation has been conducted. If the items had been developed carefully, the eigenvalue and scree plot should equal the number of scales being developed, in the present case, five subscales (Hinkin, 1998). Based on eigenvalues and the scree plot, results indicated a five-factor solution was most appropriate. Thus, in the next factor analysis, we set the number of factors to five. Three items that failed to meet the suggested .40 criterion level for judging meaningful factor loadings was deleted (cf. Hinkin, 1998). The resulting solution consisted of 17 items that accounted for 48% of the variance.

4.10 Findings of the study

According to most of the participants of FGD, career growth and financial solvency are the most rated factors in terms of working as a UN peacekeeper. Though learning is very much related to career growth, participants mainly focus on career growth rather learning. But it is clear from the summary of the FGD that as the UN peacekeepers get the ultimate opportunity to learn many different things from their UN Mission; these help them in clearing the impediments to advance at the career ladder. Prestige is also a big issue achieved by working in the UN Peacekeeping Mission. Especially after returning from the UN Peacekeeping Mission, Police members are highly valued and respected by the peers, colleagues, family members, neighbors, and relatives. It is also a great source of motivation regarding joining the UN Peacekeeping Mission.

Experiences of new assignments and in foreign countries ultimately enrich the social networking of the police members. These strong networking skills help them in learning, career growth as well as performing the core responsibilities more efficiently and smartly. Experiences of UN Peacekeeping Mission improve the overall economic quality of life through investing in assets, ensuring quality consumption, education to the children, medical facilities to the family members and some other socio-economic needs. As per government rules, being a government servant has no opportunity to run a side business, Bangladesh police Peacekeepers try to recycle the money by investing in many assets like land, term deposits, and blue chips and so on. This recycling of money helps them to achieve more financial solvency as well as boost up the overall economy of the country. Some participants of this FGD help their relatives and family members financially in most of cases. Along with the financial

solvency of own, they try to enhance the quality of life of the surroundings and this thing ultimately brings in economic social upliftments to improve the overall economy of the country positively. UN peacekeeping opportunity also impacts the consumption pattern. Ensuring quality education for the children is a big deal for every parent nowadays. UN Mission earning helps them in ensuring the quality education for their children. In most of cases, police members fail to ensure the costly medical services for their family members. UN Peacekeeping Mission helps to achieve financial solvency which can actually ensure the proper medical treatment for the family members. Apart from these needs, different kinds of socio-economic needs like helping in establishing family members' business, sending the relatives to abroad as migrant workers etc. are also the result of UN peacekeeping compensation.

Most of the participants of the FGD do agree that corruption comes from a lack of personal integrity and financial insolvency. UN Peacekeeping Mission helps to ensure financial solvency as well as it helps to enhance the personal integrity which ultimately supports to eradicate the organizational corruptions and irregularities. Experiences of UN Peacekeeping Mission help in growing honesty and patriotism in the mind of former UN peacekeepers and these honesty, patriotism and high morale abstains them from doing any kind of injustice, irregularities as well as bribery. According to their viewpoint, they have learned from the UN Mission that honesty is the ultimate source of pride and professionalism. Nevertheless, this kind of personal integrity as well as professionalism at the individual level doesn't guaranty such footprint in the overall police organization though.

4.11 Organizational Change after the Experiences of UN Peacekeeping Mission

Change can be brought up in two ways-from within and from outside stimulus. Changes from within are happening in Bangladesh Police. Politics is the prime controller of a state and there should be political ownership in term of organizational change. Political buy in is critical for ensuring organizational change.

Though the impact of UN Mission works in individual level of changes, organizational changes are also evident after the experiences in the UN Peacekeeping Mission. Standard policing, pragmatic training program, digital working environment, calm working place, maintaining diary for prioritizing daily activities, more humanistic attitude to the weak people and under privileged like old, children, women and minorities, prompt response on a complaint, respect

for the work, managing time lines, structured and integrated work approach etc. are very much evident after the introduction to UN Peacekeeping Missions. UN Peacekeeping Mission helps to change the mind set of police members and creates the opportunity to ensure good governance and protect the rule of law of the home country. A strong commitment is developed into the police organization in serving the nation. UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as humanity.

Learning and adapting new technologies in UN Mission have a great impact on the overall organizational change. New technologies help to work effectively and efficiently. Use of drone, most modern communication equipment, digital forensics, advanced preventive law enforcement techniques, latest Police Technologies and gears, better weapon systems, sophisticated surveillance equipment, audio and video analytics, APC (Armor Personal Carrier) and so on are introduced to Bangladesh Police only due to the opportunity to work in UN Peacekeeping Missions. It is true that in terms of access to justice, the police is not the only stakeholder but having this reality, it is seen in the police service the former peacekeepers try their best to make the path clear in access to justice and inspires others for same.. People are highly encouraged to communicate with their nearest police station whenever in need.

The sense of humanity, as well as different professional techniques, learned from the UN Mission also helps to ensure in protecting human rights at home. Service delivery capacity and techniques, as well as professional skills are enhanced after joining the UN Mission. They give prompt & efficient service to the public. Their techniques of work have also improved. More digitalization of work is coming into the work process. Maintaining large troops, facing critical cases & missions, working in any environment with any kind of diversity etc. are the result of experience in the UN Missions. Strong cultural diversity in UN Peacekeeping Mission helps the Bangladesh Police members in developing the mind of maintaining a strong community relation.

These learning of good governance, access to justice, community relation, technology adaption, professional skills, protecting human rights etc. are very much helpful in bringing the most desired organizational change in Bangladesh Police Service.

Chapter 5: Financial Security and Perception of Service Commitment

5.1 Financial Security and Perception of Service Commitment:

This study has focused the participation of Bangladesh police in the united nation peacekeeping mission with a view to assessing the impact on their perception from the perspective of age, gender and education diversity. Both qualitative and quantitative approaches were applied to gather useful insights about the benefits of participation in UN peacekeeping mission. The findings of this study reveal that the impact of UN Mission works in individual level of changes. Organizational changes are also evident after the experiences in UN Peacekeeping Mission. Standard policing, pragmatic training program, digital working environment, prompt action against the complaint, respect to the work, strong time sense, structured and integrated working system etc. are very much evident after the experiences in UN Peacekeeping Mission. Findings also reveal that UN Peacekeeping Mission helps to change the mentality of police members and creates the opportunity to ensure good governance and to protect the rule of law of the country. UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as humanity. The UN compensation rates for peacekeeping operations are attractive to Bangladeshi soldiers and police. The income they derive from the mission invested in different asset purchase activities. Among potential area of investment, land purchase is top ranked as the key investment area to both male and female for UN peace keepers. Findings reveal that 46% of male and 47% of female have invested their income from UN Peace Keeping Mission in land purchase. Saving account is the second key area of investment of their income. 23% of male and 26% of female peace keepers have opened saving account by their peace keeping mission income. Perception about financial security across gender is showing that 71% of male and 69% of female think that peacekeeping mission enhanced their financial security.

Bangladesh Police is the core law enforcing agency of Bangladesh. Since its inception, it has been maintaining the law and order of the country with glory. It is administered under the Ministry of Home Affairs of the Government of Bangladesh. Bangladesh Police devotes 24/7 to ensure the peace of the state. It works relentlessly to secure life and property of the people. The enormous area of responsibility and the volume of works of Bangladesh Police entail activities ranging from domestic law and order management to performing globally with the UN in its different peacekeeping missions. Since its commencement to serve in different UN Mission, Bangladesh Police has now been the 3rd Police Contributing Country (PCC) in the world with remarkable commitments of 775 personnel to date (30.04.2018) of its own to the UN Mandate.

Bangladesh Police officials are playing a vital role in maintaining peace in conflict affected countries. It all began in 1989 when it left behind its glorious chapter by participating in the United Nations Transition Assistance Group (UNTAG) in an African state named Namibia – ever since, success stories have flourished the fame with adventurous total number of 18420 personnel in 21 UN Missions to date (Sebastian, 2015).

Bangladesh Police has already demonstrated the expertise in different field of policing like democratic Policing, community policing and so on so forth. Bangladesh Police has not only proved its capacities in the field missions as observer but also has enhanced its capabilities in peace keeping department in the United Nations' Headquarters. Bangladesh Police has been performing duties with utmost sincerity, professionalism and dedication. They assist in facilitating in the process of disarmament and reintegration, maintaining law and order, protecting displaced and distressed persons, facilitating humanitarian assistance and protecting human rights. Responding to the challenges in implementing the UN mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 1 (one) women FPUs in Congo (MONUSCO) (Zaman 2014; Perry & Smith 2013; Islam 2010) also another FPU in Haiti Mission.

Bangladesh is the top contributor of female police officers in the United Nations and peacekeeping operations have become the crucial partner in the transition from war to peace. The female police officers of Bangladesh have established their name and fame and developed themselves as the role model of the peace keeping community. Consequently, the demand for Bangladesh female police officer is increasing day by day in the UN peace keeping operations.

Over the past decades, the restoration of "Rule of Law" in the post conflict mission area is getting high importance and the most important pre requisite to stabilize the conflict within states to develop internal security and minimize criminal activities. As such the role of UN Police has been expanded from monitoring and advising function to reforming, restructuring and institutional building of local police services. Expertise of Bangladesh Police in the field of responsive policing, accountable policing, community policing, electoral assistance has proven its importance in the UN Peace Keeping Operations resulting in wide scopes to work in international arena (Dahrmaphuri, 2013; William & Kar, 2013).

UN Peace keeping missions is the greatest training and learning hub for the Bangladesh police. They learn the international norms and practice how to bring back the order in public life and in the state. In staying at the international working environment they get the touch of improved working environment where efficiency and effectiveness in work is highly valued. Participated peace keeper can apply their changing attitudes and learning to bring a great change in their home country's police department.

Historically in Bangladesh public sectors bear the blame of corruption, inefficiency and unfriendly attitude to the Public as a legacy of their colonial past. In that regard, Bangladesh police force is no exception. Nevertheless, the performance of Bangladesh police is gradually improving. Bangladesh police force has shown their skill in dismantling the terrorism in our country. Police force has earned the trust of common people by their proactive actions in maintaining the law and order of the country. Obviously behind the good image of Bangladesh police, UN peacekeeping missions are playing the great role.

5.2 Data Analysis:

In this section, we introduce the model and discuss the precise nature of the dependent variable and the regresses. We use logit model based on the survey data of 504 individuals. For estimating the impact of UN mission, we consider corruption at individual level as a proxy variable.

In this analysis, we consider corruption as our dependent variable. Corruption can be defined as:

$$corrupt_i = \beta_0 + \beta_1 perinte_i + \beta_2 finsec_i + \beta_3 age_i + \beta_4 gender_i + \beta_5 edu_i^g + \beta_5 rank_i^g$$

The model's dependent variable is corruption, which is a binary decision; zero: more corruption (base) and one: less corruption. The independent variables are personal integrity, financial security, gender, education groups, and ranks. We introduce age as a quartic polynomial of the persons yearly age. Murphy and Welch (1990) find that quartic specifications make significant progress relative to the cubic and the quadratic specification by reducing the bias component.

5.3 Empirical Findings

The demonstration of empirical findings begins with how personal integrity and financial security achieved from mission experience affect the probability of corruption or to be corrupted at individual level in their job responsibilities after controlling gender, age, educational levels and ranks.

Table 10: The Logit results on Impact of UN mission of on Corruption

Variables	Odd Ratio
Personal Integrity	7.416***
	(3.276)
Financial Security	15.394***
	(7.643)
Educational Groups	
GSC	Base
SSC	0.620
	(0.699)
HSC	1.025
	(1.187)
Undergraduate	2.435***
	(0.841)
Graduate	0.732
	(0.841)
Doctorate	3.495***
	(0.597)
Ranks	
Constable	Base
AASI	2.595**
	(0.317)
ASI	1.519**
	(0.351)
Inspector	1.485***
	(0.389)
ASP	1.465**

	(0.507)
Addl SP	3.186***
	(0.199)
Addl DIG	4.102***
	(0.105)
Notes: standard errors are in parenthesis. * indicates significance at the 10 percent level, ** indicates significance at the 5 percent level, *** at the 1 percent level. LR chi2(16) = 66.92, Prob> chi2 = 0.0000, Log likelihood = -138.14063, Pseudo R2 = 0.1950.	

Table 2 displays the odd ratio of being less corrupted an individual with respect to its base level (more corruption). The impact of mission training and experience is positive and highly significant towards mitigating the exploitation in duties and responsibilities at individual level. These results are based on the sample of individuals who went to UN mission. Therefore, the integrity of individuals who did not attend the mission is not the part of our analysis. However, our findings suggestively represent that the odds of being less corrupted due to personal integrity developed from mission training and curriculum is 7.41 times larger. Simultaneously, the odds of being less corrupted for being financially solvent as a result of mission is 15.39 times larger.

It is remarkable that, the odd ratio of being less corrupted is more than one for educated police and higher ranked personnel and the results are significant. The downtrend of less corruption is true as the level of education is increasing. We found the similar pattern of findings for different ranks of police personnel. The downtrend of corruption is more robust for educated and high ranked police officers.

A cursory official response to the question of why Bangladesh provides so many UN peacekeepers would include the following points:

First, participation in UN peace operations fulfills the country's constitutional and international obligations.

Second, involvement with such missions allows officers of the police forces to interact with members of foreign police forces and improve their professional skills. Such multinational exposure helps them gain operational expertise and first-hand knowledge of the latest doctrines and police equipment.

Third, financial rewards represent a powerful incentive for Bangladesh to take part in UN missions until very recently. UN payments allow the police forces to purchase and maintain equipment which it would not be able to obtain under normal circumstances and to reward its personnel. In other words, peace operations help subsidize Bangladesh's police force.

Of course, there are some internal security challenges but they are not severe enough to hamper the deployment of the police forces to UN peacekeeping missions. Analysts have offered additional reasons as to why Bangladesh provides so many UN peacekeepers.

5.4 Purpose of participating in UN mission

UN peace keepers have shown the different reasons behind the participation in UN Peacekeeping mission. Major reasons have been categorized into five categories such as serving as a Peacekeeper, Monetary Benefit, Professional experiences, Govt. order and others.

This study has made cross tabulation between gender and the purposes of mission and has found the various findings in this regard.

Table 11: Reason for participating in UN mission across gender

	Male	Female	Total
To serve as a Peace Keeper	273	47	320
	85.31%	14.69%	100%
Monetary Benefit	63	32	95
	66.32%	33.68%	100%
Professional Experience	46	27	73
	63.01%	36.99%	100%
Govt. Order	9	1	10
	90%	10%	100%

Source: Author's finding s from Survey data

Table 3 shows that to serve as a peace keeper and monetary benefit are the prime reason of participating in peace keeping mission. A group of male and female peace keeper highlighted theachieving professional experience as the prime reason for their participation in mission.

Table 12: Reasons for participating in UN mission across age groups

Categories	Age				
	30	**40**	**50**	**60**	
To serve as Peace Keepers	12	176	97	32	Total
	3.79%	15.52%	30.60%	10.09%	317
Monetary Benefit	20	33	32	10	100%
	21.05	34.74%	33.68%	10.53%	95
Professional Experience	3	43	22	5	100%
	4.11%	58.90%	30.14%	6.85%	73
Govt. Order	0	7	2	1	100%
	0	70%	20%	10%	100%

Source: Author's finding s from Survey data

Table 4 explains the reason for participating in UN mission in terms of age ranging from 30 to above 50, 317 respondents have shown their wish to serve as peace keeper was the key reason of participating in peace keeping mission. Monetary benefit is the second most important reason of participation in

peace keeping mission. 95peacekeeper ranging from 30 to above 50 age think monetary benefit motivate them to participate in peace keeping mission.

5.5 Investment of income from UN Peace Keeping Mission

Table 13: Most preferable area of investment across gender

	Male (%)	Female (%)
Savings account/FDR	23.71	25.69
Procure Consumable	6.19	7.41
Land Purchase	46.65	47.22
House Construction	14.69	14.81
Children's Education	1.03	.93
Medical Treatment	1.55	0
Business	2.32	.93
Investment in Income generating activities	1.03	2.78
Loan Payment	1.29	0
Other	1.55	.93
Total	78.23	21.77

Source: Author's finding s from Survey data

Table 5, shows the most preferable area of investment of income from UN peace keeping mission. Among potential area of investment, land purchase ranked top as the key investment area to both male and female UN peace keepers. Findings reveal that 46% of male and 47% of female want to invest their income from UN peace keeping mission in land purchase. Saving account is the second key area of investment of their income. 23% male and 26% female peace keeper have invested in saving account of their peace keeping mission income.

5.5 Income from peacekeeping enhance my financial security of peacekeepers

Table 14: Perception about financial security across gender

	Male (%)	Female (%)
Strongly disagree	.52	0
Uncertain	1.03	0
agree	27.06	30.19
Strongly agree	71.39	69.81

Source: Author's finding s from Survey data

Almost all the peacekeepers both male and female strongly agree that peace keeping mission has enhanced their financial security. Table 6describes about the perception about financial security across gender and showing that 71% of male and 69% of female think that peacekeeping mission enhanced their financial security.

The UN compensation rates for peacekeeping operations are attractive to Bangladeshi police. This is because domestic wages were very low until the introduction of new "National Pay Scale 2015" for the government servants. This contention is well supported by a series of interviews we conducted with

officers of the police forces. All of the interviewees reiterated strongly that it was financial considerations which made them eager for UN duties. One officer identified pecuniary benefits as the sole criterion for the members of the police force opting for peacekeeping duties.

5.6 Income from peacekeeping affects personal integrity

Table 15: Personal Integrity Across Gender

	Male (%)	Female (%)
Strongly disagree	1.03	0
Disagree	1.29	0
Uncertain	1.80	.95
agree	35.9	40.95
Strongly agree	60.41	58.10

Source: Author's finding s from Survey data

Table 5, shows that 96% male and 99% female believe that income from peacekeeping mission affects their personal integrity.

Countries sending troops (including police and military experts) are paid $1,410 per month per person by the UN, which is considerably higher than the average wage in many countries. Individual Police Officers gets almost double and in few missions even more. The financial package offered for UN peacekeeping is an attractive incentive for a developing country like Bangladesh. From 2001 to 2010, UN compensation amounted to a total of approximately $1.28 billion, 67 per cent of which is accounted for troop costs with the rest as equipment cost reimbursement. The salaries and benefits received by the officers of the police forces serving in UN missions are significantly different from those they receive under the national pay scale. The UN reimburses the money on the basis of a flat rate (i.e. $1,028 per head) to the respective troop-contributing countries. However, the government fixes a sliding rate based on the rank of officers and troops in the police forces. Officers and soldiers involved in a UN mission receive 20 per cent of the amount while serving in missions and they receive the rest 80 per cent in two installments upon their return. While serving in the UN missions, they also receive their monthly salaries as per the national salary scale (Zaman& Biswas, 2014).

5.7 Income from peacekeeping has reduced corruption in the Police.

Table 16: Perception that peacekeeping has reduced corruption across gender

	Male (%)	Female (%)
Strongly disagree	1.57	.95
Disagree	2.88	1.90
Uncertain	5.76	1.90
agree	35.86	41.90
Strongly agree	53.93	53.80

Source: Author's finding s from Survey data

Table 8, shows that among the police officers who attended the missions (54% of male and 53% of female peace keepers) perceive that the income from peace keeping mission has reduced the corruption in Police Veterans.

Posh life style and financial solvency mainly motivate the police members in joining UN Peacekeeping Mission. A peacekeeper mentioned that basically he was motivated to join in UN Peacekeeping Mission after seeing the attractive lifestyle and financial solvency of his senior police members. It is known to all that remuneration in Bangladesh Police Service is not up to the mark aligned to the global standard. As a result, it is a big dream of every police member to achieve financial solvency by gaining the appropriate remuneration from the service and become the UN peacekeeper is the foremost way in gaining that solvency. Though financial solvency gets the utmost priority in motivating the police members in joining UN Mission, high career growth, prestige, strong social networking, and high learning opportunity also work as motivating factors regarding joining in UN Peacekeeping Mission

Experiences help people to enhance the quality of service giving by them. Experiences of working in UN Peacekeeping Mission undoubtedly help Bangladesh Police to enhance their quality of life along with bringing the change in the organization positively. Administrative skills, field operation, discipline, working with a foreign team, dealing with cross cultural diversity etc. are the main area of gaining experience from UN Peacekeeping Mission. A FGD (Focus Group Discussion) discussion with some proud members of Bangladesh Police, served as UN Mission Peacekeeper, helps to present the experiences of the mission along with what changes have made due to the mission regarding quality of life and overall organization.

Working in a team is a great learning from UN Peacekeeping Mission. A FGD participant, previously worked in UN Peacekeeping Mission, was recalling his memories that how he along with his peers and camp manager worked hand in hand in building a washroom in a local police station within a very short time.

Differentiating poor from rich is a very common scenario in this capitalistic world though in most of the cases in mission, there is no difference between poor and rich. People are very warm-hearted and in most of the cases they exchange greetings to each other. One of the important learning from the mission is integrity. People are very willing to help each other even to an unknown one and in exchange they even cannot think to take anything.

Resource multiplication and Resource maximization are a huge lesson from UN Mission. They work in a very concrete and structured way and they are very much disciplined in their work. It is tough to find any undisciplined action in their daily activities. There is no term like "relax in working time" in the dictionary of UN Peacekeeping Mission. They work very swiftly in their working time. They do not like pending activities as well as they do like to work in a very calm environment. They maintain diary to note down their daily duties as well as they also note down the activities that they cannot fulfill today so that in the next day they can prioritize their activities. Women and children always get the most priority there which is a very important practice to know.

Though cultural openness and diversity are there, there is no religious obstacle. Regarding religious practice there are different points of view among the participants. Some participants could freely practice their own religion though there are opposite scenarios also. Even there are many places in UN Mission where one has to practice her/his religion very privately. UN Peacekeepers are highly professional. Their attitudes, behaviors, activities etc. show that how much professional they are in terms of their work. Favoritism is an unknown word there. The never expect any undue favor from anyone.

Working in digital environment enriches the experiences of Bangladesh Police in UN Peacekeeping Mission. Every administrative steps are fulfilled using software. Not only software solution but also the environment is fully equipped with the modern equipment as they believe without using the modern equipment how one tackle a gigantic as well as critical mission in an efficient way. Smart people can easily cope up with the environment even with an extreme or tough environment. UN Mission helps to learn how to cope up with extreme cold or hot weather, how to cope up with the culturally diversified people, how to cope up with new and unknown situation. Bengali people are very soft hearted and as a result sometimes they take the responsibility of others. This does not happen in UN Mission. Staffs are busy with their own work and they believe that if they take more load than their responsibility, quality may be hampered.

As discussed before the art of utilizing limited resources is a great learning from the mission. UN Mission helps to know how to minimize wastage. One participant of this FGD was sharing his experiences regarding this waste minimization. There was a scarcity of water in the camp area. They had to use the water in a minimum level. In that condition, the waste water in shower was utilized in cultivation. As a result, the camp area was turned into a greenish area. This was a great example of

waste minimization and innovation. There is no "peon culture" in UN Peacekeeping Mission. Mission member has to do her/his own work in own hand. Time management is a great skill to learn from there. They always respect and strictly maintain the time.

Problem solving skill is another area our veterans were exposed to while in UN Missions. Avoiding a problem was not the culture in UN Mission. UN peacekeepers try to solve the problem by entering into the problem not avoiding the problem though their system is also well managed where one cannot easily avoid or fly away from a critical or worse situation. Training and learning system is very improved and pragmatic also. Every small life is counted by the UN peacekeepers. Even the life of a baby tortoise is very valuable to them. Human dignity is a great learning of the UN Mission. "Respect for All" is a kind of tagline in UN Mission. UN Mission also helps to make the morale high. Especially, after comeback from the mission, a strong impediment works in term of bad deeds. Work division is very common scenario in UN Mission. Total duties of the UN Peacekeepers are divided in unit by unit depending on the expertise. Unit wise effort make the mission easy, better and successful.

Chapter 6: Conclusion

There is no doubt regarding the impact of participation of the Bangladesh Police in UN Peacekeeping Mission on the quality of life and organization change. Financial Solvency, career growth, learning and social networking etc. plays a great role in enhancing the quality of life. In spite of slow changes, organizational changes are evident after the experiences of UN Mission. Both the quality of life and organizational change can be more evident if the experiences of the UN Peacekeeping Mission can be utilized in a systematic way. Their valuable experiences can be very handy as well as inspiring for the other members. Most of the FGD participants think that it is import to be an UN peacekeeper at least once in a life time for every police member to learn many different things. But this is not pragmatic in real sense at all. Responsibility should be taken by those who have already experienced the UN Mission to bring the change. First of all, change should be initiated from the self and then change should be disseminated to the peers and this dissemination gradually and automatically changes the overall organization. The responsibility of the police department is just to make the proper channel to bring and sponsor the change. Alignment of proper learning from the UN Peace keeping Mission with the proper application of that learning in the own country can be the great asset for the country.

Economic incentives are not the whole story. Bangladesh has also provided UN peacekeepers in order to promote a positive image of the country. Political leaders and officials from the police forces never fail to point out how Bangladesh's performance in peacekeeping operations has helped to present the country in a positive light.

The findings of this study reveals that the impact of UN Mission works in individual level of changes, organizational changes are also evident after the experiences in UN Peacekeeping Mission. Standard policing, pragmatic training program, digital working environment, prompt action against the complaint, respect the work, strong time sense, structured and integrated working system etc. are very much evident after the experiences in UN Peacekeeping Mission. Findings also reveal that UN Peacekeeping Mission helps to change the mindset of police members and creates the opportunity to ensure good governance and to protect the rule of law of the country. A strong commitment is developed to the police department in serving the nation. UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as humanity.

Chapter 7: Recommendation

- More and more people should be encouraged to take part in the UN peace keeping mission around the world due to its positive impact on the financial solvency, career growth, learning and social networking.

- The experience of UN peace keeping mission should be utilized in a systematic way to enhance the quality of life of individuals and system of organizations in general.

- The experience of the UN mission participants should be highlighted positively so the other members of the police force are also encouraged to take part in the venture towards higher experience to promote self-actualization.

- Proper application of the experience gained through the mission should be implemented to bring about economic and social changes in Bangladesh.

- Pragmatic training program related to the real life should be spread across every corner of the country to create a healthy and realistic mentality of the police force.

- Digitalized networking facility and integrated working system of high quality should be handed down to the police force with proper training. This will create the ability of the police force to adapt to high quality networking facility with the adequate measure for proper implementation.

- Strong sense of time in each corner of the police force should be mandated as a prerequisite to personal development.

- Bangladesh should encourage the police force along with other force of security to go on to other missions which will undoubtedly increase the image of the country.

- Bangladesh police force along with other security force should be strictly adhered to the laws maintained in the UN missions. The sense of abiding law should be strictly bended in the daily work of the force so that the action of duty becomes intrinsic to those people with a long time value support.

Chapter 8: Study for Further Research

i. In future, the comparative analysis between the local and international respondents should be undertaken to better understand the effects of organizational change and financial security & perception of service commitment.

ii. Further research can be done in understanding any other factors that might be effective in a particular time frame.

iii. Same analysis could be run with different models to understand the result or different results (if any) to better interpret the findings to come to a new way of understanding of the economic phenomenon.

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Appendix

Survey questionnaire English Version:

Survey questionnaire on "Participation of Bangladesh police in the united nation peace keeping: Impact on the quality of life and the organizational change"

[Dear Respondents, **Thank you for participating in this survey.** This questionnaire shall be used only for academic purposes. Please complete the questionnaire with accurate information to the best of your knowledge]

A. Respondent information:

A1. Age of the respondent:A2. Gender: 1. Male   2. Female

A3. Educational qualification of the respondent:

1. GSC 2. SSC 3.HSC   4. Graduate   5. Post-graduate   6. Doctoral
   7. Others……………

A4. Date of joining: …………………...........

A5. Rank: 1. Constable   2. ASI
                                       3. SI   4. Inspector
                                       5. ASP   6. SP
                                       7. Addl DIG   8. DIG

A6. Present monthly income of the respondent:_____

A7. Did you get any increment due to attending in UNPK mission?   1. No   2. Yes

A8. How many missions you have experiences?   (i) 1   (ii) 2   (iii) 3   (iv) 4   (v) 5   (vi) 6   (vii) more than 6

B. Standard of living/Quality of Life (You can tick maximum 2 as per major focus)**:**

B1. Why did you opt for UN Peacekeeping?

1. To serve as a Peacekeeper 2. Monetary Benefit 3. Professional experiences 4. Govt. order 5. Others

B2. If you participated in multiple peacekeeping operations, then what were the primary reasons?

1. To serve as a Peacekeeper 2. More Monetary Benefit 3. To gain More Professional experiences 4. Govt. order 5. Others

B3. How did you invest your income from peacekeeping?

1. Savings account/FDR 2. Procure consumables 3. Land purchase 4. House construction 5. Children's education 6. Medical treatment 7. Business 8. Investment in income generating projects 9. Others

B4. What was your monthly salary during peacekeeping (Home Country)? _____

B5. What was your monthly MSA during Mission?

1…………………
2…………………..3…………………..4…………………..5…………………6……………
………

B6. What was your monthly salary during 2nd Mission, if applicable?

    1…………………
2…………………..3…………………..4…………………..5…………………6……………
………...

B7. What was your monthly MSA during 2nd Mission, if applicable?

    1…………………
2…………………..3…………………..4…………………..5…………………6……………
………...

Ranking: 5 – Strongly agree, 4 – Agree, 3 – uncertain, 2 – Disagree, 1 – Strongly disagree

SL.	Questions	5	4	3	2	1
B08.	I believe the income from peacekeeping enhance my financial security?					
B09.	The additional income from peacekeeping affects my personal integrity					
B10.	I think that income from peacekeeping has reduced corruption in the Police.					

Quality of Work Life: (Ranking: 5 – Strongly agree, 4 – Agree, 3 – uncertain, 2 – Disagree, 1 – Strongly disagree)

SL.	Statements	5	4	3	2	1
1.	My work environment is good and highly motivating.					
2.	It is hard to take time off during our work to take care of personal or family Matters					
3.	My organization allows a flexi-time option					
4.	My organizations offers sufficient opportunities to develop my own abilities					
5.	My organization provides resources to facilitate my performance					
6.	Training programs in our organization help employees to achieve the required skill for performing the job effectively.					
7.	The training programs aim at improving Interpersonal relationship among employees					
8.	I feel that the training programs should be conducted frequently					
9.	Conditions on my job allow me to be as productive as I could be					

10.	The organization provides enough information to discharge my responsibilities					
11.	Communication and information flow between the departments is satisfactory					
12.	There is cooperation among all the departments for achieving the goals.					
13.	I am given a lot of work empowerment to decide about my own style and pace of work.					
14.	I am involved in making decisions that affect our Work					
15	I feel free to offer comments and suggestions on my Performance					
16.	There is a harmonious relationship with my colleagues					
17.	The relationship between managers and employees are very good.					
18.	I am proud to be working for my present organization					
19.	I feel comfortable and satisfied with my job					
20.	The job security is good.					
21.	I am discriminated on my job because of my Gender					
22.	The wage policies adopted by my organization are Good and fair					
23.	There is a strong sense of belongingness in my Organization					
24.	Organization does a good job of linking rewards to job performance					
25.	Promotions are handled fairly					
26.	When I do my job well, I am praised by my Superior					
27.	Fringe benefits provided are good					
28.	Company provides the social security benefits like EPF/Medical Reimbursement and so on					
29.	Good welfare activities are provided by our organizations					
30.	Good transportation facilities are provided by the organization					
31.	Safety measures adopted by the organization are Good					
32.	I am ready to take additional responsibilities with my job					

C. Organizational change:

Please mark the following statement/questions as per the desired scores such as 1. No knowledge 2. Basic level of understanding 3. Intermediate level of understanding 4. Advanced level of understanding

Statements/Questions	1	2	3	4
C1. What was the level of your understanding about Democratic Policing before UN Peacekeeping?				
C2. What was the level of your understanding about Democratic Policing after UN Peacekeeping?				
C3. What was the level of your understanding about International Standard of Policing before UN Peacekeeping?				
C4. What was the level of your understanding about International Standard of Policing after UN Peacekeeping?				
C5. What was the level of your understanding about Good Governance before UN Peacekeeping?				
C6. What was the level of your understanding about Good Governance after UN Peacekeeping?				
C7. What was your level of understanding about Access to Justice before UN Peacekeeping?				
C8. What was your level of understanding about Access to Justice after UN Peacekeeping?				
C9. What was the level of your knowledge on Human Rights issues before UN Peacekeeping?				
C10. What was the level of your knowledge on Human Rights issues after UN Peacekeeping?				

Ranking: 5 – Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree

	Statements					
C11	After UN Peacekeeping good change has come in my behavior/conduct with the Public	5	4	3	2	1
C12	After UN Peacekeeping good change has come in my Service Delivery Capacity	5	4	3	2	1
C13	I observed good changes in the quality of work of service personnel who have joined UN Peacekeeping	5	4	3	2	1
C14	I observed good changes in the office of environment of service personnel who have joined UN Peacekeeping	5	4	3	2	1

	Statements	5	4	3	2	1
C 15	Change will benefit me and my organization					
C 16	Most of my colleagues will embrace the organizational change	5	4	3	2	1
C 17	I believe the proposed organizational change will have a favorable effect on our operations	5	4	3	2	1
C 18	I have the capability to implement the change	5	4	3	2	1
C 19	We need to improve the way we operate in this organization	5	4	3	2	1
C 20	With this change in my job, I will experience more self-fulfillment	5	4	3	2	1
C 21	The change in our operations will improve the performance of our organization	5	4	3	2	1
C 22	I will earn higher pay from my job after this change	5	4	3	2	1
C 23	The top management will support this change	5	4	3	2	1
C 24	I believe we can successfully implement this change	5	4	3	2	1
C 25	My immediate manager is in favor of this change	5	4	3	2	1
C 26	This organizational change will prove to be best for our situation	5	4	3	2	1
C 27	We need to improve our performance by implementing an organizational change	5	4	3	2	1

D.Professional development of former UN Peacekeepers:

D1. List four major professional skills that former UN Peacekeepers have gained:

1………………………………………… 2…………………………………………

3………………………………………… 4………………………………………...

D2. List four major strengths in intra-personal skills of former Peacekeepers:

1………………………………………… 2…………………………………………

3………………………………………… 4………………………………………...

D3. List four major ways that former Peacekeepers are triggering positive changes in the organization:

1………………………………………… 2…………………………………………

3………………………………………… 4………………………………………...

Ranking: 5 – Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree

	Statements	5	4	3	2	1
D4	The Professionalism of former Peacekeepers is high					
D5	I observed high changes in personality of former Peacekeepers					
D6	I think former Peacekeepers are more competent					

D7. Any other comments about the Professional Development and Organizational Changes made by former Peacekeepers:

Survey questionnaire Bangla Version:

"জাতিসংঘশান্তিরক্ষামিশনেবাংলাদেশ পুলিশেরঅংশগ্রহণকারীদেরজীবনমান ও সাংগঠনিক/প্রাতিষ্ঠানিকপরিবর্তনউপর এর প্রভাব"বিষয়েরউপরসার্ভে প্রশ্নমালা।

[প্রিয়উত্তরদাতা, এই জরিপেঅংশগ্রহণেরজন্য আপনাকেধন্যবাদ। এই প্রশ্নমালাশুধুমাত্রএকাডেমিকউদ্দেশ্যে ব্যবহারকরাহবে। তথ্য দিয়েপূরণকরারজন্য আপনাকেঅনুরোধকরাহলো]

১.০ <u>উত্তরদাতার তথ্যাবলীঃ সহকারীপুলিশসুপার, মোঃখাইরুলইসলাম, র্যাব-৭, পতেঙ্গা, চট্রগ্রাম</u>

১.১ উত্তরদাতারবয়স ঃ ৫২

১.২ লিঙ্গঃ (ক) পুরুষ (খ) মহিলা

১.৩ উত্তরদাতারশিক্ষাগত যোগ্যতাঃ

(ক) জিএসসি (খ) এসএসসি (গ) এইচএসসি (ঘ)স্নাতক (ঙ) স্নাতকোত্তর (চ) ডক্টরেট (ছ) অন্যান্য

১.৪ চাকুরিতে যোগদানের তারিখঃ

১.৫ পদবীঃ
(ক)কনস্টেবল (খ) এএসআই (গ) এসআই (ঘ) ইন্সপেক্টর (ঙ) এএসপি (চ) অতিঃ এসপি (ছ) এসপি (জ) অতিরিক্ত ডিআইজি (ঝ) ডিআইজি

১.৬ আপনার বর্তমান মাসিক আয়ঃ
(ক) ১৫-৪০ (হাজার), (খ)৪০-৬০ (হাজার), (গ) ৬০-৮০ (হাজার), (ঘ) ৮০ হাজার - ১ লক্ষ (ঙ) ১ লক্ষ-তদুর্ধ্ব

১.৭ আপনিকতটিশান্তিরক্ষামিশনেঅংশগ্রহণকরেছেন?
(ক) এক(খ) দুই(গ)তিন(ঘ)চার(ঙ)পাঁচ(চ) ছয়(ছ)ছয় এর অধিক

১.৮ মিশনেরপ্রকারভেদ- (ক) ঋচট(খ)ওচঙ(গ) চ-খঙঠউখ ঊঙই.

২.০ <u>জীবনযাত্রারমান (গুরুত্বনুসারেসর্বোচ্চ ২ টি দেয়া যাবে)</u>।

২.১ কেনআপনিশান্তিরক্ষামিশনে যেতেচান?
(ক) শান্তিরক্ষীহিসেবেকাজকরারজন্য (খ) আর্থিক লাভেরজন্য (গ) পেশাগতঅভিজ্ঞতারজন্য (ঘ) সরকারী আদেশ (ঙ) অন্যান্য

২.২ আপনি যদি অনেকগুলো শান্তিরক্ষা মিশনে অংশগ্রহণ করে থাকেন তবে তার প্রাথমিক কারণ গুলো কি কি?
(ক) শান্তিরক্ষী হিসেবে কাজ করার (খ) অধিকতর আর্থিক সুবিধাপ্রাপ্তি (গ)অধিকতর পেশাগত অভিজ্ঞতা প্রাপ্তি
(ঘ) সরকারী আদেশ (ঙ) অন্যান্য

২.৩ শান্তিরক্ষা মিশন থেকে প্রাপ্ত অর্থ আপনি কোন খাতে বিনিয়োগ করেছেন?

(ক) সঞ্চয়ী হিসাব/এফডিআর (খ) নিত্যপ্রয়োজনীয় জিনিসপত্র ক্রয়ে (গ) জমি ক্রয় (ঘ) বাড়ি নির্মাণে

(ঙ) ছেলেমেয়েদের লেখাপড়ার খরচ/ব্যায় (চ) চিকিৎসা (ছ) ব্যবসা (জ) আয়-বর্ধক বিনিয়োগ (ঝ) ঋণ পরিশোধ

(ঞ) অন্যান্য

২.৪

ক্রমিক নং	মিশনেরপ্রকার (ঋচট/ ওচঙ) ইত্যাদি	এম.এস.এ (ইউএসডলারে)	সময়কাল
১.			
২.			
৩.			

**

ক্রমিক	বিবৃতি	৫	৪	৩	২	১
২.৫	আমিবিশ্বাসকরিশান্তিরক্ষামিশন থেকে প্রাপ্তআয়আমারআর্থিক নিরাপত্তাকেবাড়িয়েছে।					
২.৬	শান্তিরক্ষামিশন থেকে প্রাপ্ত অতিরিক্ত অর্থ আমার ব্যক্তিগত নিষ্ঠায়প্রভাব রেখেছে।					
২.৭	শান্তিরক্ষামিশন থেকে প্রাপ্তআয়পুলিশডিপার্টমেন্ট এ দুর্নীতিকমিয়েছে।					

** র্যাংকিংঃ ৫-দৃঢ়ভাবেএকমত, ৪-একমত, ৩ কোনটিইনা, ২-দ্বিমত পোষণকরি, ১-দৃঢ়ভাবেদ্বিমত পোষণকরি।

২.ক **দেশে কর্মজীবনেরমান।** **

ক্রমিক	বিবৃতি	৫	৪	৩	২	১
১	আমারকর্মপরিবেশভাল।					
২	কাজেরসময়নিজেরএবংপরিবারের দেখাশুনারসময়পাওয়াবড়কঠিনছিল।					
৩	আমারপ্রতিষ্ঠানআমাকেঅবসরেরসুযোগ দেয়।					
৪	নিজস্ব সক্ষমতাবাড়ানোর ক্ষেত্রেআমারপ্রতিষ্ঠানআমাকেযথেষ্ঠসুযোগপ্রদানকরে থাকে।					
৫	আমারপ্রতিষ্ঠান/সংগঠনআমারপারফরম্যান্সকেবাড়াতেবিশ্বাসদিয়েসহায়তাকরে থাকে।					
৬	কার্যকরউপায়ে কর্ম সম্পাদনের জন্য প্রয়োজনীয় দক্ষতা অর্জনে আমারপ্রতিষ্ঠানপ্রশিক্ষণ প্রোগ্রামগ্রহণকরে থাকে।					

৭	প্রশিক্ষণকর্মসূচিলক্ষ্য হলকর্মচারীদেরমধ্যে আন্তঃব্যক্তিক সম্পর্ক উন্নতকরা ।					
৮	আমারমতেপ্রশিক্ষণকর্মসূচিবারংবার নেয়া দরকার ।					
৯	আমারচাকরিরপরিবেশআমাকেআমারসামর্থ অনুসারেউৎপাদনক্ষমহতেসুযোগপ্রদানকরেন ।					
১০	আমার দায়িত্ব হলকাজকরার ক্ষেত্রেআমারপ্রতিষ্ঠানআমাকেযথেষ্ট তথ্য দিয়েসহায়তাকরে ।					
১১	আন্তঃ দাপ্তরিক যোগাযোগও তথ্য প্রবাহসন্তোষজনক ।					
১২	লক্ষ্য অর্জনের ক্ষেত্রেআন্তঃ দাপ্তরিকসহযোগিতা বিদ্যমান ।					
১৩	আমাকেআমারনিজেরমতকরেকাজকরারসিদ্ধান্ত নেওয়ারযথেষ্টসুযোগ দেয়া হয় ।					

**

ক্রমি ক	বিবৃতি	৫	৪	৩	২	১
১৪	আমাদের কর্মকে প্রভাবিতকরেএমন ক্ষেত্রেসিদ্ধান্ড গ্রহণপ্রক্রিয়ারআমিঅংশগ্রহণকরতেপারি ।					
১৫	আমিআমার কর্ম সম্পাদনার ক্ষেত্রেমতামতপ্রদান ও পরামর্শ প্রদানকরতেপারি ।					
১৬	আমাদের সহকর্মীদের মধ্যে সুষম সম্পর্ক বিদ্যমান ।					
১৭	উর্ধ্বতনকর্মকর্তা ও কর্মচারীদেরমধ্যে সুসম্পর্ক বিদ্যমান					
১৮	আমিআমারবর্তমানপ্রতিষ্ঠানেকাজকরে গর্ববোধকরি ।					
১৯	আমিআমারচাকুরিনিয়ে স্বস্তিতে ও সন্তুষ্টআছি ।					
২০	আমারচাকুরিরনিরাপত্তাভাল ।					
২১	চাকুরির ক্ষেত্রেআমি লিঙ্গ বৈষম্যেরশিকার ।					
২২	আমারপ্রতিষ্ঠান/সংগঠন কর্তৃক গৃহীত বেতনকাঠামোভালএবংন্যায্য ।					
২৩	আমারসংগঠনের/প্রতিষ্ঠানের দৃঢ় আত্মীকরণ বোধআছে ।					
২৪	কর্মসম্পাদনের ক্ষেত্রেপ্রতিষ্ঠান কর্তৃক আনুতোষিকপ্রদানেরভালব্যবস্থা আছে ।					
২৫	ন্যায্যতার সাথে পদোন্নতি দেওয়া হয় ।					
২৬	ভালভাবেকর্মসম্পাদনকরলেআমার উর্ধ্বতন কর্তৃপক্ষ আমারপ্রশংসাকরে ।					
২৭	মান সম্মত প্রান্তিকসুবিধাপ্রদানকরা হয় ।					
২৮	প্রতিষ্ঠানআমাদেরকেইপিই/মেডিক্যালসুবিধারমতসামাজিকনিরাপত্তারসুবিধাপ্রদানকরে ।					
২৯	প্রতিষ্ঠানমান সম্মত কল্যাণমূলককার্যক্রম প্রদানকরে থাকে ।					
৩০	প্রতিষ্ঠানআমাদেরকেমান সম্মত পরিবহনসুবিধাপ্রদানকরে থাকে ।					
৩১	প্রতিষ্ঠান কর্তৃক গৃহীতনিরাপত্তা পদক্ষেপ গুলোমান সম্মত ।					
৩২	আমিআমারকাজের চেয়েও অতিরিক্ত দায়িত্ব নিতেপ্রস্তুত থাকি ।					

**র‍্যাংকিংঃ ৫-দৃঢ়ভাবেএকমত, ৪-একমত, ৩ কোনটিইনা, ২-দ্বিমত পোষণকরি, ১-দৃঢ়ভাবেদ্বিমত পোষণকরি

৩.০   <u>প্রাতিষ্ঠানিকপরিবর্তন</u>

অনুগ্রহকরেনিম্নোক্ত বিবৃতি/প্রশ্নগুলিচিহ্নিতকরুন ।

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ক্রমিক	বিবৃতি/প্রশ্ন	৪	৩	২	১

৩.১	জাতিসংঘশান্তিরক্ষামিশনেরআগেগণতান্ত্রিকপুলিশিংসম্পর্কে আপনারধারনাকিছিল ?				
৩.২	জাতিসংঘশান্তিরক্ষামিশন শেষেগণতান্ত্রিকপুলিশিংসম্পর্কে আপনারকিধারনাহয়েছে?				
৩.৩	জাতিসংঘশান্তিরক্ষামিশনেরআগেপুলিশিং এর আর্ন্তজাতিক স্ট্যান্ডার্ড সম্পর্কে আপনারধারনাকিছিল?				
৩.৪	জাতিসংঘশান্তিরক্ষামিশনের পর পুলিশিং এর আর্ন্তজাতিক স্ট্যান্ডার্ড সম্পর্কে ধারনাকিহয়েছে ?				
৩.৫	জাতিসংঘশান্তিরক্ষামিশনেরআগেসুশাসনসম্পর্কে আপনারধারনাকিছিল?				
৩.৬	জাতিসংঘশান্তিরক্ষামিশনেরপরেসুশাসনসম্পর্কে আপনারধারনাকিহয়েছে ?				
৩.৭	জাতিসংঘশান্তিরক্ষামিশনেরআগেসুবিচারপ্রাপ্তিরসুযোগসম্পর্কে আপনারধারনাকিছিল?				
৩.৮	জাতিসংঘশান্তিরক্ষামিশনেরপরেজনগণেরসুবিচারপ্রাপ্তিরসুযোগসম্পর্কে আপনারধারনাকিহয়েছে ?				
৩.৯	জাতিসংঘশান্তিরক্ষামিশনেরআগেমানবাধিকারবিষয়েআপনারধারনাকিছিল ?				
৩.১০	জাতিসংঘশান্তিরক্ষামিশনেরপরেমানবাধিকারবিষয়েআপনারধারনাকিহয়েছে ?				

**র‍্যাংকিংঃ ৪. প্রাথমসরপর্যায়েরধারনা, ৩. মাধ্যমিকপর্যায়েরধারনা, ২. মৌলিকপর্যায়ের ধারনা,১.কোন ধারণা নেই ।

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ক্রমিক	বিবৃতি	৫	৪	৩	২	১
৩.১১	জাতিসংঘশান্তিরক্ষামিশনেরপরেমানুষের সাথে আচরণের ক্ষেত্রেআমারইতিবাচকপরিবর্তনএসেছে ।					
৩.১২	জাতিসংঘশান্তিরক্ষামিশনেরপরে সেবাদানসক্ষমতার ক্ষেত্রেআমারইতিবাচকপরিবর্তনএসেছে ।					
৩.১৩	পুলিশেরযারাযারাজাতিসংঘমিশনেগিয়েছেতাদেরকাজে গুণগত পরিবর্তনলক্ষণীয় ।					
৩.১৪	পুলিশেরযারাজাতিসংঘতাদেরকাজেরপরিবেশের গুণগত পরিবর্তনলক্ষণীয়।					
৩.১৫	এ সকলপরিবর্তনে আমারনিজেরএবংপ্রতিষ্ঠানের গুণগত মানবাড়িয়েছে।					
৩.১৬	আমারঅধিকাংশসহকর্মীরাইবিভিন্নপ্রতিষ্ঠানিকপরিবর্তন গুলোকে স্বাগতজানিয়েছে।					
৩.১৭	আমিবিশ্বাসকরি, প্রস্তাবিতপ্রতিষ্ঠানিকপরিবর্তন গুলিআমাদেরআভিযানিকসাফল্য অর্জনের ক্ষেত্রেনিয়ামকহিসেবেকাজকরবে ।					
৩.১৮	যে কোনপরিবর্তনসরজমিনেপ্রয়োগকরার ক্ষেত্রেআমিআত্মবিশ্বাসী ।					
৩.১৯	প্রাতিষ্ঠানিকবিভিন্নবিষয়েআমাদেরআরওউন্নতিরপ্রয়োজনরয়েছে।					
৩.২০	আমারকাজে এ সকলপরিবর্তনের ফলেআমিআরও স্বয়ংসম্পন্ন হব ।					
৩.২১	পরিবর্তনসমূহআমাদেরপ্রতিষ্ঠানেকর্মক্ষমতাকেআরওবৃদ্ধি করে ।					
৩.২২	পরিবর্তন গুলোর পর আমিআরও বেশি অর্থ উপার্জনকরতেসক্ষম হব।					
৩.২৩	উচ্চপর্যায়েরব্যবস্থাপকগণপরিবর্তন গুলোকেসমর্থনজানাবে ।					
৩.২৪	আমিবিশ্বাসকরিআমার এ পরিবর্তন গুলোসফলভাবেপ্রয়োগেকরতে সমর্থ হবো।					
৩.২৫	আমারনিকটবর্তীঊর্দ্ধতনব্যবস্থাপক/অফিসার এ পরিবর্তন গুলোরপক্ষে।					
৩.২৬	এ প্রতিষ্ঠানিকপরিবর্তন গুলিসর্বোত্তমসিদ্ধান্ড হিসেবেপরিগণিতহবে ।					
৩.২৭	প্রাতিষ্ঠানিকএবংসাংগঠনিকপরিবর্তনের মাধ্যমে আমাদের কর্মদক্ষতাবৃদ্ধি করতেহবে।					

**র্যাংকিংঃ ৫-দৃঢ়ভাবেএকমত, ৪-একমত, ৩ কোনটিইনা, ২-দ্বিমত পোষণকরি, ১-দৃঢ়ভাবেদ্বিমত পোষণকরি।

৪.০   <u>জাতিসংঘশান্তিরক্ষীহিসেবে পেশাগতমানঅর্জন।</u>

৪.১   জাতিসংঘশান্তিরক্ষীহিসেবেআপনিঅর্জনকরেছেনএমনচারটি পেশাদারি দক্ষতার (চৎড়ভবংৎঃরড়হধষ ঝশরষষ) নামবলুনঃ

     (ক) _____   (খ)

     (গ) _____   (ঘ)

৪.২   জাতিসংঘশান্তিরক্ষীহিসেবেআপনারঅর্জিতচারটিআন্তঃব্যক্তিক (ওহঃৎধ-চবৎংৎড়হধষ ঝশরষষ) দক্ষতারনামবলুন ঃ

     (ক)

     _____   (খ)_____

     (গ) _____   (ঘ)

৪.৩   জাতিসংঘশান্তিরক্ষীহিসেবেএমনচারটি   কৌশল   এর   নামউল্লেখকরুণযারমাধ্যমে আপনিআপনারপ্রতিষ্ঠানেইতিবাচকপরিবর্তনআনতেসক্ষমহয়েছেন ঃ

     (ক)

     _____   (খ)_____

     (গ) _____   (ঘ)

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ক্রমিক	বিবৃতি	৫	৪	৩	২	১
৪.৪	প্রাক্তন জাতিসংঘশান্তিরক্ষীদের পেশাদারিত্ব অত্যন্ডউচ্চমানসম্পন্ন।					
৪.৫	প্রাক্তন জাতিসংঘশান্তিরক্ষীদের ব্যক্তিত্বের পরিবর্তনহয়েছে।					
৪.৬	আমারমতে প্রাক্তন জাতিসংঘশান্তিরক্ষীরাঅধিক যোগ্যতাসম্পন্ন।					

** র্যাংকিংঃ ৫-দৃঢ়ভাবেএকমত, ৪-একমত, ৩ কোনটিইনা, ২-দ্বিমত পোষণকরি, ১-দৃঢ়ভাবেদ্বিমত পোষণকরি।

৪.৭   জাতিসংঘশান্তিরক্ষীহিসেবেঅর্জিত পেশাদারি দক্ষতাএবংপ্রাতিষ্ঠানিকপরিবর্তনসম্পর্কে আপনার অতিরিক্ত কোনমন্তব্য ঃ (যদি থাকে)

Detailed Methodology for Objective 1

There are two general approaches in gathering and reporting information: qualitative and quantitative approach. In this study, a qualitative approach will be applied to gather information focusing on the police participants in the UN peacekeeping mission. This approach will provide insights on the quality of work life at home and at UN peacekeeping missions and required organization change in the police. The quantitative approach in this research will quantify the quality of work life and organizational change related data and will apply some form of statistical analysis.

Sampling Method

Based on the above statistical data we find that, there remains heterogeneity across different categories of personnel. To understand the impact of the affiliations and training given by the United Nations to our peacekeeping personnel we have to apply stratified sampling techniques. Even, there remain different ranks among the different personnel categories. To make an inference about the population we divide the population into groups (clusters), obtain a simple random sample of so many clusters from all possible clusters, and obtain data on every sampling unit in each of the randomly selected clusters.

Sample Size

To estimate the number of sample survey we followed Yamane (1967) sampling techniques4. Based on this formula, if we survey on police force only, the sample size should be approximately 700 police personnel from both male (397) and female (305) category. The weighting factor is crucial in determining the sample size. The following table provides the details:

Sample Size and Sample determination procedures

Category	*Number Participants Went to UN Mission (1989 to 18 Aug 2018)*			*Male and Female %*		*Sample from each category*	
	Male	Female	Total	Male %	Female %	Male Sample	Female Sample
Addl.IGP	3	0	3	0.02%	0.00%	1	0

DIG	6	1	7	0.03%	0.08%	1	1
Addl.DIG	20	2	22	0.12%	0.17%	1	1
SP	309	32	341	1.78%	2.70%	7	9
Addl.SP	536	81	617	3.09%	6.84%	13	21
Sr.ASP & ASP	900	49	949	5.18%	4.14%	21	13
Sergeant	970	0	970	5.58%	0.00%	22	0
Sub-Inspector	1775	133	1908	10.22%	11.22%	40	34
Assistant Sub-Inspector	2752	254	3006	15.84%	21.43%	62	65
Nayek	962	0	962	5.54%	0.00%	22	0
Constable	7660	548	8208	44.09%	46.24%	173	139
Total	17374	1185	18559				
Sample Total	391	300	691			397	305

The population size is based on 31 May, 2018, collected from United Nations Portal, and retrieved on June 25, 2018. The population size for Bangladesh is 7,099 personnel. To estimate the number of sample survey we followed Yamane (1967) sampling techniques. A formula propounded by Yamane (1967) used to determine the sample size is as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where; n – is the sample size

N – is the population size

e – is the level of precision(95%; e = 0.05)

Focus Group Discussion (FGD)

One FGD was conducted in the Faculty of Business Studies, where 20 participants from various ranks of Bangladesh Police. The FGD was conducted on the 14[th]July 2018. The duration of the FGD was around 2 hours. The basic objectives were (1) identifying factors that affect on the quality of life based on the experiences of UN peacekeeping mission, (2) sharing experiences on different factors identified in the discussion and (3) determining possible organizational changes due to the UN assignments. One moderator was present on that occasion. Data were transcribed and later used to infer outcomes.

Data Analysis techniques

Quasi-statistics and narratives from the respondents were used to analyze the outcome. Further statistical analysis such as descriptive analysis, cross-tabulation analysis, content validity and inter-item analysis, exploratory factor analysis, and confirmatory factor analysis has been applied in this study. According to the modeling framework, this study considers six constructs of organizational change recipient beliefs. These include discrepancy, appropriateness, efficacy, principal supports, and valance. This study first assessed the validity of the content under each construct and then conducted inter-item analysis. Exploratory factor analysis **has been** used to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena.And finally, confirmatory factor analysis has been conducted to test how well the measured variables represent the number of constructs. The constructs are all measured by using a 5-point Likert Scale.

Detailed Methodology for Objective 2

There are two general approaches of gathering and reporting information: qualitative and quantitative approach. In this study, qualitative approach has been applied to gather information focusing on the police participants in the UN peacekeeping mission. This approach has provided the insights on the quality of work life at home and at UN peace keeping missions and required organization change in the police. The quantitative approach in this research has quantified the quality of work life and organizational change related data and will apply some form of statistical analysis.

Sampling Method

Based on the above statistical data we found that, there remains heterogeneity across different categories of personnel. To understand the impact of the affiliations and training given by the United Nations to our peacekeeping personnel we had to apply stratified sampling techniques. Even, there remain different ranks among the different personnel categories. To make an inference about the population we divided the population into groups (clusters). This research has used simple random sample to obtain data from all possible clusters.

Sample Size

To estimate the number of sample survey we followed Yamane (1967) sampling techniques5. Based on this formula, if we surveyed on police force only, the sample size should be approximately 700 police personnel from both male (397) and female (305) category. The weighting factor is crucial in determining the sample size. The following table provides the details:

Sample Size and Sample determination procedures

Category   *Number Participants Went to UN Mission (1989 to 18 Aug 2018)*

	Male	Female	Total
Total	17374	1185	18559
Sample	391	300	691

Focus Group Discussion (FGD)

One FGD was conducted in the Faculty of Business Studies, where 20 participants from various ranks of Bangladesh Police were present. The FGD was conducted in the 14th July, 2018. The duration of the FGD was around 2 hours. The basic objectives were (1) identifying factors that effect on quality of life based on the experiences of UN peace keeping mission, (2) sharing experiences on different factors identified in the discussion and (3) determining possible organizational changes due to the UN assignments. One moderator was present at that occasion. Data were transcribed and later used to infer outcomes.

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[5]The population size is based on 31 May, 2018, collected from United Nations Portal, and retrieved on June 25, 2018. The population size for Bangladesh is 7,099 personnel. To estimate the number of sample survey we followed Yamane (1967) sampling techniques. A formula propounded by Yamane (1967) used to determine the sample size is as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where; n – is the sample size

N – is the population size

e – is the level of precision(95%; e = 0.05)

Data Analysis techniques

Quasi statistics and narratives from the respondents were used to analyze the outcome. Other statistical analysis such as descriptive analysis, cross tabulation analysis, content validity and inter item analysis, exploratory factor analysis and confirmatory factor analysis has been applied in this study. According to the modeling framework, this study considers six constructs of organizational