

Women in University Administration: A Comparative Study of Public and Private Universities in Bangladesh

Doctoral Dissertation

Thesis Submitted to the University of Dhaka for Awarded the Doctor of Philosophy Degree in Sociology by permission of the Department of Sociology University of Dhaka

Prepared and Submitted

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Certification

This is to certify that the thesis entitled **Women in University Administration: A Comparative Study of Public and Private Universities in Bangladesh** submitted to the University of Dhaka in fulfillment of the requirements for the award of the degree of **Doctor of Philosophy in Sociology** is a record of original research work done by Ms. **Umma Jakia**, during the period 2018 - 2020 of her study in the Department of Sociology, University of Dhaka, under my direct supervision and guidance and the thesis has not formed the basis for the award of any degree/Diploma/Associateship/ Fellowship or other similar titles to any candidate of any University.

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Date: 10.9.2023

Declaration

I **Umma Jakia** hereby declare that the thesis entitled **Women in University Administration: A Comparative Study of Public and Private Universities in Bangladesh** submitted to the University of Dhaka in partial fulfillment of the requirements for the award of the Degree of **Doctor of Philosophy in Sociology** is a record of original and independent research work done by me during 2018 -2020 under the supervision and guidance of **Dr. Nehal Karim Professor**, Department of Sociology, University of Dhaka and it has not formed the basis for the award of any Degree/ Diploma/Associateship/ Fellowship or other similar titles to any candidate of any University.

(Umma Jakia)

Date:

Signature of the Candidate

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Abbreviations

DU	University of Dhaka
JnU	Jagannath University
JU	Jahangirnagar University
SAU	Sher-e-Bangla Agricultural University
NSU	North South University
IUB	Independent University Bangladesh
SEU	Southeast University
SUB	Stamford University Bangladesh
BOT	Board of Trustees
UGC	University Grant Commission
ILO	International Labor Organization
CPD	Center for Policy Dialogue

ABSTRACT

Title : Women in University Administration: A Comparative Study of Public and Private Universities in Bangladesh

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The global trend of women's employment has shown a notable increase in recent decades as compared to previous periods. Women have actively pursued education and undertaken independent efforts to construct their own sense of self, self-sufficiency, and motivation to contribute to the advancement of society, the economy, and the country. The proportion of women in the labor force is on the rise in America, Europe, and the Asian subcontinent. However, there is a notable lack of significant growth in the representation of women in middle and upper management positions inside organizations. The growth of women's careers is not facilitated primarily via the attainment of frequent promotions and high-paying, prominent management positions. Despite the possession of educational credentials, talents, and competence by women, within this particular domain, women encountered instances of gender inequality and discrimination. The individuals encountered intangible obstacles that are deeply ingrained within the organization's culture, as well as social and family gender stereotyping problems. Bangladesh has emerged as a burgeoning middle-income emerging country within the Asian subcontinent.

According to research by UNB, Bangladesh has attained the highest level of gender parity in South Asia, with a score of 72.2%, as shown by the Global Gender Gap Research 2023 published by the World Economic Forum (WEF). Bangladesh has 59th place in the global ranking. Bangladesh has shown a notable achievement in both the education sector and gender parity, with a commendable rate of 93.6%. Dhaka, the capital of Bangladesh, has a larger proportion of female literacy compared to male literacy, with the male-to-female ratio being about near too equal. Due to its reputation for offering safe and encouraging work environments that are conducive to women's participation, there is a perception that the education sector employs a majority of women. This study endeavor aims to investigate the

actual circumstances experienced by female employees in administrative roles within both public and private university settings. The individual's professional trajectory and the many determinants that influence both their job advancement and personal well-being. The primary aim of this research was to conduct a comparative analysis of the challenges encountered by women in administrative roles inside public and private universities in Bangladesh. Additionally, the study sought to provide principles that promote gender equality and empower women in these institutions. The research study was conducted at four public and four private universities located in Dhaka city, focusing on the observation that a significant number of public and private institutions are situated in Dhaka city. A survey questionnaire was used to gather data pertaining to the challenges encountered, capacity development, career progression, and socio-economic factors.

This research focuses on the selection of women workers employed in administrative roles inside both public and private universities. The selection criteria for participants are based on their employment positions and other pertinent factors. The present study used a quantitative research design, using a semi-structured questionnaire as the primary data collection instrument. The target population consisted of women in administrative roles within public and private universities located in Dhaka city. The primary objective of this empirical investigation was to identify the challenges encountered by female professionals employed in administrative roles across both public and private universities. Additionally, the research aimed to examine purported strategies and recommendations aimed at mitigating these issues in their existing positions as well as facilitating their career progression within the education sector.

In this study, it is found that 89.745% of women respondents from public universities hold graduate-level degrees and 95.13% of women respondents have graduate-level degrees from private universities. Their occupational status in higher rank or organizational hierarchy is very poor compared to their male counterparts in public and private universities. It is observed that in a public university, for instance, Dhaka University, male employees belonged to 66.08% of the 1st-grade level of hierarchy and female employees belonged to 33.91%. In a private university, North South University 78.95% of male employees belonged to the upper hierarchy position of senior officer and 21.05% of female employees belonged to senior officer positions. This research study reveals that a significant majority of workers in administrative job roles, across all levels, at both public and private universities in Dhaka

city, Bangladesh, are male. Women encounter a variety of complex hurdles in order to maintain their employment. The challenges faced by female workers differ based on the type and circumstances of their employment in both public and private universities. The phenomena of Jone Acher's inequality regime, Marilyn Loden's glass ceiling effect, and David Purcell's glass ceiling effect have been clearly seen. Here, Jone Acher's inequality regime, Marilyn Loden's, and David Purcell's glass ceiling effect have been clearly observed. Comparatively in private universities inequality regime and glass ceiling effect are more than in public universities. The primary objective of this research project is to do a comprehensive comparative analysis of women working in administrative positions within public and private organizations located in Dhaka, Bangladesh. The comparison will be conducted by considering several pertinent elements. These indicators include several dimensions, including the experience of facing challenges, the availability of possibilities for career advancement, factors impeding professional development, and overall satisfaction with one's job.

The research used bivariate analysis as a method to investigate the association between the main indicators and their corresponding factors. Furthermore, a binary logistic regression model was used to do multivariate analysis. The study particularly examined a subset of variables that were determined to have statistical significance in the bivariate analysis, with a significance threshold set at 5%. The research conducted on participants from public universities, specifically within the framework of bivariate analysis, revealed that variables including harassment, childcare responsibilities, satisfaction with office equipment, and the presence of a dual role were identified as significant factors influencing the perceived level of challenges. The analytical result shows that facing harassment ($p\text{-value} > 0.001$) is a highly statistically significant factor for challenges facing women working in the public universities administrative position of Dhaka city in Bangladesh. It can be observed that the number of women who face harassment is 3.56 times probably compared with the women who do not face harassment. (OR =3.56, 95% CI: (1.91, 6.61).

The analytical result indicates that there is a statistically significant relationship between women who face difficulties in caring for their children ($p\text{-value} = 0.019$) and the challenges experienced by women working in administrative positions in public universities in Dhaka city, Bangladesh. Women who face problems in taking care of children are 11.77 times more likely to experience these difficulties compared to women who do not face any challenges in taking care for children. The odds ratio is (11.77, with a 95%) confidence interval ranging

from (CI :1.50 to 91.83). The obtained analytical result indicates that the presence of difficulties with office equipment among women (p -value=0.015) is a statistically significant determinant for the obstacles encountered by women employed in administrative positions inside public universities in Dhaka city, Bangladesh. There is evidence to suggest that women who express satisfaction with office equipment are 0.47 times more likely to exhibit this sentiment compared to women who do not express satisfaction with office equipment. The odds ratio (OR) was found to be 0.47, with a 95% confidence interval (CI:) ranging from 0.26 to 0.86.

The analytical findings indicate that women who encounter difficulties in balancing several tasks have a very significant statistical impact (p -value <0.001) on the challenges faced by women working in public universities in Bangladesh. Research indicates that women who are required to do multiple roles are 1.64 times more likely to do so compared to women who do not have such obligations. The odds ratio (OR) was found to be 1.64, with a 95% confidence interval (CI:) ranging from 0.97 to 2.77.

In the research conducted on respondents from private universities, it was observed that workload had a substantial impact on the perceived level of difficulty. The results attained from fitting the logistic regression model are concise. There is a significant association between satisfaction with office equipment and facing challenges with the current job (p -value =0.049) among women employed in private universities in Bangladesh. There is evidence to suggest that women who perceive the distribution of workload to be equitable are 0.38 times less inclined compared to women who do not perceive the distribution of workload to be equitable. The odds ratio (OR) was found to be 0.38, with a 95% confidence interval (CI:) ranging from 0.14 to 0.99.

In the context of public universities, it was shown that human resources policies and discrimination were identified as key factors in the timely promotion of individuals, as determined using bivariate analysis (p -value = 0.003) for human resources policies. The results come from fitting the logistic regression model are in short: It can be perceived that women who are satisfied with the human resource policies are 2.26 times expected compared with the women who are not satisfied with the human resource policies. (OR =2.26, 95% CI :1.32,3.89).

The obtained analytical result provides evidence that women who experience discrimination in the context of promotion exhibit a statistically significant relationship (p -value = 0.012). It can be realized that women who think there exists discrimination are 0.47 times less likely to correspond with women who do not think so. (OR =0.47, 95% CI: 0.26,0.84).

In the context of private universities, specifically in the context of bivariate analysis, it was shown that the proper reorganization of contribution had a substantial impact on timely promotion. The outcomes obtained from fitting the logistic regression model are potted:

There is a significant association between contribution properly evaluated with the current job (p -value = 0.023) among women employed in private universities in Bangladesh. It can be seen that women who think that contribution is properly evaluated are 2.98 times more likely compared with the women who do not think that contribution is properly evaluated. (OR =2.98, 95% CI :1.16,0.24).

Among the participants from public universities, specifically in the context of bivariate analysis (p =0.010), it was seen that human resources policies played a major role as a barrier to career advancement. The outcome found from fitting the logistic regression model is potted. It can be found that women who are satisfied with human resource policies is 0.33 times less likely comparing with the women who are not satisfied with human resource policies. (OR =0.33, 95% CI:0.17,0.65)

In the domain of private universities, specifically in the context of respondents, bivariate analysis revealed that human resource policies were identified as a key factor contributing to barriers to career advancement. There is a significant association between human resources policies and facing barriers to career advancement (p -value = 0.039) among women employed in private universities in Bangladesh. It can be perceived that women who are satisfied with human resources policies are 0.24 times less likely compared with women who are not satisfied with human resources policies. (OR =0.24, 95% CI:0.06,0.93).

In the study conducted on respondents from public universities, it was found that several factors were significantly associated with overall satisfaction. Specifically, promotion within the appropriate time frame, salary satisfaction, satisfaction with office equipment, enhanced social status, job security concerns, and proper recognition of contributions were all found to be significant in bivariate analysis.

The obtained analytical outcome indicates that promotion within the designated time period (p -value = 0.046) has statistical significance as a determinant of overall work satisfaction among female employees at public universities in Bangladesh. The data indicates that women

who get promotions in a timely manner are 2.14 times more likely to do so compared to women who do not receive promotions in a timely manner. The odds ratio (OR) was found to be 2.14 with a 95% confidence interval. The confidence interval for the given data is (CI: 1.01, 4.5).

The analysis reveals that the current salary (p-value <0.001) is a highly statistically significant factor for overall job satisfaction among women employed in public universities of Bangladesh. The data shows that women who are satisfied with their current salary are 4.09 times more likely than women who are not satisfied with their salary. The odds ratio is 4.09, with a 95% confidence interval ranging from (CI:1.89 to 8.67).

The analysis reveals that being satisfied with office equipment (p-value < 0.001) is a highly statistically significant factor for overall job satisfaction among women employed in public universities of Bangladesh. The data indicates that women who are satisfied with office equipment are 3.61 times more likely than women who are not satisfied with office equipment (OR = 3.61, 95% CI: 1.69, 7.69).

The results of the analysis indicate that there is a significant relationship between enhanced status in society (p-value<0.001) and overall job satisfaction among women working in public universities in Bangladesh. It can be observed that women who believe that jobs have enhanced their status in society are 4.79 times more likely than women who do not hold this belief. The odds ratio is 4.79, with a 95% confidence interval ranging from (CI:2.06 to 11.02).The analytical result reveals that job security (p-value = 0.042) is a statistically significant factor that contributes to overall job satisfaction among women employed in public universities of Bangladesh. This finding suggests that feeling stressed about job security is an important aspect to consider when assessing job satisfaction in this group. It is evident that women who feel stressed about job security are 0.42 times less likely to experience this stress compared to women who do not have concerns about job security. The odds ratio is 0.42 with a 95% confidence interval. The confidence interval is (CI: 0.18, 0.97).

The analysis reveals that a highly statistically significant factor for overall job satisfaction among women employed in public universities of Bangladesh is the proper recognition of contributions, as indicated by a (p-value of less than 0. 001). The number of women who believe their contributions have been properly recognized is 6.47 times higher than the number of women who do not feel their contributions have been properly recognized. The odds ratio is 6.47, with a 95% confidence interval ranging from (CI: 3.05 to 13.78).

In the case of respondents from private universities, specifically in the context of bivariate analysis, it was shown that experiencing stress related to job security and seeing one's contributions adequately acknowledged were identified as major factors influencing total job satisfaction.

The findings of the analytical results indicate that job security is a statistically significant factor (p -value = 0.049) in determining total job satisfaction among women who are employed at private universities in Dhaka city, Bangladesh. It is evident that women who experience tension over work security are 0.46 times less likely to suffer this stress compared to women who do not have concerns about job security. The odds ratio (OR) is calculated to be 0.46, with a 95% confidence interval. The confidence interval for the given data is (CI: 0.21, 1.01).

The findings of the analysis indicate that the correct rearrangement of contributions (p -value <0.001) is a factor of high statistical significance in relation to the overall job satisfaction of women working in private universities in Bangladesh. There is a notable correlation between women who see their contributions as being adequately acknowledged and a 6.08 times higher likelihood compared to women who do not perceive their contributions as being adequately acknowledged. The odds ratio (OR) was found to be 6.08, with a 95% confidence interval (CI) ranging from 2.73 to 13.60.

Female workers working in both public and private universities have made significant contributions to the development of our nation and the socio-economic progress of our country. This research study examines the challenges and gender discrimination faced by women employees in public universities. These challenges arise from their responsibilities related to factors such as harassment, childcare, satisfaction with office equipment, and dual roles. The study also highlights the unequal distribution of workload as a source of challenges and discrimination against women employees in private universities.

This study examines the impact of human resources policies and discriminatory practices on the advancement of promotion opportunities for women employed at public universities. The promotion of private universities in this region is influenced by factors of contribution and effective restructuring, as reported by the respondents.

This study examines the impact of human resource policies on career development barriers faced by women employed in public universities. Interestingly, within the realm of private universities, it has been shown that female workers face hindrances in their career progression, with human resources policies being identified as a contributing factor.

This research study has also revealed that variables such as promotion timing, salary satisfaction, satisfaction with office equipment, enhanced social status, job security stress, and recognition of contributions are strongly correlated with the overall job satisfaction of women employed in public universities.

The present study has shown a significant correlation between job satisfaction among female employees at private universities in Dhaka City, Bangladesh, and their perceived stress levels about job security and the effective recognition of their contributions.

During the duration of the research survey study, a noteworthy observation was made about the behavior of public university respondents, who exhibited a greater propensity to express their opinions in a manner characterized by freedom and fairness. The authors observed that there was an atmosphere conducive to the expression of diverse viewpoints.

In contrast, respondents at private universities had a propensity towards being reserved, introverted, and cautious when expressing their views. In addition to being aware of the limitations and difficulties associated with their private sector employment, individuals refrained from openly expressing their genuine opinions and divulging factual information due to concerns over potential threats to their job security. Additionally, it is worth noting that individuals place great importance on their occupations as a means to maintain a good standard of life, given the escalating costs associated with basic necessities in the current market.

In addition to the significant results of this research study, it is important to acknowledge a fundamental drawback, namely that the study does not include all public and private universities in Bangladesh. The study encompasses a total of eight universities in Dhaka City, Bangladesh, consisting of four public and four private universities. The research specifically targets the female workforce, including 417 employees across these universities. This research study places emphasis on the inclusion of female employees only. There is potential for future comparative studies on male and female administrative employees at both public and private universities in Bangladesh, with a focus on large sample sizes. This research would contribute to the advancement of the discipline.

**Chapter
1****Women in University Administration: A Comparative
Study of Public and Private Universities in Bangladesh****1. Introduction**

The literacy rate among women in South Asian countries has been steadily rising over time. In Bangladesh, the establishment of private universities has been undertaken since 1992 as a means to address the increasing demand for higher education, alongside the existing universities. Consequently, there has been a noticeable rise in the prevalence of women's participation in administrative roles within these academic institutions. There exists an opportunity to conduct research on the professional progression within administrative roles in academic institutions, specifically in relation to the challenges associated with managing these institutions alongside public universities.

1.1 Statement of the problem

The study of women in university administration has emerged as a prominent area of academic inquiry since the 1980s. The involvement of women in the teaching profession and academic administration has witnessed a substantial increase as a consequence of modernization and industrialization. Numerous research studies have been conducted on women's career experiences and professional advancement within the academic administration of developed countries. In the context of developing nations, the swift advancement of modernization has expedited the proliferation of employment prospects for women in the field of academic administration.

However, there has been relatively less research conducted on the topic of women's career advancement and empowerment in relation to the challenges they face in academic administration within developing countries. Several

research studies have primarily concentrated on examining the career experiences and leadership systems of women involved in the teaching profession within the academic administration of schools in developing nations. Insufficient focus has been directed towards the professional progression of women exclusively engaged in the field of academic administration.

Previous studies have been conducted on the topic of "Women in educational administration in developing countries" (Oplatka, 2006). The highlighted content pertains to a comparative analysis of women employed in academic administration roles in developed and developing countries.

There is a lack of substantial research on the comparative analysis of women employed in administrative roles in developing nations' public and private universities several studies have indicated that the career progression of women is influenced more by social and external factors rather than internal factors within the academic institution.

Bangladesh is classified as one of the emerging middle-income developing nations. Bangladesh is home to a total of 37 public universities and 93 private universities. The involvement of women in academic administration within both categories of universities has witnessed a notable rise, owing to the profession's growing social and familial acceptance. The organization is highly regarded for its commitment to fostering a work environment that is supportive and empowering for women.

The purpose of this study is to investigate the extent to which female employees in academic administration roles at public and private universities in Bangladesh are afforded equal opportunities for career advancement.

Specifically, we will examine factors such as promotion within the top hierarchy of academic administration, access to training programs, salary increments, incentives, levels of work-related stress, job security, working hours, maternity leave policies, availability of transport facilities, and

mandatory attendance in university programs on a weekly and public holiday basis. Our analysis will be guided by the provisions outlined in the Public and Private Universities Act of Bangladesh.

1.3 Scope and Objectives

Bangladesh is classified as a developing nation. Bangladesh encompasses an approximate land area of 147,570 square kilometers, while its population stands at approximately 166.37 million individuals. The current population is composed of 50.41% males and 49.59% females. According to the World Bank's report on development indicators, the proportion of women in the overall labor force was recorded at 29.14% in the year 2017.

According to a report published by The Daily Prothom Alo in 2015, the level of female participation in primary and secondary education in Bangladesh is either equal to or slightly higher than that of males. However, there has been a notable disparity in the educational attainment and access to services for women in Bangladesh. Statistical data indicates that there has been a consistent upward trend in the ratio of women to men in higher education on an annual basis. However, there has been a decline in the participation of women in service sectors.

In both governmental and private sector industries, there exists a notable disparity between the levels of female and male employment. The government has implemented a policy mandating a 60% quota for female enrollment in primary schools. However, it should be noted that in the context of Bangladesh Cadre Service (BCS), there is currently no provision for the employment of women in the education cadre specifically for teaching professionals in government colleges. At present, the representation of women among college teachers stands at a mere 30%.

There is a lack of available statistical data regarding the precise proportion of women currently employed in administrative roles within both public and private universities in Bangladesh. Limited research has been conducted on the career advancement of women and the challenges they encounter within

the academic administration of both public and private universities in Bangladesh. I am interested in conducting research on the participation of women in the administration of public and private universities in a developing nation such as Bangladesh. The objective of this study is to identify the existing gaps in women's employment and career progression within this institution, with the aim of providing future guidelines to enhance their professional development. This study aims to generate policy guidelines that are conducive to promoting gender inclusivity in both public and private universities.

The authorities of both public and private universities possess the capability to identify the underlying factors that impede the progress of women in university administration. Efforts can be made to implement affirmative actions aimed at promoting the career advancement of women in university administration. Consequently, the promotion of women's empowerment will be guaranteed, thereby facilitating an acceleration of women's involvement in socio-economic and national progress.

Women play a significant role in shaping and exerting influence within families, institutions, organizations, society, and the state. This study aims to investigate the employment and career development of women in university administration, as well as their sociocultural and state-related factors. By examining these aspects, a comprehensive understanding of the current situation in this field can be achieved. This study will lay the foundation for future research on the career development of women in university administration within a global context.

1.4 Objectives of the Study:

Main Objective

The main objective of this research study is to compare the challenges faced by women in the administrative profession of both the public and private universities in Bangladesh and recommend women-friendly policy guidelines to ensure gender equality and women empowerment.

Specific Objectives

- To examine the current initiative and practices of capacity development and career advancement of women in the profession of administration of both the public and private universities of Bangladesh
- To assess the glass ceiling effect on women's career advancement both in the public and private universities of Bangladesh

1.5 Research Questions

1. What is the realistic situation of the women's working conditions within the university administration in public and private universities of Bangladesh?

1.6 Limitations of the Study

The scope of the research study does not encompass all public and private universities in Bangladesh. The selection of universities in Dhaka City, Bangladesh, is limited to four public and four private institutions. This research study places particular emphasis on female staff exclusively. There is potential for future comparative research to be conducted on male and female administrative staff in both public and private universities in Bangladesh. This research could involve large sample sizes and aim to identify the challenges encountered in their careers.

There is a dearth of substantial research conducted in this particular field. In order to further advance this study, additional relevant research works have been thoroughly examined.

The study of women in educational administration has gained considerable prominence as a scholarly field since the 1980s. In his paper titled "Women in Educational Administration within Developing Countries," Oplatka (2006) from Ben Gurion University sets the foundation for examining female leadership in the educational system, with a particular focus on school administration in both developed and developing nations. This paper aims to identify specific obstacles to the career progression of women in educational administration within developing countries.

In this discourse, the author places significant emphasis on external and social factors, including but not limited to strong familial obligations, limited access to education for girls, and a predominance of men in teaching positions. The author additionally examines the disparities in culture, political system, economy, and religion in relation to female leadership styles, specifically comparing developed and developing countries.

This article examines the portrayal of female leadership by analyzing existing research on women in educational administration, with a particular focus on developing countries. Additionally, the author proposes potential areas for future research on this topic within developing countries.

The issue of internal barriers encountered by women administrators within the educational administrative system has yet to be adequately addressed. This article primarily centers on the examination of women within the teaching professions. There is potential for additional research on the advancement of women in academic administrative positions across different tiers of the administrative hierarchy, focusing on their career experiences and trends.

In her paper titled "Women Under-Representation in Educational Administration: Revisiting Two Solutions," Erich (1998) highlights the issue of women being underrepresented in hierarchical positions within school administration. The author various obstacles and evaluates two contemporary approaches: The Legislative framework encompassing Affirmative Action and anti-discrimination laws, as well as the concept of mentorship specifically tailored for women. The author of the paper argues that despite the implementation of affirmative action and mentorship programs in school administration, there continues to be a lack of adequate representation. Upon careful reconsideration of the diverse circumstances, the author arrives at the conclusion that prior to implementing the solution process, it is imperative to establish equitable opportunities and devise strategies for the workforce in order to guarantee equitable outcomes for women.

This paper exclusively centers its attention on the academic personnel within educational institutions, specifically teachers. In a study conducted by Handley (1994), the focus is on an institution of higher education in England. The study is titled "Women, Decision Making and Academia: An Unholy Alliance." This study highlights the observation that women faced limited access to real-time information as a result of their exclusion from informal networks.

The noteworthy discovery of this study is that women exhibit lower levels of participation in academic decision-making processes, resulting in limited influence in this domain. The scope of this study is limited to female lecturers exclusively.

In their study titled "Women in Higher Education in South Africa," Shober, Berheide, and Segal (2014) undertake a case study. The focus of their research pertains to academic and upper management personnel at the East London campus of the University of Fort Hare, located in South Africa.

This study suggests that the advancement prospects for women in senior management or professorial roles are significantly limited. Furthermore, it has

been observed that they have faced discrimination based on their maternal responsibilities, as well as perceived inefficiencies in management.

The authors propose that it is necessary to revise gender policies in order to promote gender equity within all levels of academic management structures.

In their publication, Doherty and Manfredi (2010) provide an account of the subsequent phase of their research endeavor focused on enhancing the presence of women in high-ranking roles within academic institutions. This article focuses on Employee Relations as a means of examining the obstacles that impede the advancement of women to senior positions within four universities in England.

The findings presented in a recent article by Doherty and Manfredi (2006) indicate that the first stage of the research examines the career paths and promotion processes in two pre-1992 and two post-1992 universities. Doherty and Manfredi (2010) examine the career experiences and advancement levels of male and female teachers in middle and higher management positions at universities.

The study aims to highlight both the similarities and differences between these two groups. This study demonstrates that there is a near parity between men and women in terms of human capital and career advancement. Nevertheless, there are notable distinctions observed between male and female educators regarding their approach to career development and leadership methods. The researchers put forward a five-level framework that integrates elements from both liberal and conservative perspectives.

Cubillo and Brown (2003) conducted a survey on the topic of "Women in Educational Leadership and Management: International Variations." The authors provided a narrative account of the challenges that women encounter in attaining management and leadership positions within educational institutions across various global contexts.

These challenges manifest in both horizontal and vertical barriers. In this study, a three-level model is employed to examine the comprehensive state of

women across various domains. These levels include the "macro" socio-political level, the "meso" organizational level, and the "micro" level that pertains to the individual.

In their study titled "Job Satisfaction of Faculty Members in Private Universities in the Context of Bangladesh," Ali and Akhter (2009) conducted a survey to investigate the level of job satisfaction among faculty members in private universities. This study primarily focuses on the level of job satisfaction among faculty members in various private universities.

The authors demonstrate a sense of contentment in certain aspects while expressing discontentment in others. The authors also examine gender discrimination in a restricted manner, focusing on both male and female faculty members. However, no significant instances of discrimination have been identified. The nature of the job is not discriminatory.

In a study conducted by Mahbub (2013-2014), the focus was on examining the career satisfaction levels of female faculty members in private universities located in Dhaka City. The study specifically aimed to evaluate the quality of work life experienced by these individuals. The author demonstrated a significant correlation between enhanced quality of life and career satisfaction. The author proposes a strategy to enhance the metrics associated with the quality of life by focusing on the retention of female faculty members within private universities in Bangladesh.

In their 2016 study, Galizzi and Siboni examine the efficacy of Positive Action Plans in Italian universities, specifically exploring the influence of gender on their outcomes. This study presents findings indicating a substantial level of gender inequality within European universities. Italy has a comparatively lower rate of women's employment when compared to other European countries.

The Italian Government develops Positive Action Plans for the public (PAPs). According to the researchers, it has been observed that Peer Assistance Programs (PAPs) have been instrumental in fostering a favorable atmosphere

for women within academic institutions. It has been proposed that there should be an augmentation in gender awareness with regard to the instruction of research activities and leadership positions.

In their study titled "Effectiveness of the Utilization of Spiritual Intelligence in the Practice of Academic Leadership Among Women," Ramachandran, Krauss, Hamzah, and Idris (2017) conducted a survey to investigate the impact of spiritual intelligence on the effectiveness of women in academic leadership roles. The authors have determined that academic institutions should prioritize the integration of spiritual intelligence in women's academic leadership, as it is found to be effective in three key areas.

The authors emphasize the importance of fostering an encouraging vision that upholds reliability and ensures long-term sustainability. The authors assert that spiritual intelligence will have a beneficial impact in fostering a congenial and productive work environment, as well as promoting harmonious and balanced relationships among employees within the institution.

Thi Lan Huong Nguyen (2012), in "Barriers to and Facilitators of Female Deans' Career Advancement in Higher Education: An Exploratory Study in Vietnam", in his paper emphasized that compared to male academics' female academics faced more challenges in carrying out leadership roles. The author finds out that the major barriers to female leadership are family responsibilities, negative gender stereotypes and lack of willingness come to Dean's roles of female academics in developing countries like Vietnam.

Sheila Kaplan and Adrian Tinsley (1989), "The Unfinished Agenda: Women in Higher Education Administration" The authors depicted the lower ratio of female administrators in higher education administration in the United States of America context. They mentioned that in the higher education administrative pyramid structure women belong to "Higher education administration has a pyramidal structure and women are grouped at the bottom level of the pyramid.

L. Loder, Tondra (2005), “Women Administrators Negotiate Work-Family Conflicts in Changing Times: An Intergenerational Perspective”. The author female focused on female administrators’ older generations’ multiple family roles and their role conflicts with the current generation’s female administrators’ family roles in the context of the United States of America.

The preceding investigation examined the literature pertaining to leadership, decision-making contexts, barriers, and action plans for women engaged in the profession of teaching at schools and universities. The majority of research has been conducted from the perspective of developed countries. However, there is a lack of research examining the differences between public and private universities in terms of women's involvement in university administration within the context of developing countries.

No comprehensive study has been found that examines the employment status of women in university administration, specifically comparing public and private universities in Bangladesh. Therefore, the researcher identified a gap in the existing research and sought to comprehensively analyze the multifaceted challenges encountered by female employees.

The present study aims to examine and compare career advancement opportunities between public and private universities in Dhaka city. Specifically, this investigation will focus on various aspects such as human resources policies, promotion within the top echelons of academic administration, training programs, salary increments, incentives, work-related stress, job security, working hours, maternity leave provisions, work environment, interpersonal work relationships, job performance, achievement, and recognition. The present study aims to address the existing research gaps by conducting a comprehensive analysis of the actual career situation of female employees in administrative roles within public and private universities in Dhaka city.

The concept of research can be defined as a comprehensive process that commences with the identification of a research problem, proceeds with an extensive review of existing literature, involves the formulation of a research design, the determination of a sample design, the collection of primary and secondary data, the analysis of the collected data, the interpretation of the data, and culminates in the preparation of a report and the appropriate presentation of the results. The process encompasses meticulous planning from initiation to completion.

The primary objective of this chapter is to elucidate the conceptual framework, theoretical underpinnings, operational definitions, sample selection, data sources, and research methods employed in the study. To provide greater clarity, the primary emphasis lies on the methodology employed for data collection, as well as the rationale behind the selection of these methodologies. Additionally, it encompasses fundamental parameters that must be selected in relation to the chosen method(s). Furthermore, it should be noted that the tools utilized for data collection are encompassed within the scope of a research methodology, as stated by Aminuzzaman (1991). The present section aims to elucidate the methodology employed in this study.

3.1 Research Design

The primary objective of the present study is to conduct a comparative analysis of the challenges encountered by female administrative employees in public and private universities in Bangladesh. This analysis aims to evaluate the existing strategies and approaches employed in the field of capacity development and career advancement. The research conducted is of an empirical nature. Empirical research is grounded in the observation and measurement of phenomena, drawing knowledge from real-world experiences rather than relying on theoretical frameworks or personal beliefs. Empirical

research is conducted by utilizing empirical evidence. Epistemologically speaking, the acquisition of knowledge is facilitated through the utilization of both direct and indirect observation or experiential encounters. This study employs an empirical research design to ascertain the current status of the phenomenon.

Main features of Empirical research:

- Explicit research questions selected to be responded
- Explanation of the people, demeanor, or factors being premeditated
- Depiction of the procedure used to study this populace, phenomena, together with assortment principles, controls, and testing tools for instance surveys

3.2 Approach of the Study

Considering the objectives of the study quantitative approach and procedure have been applied for this study. For the purpose of this study, only one method was used.

- i. Survey

3.3 Analytical Framework

This research utilizes the analytical framework developed by Joan Acker's theory of Inequality Regimes and the Glass Ceiling theory, both of which are widely recognized in the field. The term "glass ceiling" was initially coined by Marilyn Loden in 1978 during a discussion on women's representation in New York.

The term "glass ceiling" gained popularity during the 1980s. The notion in question gained wider recognition subsequent to its introduction in a 1986 article published in the Wall Street Journal, which examined the hierarchical structure within corporations and identified intangible obstacles that appeared to impede women from progressing beyond a specific stage in their professional trajectories (Perez, 2022). The Glass Ceiling Commission was established by the U.S. Department of Labor in 1991 with the objective of

addressing the increasing barriers that impede the progress of women and minorities in the workplace.

In conclusion, scholars assert that the prominence of Inequality Regimes and the Glass Ceiling has increased in the context of career advancement for working women in the United States and Europe during the current decade.

- **Inequality Regimes**

The theory of inequality regimes was formulated by Joan Acker in the year 2006. The author expressed the viewpoint that within every organization, there is a presence of inequality that is influenced by factors such as gender, social class, and race. The author posited that there exists an unequal distribution of opportunities for employees to exert control over the goals and resources of organizations. Inequality regimes can be conceptualized as a complex interplay of processes, actions, and diverse practices that perpetuate gender-based disparities. The concealment of inequality within an organization serves to uphold power dynamics. According to Acker (2006), the lack of awareness among the privileged regarding their own privilege serves as a significant factor in perpetuating systems of inequality.

Amund dotter, Ericson, Jansson, and Linghag (2015) highlight the observation that men often lack awareness of their privileges and may exhibit resistance towards achieving equality, as they perceive it as a potential threat to the distribution of influence, status, resources, and power. Acher emphasized that the gender regime is frequently evident in an organization's processes, functions, implementation, ideologies, representation, and overall organizational culture. From a broader perspective, gender regimes are shaped by both managerial practices and the individuals who are part of the organizations (Acker, 2006; Hedlin-Abery, 2020).

Acker (2006) introduced the concept of inequality regimes as a theoretical framework, wherein an inequality regime is defined as a network of interconnected practices and processes that perpetuate persistent and intricate

forms of inequality within various work organizations. The author has identified work organization as a central locus of social inequalities, as many social inequalities can be traced back to the structure and dynamics of work organization.

The author provided examples illustrating how socioeconomic inequalities are prevalent within organizations in the United States and other industrialized nations. The author elucidated that inequality regimes are pervasive within all organizations, comprising interconnected practices, processes, actions, and meanings that perpetuate and uphold disparities based on gender, class, and race. In the context of organizational management, managers

According to Acker, the concept of "inequality in organizations" refers to the existence of systematic disparities among individuals in terms of their power and control over various aspects, including goals, resources, and outcomes. This encompasses workplace decisions related to work organization, opportunities for promotion and engaging tasks, job security and benefits, monetary rewards, and respect, as well as the enjoyment derived from work and work relationships.

There is variation among organizations in terms of the extent and severity of these disparities. The presence of equality in the distribution of goals and resources is infrequent, whereas disparities in pay and other forms of monetary compensation are commonly observed. Other disparities may be less apparent, or there may be a significant level of equality in certain domains, such as employment stability and perks.

The Components of Inequality Regimes:

- **The Bases of Inequality**

According to Joan Acker's analysis, the processes of class, gender, and race serve as foundational factors contributing to inequality within organizational contexts. In the context of organizational dynamics, it is commonly observed that inequality tends to manifest itself through these processes.

Class:The term "class" pertains to long-lasting and organized disparities in the ability to obtain and manage resources necessary for sustenance and survival (Acker, 2006; Nelson, 1993). The class integrates the concepts of employment and wage compensation. The term "class" pertains to the employment status of an individual within an organization.

In a broader context, the term "class" pertains to hierarchical positions within large organizations, such as chief executive officers (CEOs), which align with societal class dynamics. The hierarchical arrangement within smaller organizations serves as a reflection of the power dynamics between the owner or boss and the employees. Therefore, class is the defining factor of inequality.

Gender:Encompasses the socially constructed disparities, identities, and ideologies that exist between males and females, perpetuating a state of inequality and divergence that is pervasive across all types of organizations. Gender is commonly associated with the hierarchical structure of organizations, where men tend to dominate managerial positions while women are more prevalent in lower-level roles.The workplace dynamics pertaining to managerial or supervisory roles continue to be influenced by gender and biased attitudes.

In numerous organizations, women have made significant strides in attaining managerial positions. However, it is important to note that occupations such as secretaries, clerks, servers, and care providers continue to be predominantly occupied by women. (Acker, 2006). The integration of gender and class relations within workplace organizations plays a significant role in shaping gendered and sexualized class dynamics, as well as the disparities between men and women in these organizational settings.

In their research, Millicent Poole and her colleagues emphasized the significant role of gender in various aspects of professional pathways and workplace practices. They identified that gender influences not only the routes individuals take to enter specific professions, but also the barriers and constraints they encounter within these professions. Additionally, they highlighted the impact of gender on political allocation processes and discrimination screening, as well as the opportunities for promotion that individuals may face. These findings shed light on the powerful influence of gender in shaping career trajectories and workplace dynamics (Poole & Langan-Fox, 1996; O'Donnell, 1984; Berg, 1972). Academia, in particular, has often been seen as having a workplace culture, structure, and values that are traditionally elitist, male-dominated, and patriarchal (Caplan, 1994; Sutherland, 1994).

According to O'Leary and Mitchell (1990), women academics face challenges in integrating into their academic departments and disciplines compared to men. This is primarily due to the lack of mentors and networks that can support their professional integration and productivity. These mentors and networks provide valuable assistance in areas such as information exchange, collaboration, career planning and strategizing, professional support and encouragement, as well as access to visibility and opportunities for upward mobility (p. 58).

- **Shape and Degree of Inequality**

- **Hierarchy**

Acher (2006) identified vertical hierarchies as a key dimension in the variation of shape and degree of inequality within organizational structures, specifically in traditional bureaucratic settings as opposed to flat team-based structures. There exist disparities in the degrees of hierarchy and decision-making between the two organizations. The author discovers that hierarchies tend to

exhibit gender and racial biases, particularly at the highest echelons. Traditionally, the majority of high-ranking positions within the hierarchical structure were predominantly held by men.

This situation was prevalent within prominent and influential institutions. According to Acher (2006), certain studies indicate that flat team structures offer professional women greater levels of equality and opportunities compared to hierarchical bureaucracies. However, this advantage is contingent upon women adopting behaviors that align with traditional masculine norms.

- **The Degree and Pattern of Segregation**

The presence and configuration of gender and race-based segregation within the organization represent an additional dimension of inequities. The extent of gender segregation is more pronounced at the job level compared to the level of occupations. According to Wharton (2005, p. 97), According to Wharton (2005), when women and men are both part of the same profession, it is probable that they will be engaged in distinct roles and employed by separate organizations (p. 97). Furthermore, the author discovers a notable disparity in the gender distribution of managerial and front-line positions, which are predominantly occupied by males, while clerical and secretarial roles are predominantly occupied by females.

- **Differences**

The author posited that within all organizations, there exists a variation in the magnitude of wage disparities, particularly at the upper echelons of the organizational hierarchy. According to Mishel, Bernstein, and Boushey (2003), the average earnings of CEOs in large corporations were over 300 times higher than the earnings of the average worker. There is a growing trend of income inequality.

- **The Severity of power Difference**

The author also examined the variability of power disparities that are fundamental to social class and interconnected with hierarchical structures. The influence of gender and race is significant in shaping power disparities

within the organizational hierarchy. Women in managerial and professional roles frequently encounter gender-based contradictions when they endeavor to exercise organizational power in a manner similar to their male counterparts.

The act of women exercising power challenges established norms of their subordinate position in relation to men, thereby exposing themselves to the derogatory labels of "witches" or "bitches" (Acher:2006).

Acher suggested that Labor unions and professional associations can act out to decrease power disparities across class hierarchies.

▪ **Organizing Processes that Produce Inequality**

- The approaches and tactics used to achieve goals demonstrate variation across diverse businesses. The behaviors and procedures examined within this framework are crucial in the perpetuation of social disparities rooted in class, gender, and race. Extensive scholarly inquiry has been dedicated to investigating the generation of class or gender disparities within work procedures, spanning both formal and informal dimensions (Acker, 1989, 1990; Burawoy, 1979; Cockburn, 1985; Willis, 1977; Acker, 2006).

- **Organizing the general requirements of work:**

According to Acker (2006), the expectations associated with work include certain general requirements such as dedicating eight consecutive hours to work outside of one's living space, punctuality, a complete focus on the assigned tasks, and the willingness to work long hours if necessary.

These expectations collectively contribute to the perception of an unburdened worker. High-level managers have a greater degree of flexibility to deviate from these expectations. According to Jacobs and Gerson (2004), the majority of individuals in this particular context are men, particularly those in lower-level managerial positions. According to the author's argument, positions at lower levels of employment exhibit a diminished degree of flexibility.

Therefore, gendered organizational structures perpetuate disparities by allocating work unevenly between women and men within hierarchical systems.

- **Organizing Class Hierarchy**

The concept of class hierarchy pertains to the allocation of job tasks and responsibilities according to a hierarchical structure based on job rank. The construction of bureaucratic and textual techniques for organizing positions and individuals is designed to perpetuate prevailing disparities based on class, gender, and race (Acker, 1989).

The author discovers that secretarial/assistant and front-line employees occupy the lowest tier of the organizational hierarchy.

Frequent observations have indicated that managers are often attributed with accountability for tasks that have been executed by their assistants. The lack of recognition for the assistants' contributions in the job evaluation system resulted in their comparatively lower remuneration, according to Acker (2006). Therefore, the formation and perpetuation of gender-based class disparities are facilitated by organizational practices that promote routine bureaucratic decision-making. Recruitment and hiring refer to the procedural steps involved in the identification and selection of qualified individuals for employment opportunities. The author's primary focus was on the phenomenon of occupational segregation as it pertains to gender.

One additional method of perpetuating gender and racial disparities within organizations involves the practice of recruiting employees primarily through social networks. It is recommended that organizations implement a policy mandating transparent advertising of job openings and selection processes that prioritize gender and race neutrality, focusing on criteria of competence, as opposed to relying on informal networks for recruitment, according to Acker (2006).

Wage setting and supervisory practices encompass the class practices related to the establishment of wages and the exercise of supervision. The

influence of gender and race on perceptions regarding competence, accountability, and equitable compensation in the context of employment contributes to the emergence of wage disparities (Figart, Mutari, & Power, 2002).

The process of wage setting is a bureaucratic procedure within the hierarchical structure of an organization. Differences in wage-setting practices contribute to disparities in pay based on gender and race. The presence of gender biases in the allocation of small ceremonies, rewards, and expressions of appreciation is contributing to the perpetuation of gender disparities.

Supervisory practices and their impact on organizational performance have been widely studied in the academic literature. The supervisory relationships between supervisors and subordinates in certain domains contribute to the perpetuation of gender and race-based inequalities. Supervisors likely exert influence over their interactions with subordinates based on race and gender within various work contexts, thereby subtly impacting the prevailing patterns of inequality. According to Acker (2006), a significant portion of this phenomenon can be discerned through the informal interactions that occur within workplace settings.

Informal interactions during the process of work contribute to the creation and perpetuation of gender, class, and race inequalities. The practices of interaction that perpetuate gender and racial inequalities are frequently characterized by subtlety and implicitness, making them challenging to document (Acker, 2006).

The concept of "The Visibility of Inequalities" pertains to the varying levels of awareness regarding inequality within different organizations. The perception of visibility is contingent upon the observer's vantage point: "Individuals who possess privilege often have the ability to overlook their own advantages."

According to McIntosh (1995), there is a tendency among men to overlook their gender privilege, as well as among whites to overlook their race

privilege, and ruling class members to overlook their class privilege. The author emphasized that identifying gender, race, and class-based inequalities can be challenging due to their subtle and elusive nature.

The author expresses the viewpoint that the legitimacy of inequalities is contingent upon the objectives of the organization. Cooperatives, professional organizations, and voluntary organizations may endeavor to mitigate the legitimacy of inequalities. Conversely, rigid bureaucratic organizations tend to exhibit a higher degree of legitimacy in relation to inequalities. The legitimacy of inequalities practices and their perceived manifestations in various organizations is influenced by factors such as gender, class, and race. These factors shape the arguments put forth by individuals regarding the acceptability or justification of such inequalities. In a similar vein,

The existence of class and gender inequality can be attributed to the combination of low remuneration and the perceived social standing associated with clerical occupations. The inclusion of visible inequalities within an organization's work arrangement is generally acknowledged and deemed to be legitimate.

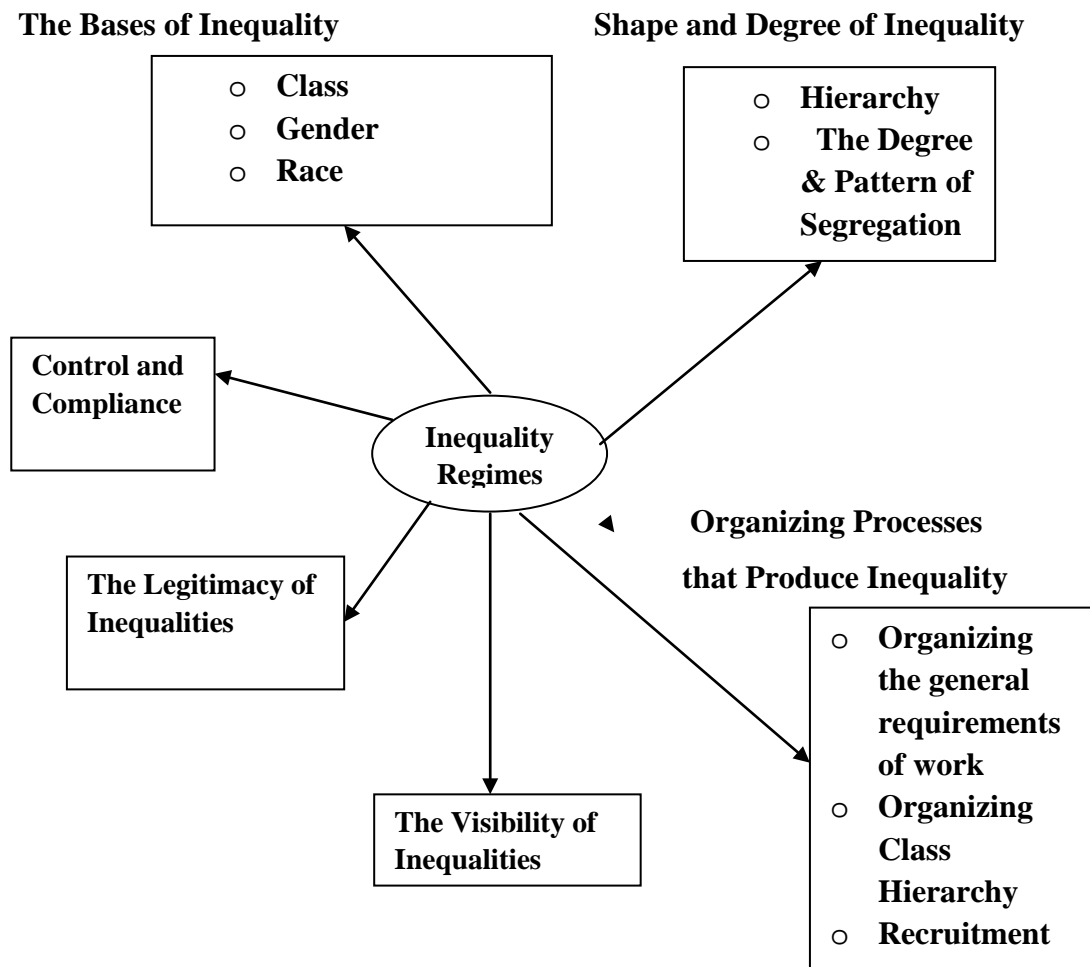
The author posits that the involvement of social movements and labor unions can have a substantial impact on altering the current landscape characterized by pronounced visibility disparities and significant gender inequalities, ultimately fostering gender equality.

In public universities, it is observed that fourth-class employees do not have designated seating arrangements. Control and compliance within an organization pertaining to the exercise of managerial power to direct employee behavior towards the achievement of organizational objectives, as well as the enforcement of systems that may result in unequal treatment of employees.

Controls are facilitated through the utilization of hierarchical structures within organizations, while simultaneously relying on power dynamics stemming from hierarchical systems of gender and race. According to Acker (2006), inequality regimes are hindered by their diverse and complex nature. The

author placed significant emphasis on the notion that organizational control and compliance encompass various forms of direct and indirect internal control, which collectively contribute to the establishment of gender and class-based disparities in terms of social status and economic benefits.

Fig: 3.3.1 The Inequality Regimes



(Inequality Regimes JoanAcker:2006)

Can Inequality Regimes Change?

The failure of attempts to challenge and change inequality regimes can be attributed to the interests of the owner and managerial class, as well as the prevailing power dynamics that disadvantage individuals based on their class, gender, and race. In the private sector, management endeavors to minimize expenses, enhance profitability, and allocate a significant portion of the generated profits to upper-level management and shareholders. Within the realm of the public sector, management endeavors to mitigate expenses and optimize tax burdens.

According to Acher (2006), the process of cost reduction necessitates a decrease in wages rather than an increase, as achieving pay equity would demand. The author provided several instances within the American context. In their study, Ely and Meyerson (2000) outline a change initiative that sought to investigate the underlying reasons behind a company's challenges in retaining women in high-level managerial positions and in achieving gender diversity in upper management.

Despite recognizing the dysfunctional nature of these behavioral patterns within the organization, the management group failed to establish the connections between these organizing practices, gender, and the underrepresentation of women. According to Acher (2006), the perception persisted that the underrepresentation of women in high-level positions was primarily attributed to the shortcomings of individual women rather than systemic factors.

The author discovers that the efficacy of the modified programs is contingent upon the presence of certain shared attributes. Similar to Firstly, it appears that change efforts focusing on a specific set of mechanisms that contribute to inequality have demonstrated the highest degree of success. Affirmative action initiatives were implemented with the aim of enhancing employment prospects for women of all racial backgrounds and men belonging to marginalized racial groups, particularly

in sectors and occupations where their representation was significantly lacking. Affirmative action policies aim to eliminate racial and gender-based obstacles that hinder individuals from accessing established hierarchical positions, while also striving to achieve pay equity. Labor unions should assume an active role.

Glass Ceiling:

The term 'glass ceiling' refers to an intangible obstacle that hinders individuals, particularly women, from progressing to higher levels of authority or influence within their professional trajectories. This barrier restricts their ability to attain further promotions or advancements in their careers. The term is primarily employed to assess disparities in equality within the workplace of an organization, particularly with regards to age, gender, and ethnicity.

The concept of the glass ceiling encompasses a symbolic, intangible obstacle that hinders specific individuals from advancing to managerial and executive roles in an organization or industry. The aforementioned expression is frequently employed to delineate the challenges encountered by women and underrepresented groups in their pursuit of upward mobility within a predominantly male-dominated corporate structure. According to Yarilet Perez (2022), the obstacles faced by individuals are frequently unspoken, indicating that their progress is often hindered by prevailing societal norms and implicit biases rather than explicit corporate regulations.

The concept of the glass ceiling is employed to illustrate the societal impediment that hinders women from attaining advancement to high-level managerial and administrative positions. Glass ceilings are frequently encountered within professional environments, serving as impediments to attaining comparable levels of power and success as those enjoyed by more dominant demographic groups. An illustrative scenario involves a female individual who possesses superior skills, talent, and educational qualifications in comparison to her male counterparts, yet evidently experiences a lack of advancement opportunities.

The glass ceiling theory is a widely recognized sociological concept that describes an invisible barrier that hinders individuals from advancing further in their careers. Chevette Alston (2021) explores the development of the term and provides real-world examples of common barriers to workplace success. The glass ceiling theory is a well-known sociological concept used to explain an intangible barrier that prevents individuals from advancing professionally within an organization. The objective of this paper is to examine the development of the term "common barriers to workplace success" and analyze real-life examples that illustrate these challenges (Alston, 2021).

The sociological concept of the glass ceiling is commonly attributed to its emergence in the 1980s within corporate organizations in the United States. This development can be attributed to mounting pressure to enhance female representation and mitigate discriminatory practices. The scope of the concept has been expanded to encompass instances of inequity faced by women and minority groups in terms of career progression within organizational settings. The establishment of the Glass Ceiling Commission in 1991 by the U.S. Department of Labor was a direct reaction to the growing concerns about the barriers that hinder the advancement of women and minorities. The task entailed the identification of barriers that currently exist, as well as the examination of policies that companies have adopted or could potentially implement in order to enhance diversity at managerial and executive levels. According to Yarilet Perez (2022), the measurement is 6 inches.

According to Dencker (2008), a number of companies have implemented formal recruiting and promotion procedures that restrict the discretionary practices often associated with discriminatory outcomes.

According to Maume (2004), women possess the necessary abilities, credentials, and aspirations to attain positions of power, authority, and prestige. Despite being in close proximity to the upper echelons of work hierarchies, women are less often granted access to such positions compared to their male counterparts, particularly those of Caucasian descent.

According to Sullins (2000), there is an overrepresentation of women in lower positions among the clergy, and this condition persists consistently throughout their careers. According to Carly Fiorina, there are some limitations on the upward mobility of women in terms of career advancement, even when they possess equivalent human capital and objectives as their male counterparts.

In general, women face various forms of disadvantage across multiple dimensions of work achievement, encompassing hiring (Fernandez and Sosa, 2005), income (Kilbourne, Stanek, England, Farkas, Beron, and Weir, 1994; Leicht, 2008; Tomaskovic-Devey, 1993), promotions (Acker, 1990; Baldi and McBrier, 1997; Baron and Newman, 1990), turnover (Fuller, 2008), and authority (Baxter and Wright, 2000; Wright et al., 1995).

Cotter et al. (2001) provide a comprehensive analysis of the concept of the glass ceiling, asserting that it is a manifestation of gender inequality that meets four specific criteria. Firstly, it is a form of inequality that cannot be accounted for by an individual's other relevant job characteristics. Secondly, the glass ceiling is more prevalent at higher levels of various outcomes, such as earnings, managerial positions, or authority. Thirdly, it signifies a gender-based disparity in the likelihood of progressing to higher levels within an organization. Lastly, the glass ceiling tends to intensify over the course of an individual's career. Based on the research conducted, it has been shown that women encounter a phenomenon known as the glass ceiling, which restricts their pay (Cotter et al., 2001) and hinders their progress in attaining management positions (Maume, 2004).

In their seminal work, Gorman and Kmec (2009) provide valuable theoretical insights into the field of glass ceiling research. They assert that the selection of men over women at all levels is influenced by a range of processes, such as gendered stereotypes. Moreover, they argue that highly

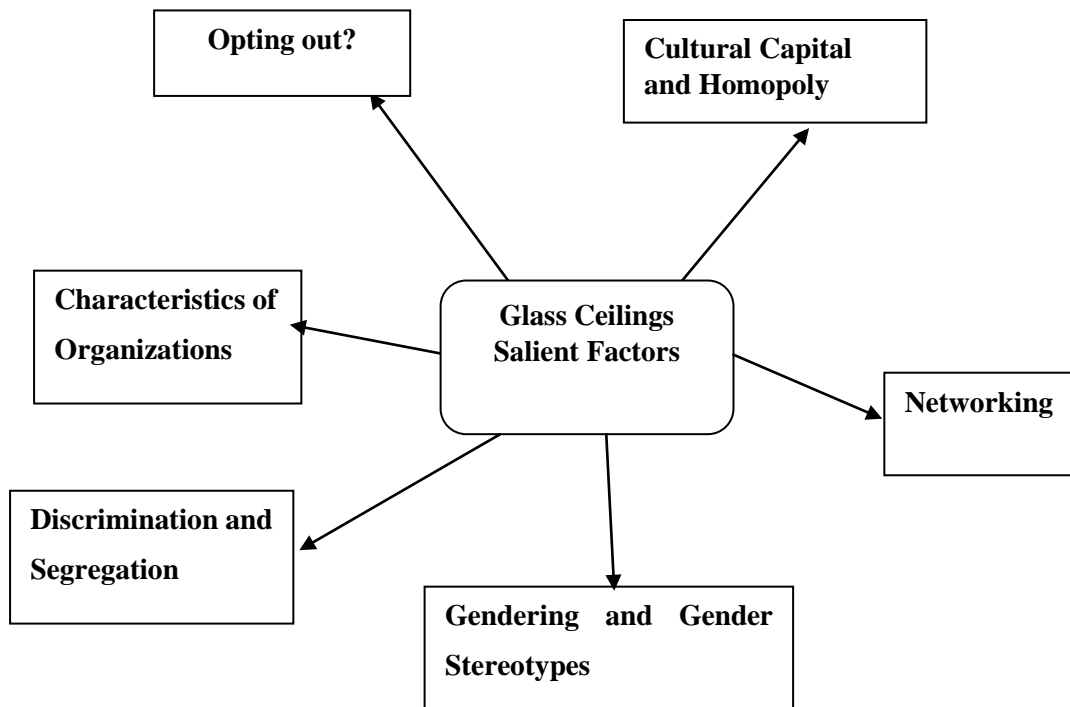
ranked positions are characterized by factors such as high status, work uncertainty, and a historical predominance of male incumbents, which further exacerbate the gender bias exhibited by decision-makers. Moreover, the authors argue that there is a discernible trend of escalating disadvantage in the context of internal promotions, which is very probable.

According to David Purcell et al. (2010), gender disparity may be seen in big companies, namely in recognized employment ladders, where entry-level jobs exhibit a certain amount of gender integration. This kind of inequality has distinct origins, impacts, and potential remedies.

From the 1980s to the current era glass ceilings are still existing and its trend to limit women upward mobility not only in American and European continents organizations' workplaces but also the same scenario can observe in Asian and South Asian subcontinents. David Purcell & et.al, Department of sociology, Kent State University in their research paper Gender and the Glass Ceiling at Work 2010 identified some salient factors contribute to creating and maintain glass ceiling differences at the workplace.

Glass ceilings have persisted from the 1980s to the present era, impeding the upward mobility of women in organizations across the American, European, Asian, and South Asian subcontinents. In their research paper titled "Gender and the Glass at Work 2010," David Purcell & et.al from the Department of Sociology at Kent State University identified several significant factors that contribute to the creation and perpetuation of gender-based glass ceiling disparities in the workplace.

Fig :3.3.2 The Way of Glass Ceiling creation and Continuation



(Glass Ceilings Salient Factors David Purcell & et.al; 2010)

These Salient Factors are:

Optioning Out

The authors focused on the initial selection process relevant to the glass ceiling as it lessens the number of women in the workforce. Selection process prevent women to enter the door of paid employment. It is the major barrier of women work advancement. Many researches explained that for traditional family roles, balancing family life and work life women trend to leave work, do not work in the first place.

There is often a debate among men about whether women taking on primary roles as caretakers of home life will hinder their ability to succeed in their careers (Davies-Netzley, 1998). In the context of societal realities women also faces inequalities. In the areas of family life & work-life balance, many husbands symbolically offer to support to their wives but relinquish sharing family responsibilities as husbands give more priority to their own career advancement. On the other hand, the family-friendly policy at the workplace most of the time has come with significant career penalties.

- **Cultural Capital and Homopholy**

Cultural capital and homopholy are significant factors in the formation of the glass ceiling and informal stratification, which are perpetuated and replicated at the micro-level. In his work, Pierre Bourdieu (2001) explores the utilization of various forms of capital in the establishment and perpetuation of social networks. Homophiles, which refers to the inclination of individuals to form connections with others who share similar social and cultural characteristics, also exerts an impact on the occupational mobility of women. According to Kanter's seminal study in 1977, management roles, particularly those at higher

levels within the corporate structure where the glass ceiling phenomenon is more likely to manifest, are typically characterized by a significant level of ambiguity in relation to decision-making (Purcell et al., 2021). Managers endeavor to identify characteristics such as interdependence, rapid communication, trust, discretion, and predictability through the recruitment of employees who share similar social and cultural backgrounds.

According to previous research conducted by Ragins and Cotton (1991) as well as Ragins and Scandura (1997), it has been observed that men tend to have a higher probability of obtaining the mentorship necessary for achieving success in the professional environment. In the context of male-dominated occupations, women who achieve success frequently encounter various challenges such as hostility, harassment, social isolation, and increased levels of stress, commonly referred to as being perceived as 'tokens' (Kanter, 1977; Roth, 2004b; Spangler et al., 1978; Purcell et al., 2021).

- **Networking**

There exists a strong correlation between homophily and cultural capital in relation to workplace networks. Networks provide various benefits and advantages to their members, including access to information, resources, and support (Ibarra, 1997). The researchers discover that these advantages result in notable disparities within the workplace, specifically in terms of status and compensation, which contribute to the perpetuation of inequality.

While men had the agency to decide whether or not to engage in male networking activities, women were not afforded the same opportunity for participation (Roth, 2004a). According to Davies-Netzley (1998: 347), the existence of an "old boys" network, characterized by shared interests and activities, tends to enhance the likelihood of men being promoted, while simultaneously marginalizing women as outsiders within a system that primarily caters to men.

- **Gendering and Gender Stereotypes**

The analysis of the workplace as a gendered institution and a space where gender is constructed provides a valuable framework for comprehending gender disparities (Acker, 1990, 2006; Erickson et al., 2000; Martin). Acker argues that organizations exhibit gendered characteristics as they perpetuate patterns of advantage and disadvantage that are rooted in traditional notions of masculinity and femininity, as well as male and female identities. Research on the glass ceiling consistently demonstrates the presence of gender inequality that is deeply ingrained in the organizational structure and perpetuated through labor divisions, symbols and images, interactions, and identities (Acker, 1990; Martin, 2003).

There is a prevailing perception in society that women possess lower levels of influence and competence compared to men, as evidenced by studies conducted by Erickson et al. (2000), Gorman (2006), and Lucas (2003). There is a prevalent tendency among males to harbor skepticism regarding the capabilities of females in performing specific occupations (Erickson et al., 2000). The researcher places significant emphasis on the perpetuation of the prevailing gender hierarchy within organizational structures.

According to Gorman (2006), there exists a disparity whereby women are compelled to attain higher levels of performance in comparison to men in order to reach equivalent levels of achievement. The author discovers that promotion decisions tend to favor male employees in the majority of cases.

Therefore, the presence of uncertainty contributes to the perpetuation of homosocial reproduction and the enduring perception of male competence and female incompetence (Erickson et al., 2000; Gorman, 2006). According to Gorman and Kmec (2007), women are required to exert greater effort due to the imposition of more stringent performance criteria.

- **Discrimination and Segregation**

The presence of segregation and discrimination within the workplace is indicative of a pronounced disparity. Recent studies have provided further evidence supporting the long-standing observation that men experience advantages while women face disadvantages due to occupational segregation (Cotter et al., 2003; Kmec, 2005; Maume, 1999; Roth, 2004a). Gender segregation is evident in the disproportionate distribution of genders within workplace compositions.

Cotter and colleagues (2003). According to the findings of Cohen and Huffman (2007), the exclusion of highly skilled women from top-tier managerial roles contributes to a widening wage disparity among non-managerial employees. Segregation holds implications for both women who have already acquired experience and other women in the workplace as well.

- **Characteristics of Organizations**

The recruitment process employed by organizations is an additional system that presents disadvantages for women. The recruitment process that relies on informal methods, such as network referrals, has been observed to result in a higher representation of male workers. On the other hand, open recruitment approaches, such as job advertisements or the utilization of employment agencies, have been found to decrease the influence of gender in the hiring process (Reskin and McBrier 2000).

The occupational mobility of women is also impacted by organizational changes. Haveman, et al. (2009). In certain organizations, there is a noticeable increase in female promotions compared to male promotions in response to the pressure for gender equality in specific domains. However, it is important to note that this trend lacks long-term sustainability. The absence of enduring advantages can be attributed to the fact that women initially held lower-status positions compared to men, resulting in transient benefits from promotions (Dencker, 2008).

The authors proposed that sociology necessitates the utilization of publicly accessible organizational data, as well as the incorporation of qualitative research to examine the occurrence and perpetuation of workplace inequality. Various scholars (Acker, 1990, 2006; Erickson et al., 2000; Martin, 2003; Ridgeway, 1997) argue in favor of examining and studying gender as an institution in order to shed light on its inherent structure and persistent inequalities.

The scholar places significant emphasis on micro-level data, specifically the interactions that occur within the workplace. In contrast, macro-level data pertains to the characteristics of organizations as a whole. This endeavor enhances our capacity to propose impactful social policies aimed at mitigating gender inequalities. It is imperative for scholars to evaluate the efficacy of workplace policies. According to the study conducted by Kalev et al. (2006), it was found that engaging in practices such as diversity training and evaluations, networking, and mentoring can lead to improved outcomes.

According to the study conducted by Kelly Macarthur and colleagues in 2010, it was found that...Future sociological research and scholarly endeavors will center on institution-based theories of workplace policies, with a specific focus on gender inequality. These efforts aim to contribute to the dismantling of barriers that impede women's upward mobility in the professional sphere, commonly referred to as the "glass ceiling.

“The researchers have conducted an analysis of the concepts of inequality regimes and glass ceilings within the framework of multinational organizations in American and European countries. This analysis focuses on the perceptions and practices of gender, class, race, and ethnicity inequalities in the workplace, with a particular emphasis on the experiences of female employees. The objective of our research study is to investigate the effects of inequality regimes and glass ceilings on gender and class-based disparities in the workplace, specifically focusing on women employees in administrative positions at public and private universities in Bangladesh.

3.4 Constructs of the Study

The researcher in this study separates out the important concepts and explain to separate the independent and dependent variable in order to discover as many as possible.

Table 3.4: Independent Variables and Dependent Variables of the Study

Independent Variables	Dependent variables
1. Women Employee 2. Challenges faced women working in the Administration of public and private universities 3. Career Advancement 4. Promotion 5. Overall job Satisfaction	1. Status of women - Satisfaction with Salary - Satisfaction with Benefit - Work conditions - Relationship with subordinates 2. Job Security - Policy - Relationship with supervisor - Personal life 3. Professional Growth and opportunities - Training - Achievement - Recognition - Work itself - Responsibility - Advancement 4. Human Resource policies - Annual confidential report

3.5 Conceptual Framework

Women: Biologically, women can be defined as individuals who possess the genetically acquired differences that distinguish them from men. Topics such as the physiology and reproductive capacities of females. The concept in question possesses a universal and immutable nature. A woman is a biologically female human being who can be differentiated from a male. According to the definition provided by Dictroy.com, a woman is an individual who has reached adulthood and identifies as female.

Gender: According to the World Health Organization (WHO), gender is defined as the socially constructed attributes associated with women and men, encompassing norms, roles, and relationships within and between these groups. The concept of variation in societal norms is contingent upon cultural context and subject to potential modification 7, 2018. Gender encompasses a range of socio-economic, political, and cultural attributes, opportunities, and roles that are linked to individuals based on their biological sex and sexual orientation.

Gender Analysis is a methodology that both:

- This study aims to elucidate the prevailing gender dynamics within a specific context, encompassing various levels such as households, firms, communities, ethnic groups, or nations. The process entails the collection and analysis of data that is disaggregated by sex, as well as the examination of other qualitative and quantitative information.
- The primary objective of this endeavor is to systematically organize and interpret information pertaining to gender relations, with the aim of elucidating the significance of gender differences in attaining developmental goals. The importance of gender disparities in achieving development goals.

- **Gender Assessment:** Examines how a program or project's objectives, activities, and policies address and respond to gender disparities and inequalities. It addresses two essential questions:

How will the various roles and status of women and men in the community, political sphere, workplace, and home impact the work that will be performed?

2. How will the anticipated effects of the endeavor differ for women and men? What is their relative standing?

University: The term "university" refers to a center for higher education and research. Where degrees in multiple disciplines are available. "Institution housing a higher education institution, including administrative and living quarters as well as facilities for research and instruction."

Public University AND Private University: A public university refers to an institution of higher education that receives financial support from the government and operates as a self-governing entity under government management. The University Grants Commission of Bangladesh (UGC) serves as the governing authority for both public (government-funded) and private universities in Bangladesh. The enactment of the Private University Act in 1992 facilitated the proliferation of private universities.

Administration: Administration is the systematic and organized management of an organization or institution. The effective management of duties, responsibilities, rules, and regulations. The administrative process encompasses a range of activities such as directing, commanding, controlling, charging, conducting, operating, regulating, handling, running, providing leadership, governing, and supervising, among others.

An illustration of administration can be observed in the actions undertaken by the Vice-chancellor of a University, who oversees the management of faculty and staff, while ensuring adherence to the established rules and regulations of the University system.

This research study aims to investigate the current situation of women employed in administrative roles within both public and private universities in Bangladesh. This research study will additionally evaluate the status of women in the context of the constitution of the People's Republic of Bangladesh, the Private University Act of 2010, and the Sustainable Development Goal.

The primary objective of this study is to ascertain the limitations inherent in the current policies, rules, regulations, and practices pertaining to the employment of women in administrative roles within public and private universities.

Additionally, this study will offer policy recommendations that can assist the government in implementing measures to enhance the status of women and accomplish Sustainable Development Goal 5, which aims to achieve gender equality and empower all women and girls.

This study aims to provide valuable insights for both public and private university authorities in their efforts to promote the career advancement of women employees. By doing so, it seeks to empower women to contribute more actively not only to their respective institutions but also to the broader society.

Bangladesh Constitution of 1972, Reinstated in 1986,

The acts and articles of the Bangladesh constitution demonstrate the provision of equal rights and opportunities for women across various aspects of life, encompassing individual, social, economic, political, and both public and private domains within the state.

10. Socialism and freedom from exploitation (Mentions of Social Class)

The establishment of a socialist economic system is intended to achieve the realization of a fair and egalitarian society, where individuals are free from the exploitation of one another.

11. Democracy and human rights (Human Dignity)

The proposed form of government for the Republic will be a democratic system that guarantees fundamental human rights and freedoms, while also upholding the dignity and value of every individual. Additionally, it will ensure that the people have the opportunity to effectively participate in governance through their elected representatives at all levels of administration.

19. Equality of opportunity (Provision for matrimonial equality)

3. The State shall endeavor to ensure equality of opportunity and participation of women in all spheres of national life.

28. Discrimination on grounds of religion, etc.

2. Women shall have equal rights with men in all spheres of the State and of public life.

20. Work as a right and duty

The State shall strive to establish circumstances wherein individuals, as a fundamental principle, are unable to benefit from incomes acquired without effort, and wherein all types of human labor, both intellectual and physical, can manifest as a more comprehensive manifestation of creative pursuit and human identity.

29. Equality of opportunity in public employment (Equality regardless of gender, race, and religion)

1. Citizens must not be rendered ineligible for, or subjected to discrimination in relation to, any occupation or position within the service of the Republic solely based on their religion, race, caste, sex, or place of birth.
2. The provisions outlined in this article shall not impede the State from enacting specific measures to ensure sufficient representation of marginalized groups within the Republic's public service.

The Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) include a comprehensive and interrelated collection of goals designed to address the worldwide concerns of poverty, inequality, climate change, environmental degradation, prosperity, peace, and justice. The aforementioned objectives were set by the United Nations. The 17 Sustainable Development Goals (SDGs) include the promotion of gender equality and the empowerment of women as key goals. Sustainable Development Goal 5 endeavors to achieve gender equality and promote the empowerment of women and girls.

Women play a crucial role in the attainment of all Sustainable Development Goals (SDGs), as they are intricately connected to each goal. The promotion of women's empowerment from a gender perspective is crucial for fostering a more equitable and sustainable future across all aspects of human existence.

In order to attain gender equality by 2030, it is imperative to implement necessary measures aimed at eradicating the underlying factors of discrimination that continue to hinder the realization of women's rights in both public and private domains. The Government of Bangladesh has incorporated the Sustainable Development Goals (SDGs) into its 7th Five Year Plan 2016-2020 (7FYP). The primary objective of this PhD research study is to make a valuable contribution towards the formulation and implementation of government initiatives in Bangladesh, with the aim of attaining Sustainable

Development Goal 5, which pertains to the attainment of gender equality and the empowerment of women and girls.

Women Employee: The researcher operationalizes the concept of women employee at age in 25 and above years working in the public and private universities administration and have a qualification of graduation and above. They are employed as the fulltime staff in regular job.

Status: Status indicates the position of an individual in relation to others especially in regard to professional standing. (Dictionary.com). It means the professional position in administrative hierarchy. In this current study status focuses on work relations, interpersonal relations, careener advancement opportunities, job security, job stress, challenges aspects and holistic status of women in university administration.

Achievement: Achievement can be defined as the successful completion or attainment of a goal or objective, typically resulting from diligent and sustained effort. It represents the state or condition of having accomplished something significant, often as a result of hard work and dedication (Merriam-Webster Dictionary).

The current study examines various factors related to promotion, including timely consideration, incentives, special rewards, fair and unbiased evaluation of the Annual Performance Report (ACR), and participation in prestigious training programs. The complete range of responsibilities associated with executing duties and engaging in activities.

3.6 Area of the Study:

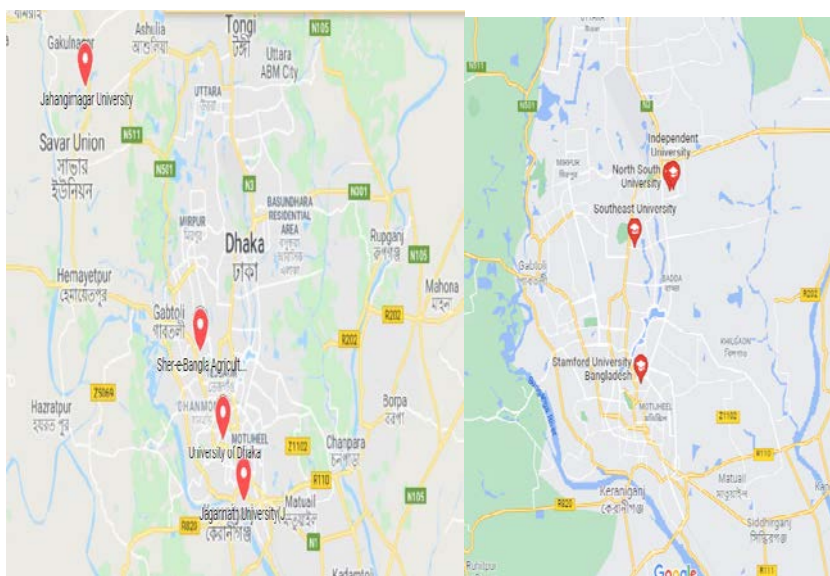
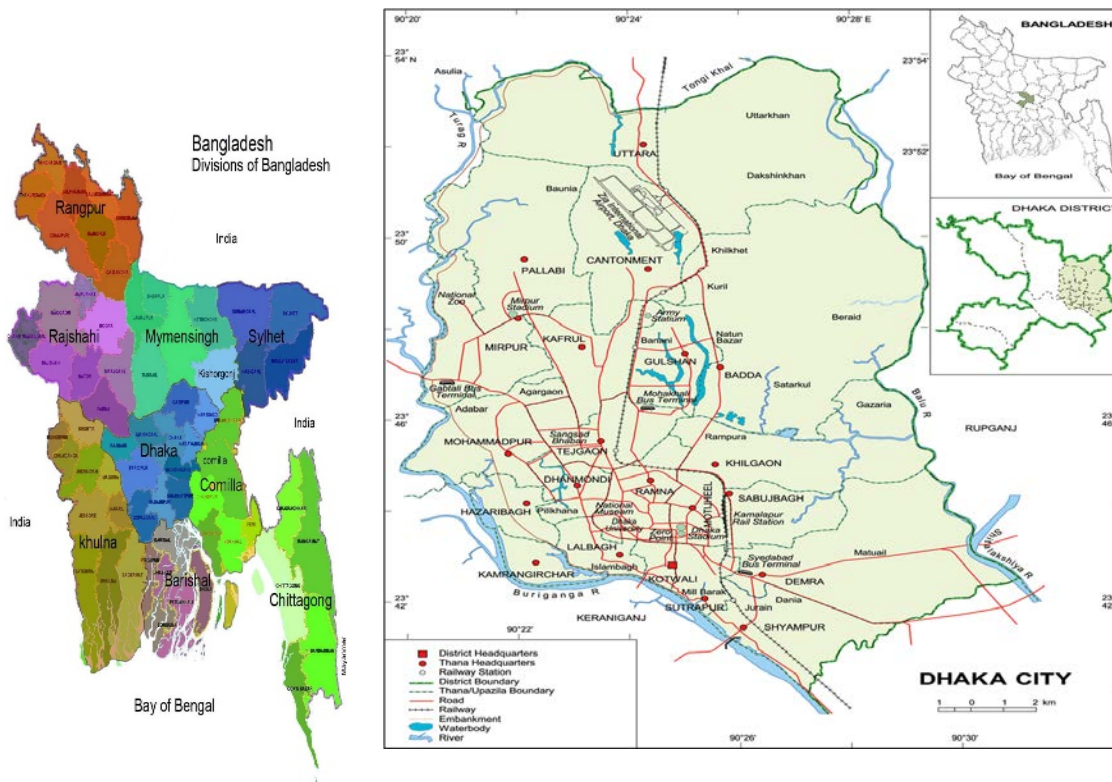
This research focuses on the examination of women in university administration within the context of Bangladesh, specifically comparing the experiences and roles of women in public and private universities. For the purpose of this study, we have chosen a total of four public and four private universities located in Dhaka city. Dhaka City is situated in the central region of Bangladesh, adjacent to the Buriganga River. Dhaka, the capital city of

Bangladesh, holds the distinction of being the largest in terms of both area and population density.

Additionally, it holds the distinction of being the most densely populated city globally. The greater municipalities within the city of Dhaka are home to a population exceeding 18 million individuals, occupying a combined land area of approximately 300 square kilometers. The annual population growth rate of Dhaka is approximately 4.2%.

Based on the primary data obtained from the national population census, it has been determined that in Bangladesh, there exists a population of 120 million males in contrast to 71.1 million females. Specifically, within the city of Dhaka, there are 6.46 million males and 5.42 million females. The Dhaka City corporation is divided into two administrative regions, namely North Dhaka City and South Dhaka City, for the purpose of efficient governance.

Dhaka is widely recognized as the City of Mosques. The city is renowned for its industrial and commercial center, which notably encompasses a thriving textile industry. Dhaka city is home to esteemed public and private universities within the country. Dhaka city has successfully preserved its rich cultural and historical heritage, exemplified by prominent landmarks such as the Savar Shahid Minar, National Museum, Lal Bagh Fort, and Muktijuddha Museum, among others.



(Four Public Universities of Dhaka city)(Four Private Universities of Dhaka city)

Figures: 3.6.1 Area of the Study

3.7 Sample Size and Location

A compilation of public and private universities has been acquired from the University Grants Commission (UGC). Currently, Bangladesh has a total of 103 private universities and 54 public universities, as listed by the UGC where 14 public universities and 48 private universities are located in Dhaka city. The study's sample consists of female administrative staff members from various public and private universities in Bangladesh. The formula for determining sample size has been utilized. A representative sample of 400 female staff members was randomly selected from various tiers of administration in four public universities (out of a total of 54 public universities) and also in four private universities (out of a total of 14 private universities) located in different zones of Dhaka city.

The sample consisted of 65.47% of women participants from public and 34.53% from private universities. These regions of Bangladesh are home to esteem and highly regarded public and private universities. The researcher has selected these specific areas as the preferred locations for conducting the survey in this study. The selection of locations for the collection of primary data in Dhaka city includes Dhaka University in Rahmana, Jagannath University in Purana Dhaka, Jahangirnagar University in Savar, Sher-e-Bangla Agricultural University in Sher-e Bangla Nagar, North South University in Bashundhara, BRAC University in Mohakhali, American International University of Bangladesh in Bashundhara, and Independent University Bangladesh in Bashundhara. Dhaka holds significant prominence as a hub for education, employment, medical services, commerce, and culture within the country.

Gender Statistics 2011

The primary data has been collected from Dhaka city considering the geographic, socioeconomic, education, and employment features. The female population and work participation are also high in Dhaka city reflected in

Table 3.7. :Gender Statistics of Dhaka Metropolitan

Gender	Frequency	Sex Ratio (M/F)
Male	4931802	125
Female	3974237	

(Source: District Statistics 2011, Dhaka District)

Gender	Literacy rate	Both
Male	77.5	74.6
Female	70.8	

Criteria for Selection of Target Population

We have taken two criteria to study the target population.

Inclusive Criteria

- Public and Private universities placed in Dhaka city
- Women who are full-time employed in a regular administrative job in public and private universities
- Women employee age group 25 -55 years
- Literacy rate of the female population of Dhaka city

Exclusive Criteria

- Women employees working in the entry middle and higher positions in the administration of public and private universities
- Length of job and advancement of the career of the women employee
- Women employees' opportunities and role in decision-making

Among Bangladesh cities, the literate and employment in the education sector women ratios are high in Dhaka city. The population of the current study covers the women employees working in public and private universities between 25- 55 years of age in Dhaka city. The population of the study is unspecified.

3.8 Sampling Design

A sample can be defined as a subset of a larger population that is chosen for the purpose of observation and analysis. It consists of a component or category pertaining to the entities or individuals within a population. The selection is made with the intention of accurately representing the entire population. The present study is a comparative investigation conducted on female employees working in both public and private universities located in Rahmana, Purana Dhaka, Savar, Sher-e Bangla Nagar, Siddheswari, Banani, Bashundhara areas of Dhaka city.

According to reports from the International Labor Organization (ILO), there has been a significant increase in the participation of women in administrative and professional sectors between the years 2000 and 2005. The present study included women between the ages of 25 and 55 who held a minimum education level of graduation and a maximum education level of post-graduation. These women were employed in administrative roles within both public and private universities.

When selecting the sample, various factors were considered, including the employment status, educational qualifications, salary range, career growth, socio-economic status, and family size of female employees.

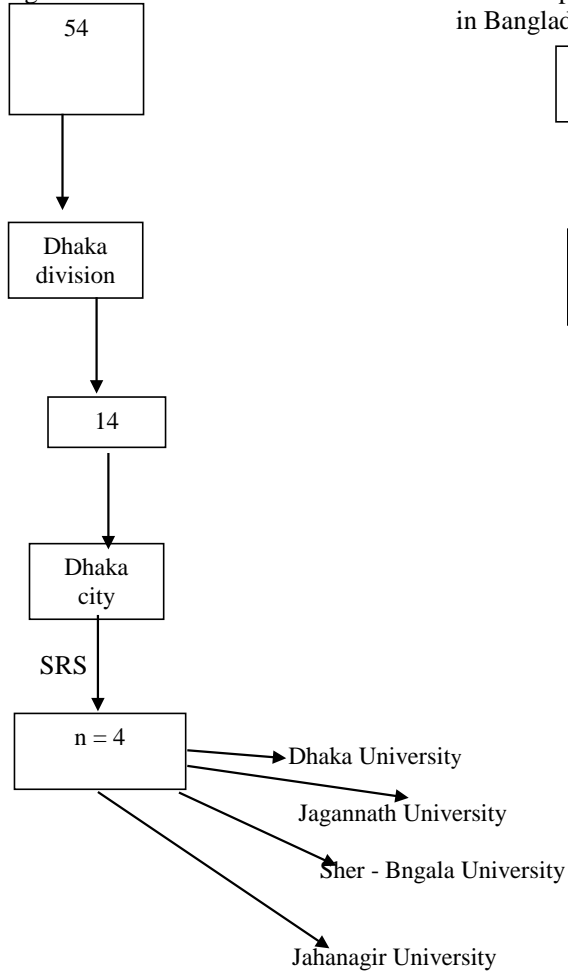
In this study, the formula for calculating the sample size was employed, resulting in a sample size of 400. The present study focuses on a sample individual consisting of female employees aged between 25 and 55 years. These individuals possess educational qualifications ranging from undergraduate degrees to graduation. Furthermore, they are employed full-time in administrative positions within both public and private universities. Private universities have been operating in Bangladesh for approximately 20 years.

The majority of these universities are currently in the stage of growth.

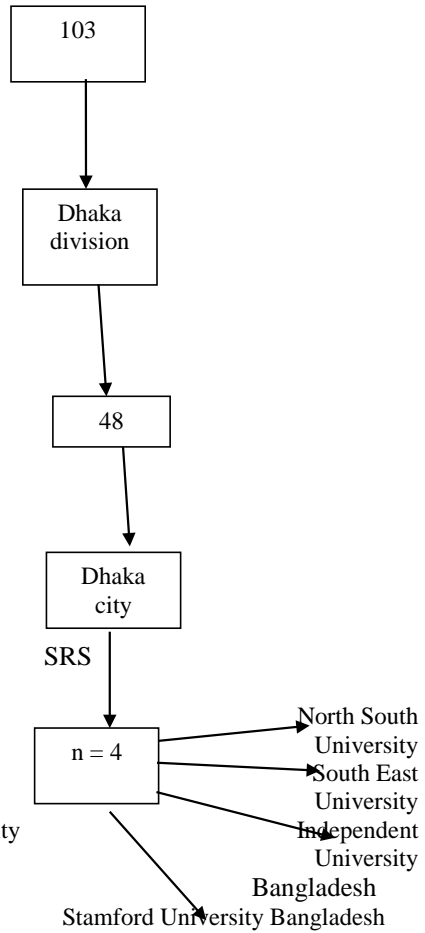
It is opportune to undertake a comparative analysis of the professional standing of women employed in administrative roles within public and private university settings. The researcher planned to carry out a comprehensive field survey encompassing 400 female employees working in the administrative departments of public and private universities in the city of Dhaka. The field survey employed a comprehensive interview schedule. The interview schedule is presented in the Appendix.

Sampling Plan

Number of public universities
in Bangladesh



Number of private universities
in Bangladesh



SRS: Simple Random Sampling

Source: University Grants Commission

Fig: 3.8.1 Sampling Plan

3.9 Design and Sample Size:

Simple random sampling (SRS) has been used in this study. Respondents have been selected from four public and four private universities situated in Dhaka city.

A cross-sectional survey has been conducted with a simple random sampling design in this study. The sample size (n) is determined by the formula:

$$n = \frac{Z^2 p (1 - p)}{E^2}$$

Thus, a random sample of 400 where E is the preferred level of precision i.e., margin of error, p is the population proportion of the attribute of interest and Z is the critical value obtained from the normal distribution. As the 95 % confidence level provides Z=1.96 then we computed with p=0.5 and E= 0.05 as

$$n = \frac{1.96^2 * 0.5 * (1 - 0.5)}{0.05^2} = 385 \sim 400.$$

Interviewing key personnel:

This study included interviewing some key personnel involved in different departments and offices of public and private university administration.

- Registrar
- Controller
- Director, Administration
- Department Head views have been assessed.

The prime objective of the Interview method

The main aim of the interview method would be to collect information about the career advancement factors of women involved in university Administration.

Such as:

- Promotion
- Training
- Increments
- Incentive
- Work stress
- Working hours
- Job Security
- Maternity leave Transport facilities (Interns of HR policies of both public and private universities)

The respondents are chosen from the selected universities on the basis of willingness, availability, and permission of the proper authority of respective universities.

In summary, among public universities 120 women participants from the University of Dhaka, 46 women participants from the Jagannath University, 51 participants from the Jahangirnagar University, and 56 women participants from the Sher-e-Bangla Agricultural University.

Also, from private universities 50 women participants from the North South University, 47 participants from the Independent University, Bangladesh, 25 participants from the Southeast University, and 22 women participants from Stamford University Bangladesh.

3.10 Sources of Data

The data utilized in this study were obtained from both primary and secondary sources. The collection of primary data was facilitated by conducting a questionnaire survey through direct interviews with individual employees at predetermined times. The participants in this study consisted of employees from various academic departments, as well as offices such as the Vice Chancellor's office, Registrar's office, Controller's office, Accounts office, Public Relations office, Proctor's office, Admission office, and Library office, among others. The secondary data utilized in this study were obtained from various sources within the existing literature, including books, newspaper reports, previous research works, seminar papers, journal reports, websites, and articles, among others.

3.11 Method of Data Collection

The tools utilized for the collection of dependable and valid data from the participants are given below:

A semi-structured questionnaire with an open-ended format was created and administered through scheduled interviews with a sample of over 600 female employees. The purpose of this questionnaire was to gather information pertaining to their employment status, career advancement, challenges faced,

and socio-economic circumstances. A comprehensive questionnaire was developed to encompass all categories of participants.

3.12 Pretest

The researcher conducted a pretest in order to establish the validity of the research and assess the impact of the variable. In order to assess the appropriateness of the interview, it is recommended to conduct a scheduled interview using a questionnaire. This interview should include a sample of 10 women employees from the administration of public universities and another sample of 10 women employees from the administration of private universities in Dhaka city. The selection of participants should be done randomly.

Through the administration of this pretest, the researcher has acquired valuable insights and has recognized the need for adjustments to be made, both in the study schedule and the questionnaire.

Based on the perspective of the research supervisor and through a comprehensive discussion, the researcher implemented modifications to both the schedule and the questionnaire. During the pretest phase, it was observed by the researcher that the participants exhibited hesitancy in revealing their names, which can be attributed to an internal perception of potential risks to their job security.

The researcher provided a range of flexible options and allowed the respondents to choose according to their preferences. In order to assess the sustainability and reliability of the research population, the researcher incorporates a measure of overall satisfaction and dissatisfaction levels among respondents within the questionnaire.

3.13 Technique of Data Collection

To gather primary data, a researcher developed an open-ended semi-structured questionnaire that incorporated an interview schedule. The study collected essential and pertinent data from a sample of 400 female employees through in-person interviews conducted at four public and four private universities in Dhaka city.

3.14 Process of Data Collection

This study incorporates both primary and secondary data sources. To gather primary data, a field survey was conducted utilizing an interview schedule. The interview focused on female employees at various public and private universities in Dhaka city, including the University of Dhaka, Jahangirnagar University, Sher-e-Bangla Agricultural University, Jagannath University, North South University, South East University, Stamford University of Bangladesh, and Independent University Bangladesh. The researcher allocated a period of six months for the purpose of data collection, spanning from January 2020 to May 2020.

3.15 Data Analysis

The data that has been gathered will undergo processing and analysis utilizing various statistical techniques and instruments. The data set has been analyzed using the Statistical Package for the Social Sciences (SPSS).

Currently, within our socio-economic framework, it has been observed that there is a growing trend of educated women pursuing a wide range of professional paths. They have a positive impact on the education, income, and occupation of both their families and the county.

Women who are employed have a significant impact on various dimensions of society and the economy. This research study aimed to assess the socio-economic status of women employed in public and private universities in order to compare their performance and achievements.

In this chapter, we have incorporated relevant variables such as age, education level, marital status, religion, number of family members, occupation of the family head, income, designation, and work experience of the respondent.

4.1 Institutions of the Respondents

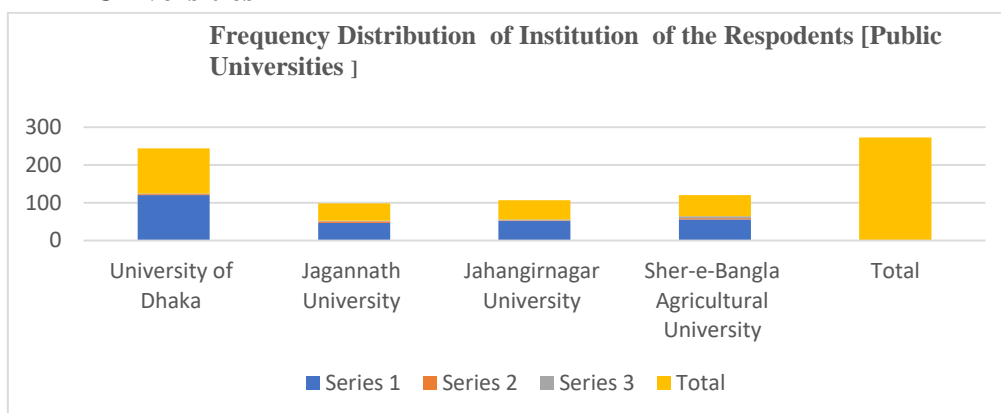
The institutions to which the respondents belong are considered to be a crucial socio-economic indicator. This study gathered data from female employees employed in administrative roles at both public and private universities

Table 4.1 Frequency and Percentage (%) Distribution of Institutions of the Respondents public Universities

Public Universities	Number of Respondents	Total (%)
University of Dhaka (DU)	120	43.9
Jagannath University (Jnu)	46	16.9
Jahangirnagar University (JU)	51	18.7
Sher-e-Bangla Agricultural University (SAU)	56	20.5
Total =	273	100

Source: Primary Survey Data

Fig:4.1 Frequency Distribution of Institutions of the Respondents Public Universities



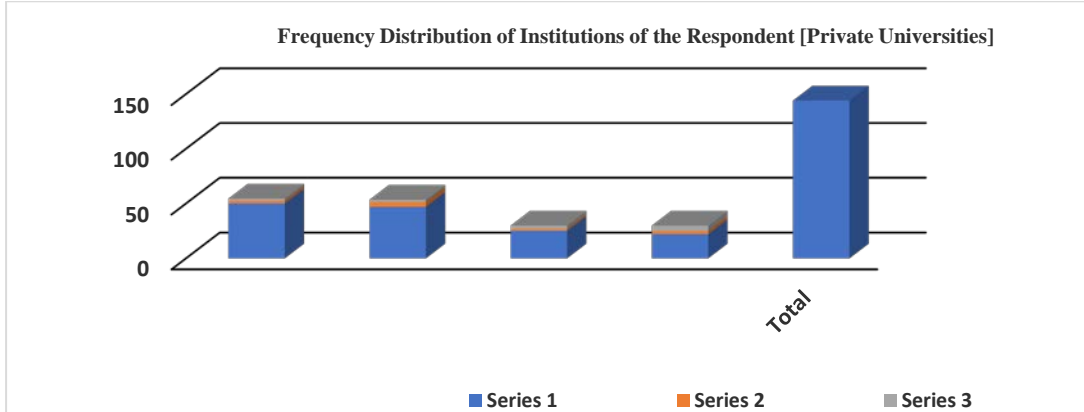
In the conducted research study, the total number of respondents amounted to four hundred seventeen (417). The table displays data from a sample of 273 respondents who were randomly selected from four public universities. According to the data presented in the table, it is evident that the majority of respondents, comprising 43.9 percent, are affiliated with the University of Dhaka. Additionally, 16.9 percent of the respondents are associated with Jagannath University. A total of 18.7 percent of the participants in the study were affiliated with Jahangirnagar University, while 20.5 percent of the respondents were associated with Sher-e-Bangla Agricultural University.

Table 4.1 Frequency and Percentage (%) Distribution of Institutions of the Respondents Private Universities

Private Universities	Number of Respondents	Total (%)
North South University (NSU)	50	34.7
Independent University, Bangladesh (IUB)	47	32.6
Southeast University (SEU)	25	17.4
Stamford University Bangladesh (SUB)	22	15.3
Total =	144	100

Source: Primary Survey Data

Fig:4.1 Frequency Distribution of Institutions of the Respondents Private Universities



A total of 144 participants were selected in a random manner from four private universities. It was observed that 34.7 percent of the respondents were affiliated with North South University, indicating a significant proportion. The data reveals that Independent University, Bangladesh accounts for approximately 32.6 percent of the respondents, while Southeast University represents 17.4 percent, and Stamford University Bangladesh comprises 15.3 percent of the respondents. Indeed, a higher proportion of participants can be observed in public universities as opposed to private universities.

4.2 Age of the Women Working in the Public and Private Universities Administration

Age serves as an indicator of both an individual's physical and mental maturation. The age of an individual is a determining factor in shaping their experience, opinion, attitude, and behavior. This research study included a sample of 356 married women aged between 25 and 51 years, as well as 51 unmarried women.

Table 4.2 Frequency and Percentage (%) Distribution of the Age of the Respondents

University Name	Frequency and Percentage (%) Distribution of the Age of the Respondents					
		25-30	31-40	41-50	50 & above	Total
Public Universities	DU	23	47	43	7	120
	JNU	14	24	8	-	46
	JU	3	19	22	7	51
	SAU	7	22	19	8	56
	Total	47	112	92	22	273
	Total (%)	17.22	41.03	33.69	8.06	100
	Private Universities	NSU	21	20	7	2
IUB		17	21	6	3	47
SEU		3	18	4	-	25
SUB		5	6	10	1	22
Total		46	65	27	6	144
Total (%)		31.94	45.14	18.75	4.17	100

Source: Primary Survey Data

According to the data presented in Table 4.2, it can be observed that a significant proportion of the participants from the public universities, specifically 41.03 percent, fall within the age bracket of 31-40. The age range of 41-50 comprises the second highest proportion of respondents, accounting for 33.69 percent. A total of 17.22 percent of the participants fall within the age bracket of 25 to 30 years. The age range of 51 and above is represented by the lowest 8.06 percent of respondents.

Conversely, a significant proportion of the participants, specifically 45.14 percent, fall within the age bracket of 31-40. The age range of 25-30 exhibits the second highest value of 31.94. A total of 18.75% of the participants fall

within the age bracket of 41-50. The age range of 51 and above comprises the lowest 4.17 percent of the respondents.

The data indicates that 33.69% of female participants from public universities were employed during the age range of 41-50. In contrast, the proportion of female respondents within the specified age range in private universities was 18.75 percent. The age range of the majority of respondents in both public and private universities was 31-40.

The data revealed a discernible disparity in the entry-level age range of respondents, with a higher proportion falling within the 25-30 age bracket in private universities compared to public universities. This suggests that female candidates may have greater opportunities for accessing entry-level positions in private university settings.

However, the percentage of respondents in the public university entry-level age scenario was found to be significantly low at 17.22 percent. There was also a noticeable disparity in the proportion of retired individuals aged 51 and above among respondents from public universities compared to those from private universities. During the survey interviews, a significant number of respondents expressed that employment in private universities, as part of the private sector, presents greater challenges. They often struggle to strike a balance between their professional and personal lives, which frequently leads to an inability to sustain their careers until retirement. Frequently, individuals are compelled to prioritize familial obligations over their professional pursuits.

4.3 Religion of the Respondents

Religion is a prominent societal institution that influences and shapes individual perspectives on life's philosophies. Dhaka, the capital city of Bangladesh, is renowned for its diverse religious composition, encompassing a multitude of faiths. The city of Dhaka is predominantly inhabited by individuals who identify as Muslims. The city of Dhaka is home to individuals practicing various religious faiths, including Hinduism, Christianity, and Buddhism.

Table 4.3 Frequency and Percentage (%) Distribution of the Religion of the Women Employees of the Public and Private Universities

University Name	Table 4.3 Frequency and Percentage (%) Distribution of the Religion of Women Employees of Public and Private Universities			
		Muslim	Hindu	Number of Respondents
Public Universities	DU	108	12	120
	JNU	41	5	46
	JU	48	3	51
	SAU	54	2	56
	Total	251	22	273
	Total (%)	91.94	8.06	100
Private Universities	NSU	48	2	50
	IUB	43	4	47
	SEU	24	1	25
	SUB	22	-	22
	Total	137	7	144
	Total (%)	95.14	4.86	100

Source: Primary Survey Data

[Foote Note. Two respondents were Buddha in public university and two respondents were in private universities]

This study demonstrates that a significant proportion of the participants, comprising 91.94 percent in public universities and 95.14 percent in private universities, adhere to the Islamic faith. A total of 8.06 percent of respondents identify as followers of the Hindu religion in public universities, while 4.86 percent of respondents in private universities identify with the Hindu religion. Despite being a city with a Muslim majority, the representation of individuals belonging to other religious groups in Dhaka is significantly lacking.

During the course of the survey study, a Hindu respondent from a public university recounted a negative encounter involving her fellow colleague,

wherein unwelcoming attitudes and behaviors were exhibited due to religious disparities. In order to establish her position, she must engage in diligent effort. Despite her high level of education and demonstrated competence in carrying out her duties and responsibilities. According to Joan Acker's concept of the Inequality Regime, there is evidence of the presence of religious-based inequality within these institutions.

4.4 Marital Status of the Women Working in the Public and Private Universities Administration

Marriage exerts influence on various aspects such as educational attainment, occupational engagement, and social standing. The institution of marriage in Bangladesh has a significant impact on women's employment opportunities and their engagement in income-generating activities. The research findings indicate that the marital and familial status of women employed in administrative roles within public and private universities in Dhaka city have no discernible impact on their level of work participation.

Table 4.4
Frequency and Percentage (%) Distribution Marital Status of Women
Working in Public and Private Universities Administration

University Name	Frequency and Percentage (%) Distribution Marital Status of Women Working in Public and Private Universities Administration			
		Married	Single	Total
Public Universities	DU	111	9	120
	JNU	44	2	46
	JU	47	4	51
	SAU	53	3	56
	Total	255	18	273
	Total (%)	93.41	6.59	100
Private Universities	NSU	37	13	50
	IUB	36	11	47
	SEU	19	6	25
	SUB	18	4	22
	Total	110	34	144
	Total (%)	76.39	23.61	100

[Foot Note: 3 Widow and 1 Divorced] Public Private University Widow 1 and Divorced 4]

The findings of this study indicate that among the respondents from public universities, 93.41 percent are married, while among the respondents from private universities, 76.39 percent are married, as presented in Table 4.4 Married women exhibit a significant presence in administrative roles across both categories of universities. This occupation enjoys societal and familial approval and adheres to a standard office schedule from 9:00 a.m. to 5:0 p.m.

During the process of conducting the survey interviews, a significant number of respondents from public universities expressed that their husbands and

other relatives hold employment in various positions within the same institutions. These individuals emphasized the importance of their informal networks in securing these job opportunities. The percentage of single respondents among private university students is significantly higher at 23.61% compared to 6.59% among single respondents from public universities.

4.5 Type of the Family of the Women Working in the Public and Private Universities Administration

The family unit holds significant influence within society. According to sociological research, three distinct classifications of families have been identified. The three primary types of family structures commonly observed in societies are the nuclear family, joint family, and extended family. The family structure significantly impacts the ability of women in the workforce to fulfill their familial obligations and attend to the needs of their children. Currently, there exists a prevailing trend characterized by the rapid expansion of nuclear families, accompanied by a gradual decline in joint family and extended family systems. One of the central characteristics of city life is its distinctiveness.

Table 4.5**Frequency and Percentage (%) Distribution of Type of the Family of the Women Working in the Public and Private Universities Administration**

University Name	Frequency and Percentage (%) Distribution of Type of the Family of the Women Working in the Public and Private Universities Administration			
		Nuclear Family	Joint Family	Total
Public Universities	DU	84	36	120
	JNU	40	6	46
	JU	35	16	51
	SAU	47	9	56
	Total	206	67	273
	Total (%)	75.46	24.54	100
Private Universities	NSU	35	15	50
	IUB	36	11	47
	SEU	15	10	25
	SUB	16	6	22
	Total	102	42	144
	Total (%)	70.83	29.17	100

Source: Primary Survey Data [Foot Note: In public universities, 4 respondents belong to extended families.

According to the data presented in Table 4.5, it is indicated that 75.46 percent of respondents from public universities and 70.83 percent of respondents from private universities are affiliated with the Nuclear Family. In contrast, the proportion of respondents from joint family backgrounds in private universities (29.17%) is higher than that in public universities (24.54%). The data presented in the table indicates that a significant proportion of the respondents from both public and private universities are members of nuclear families. During the survey interview, a majority of respondents from nuclear

families expressed their perspectives on the challenges they encounter while caring for their children, particularly when they are ill. The individuals experience heightened levels of stress due to their sole reliance on domestic help for the care of their children. The female employees expressed their dissatisfaction regarding the absence of childcare services within this workplace.

4.6 Occupational Status of the Husband/Father of the Women Working in the Public and Private Universities Administration

The occupational status of the household head, specifically the husband of married working women and the father of single working women, significantly affects various aspects of family income, education, and other socio-economic factors that directly impact women employed in administrative roles within public and private universities. This study also takes into account the occupation status of the household head.

Table 4.6**The Occupational Status of the Husband/Father of the Women Working in the Public and Private Universities Administration**

University Name	Occupational Status of the Husband/Father of the women working Public and Private Universities Administration				
		Govt.	Private	Business	Total
Public Universities	DU	25	48	47	120
	JNU	22	13	11	46
	JU	21	30	-	51
	SAU	14	20	22	56
	Total	82	111	80	273
	Total (%)	30.04	40.66	29.30	100
Private Universities	NSU	5	29	16	50
	IUB	5	31	11	47
	SEU	2	10	13	25
	SUB	1	9	12	22
	Total	13	79	52	144
	Total (%)	9.03	54.86	36.11	100

Source: Primary Survey Data

According to Table 4.6, a significant proportion of respondents from public universities reported that their husbands or fathers held government jobs, accounting for 30.04 percent of the total. The distribution of employment among respondents in public and private universities is as follows: 40.66 percent are engaged in private jobs, while 29.30 percent are involved in business activities. Notably, in private universities, only 9.03 percent of the respondents' husbands or fathers are employed in government positions.

The data reveals that respondents affiliated with private universities exhibit a 54.86% higher likelihood of having a husband or father engaged in private sector employment, compared to respondents associated with public universities. In the context of private universities, it has been observed that approximately 36.11% of students have a familial connection to the business sector, specifically through their husbands or fathers.

The table reveals that a significant proportion of the respondents' husbands or fathers are employed in the job sector, rather than being involved in business activities, across both public and private universities. It is worth noting that women employees play a crucial role in contributing to the family alongside the contributions made by their husbands and fathers.

4.7 Education of the Women Working in the Public and Private Universities Administration

Education plays a crucial role in facilitating transformative opportunities. Education not only expands an individual's cognitive capacity but also fosters a sophisticated and analytical perspective on life's circumstances. Education has emerged as a global phenomenon, serving not only to enhance individual capacities and skills but also to foster comprehensive human development. Dhaka, the capital city of Bangladesh, exhibits a notable level of literacy rate and serves as a hub for employment generation activities compared to other cities within the country.

According to the Census of 2011, the literacy rate in Dhaka city is reported to be 74.6 percent, while the female literacy rate specifically in Dhaka city is recorded at 70.8 percent. Education plays a crucial role in enhancing capacity and developing the skills of individuals residing in Dhaka city. This study focused on women employed in administrative positions at public and private universities, specifically those who held a minimum educational qualification at the graduate level. However, it is important to note that a small number of respondents had educational qualifications below the undergraduate level in certain exceptional cases. Education plays a pivotal role in empowering

women by providing them with the means to attain financial stability through enhanced occupational opportunities.

Table 4.7

Frequency and Percentage (%) Distribution of Education Qualification of the Respondents in the Public and Private Universities

University Name		Undergrade (Honors/Degree)	Graduate (Masters)	Total
Public Universities	DU	18	102	120
	JNU	5	41	46
	JU	-	51	51
	SAU	5	51	56
	Total	28	245	273
	Total (%)	10.26	89.74	100
Private Universities	NSU	2	48	50
	IUB	4	43	47
	SEU	1	24	25
	SUB	-	22	22
	Total	7	137	144
	Total (%)	4.87	95.13	100

Source: Primary Survey Data

[Foote Note: In public universities, 2 respondents had MPhil Degrees & in Private Universities 1 respondent had an MPhil degree. In Public universities, 11 respondents were below undergrad, and in private universities 1 respondent was below under grade]

According to the data presented in Table 4.7, a significant majority of the participants in public universities are classified as Graduates, accounting for 89.74 percent of the total respondents. The percentage of graduate respondents in private universities is higher, specifically at 95.13%, compared to public

universities. Furthermore, the percentage of respondents classified as Under Grade was 10.26 percent, while in private universities, it was 4.87 percent.

It is noteworthy to mention that the proportion of respondents with higher education is lower in both public and private universities. The sample population consisted of two respondents with MPhil/PhD degrees from public universities, and one respondent from a private university. The participants in this study expressed their views on the disparity between study leave policies for administrative officials and faculty members in public universities. Conversely, it should be noted that administrative employees in private universities are not granted study leave. Furthermore, several respondents from both public and private universities expressed that despite possessing high educational qualifications, they find themselves in positions of lower designation and receiving lower salaries. Due to the absence of an internal or informal network, they were unable to establish the necessary connections.

On the contrary, their colleagues are occupying high-ranking positions and receiving substantial salaries despite possessing lower levels of educational qualifications. This is attributed to their influential informal and internal networks within the same institutions. The individuals are experiencing frustration in relation to the existing inequality and discrimination. In this study, the author examines the factors that contribute to the phenomenon known as the glass ceiling theory, as discussed by David Purcell in 2010.

4.8 Occupational Status of the working women

The research encompassed a sample size of 417 female individuals employed in administrative roles within both public and private universities. The individual's socio-economic status, particularly their emphasis on career progression, plays a significant role. The objective of this study was to examine and contrast the occupational status and notable disparities among women employed in administrative roles within public and private university settings.

The assessment of women's career progression can be effectively gauged by considering their occupational status, which takes into account factors such as job experience and tenure. Therefore, the significance of the occupational status of women employed in the administration of Public and Private Universities is considered crucial for this research. The objective of this study is to examine the national labor force participation rates of both males and females in the state and Dhaka city.

Table 4.8

Frequency and Percentage (%) Distribution of Occupational Status of the by Gender in the Public Universities Administration

Public Universities	Frequency and Percentage (%) Distribution of Occupational Status by Gender		
	Male	Female	Total
University of Dhaka			
1st Grade	682	350	1032
Total (%)	66.08	33.91	100
3rd Grade	956	150	1106
Total (%)	86.44	13.56	100
Jahangirnagar University			
1st Grade	292	49	341
Total (%)	85.63	14.37	100
3rd Grade	704	89	793
Total (%)	88.78	11.22	100
Sher-e-Bangla Agricultural University			
1st Grade	211	64	275
Total (%)	76.73	23.27	100
3rd Grade	120	19	139
Total (%)	86.33	13.67	100

(Source: Primary Survey Data)

[Foote Note in one public university had 3 male and 2 female employees.]

According to the data presented in Table 4.8, it is evident that within public universities, there exists a notable disparity in gender ratios across different levels of the administrative hierarchy. Specifically, the male ratios consistently surpass the female ratios as one moves from the highest to the lowest ranks. The University of Dhaka's first-grade male employees comprises 66.08% of the total, while the female employees accounts for 33.91%. In the context of the 3rd Grade scenario, it is observed that the majority of the employee consists of males, accounting for 86.44 percent, while females constitute only 13.56 percent. The proportion of male employees in the first grade at Jahangirnagar University is significantly higher, accounting for 85.63% of the total, while the proportion of female employees is only 14.37%. A comparable circumstance is present at Sher-e-Bangla Agricultural University. The percentage of male students in the first grade is 76.73%, while the percentage of female students is 23.27%. A total of 86.33 percent of the employees in the organization are male and belong to the 3rd Grade, while 13.67 percent of the employees are female and also belong to the 3rd Grade.

The gender disparities and hierarchical rankings, which reflect an unequal ratio between males and females, can be understood within the framework of "Inequality Regimes" as proposed by Acker (2006). These regimes encompass various dimensions such as class, gender, form, and extent of inequality that exist within the administrative structures of public universities. The female participants from the universities under study are experiencing disparities related to gender, socioeconomic status, and position within the institutional hierarchy. Gender is commonly associated with the hierarchical structure of organizations, whereby men tend to occupy managerial positions while women are more prevalent in lower-level roles. The workplace dynamics pertaining to managerial or supervisory roles continue to be influenced by gender and biased attitudes.

The data suggests that there is a prevalence of the sociological phenomenon known as the glass ceiling in the administrative positions of the public university, as evidenced by the lower ratios of women in higher-ranking positions. The concept of the glass ceiling refers to an intangible obstacle that inhibits the upward mobility of female employees, particularly in higher-level positions, thereby impeding their professional progress (Perez, 2022).

Table 4.8

Frequency and Percentage (%) Distribution of Occupational Status by Gender in Private Universities

Private Universities	Frequency and Percentage (%) Distribution of Occupational Status by Gender		
	Male	Female	Total
North South University			
Senior Officer	60	16	76
Total (%)	78.95	21.05	100
Officer	80	44	124
Percentage of the Total	64.51	35.49	100
Assistant Officer	137	37	174
Total (%)	78.74	21.26	100
Independent University Bangladesh	Male	Female	Total
Above Sr. executive	20	9	29
Total (%)	68.97	31.03	100
Senior Officer	18	9	27
Total (%)	66.67	33.33	100
Officer	29	16	45
Total (%)	64.44	35.56	100
Junior Officer	33	12	45
Total (%)	73.33	26.67	100
South East University	Male	Female	Total
Senior Officer	4	3	7
Total (%)	57.14	42.86	100
Officer	29	16	45
Total (%)	78.95	21.05	100
Assistant Officer	11	17	28
Total (%)	39.28	60.71	100
Stamford University Bangladesh	Male	Female	Total
Above Sr. executive	17	4	21
Total (%)	80.95	19.05	100
Sr. Executive	13	5	18
Total (%)	72.22	27.78	100
Executive	9	5	14
Total (%)	64.29	35.71	100
Officer	14	5	19
Total (%)	73.68	26.32	100
Assistant Executive	17	6	23
Total (%)	73.91	26.09	100

(Source: Primary Survey Data)

[Foote In Stamford University Bangladesh among the respondents there were 8 Jr. Executive
5 male & 3 male]

4.8 Occupational Status of working women

According to Table 4.8, the percentage of male employees in the Senior Officer position at North South University is significantly higher at 78.95% compared to the percentage of female employees at 21.05%. The percentage of male officers is 64.51, while the percentage of female officers is 35.49. The percentage of male assistant officers is 78.74 percent. Only 21.26 percent of Assistant Officers are female.

The Independent University Bangladesh (IUB) is a higher education institution located in Bangladesh. The percentage of senior executive males is 68.97%, while the percentage of females is 31.03%. The proportion of senior officers who are male is 66.67%, while the proportion of senior officers who are female is 33.33%. The percentage of male officers is 64.44%, while the percentage of female officers is 35.56%. The proportion of male Junior Officers is 73.33%, while the proportion of female Junior Officers is 26.67%.

According to the data provided, the proportion of male Senior Officers at South East University is 57.14%, while the proportion of female Senior Officers is 42.86%. The proportion of male officers is 78.95%, while the proportion of female officers is 21.05%. The percentage of male Assistant Officers is 39.28, while the percentage of female Assistant Officers is 60.71. Previous research has indicated that there is an over-representation of women clergy in subordinate positions, and this situation persists consistently over time and throughout their careers (Sullins, 2000). According to Carly Fiorina, there exist certain limitations on the upward mobility of women in professional settings, despite possessing similar levels of human capital and motivation as their male counterparts.

Table 4.8 provides clear evidence of the existence of gender and class-based inequality within Private Universities. The findings indicate that within the private universities examined, there is a significant gender disparity in the distribution of employees across hierarchical positions. Specifically, a higher proportion of male individuals occupy top-level positions, while the

representation of females in such roles is considerably lower. At South East University, the proportion of female assistant officers is significantly higher, with a percentage of 60.71, compared to the male ratio.

According to Table 4.8, the proportion of male Sr. Executives in Stamford University Bangladesh is 80.95 percent. The proportion of females is 19.05 percent. The male-to-female ratio among senior executives is 72.22 percent for males and 27.78 percent for females. The proportion of male executives is 64.29 percent, while the proportion of female executives is 35.71 percent. The proportion of male officers is 73.68 percent. The proportion of females is 26.32 percent. The gender distribution within the Assistant Executive position is characterized by 80 percent male representation and 20 percent female representation.

In general, our findings indicate that there are instances, albeit rare, where both Public and Private universities examined have male employees occupying all top administrative positions within their respective hierarchies. Furthermore, it is noteworthy that a significant majority of employees in all bottom-level positions are male. There is a significant disparity. Gender, class-based inequality, and the presence of glass ceiling factors are contributing to the creation of an unequal situation for women employed in administrative positions within both public and private universities. The analysis of gender-based ratios in university administration, specifically in terms of designation and rank, serves as an indicator of the disparities between male and female labor force participation within the University administration of Dhaka city. The career progression and advancement opportunities for women employed in university administration are significantly lower in comparison to their male counterparts. The career advancement and involvement in decision-making among women employed in public university administration surpasses that of their counterparts in private university administration. During the research survey, interviews were conducted with the Registrar, Deputy Registrar of Public Universities, and HR and Administrative Head of Private Universities.

These individuals expressed their opinions regarding the factors contributing to the lower ratio of women employees. During the initial stages of women's enrollment in universities, their participation in the workforce was significantly limited. During that period, a social stigma existed which dictated that women were restricted to fulfilling conventional familial responsibilities. The act of opting out is a significant aspect of the Glass Ceiling phenomenon, which pertains to the voluntary withdrawal of women from the initial stages of the selection process. Jerry A. Jacobs (1996) in his research mentioned that "The status of women in each aspect of the educational system as well as for variation across time and space.

The challenge is to situate gender inequality economically, historically, culturally, and politically". Due to the presence of social disparities in the performance of familial responsibilities, women often find themselves compelled to prioritize family obligations over their professional pursuits, resulting in their withdrawal from the workforce. The focal point within this domain lies in the promotion of the husband's professional progression.

4.9 Years of Working Experience

The level of job experience significantly impacts an individual employee's performance and the quality of their work. The impact of job experience extends significantly to both the personal and professional aspects of an employee's life. The duration of employment serves as an indicator of an employee's professional identity and personal accomplishments.

Experienced employees are instrumental in cultivating a constructive work environment that facilitates the acquisition of knowledge by their fellow colleagues and subordinates. The monthly income of female employees plays a crucial role in determining the socio-economic status of the household. Typically, households with both partners employed tend to experience greater financial stability and maintain a higher socio-economic standing.

Table 4.9 Frequency and Percentage (%) Distribution of Years of Working Experience of the Respondents in the Public and Private Universities Administration

University Name		1-5	6-10	More than 10	Total
Public Universities	DU	25	30	65	120
	JNU	13	25	8	46
	JU	23	8	20	51
	SAU	8	10	38	56
	Total	69	73	131	273
	Total (%)	25.27	26.74	47.99	100
Private Universities	NSU	27	9	14	50
	IUB	21	13	13	47
	SEU	5	16	4	25
	SUB	3	8	11	22
	Total	56	46	42	144
	Total (%)	38.89	31.94	29.17	100

Source: Primary Survey Data

According to the findings presented in Table 4.9, a significant proportion of female employees, specifically 47.99 percent, in the public universities under investigation fall into the category of having more than 10 years of job experience. This observation suggests that women employees tend to possess a greater amount of professional experience. A total of 26.74 percent of female employees possess job experience ranging from 6 to 10 years, while 25.27 percent of female employees have job experience ranging from 1 to 5 years.

When comparing

public universities to private universities, it is observed that the ratios of longer job experience tend to be lower in private universities. A mere 29.17 percent of female employees possess a work experience duration exceeding 10 years. Approximately 31.94% of employees possess job experience ranging

from 6 to 10 years. Approximately 38.89 percent of female employees with lower job experience fall within the 3–5-year range.

At public universities, female employees are granted a six-month maternity leave along with other leave benefits. Additionally, they are provided with residential quarter facilities, and their job arrangements are characterized by flexibility. They have the ability to sustain their service over an extended duration. Contrasting situations are currently prevalent within private universities. According to the current circumstances, it appears that female employees at private universities face challenges in sustaining their professional careers over an extended duration.

4.10 Monthly Income of the Working Women

The income earned by the women working in public and private universities administration plays a major role in maintaining financial stability and improving the standard of living of

Table 4.10

Frequency and Percentage (%) Distribution of Monthly Salary Range (Thousand BDT) of the Respondents in the Public and Private Universities Administration

University Name		Frequency and Percentage (%) Distribution of Monthly Salary Range (Thousand BDT) of the Respondents in the Public and Private Universities Administration							
Public Universities		Below 20	20 to 25	26 to 30	31 to 40	41 to 45	46 to 50	More than 50	Total
	DU	14	8	33	20	4	14	27	120
	JNU	16	6	8	-	6	4	6	46
	JU	5	10	8	14	1	8	5	51
	SAU	-	4	4	10	2	13	23	56
	Total	35	28	53	44	13	39	61	273
	Total (%)	12.82	10.26	19.41	16.12	4.76	14.29	22.23	100
Private Universities	NSU	1	2	22	2	4	8	11	50
	IUB	5	8	8	1	6	3	15	47
	SEU	2	4	12	2	4	1	-	25
	SUB	1	4	2	1	3	5	6	22
	Total	9	18	44	6	17	17	32	144
		Total (%)	6.38	12.5	30.55	4.25	12.06	12.06	22.70

Source: Primary Survey Data

According to the data presented in Table 4.10, it can be observed that 22.23 percent of female employees in public universities receive a salary exceeding 50,000/-tk. Approximately 19.41 percent of female employees' salary falls within the range of 26,000 to 30,000/- Tk. Approximately 16.12 percent of female employees receive a monthly salary ranging from 31,000 to 40,000/- Tk. Approximately 14.29% of female employees receive a monthly salary ranging from 46,000 to 50,000 Tk. Approximately 12.82 percent of female

employees receive a monthly salary that is below 20,000/- Tk. A total of 10.26 percent of female employees receive a monthly salary ranging from 20,000 to 25,000 Tk. Approximately 4.7 percent of female employees receive a salary within the range of 41 to 45 thousand Tk. A mere 4.76 percent of women receive a monthly salary ranging from 41,000 to 45,000 Tk.

Within private universities, a significant proportion of female employees, comprising 30.55 percent, receive a monthly salary ranging from 26 to 30 thousand Tk. Approximately 22.70 percent of female employees receive a monthly salary exceeding 50,000/-tk. A total of 12.06% of female employees receive monthly salaries ranging from 46,000 to 50,000 Tk, while 41 to 45 thousand Tk is the salary range for another group of female employees. Approximately 12.5% of female employees receive a monthly salary ranging from 20,000 to 25,000 Tk. A total of 6.38 percent of female employees receive a salary below 20,000 Tk. Approximately 4.25% of female employees receive a monthly salary ranging from 31 to 40 thousand.

The monthly salary ranges of female employees in public universities tend to be higher compared to the majority of female employees in private universities. Women employees in public universities tend to receive higher salaries and greater access to service benefits compared to their counterparts in private universities. Nevertheless, female employees are making significant contributions in various domains such as family education, healthcare, housing, living expenses, and savings. Public and private universities both play a significant role in maintaining financial stability and improving the standard of living for women who are dual earners.

5.1 Introduction

The city of Dhaka has a significant presence of highly educated women who have achieved noteworthy job and career prospects in the field of university administration, both in public and private institutions. Dhaka city mostly has a significant concentration of notable public and private institutions. Moreover, a significant proportion of both governmental and private institutions in Bangladesh are located inside the city of Dhaka. The career prospects for educated women in administrative roles inside universities are seeing a notable expansion. The reasons for individuals' preference for a certain location may be attributed to factors such as safety, security, familial and societal acceptability, as well as the desire for honor and distinction. This research examined the comparative landscape of women employed in administrative roles at public and private institutions.

An attempt has been made to quantify the comparisons using certain criteria. While there are both parallels and differences in the laws, regulations, and administrative structures of public and private institutions, they are subject to ongoing debate and analysis. However, considering the increasing prominence of women in the workforce, it is imperative to critically evaluate and reconsider the career opportunities available to women in the field of university administration, particularly when comparing the public and private sectors. The relevant governing body has the capacity to provide a unified and enduring platform to facilitate the professional progression of women. The proportion of women pursuing higher education is steadily growing. Women are assuming multiple roles in both their familial and professional spheres. By conducting a comparative analysis, we will identify the existing loopholes and implement appropriate steps to promote women's empowerment.

In a comparative research study conducted by Carole L. Jurkiewicz et al. (1998), the authors presented a depiction of public sector employees as being primarily driven by factors such as job security, stability, teamwork, and a sense of contributing to society. Conversely, they found that these individuals tend to place less emphasis on monetary rewards, prestige, and the desire for challenge and autonomy. In the aforementioned research, it is often shown that workers in the private sector are driven by factors such as status, opportunities for career progression, autonomy, and competitive compensation. However, there is a perception that they may not prioritize making meaningful contributions to society or job security.

5.1.2 Satisfaction with Current Salary

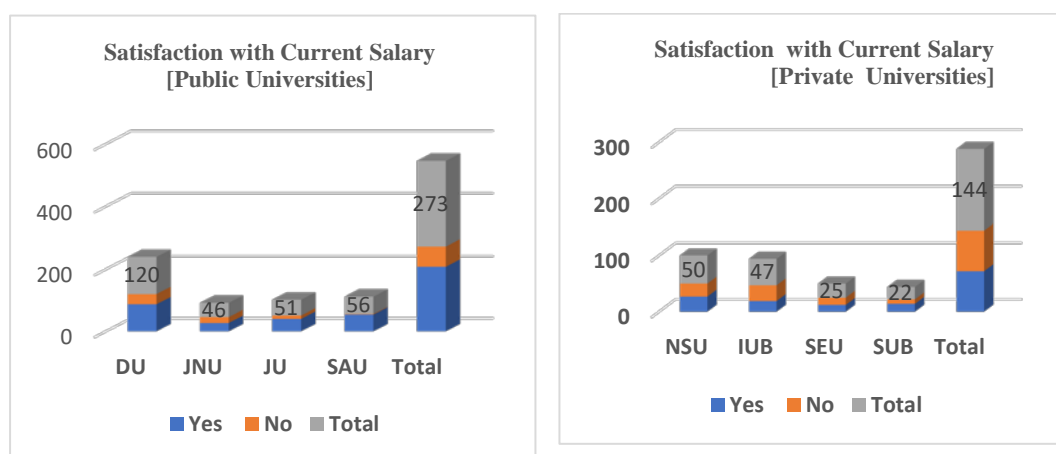
The remuneration package is considered a fundamental and significant determinant of work satisfaction. In reality, each employee does their job in order to satisfy their fundamental requirements and maintain a certain quality of life. The present remuneration serves as a factor for assessing the degree of work satisfaction. Additionally, it serves as an indicator of the employee's accomplishments. This research investigation unveils that a majority of respondents from public universities expressed satisfaction with their existing income. One possible reason for those experiencing reduced workloads is that they are able to experience more flexibility and relaxation.

Table 5.1.2
Frequency and Percentage (%) Distribution of Respondents Satisfaction with Current Salary in the Public and Private Universities Administration

University Name		Frequency and Percentage (%) Distribution of Respondents Satisfaction with Current Salary		
Public Universities	DU	Yes	No	Total
	JNU	27	19	46
	JU	40	11	51
	SAU	54	2	56
	Total	208	65	273
	Total (%)	76.19	23.81	100
	Private Universities	NSU	27	23
IUB	19	28	47	
SEU	12	13	25	
SUB	14	8	22	
Total	72	72	144	
Total (%)	50	50	100	

Source: Primary Survey Data

Fig:5.1. 2 Frequency Distribution of Respondents Satisfaction with Current Salary in the Public and Private Universities Administration



According to the data shown in Table 5.1.2, it can be seen that a significant proportion of respondents from public universities, namely 76.19%, expressed satisfaction with their current salary, indicating that the majority of individuals

surveyed hold this sentiment. A total of 23.81% of the participants expressed discontentment with their present level of remuneration.

In contrast, a significant proportion (50%) of responders from private universities expresses dissatisfaction with their present income. The individuals expressed their belief that their present remuneration is disproportionately low in relation to their level of education, the demanding nature of their task, and the elevated levels of stress associated with their employment. The prevailing market price is elevated. The expense of living is elevated, but the level of remuneration is deemed unsatisfactory. The payment system is not congruent with the prevailing socioeconomic circumstances.

The individuals expressed their opinion that, based on the duration of their service experience, they anticipate a wage higher than their current remuneration. In contemporary times, the cost of living has escalated significantly, rendering it arduous to sustain a household financially. A total of 50% of the respondents indicated their contentment with their present remuneration.

Table 5.1.2: Bivariate Association between Overall Satisfaction and Satisfaction with Current Salary using Chi-square Test

Public Universities		Overall Satisfaction			p-Value
		Yes	No	Total	
Satisfaction with Current Salary	Yes	179	29	208	p < 0.001*
	No	38	27	65	
	Total	217	56	273	
Private Universities					
		Overall Satisfaction			p-Value
Satisfaction with Current Salary		Yes	No	Total	p < 0.001*
	Yes	55	18	73	
	No	35	36	71	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was done to inspect whether there is a significant difference between overall satisfaction and satisfaction with the current salary. In Table 5.1.2, it clearly indicates that both in public and private universities, there is a statistically strong association ($p < 0.001$) between overall satisfaction and satisfaction with the current salary.

Majority of the public and private universities respondents opined that there is a significant association between overall satisfaction and satisfaction with current salary. As the chi-square test result of public and private universities are same ($p < 0.001$) which indicates that there is a common scenario for overall satisfaction with their current salary among public and private universities respondents.

5.1.3 Satisfaction with Office Equipment's Such as: a) Office Room b) Office Desk c) Computer d) Telephone Set d) Office Materials

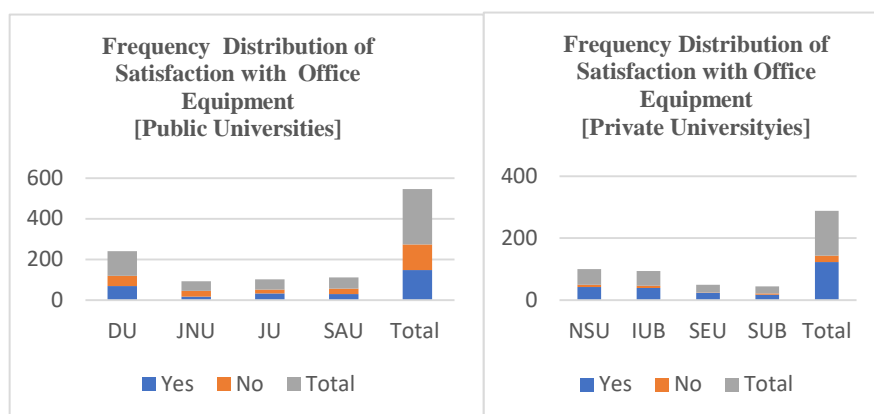
Office equipment is an essential component for effectively carrying out assigned jobs and obligations. The presence of office equipment has both direct and indirect effects on employees' work satisfaction. The average employee often spends a significant portion of their day inside the confines of their workplace. In addition to the physical aspects such as office room space and equipment, the cleanliness and tidiness of the office environment are also crucial factors in this context. Several participants, particularly those from prestigious public universities, reported experiencing allergy reactions due to their exposure to dusty files and typical dirty cabinets.

Table 5.1.3
Frequency and Percentage (%) Distribution of Respondents Satisfaction
with Office Equipment Such as: a) Office Room) Office Desk c) Computer
d) Telephone Set d) Office Materials

University Name		Frequency and Percentage (%) Distribution of Respondents Satisfaction with Office Equipment Such as: a) Office Room) Office Desk c) Computer d) Telephone Set d) Office Materials		
Public Universities	DU	Yes 69	No 51	Total 120
	JNU	17	29	46
	JU	32	19	51
	SAU	29	27	56
	Total	147	126	273
	Total (%)	53.85	46.15	100
Private Universities	NSU	42	8	50
	IUB	39	8	47
	SEU	24	1	25
	SUB	18	4	22
	Total	123	21	144
	Total (%)	85.42	14.58	100

Source: Primary Survey Data

Fig:5.1.3Frequency Distribution of Respondents Satisfaction with Office Equipment Such as: a) Office Room) Office Desk c) Computer d) Telephone Set d) Office Materials



According to the data shown in Table 5.1.3, it is evident that a higher percentage of respondents, namely 85.42%, expressed satisfaction with private universities in comparison to public universities, where only 53.85% of respondents reported being happy. at contrast, the percentage of respondents expressing dissatisfaction with their office equipment is much lower at private universities (14.58%) compared to public universities (46.15%). During the process of completing the survey interviews, a significant number of respondents from various public universities expressed their concerns over the challenges they have while using unsanitary communal restroom facilities.

The female employees do not have access to a dedicated restroom facility. Additionally, they have operated inside a very constrained workplace environment. Computers and telephones are assigned higher-ranking roles. These situations are often seen at institutions of higher education that are publicly funded. In the contemporary era of digitalization, the provision of computers, telephones, and the digitalization of office tasks enables officials to engage in multifaceted work in a dynamic manner, resulting in time savings and the augmentation of workers' skill sets.

The majority of workers expressed a desire for updated workplace décor, equipment, and materials. The majority of responders from public universities place significant emphasis on the limited availability of computers, intercom systems, telephones, and support staff.

The individual concludes by expressing their issue with the lack of attention and delayed response from their male supervisor and relevant authorities in addressing their problems regarding office equipment and infrastructure facilities. They have made several attempts to communicate their worries, but have encountered a lack of awareness and administrative delays. Gender-based inequity is present on this basis.

Table 5.1.3 Bivariate Association between Overall Satisfaction and Satisfaction with Office Equipment using Chi-square Test

Public University		Overall Satisfaction			p-Value
		Yes	No	Total	
Satisfaction with Office Equipment	Yes	134	14	148	p < 0.001*
	No	83	42	125	
	Total	217	56	273	
Private University					
Private University		Overall Satisfaction			p-Value
		Yes	No	Total	
Satisfaction with Office Equipment	Yes	79	44	123	p = 0.263
	No	11	10	21	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was done to examine whether there is a significant difference in the overall satisfaction and satisfaction with office equipment. Table 5.1.3 clearly indicates that in public universities, there is a statistically strong association ($p < 0.001$) between overall satisfaction and satisfaction with office Equipment.

On the other side in private universities, there is no statistically significant association ($p = 0.263$) between overall satisfaction and satisfaction with office equipment. So, it is found that there is a difference of comparing overall satisfaction with office equipment among public and private universities respondents.

5.1.4 Have to do Over -Time Duty

The availability of office hours significantly influences female employees. Individuals are required to attend the workplace while still fulfilling their familial obligations. In fact, individuals are required to fulfill a dual duty. Upon returning home from the workplace, women employees are often required to fulfill several familial responsibilities. The findings of this research study indicate that a majority of the participants do not remain at their workplace to carry out official tasks beyond their designated working hours.

Table 5.1.4 Frequency and Percentage (%) Distribution of the Respondents Have to do Over -Time Duty

University Name		Frequency and Percentage (%) Distribution of the Respondents Have to do Over -Time Duty in the Public and Private Universities Administration			
Public Universities	DU	Yes (All-Time)	No	Sometimes	Total
		8	91	21	120
	JNU	2	44	-	46
	JU	25	25	1	51
	SAU	12	40	4	56
	Total	47	200	26	273
	Total (%)	17.22	73.26	9.52	100
Private Universities	NSU	10	37	3	50
	IUB	9	34	4	47
	SEU	5	19	1	25
	SUB	5	17	-	22
	Total	29	107	8	144
	Total (%)	20.14	74.30	5.56	100

Source: Primary Survey Data

According to the findings shown in Table 5.1.4, a significant proportion of respondents, namely 73.26% in public universities and 74.30% in private universities, said that they are not required to do overtime duties. According to the survey conducted among participants from public universities, it was found that 17.22% of the respondents are required to engage in overtime duty consistently, while 9.52% of the respondents sometimes have to do overtime duty. At contrast, it was found that 20.14% of respondents at private universities are required to engage in overtime duty consistently, a proportion that exceeds that of public universities. A mere 5.56% of responders from private universities sometimes experience the need for overtime duty. In this

particular domain, it has been observed that the circumstances at both public and private universities are mostly similar. The data suggests that female workers in university positions have fewer time limitations in comparison to women employed in multinational corporations.

Residential accommodations inside university premises are often provided to a significant portion of the administrative personnel employed by public universities. Individuals have the option to use their lunch break for the purpose of attending to their parental responsibilities. In addition, individuals have the option to return to their residences after the conclusion of their workday, since they do not rely on transportation and encounter the inconvenience of traffic congestion.

In contrast, the participants from private universities do not have access to the same range of amenities as their counterparts from public universities.

5.1.5 Presence at Office on Public Holiday

Female workers are sometimes required to fulfill multiple responsibilities. During public holidays, individuals have the chance to spend an increased amount of time with their children and other family members. Individuals possess a cognitive framework that is oriented towards familial and communal gatherings. Individuals are given the chance to engage in relaxation and rejuvenation as a means of breaking away from their regular daily routines. However, the need to be present at the workplace on a public holiday impeded their ability to get physical and mental relaxation.

Table 5.1.5 Frequency and Percentage (%) Distribution of the Respondents Presence at Office on Public Holiday

University Name	Frequency and Percentage (%) Distribution of the Respondents Presence at Office on Public Holiday				
Public Universities		No	Flexible	Mandatory	Total
	DU	29	55	36	120
	JNU	7	24	15	46
	JU	21	16	14	51
	SAU	9	34	13	56
	Total	66	129	78	273
	Total (%)	24.18	47.25	28.57	100
Private Universities	NSU	-	2	48	50
	IUB	1	2	44	47
	SEU	3	17	5	25
	SUB	-	10	12	22
	Total	4	31	109	144
	Total (%)	2.78	21.53	75.69	100

Source: Primary Survey Data

[Foot Note: it was found that four respondents from public universities and three respondents from private universities reported that they are required to work on public holidays, so posing a danger to their job security]

According to the data shown in Table 5.1.5, it was observed that 24.18% of respondents from public universities are not required to attend. A significant proportion of the respondents, namely 47.25%, reported experiencing a sense of flexibility. Approximately 28.57% of the responders are required to attend the event due to obligatory obligations. at contrast, a mere 2.78% of responders at private universities are exempted from attendance requirements. Approximately 21.53% of the participants reported experiencing flexibility, whereas a significant majority of respondents from public universities reported having flexibility.

A significant proportion of the participants, namely 75.69%, attending private universities are required to attend compulsory events. It might be argued that public university respondents experience a greater degree of freedom and relaxation when compared to their counterparts at private universities. In this

context, it is suggested that both public and private universities should prioritize the inclusion of male workers over female employees, since the former group has traditionally been less involved in dual or care giving roles.

5.1.6 Negative Effect of Working on Public Holiday

During the survey interviews, the respondents expressed that working on public holidays had a significant impact on both their personal and familial lives. It hinders the ability to fully engage in quality time with their family. Children are need to be separated from social interactions and festive gatherings.

In addition, parents are faced with the task of preparing their children for school holiday programs while also ensuring their own readiness to attend their respective workplaces. Engaging in job activities during a public holiday may have adverse effects on individuals' personal and family life, as well as their physical and mental well-being, so impeding their ability to relax and engage in recreational activities.

Table 5.1. 6Frequency and Percentage (%) Distribution of the Respondents Negative Impact of Working on Holiday

University Name		Frequency and Percentage (%) Distribution of the Respondents Negative Impact of Working on Holiday		
		Yes	No	Total
Public Universities	DU	109	11	120
	JNU	40	6	46
	JU	40	11	51
	SAU	50	6	56
	Total	239	34	273
	Total (%)	87.55	12.45	100
Private Universities	NSU	36	14	50
	IUB	43	4	47
	SEU	21	4	25
	SUB	19	3	22
	Total	119	25	144
	Total (%)	82.64	17.36	100

Source: Primary Survey Data

Fig: 5.1.6 Frequency Distribution of the Respondents Negative Effect of Working on Holiday

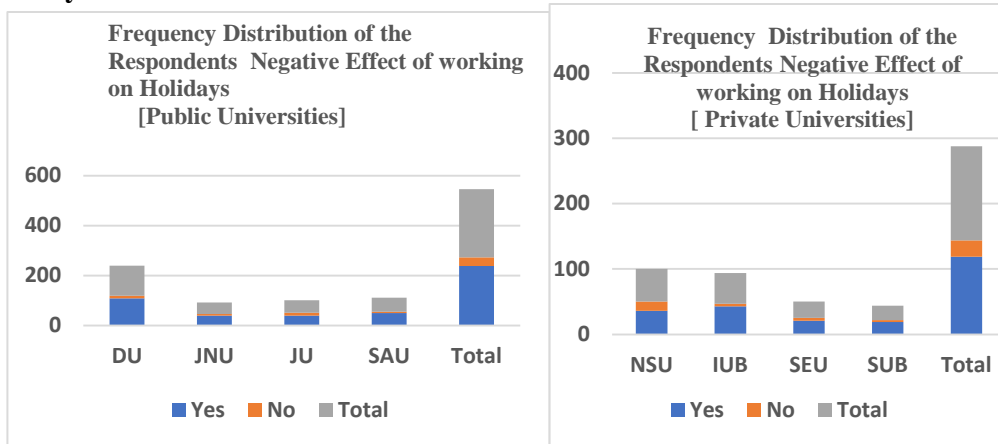


Table 5.1.6 presents a strong indication that a significant majority of respondents from both public universities (87.55%) and private universities (82.64%) expressed the view that working on public holidays had a detrimental influence on their personal and familial lives. A total of 12.45% of respondents from public universities expressed the viewpoint that public holidays do not have any adverse effects on their lives, as well as on the lives of those attending private institutions. Approximately 17.36% of the respondents had a comparable viewpoint.

5.1.7 Use of Transport Facilities

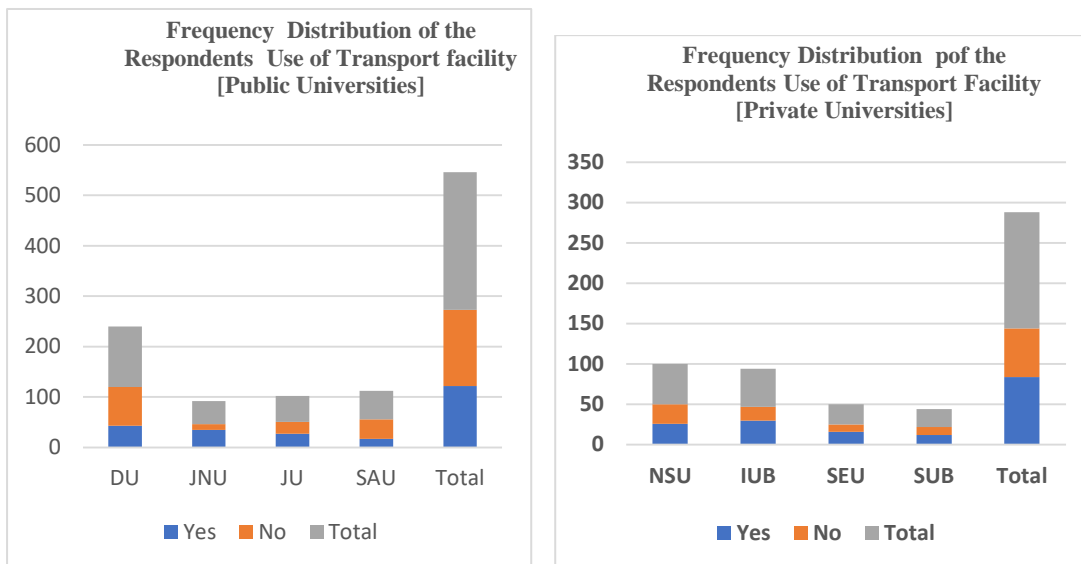
Dhaka has the distinction of being the city with the highest population density in the nation. The current state of public transportation infrastructure is inadequate and fails to meet the necessary standards, particularly during peak office hours, therefore compromising the safety of women who rely on these services for their daily commute. In the broader context, women have challenges in securing seating accommodations and are subjected to instances of harassment within the realm of public transportation. In this context, transportation facilities play a crucial role in ensuring safety and security.

Table 5. 1.7Frequency and Percentage (%) Distribution of the Respondents Use of Transport Facilities

University Name		Frequency and Percentage (%) Distribution of the Respondents Use of Transport Facilities		
Public Universities	DU	Yes	No	Total
		43	77	120
	JNU	35	11	46
	JU	27	24	51
	SAU	17	39	56
	Total	122	151	273
Total (%)	44.69	55.31	100	
Private Universities	NSU	26	24	50
	IUB	30	17	47
	SEU	16	9	25
	SUB	12	10	22
	Total	84	60	144
	Total (%)	58.33	41.67	100

Source: Primary Survey Data

Fig: 5.1.7Frequency Distribution of the Respondents Use of Transport Facilities Use of Transport Facilities



According to the data shown in Table 5.1.7, it can be seen that a mere 44.69% of respondents make use of the transportation services provided by public universities. The majority of respondents, namely 55.31%, said that they do not use transportation services. According to the respondents, it is their belief

that the transportation services provided by universities do not include all routes, hence rendering them unable to use the available transport facilities. On the other hand, it is worth noting that a significant proportion of respondents, namely 58.33 percent, at private universities have access to transportation services.

A total of 41.67% of the respondents said that they do not have access to transportation facilities. In both public and private universities, there is a need to enhance transportation facilities for female workers. During the survey investigation, a majority of respondents from public institutions expressed their opinion that a little deduction is made from employee salary to cover transportation expenses. However, private universities provide a contrasting situation. The private university implemented a higher deduction of funds from workers' wages in comparison to state institutions. At public universities, entry-level and junior employees are not subject to salary deductions for transportation expenses. However, private universities do not often implement transportation regulations of this kind. In public universities, the transportation services provided for instructors are completely distinct from those designated for administrative officials. In private universities, both faculty members and administrative personnel are provided with a shared transportation service.

However, faculty members are given precedence over administrative staff in terms of access to this transportation facility. In the present scenario, the female administrative personnel employed at a private institution get a comparatively limited provision of transportation services. A female administrative official employed by a prestigious private university said that she had submitted an application for university transportation prior to commencing her maternity leave, but unfortunately, her request was not granted. The pregnant lady had significant hardships when using public transportation in order to fulfill her occupational responsibilities. Gender imbalance is seen within the context of private universities.

5.1.8 Access to Day Care Center

In Bangladesh, there has been a rise in female labor force involvement compared to previous periods, which may be attributed to advancements in women's education and their pursuit of career development and success. Consequently, the establishment of childcare facilities in major cities has become essential to supporting women in their professional endeavors.

A daycare center is a specialized program or facility that offers childcare services for children ranging from babies to preschool age. Typically, these services are provided in a group setting, serving as either a supplement to or a continuation of home-based care. The rate of women's participation in the workforce in Bangladesh is on the rise. Ensuring the well-being and education of their children is a pressing concern for women in the workforce. In order to fulfill this requirement, it is necessary to establish a clearly defined child care facility for the purpose of nurturing the infant. The establishment and development of child day care centers have occurred in many settings, although they often lack the necessary amenities, leading to the emergence of problems. Islam, Shahidul, and colleagues (2015). In the conducted research study, it was observed that a significant proportion of female respondents at both public and private institutions identified themselves as members of nuclear families. Individuals are confronted with difficulties in attending to their parental responsibilities as a result of the absence of a daycare center inside their respective institutions.

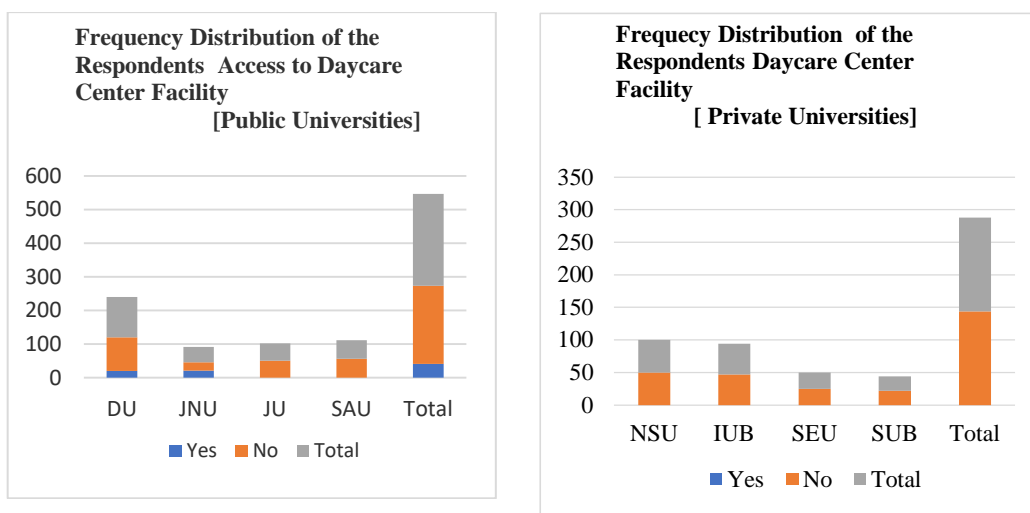
Chacko, Elizabeth et al. (2018) referenced the work of Beniamini, Nicole (2017). The article presents a favorable portrayal of childcare facilities as a viable option for working women, enabling them to dedicate their attention to professional pursuits and career advancement. The author examined the many advantages of childcare for children and highlighted its significant impact on working moms who lack familial support. Numerous scholarly works and literature emphasize the significance of childcare center facilities in promoting women's empowerment and facilitating their professional growth.

Table 5.1.8 Frequency and Percentage of the Respondents Access to Daycare Center Facility

University Name		Frequency and Percentage (%) Distribution of the Respondents Access to Daycare Center Facility		
Public Universities	DU	Yes	No	Total
	JNU	21	25	46
	JU	-	51	51
	SAU	-	56	56
	Total	41	232	273
	Total (%)	15.02	84.98	100
Private Universities	NSU	-	50	50
	IUB	-	47	47
	SEU	-	25	25
	SUB	-	22	22
	Total	-	144	144
	Total (%)	-	100	100

Source: Primary Survey Data

Fig: 5.1.8 Frequency Distribution of the Respondents Access Daycare Center Facility



According to the data shown in Table 5.1.8, it can be seen that a mere 15.02% of the respondents had access to daycare facilities at public universities. The findings indicate that a significant majority of the respondents, namely 84.98%, reported a lack of access to childcare center facilities. The presence

of a childcare center facility has a considerable influence on the lives of women employees, who are often required to fulfill multiple responsibilities. Conversely, it is worth noting that within the context of private universities that have been subject to thorough examination, the provision of a childcare facility is absent. According to governmental regulations, it is mandated that every institution employing a minimum of 45 women staff members have a childcare center facility.

However, it is evident at both public and private universities that there exists a concerning lack of access for women workers to childcare center facilities. During the survey interviews, HR and administrative professionals from private universities expressed their observation that a significant number of women workers choose to quit their positions in order to prioritize the care of their newborn children. One contributing factor to the decreased representation of women in administrative positions relative to their male counterparts is the This survey reveals that a significant majority of both public and private universities lack the provision of a daycare facility. The term "facility" refers to a physical location or structure that is designed and equipped to While it is true that a limited number of universities provide daycare centers, the overall level of service and facilities provided in these centers is subpar. The participants also emphasized the need to ensure high-quality services in childcare centers and expand these facilities in accordance with demand.

5.1.9 Access to Health Insurance Facility

Employee health insurance is a type of compensation that businesses offer to their staff. The insurance not only provides coverage for the employee but also extends to include other family members. According to the Health Insurance Association of America, the term "health insurance" is defined as a kind of coverage that facilitates the provision of benefits in response to instances of illness or physical harm. The coverage encompasses insurance policies that provide financial protection against many types of losses, such as those resulting from accidents, medical expenses, disabilities, or accidental death

and dismemberment. Employee health insurance often encompasses various financial advantages that cover a range of medical circumstances, such as illnesses, injuries, fatalities, and accidents pertaining to the workers. Employee health insurance may contribute to the cultivation of a favorable organizational image, as it has the potential to enhance productivity, boost morale, and build a good organizational culture.

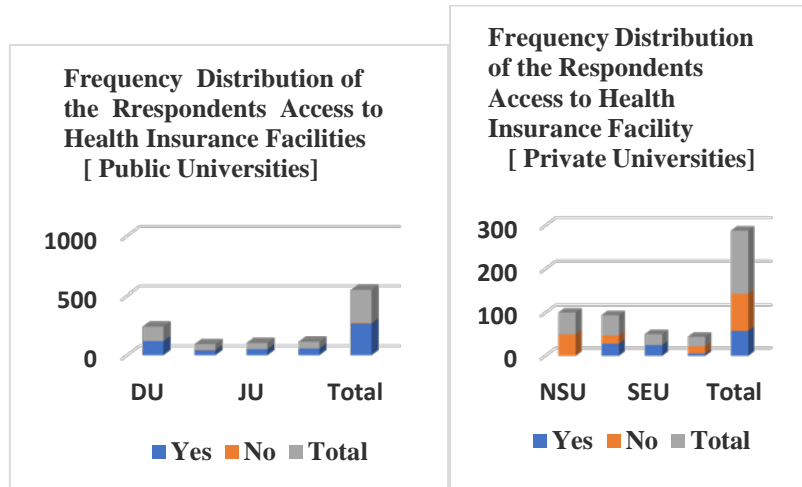
Ellen O'Brien (2003) emphasized in her research works that health insurance recovers employee's health and healthier workers are more effective at the workplace. From health insurance employee might be benefited. Throughout this research study, we try to find the women employees health insurance facility access scenario in their respective organization.

Table :5.1.9 Frequency and Percentage (%) Distribution of the Respondents' Access to Health Insurance

University Name		Frequency and Percentage (%) Distribution of the Respondents' Access to Health Insurance		
		Yes	No	Total
Public Universities	DU	119	1	120
	JNU	41	5	46
	JU	51	-	51
	SAU	56	-	56
	Total	267	6	273
	Total (%)	97.80	2.19	100
Private Universities	NSU	-	50	50
	IUB	28	19	47
	SEU	25	0	25
	SUB	5	17	22
	Total	58	86	144
	Total (%)	40.28	59.72	100

Source: Primary Survey Data

Fig:5.1.9 Frequency Distribution of the Respondents' Access to Health Insurance



According to the data shown in Table 5.1.9, it is evident that a significant proportion of the participants, namely 97.80%, reported having access to health insurance facilities at public universities. A small percentage of individuals, namely 2.19%, expressed the viewpoint that they did not see a need for health insurance services. In contrast, a majority of respondents (59.72%) from private universities said that they do not have access to health insurance services. According to the survey data, a total of 40.28% of the respondents reported receiving health insurance benefits at private universities. It is evident that respondents from public universities have more access to health insurance facilities compared to respondents from private universities. The availability of health insurance facilities varies across different types of organizations, ranging from public to private. In his study, Reddick (2009) discovered that public sector managers place a higher level of importance on health benefits for their firms compared to their counterparts in the private sector.

5.1.10 Months -Wise Maternity Leave with Pay

(ILO Report, Part-2 Module:6,2012) Maternity leave indicates the phases of earlier, during, and afterward childbirth. Maternity leave is the core element for safeguarding women employees' pregnancy and her child's perinatal phase.

The ILO Maternity Protection Convention, 2000 (No. 183) mentioned that maternity leave ensures mothers' right to a particular period of relaxation regarding childbirth as well as breastfeeding with cash and medical benefits, job security, and equitable judgment at the workplace. According to the convention, 14 weeks is the length of maternity leave. Though Recommendation No. 191 specifies 18 weeks of maternity leave very few countries in Asia and the Pacific region meet the standard set by Convention No. 183.

Paula England (2005) catches on in her research work that women employees have become less experience and senior comparing male employees for the reason that they have to spend years for fostering their children. The author mentioned that this reality is not only prevailing in the cases of the United States but also all over the nations of the world.

Ravindranath, Hasani De & et al. (2021) focused on their research work that education sector working mothers faced multidimensional challenges consisting of work-role conflict, gender stereotyping, altering work schedule, and career advancement prospects. The authors also mentioned working mother child rearing support, work from home, and flexi office work arrangements. Policies and strategies of their organizations. They find out that working mother have to give more priority in motherhood and family woks and cares.

According to the World Bank Group's database of gender statistics and the International Labour Organization's (ILO) Report, there was a significant rise of 43% in women's labor force participation over the latter half of the twentieth century on a global scale. The labor force participation of women in Bangladesh has seen a notable increase during the last two decades. According to statistics from the Bangladesh Bureau of Statistics (BBS) in 2012, it was found that out of a total workforce of 49.5 million citizens, 38% were female employees (Islam and Zahidul, 2015).

The term "maternity benefit" refers to the provision of paid leave offered to a female employee as a result of her childbirth (Paul, 2008). Maternity is a state that needs distinct treatment in order to attain authentic equality, making it more of a foundation for the principle of equality than an exception (ILO, 1996). Primarily, it is important to promote and support breastfeeding in order to mitigate any negative health outcomes for both the mother and the child. According to Barger et al. (2005), maternity leave has a crucial role in facilitating the development of children.

According to the U.S. Equal Employment Opportunity Commission, there was a notable rise of 26 percent in claims related to pregnant discrimination between the years 1996 and 2002. According to Liza and Rumana Anam (2008), in both industrialized and developing nations, women in the workforce encounter significant disparities with respect to maternity leave and flexible working arrangements on a global scale. When a woman who is employed becomes a mother, there are some distinct benefits that are unavoidable in terms of her ability to care for both herself and her infant throughout the pre- and postnatal periods.

In Bangladesh, the first maternity leave policy granted women employees a 12-week leave period with full pay. The policy modification was implemented by a Gazette announcement issued by the Bangladesh Government on January 9, 2011. The amendment aimed to increase the duration of maternity leave from four months to six months, with the objective of providing more time for mothers to engage in breastfeeding activities for their newborn babies.

This research study reveals that a significant proportion of female employees at public universities have a high level of satisfaction with the six-month maternity leave policy, which is consistently implemented without major obstacles. However, the converse situation is seen at private institutions.

The majority of private institutions are found to be non-compliant with the government's mandated maternity leave policy since they typically provide a duration of three to four months for maternity leave instead of the stipulated

six months. Female employees at private institutions sometimes have challenges when it comes to balancing their work responsibilities with the care of their babies. Several respondents from a private institution said that a number of their female colleagues were compelled to quit their positions due to challenges related to post-maternity circumstances.

Table 5.1.10 Frequency and Percentage (%) Distribution of the Respondents Months -Wise Maternity Leave with Pay

University Name		Frequency and Percentage (%) Distribution of the Respondents Months -Wise Maternity Leave with Pay			
		Four or Below Four Months	Six Months or more	No need of Maternity leave	Total
Public Universities	DU	23	62	35	120
	JNU	24	20	2	46
	JU	11	18	22	51
	SAU	7	30	19	56
	Total	65	130	78	273
	Total (%)	23.80	47.69	28.57	100
Private Universities	NSU	44	-	6	50
	IUB	40	-	7	47
	SEU	17	-	8	25
	SUB	12	-	10	22
	Total	113	-	31	144
	Total (%)	78.47	-	21.53	100

Source: Primary Survey Data

[Foot Note: One Respondent of a private University got 6 Months Maternity Leave]

According to the data shown in Table 5.1.10, it can be seen that prior to the implementation of the six-month maternity leave policy by the government, 47.69% of respondents at public universities were granted a six-month maternity leave with pay, while 23.80% of respondents were provided with a four-month maternity leave with pay. Approximately 28.57% of the respondents said that they did not need maternity leave. In terms of maternity leave benefits, it was observed that a majority of respondents (78.47%) at private universities received a duration of four months or less with pay. Among the four private universities surveyed, only one respondent from a single university reported receiving a six-month maternity break. A total of 21.53% of the respondents from private universities said that they did not need maternity leave.

This research exposes the absence of a six-month maternity leave policy for female workers at private universities. Female workers at private universities have challenges when it comes to balancing their professional responsibilities with the needs of their breastfeeding infants. Private universities adhere to their own internally developed service standards and regulations. The majority of the components in the Primary Labor Act 2006 exhibit a lack of reliability. In contrast, a majority of the participants from public universities place significant importance on extending the existing maternity leave policy to a duration of one year, as well as advocating for flexible office hours during the maternity period.

The duration of maternity leave should be extended to a minimum of three months, in addition to the present six months, and workplace schedules should be made more flexible to accommodate the needs of new mothers. Due to the absence of elder family members to assume the responsibility of childcare, they are reliant on hired domestic help to provide care for their child. The duration of exclusive breastfeeding for infants should be extended from six to twelve months in order to provide additional nutritional benefits.

The respondents from private universities have expressed their urging to the government to revise the existing maternity leave policy. They propose the inclusion of a clause that grants six months of paid maternity leave to female workers in the private sector, similar to the benefits enjoyed by government employees.

5.1.11 Proper Evaluation of Work Performance (Annual Confidential Report- ACR)

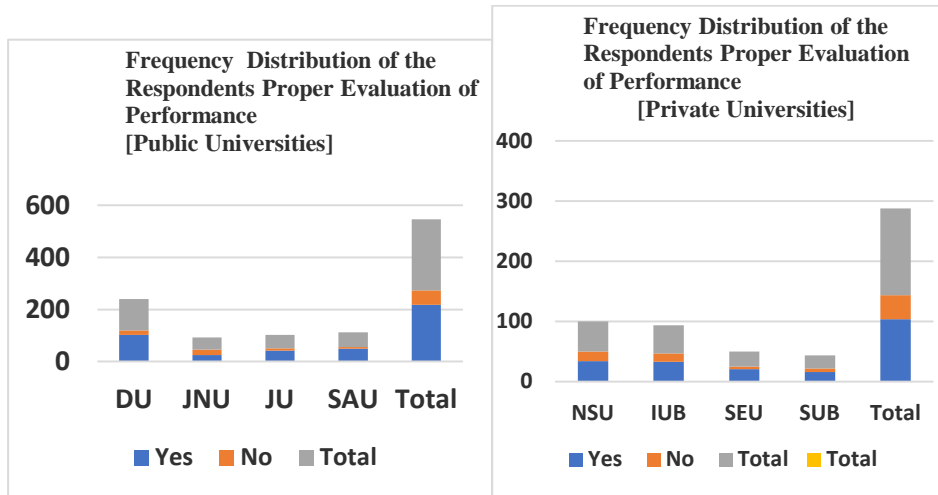
The annual confidential report (ACR) pertains to the performance review of a specific employee, as documented by their direct supervisor, and is conducted on a yearly basis, either aligned with the financial year or the calendar year. Both public and private institutions adhere to this standardized procedure for assessing the work of administrative officials. The ACR is a comprehensive evaluation of a subordinate's attributes, including their character, behavior, integrity, job efficiency, work performance, and other relevant factors. The ACR (Annual Confidential Report) has significant importance within the promotion system for administrative officials.

The ACR program plays a significant role in facilitating the career progression of administrative professionals. In public colleges, there are many Officer Associations that are organized based on academic performance. The administrative officials of public institutions have the logical capacity to voice their opposition to the incorrect ACR practices by using their respective officer unions. However, administrative employees at private institutions do not have the same possibility. In private colleges, employees may refrain from expressing their perceptions of unfair ACR due to concerns about potential threats to their job security. The majority of respondents from both public and private colleges expressed their opinion that they get ACR from their supervisors in a timely manner.

**Table 5.1.11 Frequency and Percentage (%)
Distribution of the Respondents Proper Evaluation of
Work Performance**

University Name	Frequency and Percentage (%) Distribution of the Respondents Proper Evaluation of Work Performance			
		Yes	No	Total
Public Universities	DU	102	18	120
	JNU	25	21	46
	JU	42	9	51
	SAU	49	7	56
	Total	218	55	273
	Total (%)	79.86	20.14	100
Private Universities	NSU	34	16	50
	IUB	33	14	47
	SEU	21	4	25
	SUB	16	6	22
	Total	104	40	144
	Total (%)	72.22	27.78	100

Fig: 5.1.11 Frequency Distribution of the Respondents' Proper Evaluation of Work Performance



According to the data shown in Table 5.1.11, a significant majority of 79.86% of respondents from public universities expressed the belief that their job performance is adequately assessed. A mere 20.14% of respondents expressed dissatisfaction with the adequacy of their job performance evaluations. Conversely, a majority of the participants (72.22%) from private universities

said that they believe their job performance is adequately assessed. Approximately 27.78% of the respondents expressed the viewpoint that their job performance was not adequately assessed, a proportion that exceeds that of public universities.

A respondent from a private university said that her ACR was delayed for a period of eight years by the Administrative Director due to her refusal to accept a move to the Help Desk/Front Desk position. According to some individuals affiliated with private universities, there exists a correlation between internal politics, corruption, and the ACR. It is advisable for employees to provide the ACR prior to its submission. Several respondents from public universities said that despite their sincerity and honesty, they are compelled to contend with their superiors in order to ensure fair performance evaluations due to the presence of nepotism.

Table 5.1.11 Bivariate Association between Overall Satisfaction and Work Performance Properly Evaluated using Chi-square Test

Public University		Over all Job Satisfaction			p-Value
		Yes	No	Total	
Work Performance Properly Evaluated	Yes	180	39	219	p = 0.024*
	No	37	17	54	
	Total	217	56	273	
Private University		Over all Job Satisfaction			P-Value
Work Performance Properly Evaluated		Yes	No	Total	p < 0.001*
	Yes	79	26	105	
	No	11	28	39	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was done to examine whether there is a significant difference in the overall job satisfaction and work performance properly evaluated. In Table 5.10, it clearly indicates in public universities there is a statistically significant association ($p = 0.024$) between overall job satisfaction and work performance properly evaluated. On the other side, comparing public universities in private

universities there is a statistically high significant association ($p < 0.001$) between overall job satisfaction and work performance properly evaluation.

5.1.12 Discrimination/Manipulation/Nepotism in the Promotion

In the context of Bangladesh, the prevalence of discrimination or nepotism in the promotion system is a widespread occurrence. The findings of this research study indicate that a majority of respondents from public institutions said that their promotions are determined by promotion criteria and service regulations. The procedure is automated. In some instances, responders affiliated with public institutions may encounter challenges such as administrative delays, political interference, disparities in designation and pay scales, bureaucratic obstacles, and political considerations while seeking advancement.

However, it should be noted that private institutions also have established service rules and promotion requirements in place. The Board of Trustees often engages in rule violations by promoting individuals who have been recruited by its members from their respective native villages and home districts. The majority of their hired employees have substandard educational qualifications, having obtained degrees from lower-tier colleges. Furthermore, it is important to note that the promotion criteria, such as seniority, employment term, experience, and degree qualification, should be avoided.

In some prestigious academic institutions, the attainment of promotion might prove to be challenging without the involvement of the Board of Trustees. In private institutions, respondents experience a lack of enough time for advancement. Individuals who have just graduated and lack professional work experience are being considered for entry-level positions that provide elevated job titles and competitive salaries by the Board of Trustees (BOT). In the context of private universities, it has been shown that staff who are recommended by owners tend to get higher salaries despite their relatively lower workload.

The promotion procedure mostly upholds certain criteria, while ultimate determinations are contingent upon the discretion of higher-ranking individuals. Within this particular domain, each participant has a comprehensive understanding of the prevailing circumstances. However, they exhibit reluctance in divulging pertinent details due to apprehensions about potential job loss and the subsequent impact on their work stability.

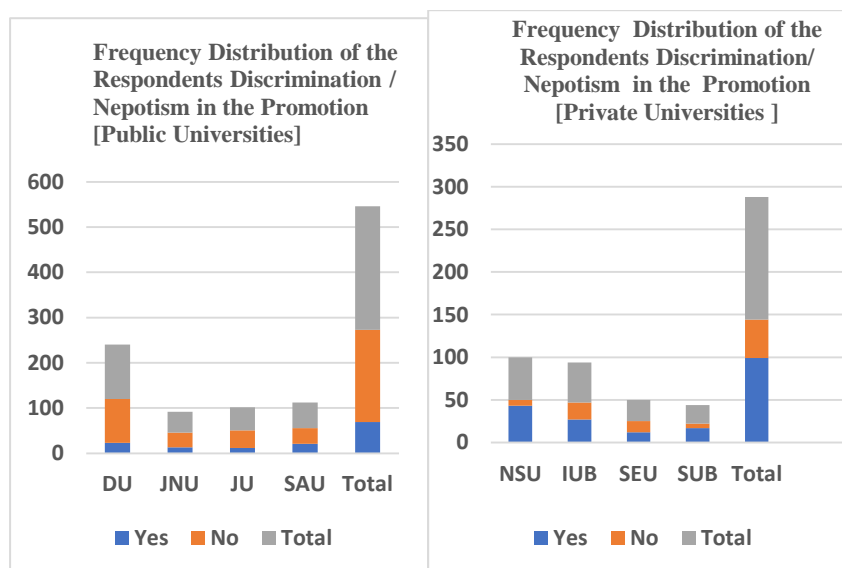
The majority of respondents from both public and private colleges expressed the belief that educational qualifications should be appropriately aligned with the requirements for career advancement. According to the service regulation, employees who possess Honors and Master's Degrees from prestigious institutions are distinguished from those who have a standard Bachelor's Degree (BA) from an ordinary college. The promotion standards are same for both individuals.

Table 5.1.12 Frequency and Percentage (%) Distribution of the Respondents Discrimination/Nepotism in the Promotion

University Name		Frequency and Percentage (%) Distribution of the Respondents Discrimination/Nepotism in the Promotion		
Public Universities	DU	Yes	No	Total
	JNU	23	97	120
	JU	13	33	46
	SAU	12	39	51
	Total	69	204	273
	Total (%)	25.27	74.73	100
Private Universities	NSU	43	7	50
	IUB	27	20	47
	SEU	12	13	25
	SUB	17	5	22
	Total	99	45	144
	Total (%)	68.75	31.25	100

Source: Primary Survey Data

Fig:5.1.12 Frequency Distribution of the Respondents Discrimination/Nepotism in the Promotion



According to the data shown in Table 5.1.12, a significant proportion of the respondents (74.73%) from public universities expressed the belief that there is no presence of discrimination or nepotism in the promotion process.

According to the survey results, 25.27% of the respondents expressed their belief that there is discrimination or nepotism in the promotion process.

A significant proportion of respondents (68.75%) from private universities expressed the belief that there is discrimination or nepotism in the promotion process. Conversely, a smaller percentage (31.25%) of respondents held the opinion that there is no discrimination or nepotism in promotions.

There is a discernible disparity in the prevalence of discrimination and nepotism in the promotion process between private and public universities, with private universities exhibiting a larger ratio. The phenomenon not only functions as a metaphorical barrier to advancement but actually engenders obstacles and perpetuates gender and class-based disparities in the professional trajectories of women employed in university administration.

5.2 Factors Affecting Women's Career Advancement in University Administration. Inequality Regimes and Glass Ceiling Theory

Acker (2006), Gorman and Kmec (2009), Purcell et al. (2010), Akpinar-Sposito (2013), and Alston (2021) have formulated theories on inequality regimes and the glass ceiling, drawing upon empirical evidence that highlights the presence of inequitable and unjust patterns in women's professional progression within organizational settings. The power inside organizations creates both overt and covert obstacles that impede the advancement and promotion of women into higher-level positions. Despite possessing educational credentials, skills, and competence, women nevertheless face several challenges and barriers in their pursuit of success.

In her research study, Akpinar-Sposito (2013) highlights the concept of the "glass ceiling" as a significant metaphor for investigating gender wage discrepancies and workplace inequality between male and female employees. The author discovers that the glass ceiling phenomenon hinders the future growth of women and also causes barriers for women who get to top-level positions of leadership.

Susan Mate & et al. (2018) noted in their research work that all over the world women employees faced significant barriers that prohibited career advancement and leadership development. They identified that mainly male-dominated social and organizational culture, lack of professional network, and mentoring limit the career advancement and leadership development of the women employees.

According to Mansor (2014), discrimination in the workplace refers to the unjust treatment experienced by female workers, including the differential treatment from male superiors and the policies implemented by businesses.

According to Acker (2006), inequality within organizations refers to the consistent disparities that exist among individuals in terms of their power and control over various aspects such as goals, resources, and outcomes. These disparities are evident in workplace decisions, including the organization of work, opportunities for promotion and engaging tasks, job security and

benefits, monetary rewards, respect, and overall satisfaction derived from work and work relationships.

5.2.1 Promotion in Due Time

Promotion often refers to the advancement of an individual employee from their present position to a higher one within the hierarchical structure of an institution or organization. Promotion encompasses the advancement of a person to a higher position within an organizational hierarchy, accompanied by an increase in power and responsibility and, ultimately, a compensation boost. The promotion of workers has significant importance in terms of career progression and serves as a motivating factor for administrative personnel to contribute to the organization. Employees get acknowledgement for their contributions via promotions.

A promotion refers to the progression of an individual within an organization from a lower-level work position to a higher-level employment position, often accompanied by an increase in compensation range, a new job title, and the assumption of additional and more complex job duties. According to Susan M. Heath field (2019), it is observed that when an employee is promoted, they often assume more responsibilities and an increase in decision-making power is often associated with such promotions.

Shahida Mansor (2014), noted in her research that nowadays women employees play role both in the public over and above in private sectors. The author also emphasized that equal opportunity at the ground of promotion for career advancement of the women employees are essential to achieve Vision 2020.

This research study examines the regular advancement of female employees within the administrative departments of public and private institutions, in accordance with the respective institutional regulations. The majority of respondents from public universities said that they had received frequent promotions. Several participants voiced divergent perspectives and noted that political issues have significant influence in this domain. Additionally, several

individuals also reported experiencing delays in their promotions due to political prejudice. It has been said that in the context of promotion, emphasis should be placed on an employee's performance rather than their political background.

The administrative personnel are required to adhere to a standard working schedule from 9:00 a.m. to 5:00 p.m. in order to ensure the efficient functioning of university services for the benefit of students, faculty members, graduates, and the academic administration of the institution. The process of faculty promotion in both public and private universities are characterized by a methodical and regular approach. However, a contrasting situation exists with regard to the advancement of administrative officials.

Table 5.2 .1 Frequency and Percentage (%) Distribution of the Respondents Promotion in Due Time

University Name		Frequency and Percentage (%) Distribution of the Respondents Promotion in Due Time		
Public University	DU	Yes	No	Total
		JNU	88	32
	JU	34	12	46
	SAU	32	19	51
	Total	39	17	56
	Total (%)	193	80	273
		70.69	29.30	100
Private University	NSU	9	41	50
	IUB	10	37	47
	SEU	3	22	25
	SUB	3	19	22
	Total	25	119	144
	Total (%)	17.36	82.64	100

Source: Primary Survey Data

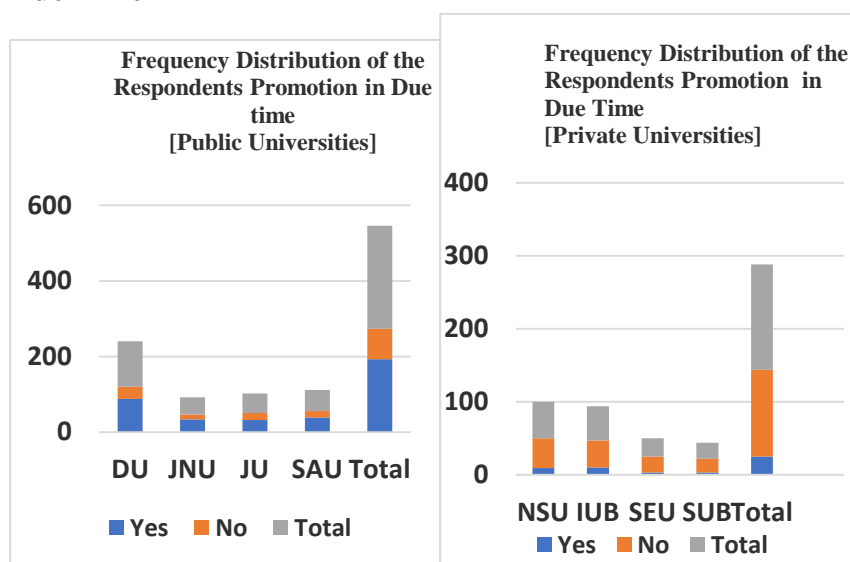
Table 5.2.1 indicates that a significant majority of the respondents, namely 70.69%, who attended public universities, received timely promotions.

Approximately 29.30% of the respondents did not get a promotion within the expected time frame.

In contrast, a significant majority of the respondents (82.64%) from the private universities expressed their opinion that they did not get timely promotions. A mere 17.36% of the respondents received timely promotions at a private institution.

According to the majority of respondents at private universities, it is a frequently held belief that they do not get promotions on a regular basis. Individuals are required to remain in a fixed posture for an extended period of time, resulting in a state of monotony and diminished motivation. The governing body demonstrates a significant lack of concern for the consistent advancement of administrative personnel. The majority of respondents from private universities expressed the view that they often experience a waiting period of seven (7) to thirteen (13) years before being considered for a certain promotion.

Fig: 5.2.1 Frequency Distribution of the Respondents Promotion in Due Time



In private universities, there is a notable disparity in the advancement of administrative staff, particularly females, in accordance with the established service regulations. Administrative staff members at public universities are eligible for advancement after a period of three years. However, it is worth noting that at private universities, the service rule stipulates those promotions are granted after a period of five years, and in some cases, after three years. Nevertheless, the actual situation contradicts these service rules. It is evident that the glass ceiling theory and inequality regime persistently contribute to gender and class-based inequalities within the professional lives of female respondents employed at private universities.

Table 5.2.1 Bivariate Association between Overall Satisfaction and Promotion in Proper Time using Chi-square Test

Public University		Overall Job Satisfaction			p-Value
		Yes	No	Total	
Promotion in Proper Time	Yes	162	31	193	p = 0.005*
	No	55	25	80	
	Total	217	56	273	
Private University		Overall Job Satisfaction			p-Value
Promotion in Proper Time		Yes	No	Total	p = 0.008*
	Yes	22	3	25	
	No	69	50	119	
	Total	91	53	144	

*Indicates Significant at 5% level.

A chi-square test was done to examine whether there is a significant relation between promotion in due time and overall job satisfaction of the public and private university respondents. Table 5.2.1 clearly discloses that there is a statistically significant association ($p = 0.005$) between promotion in due time and overall job satisfaction of the public university respondents.

In private universities also there is a statistically significant association ($p = 0.008$) between promotion in due time and overall job satisfaction.

This study reveals that the glass ceiling phenomenon, which hinders women's promotion to higher positions and obstructs their career progression,

significantly impacts female administrative staff in both public and private colleges.

The administrative staff plays a crucial role in facilitating the efficient functioning of university activities and delivering designated services. However, they are often given lower priority and tend to fall behind in terms of recognition and support. According to the respondents at public colleges, administrative delays have been reported as a factor contributing to the untimely attainment of promotions. Employees get their overdue paycheck when they are granted a promotion. However, it should be noted that at private colleges, individuals are not afforded the same benefits in terms of promotion delays.

Cotter et al. (2001) provide a comprehensive analysis of the concept of the glass ceiling, asserting that it constitutes a manifestation of gender inequality that meets the following criteria: (1) it cannot be accounted for by an individual's other job-related attributes; (2) it becomes more pronounced as one ascends to higher positions in terms of various outcomes such as earnings, managerial achievements, or authority; (3) it signifies a disparity in the likelihood of progressing to higher levels between genders; and (4) it tends to intensify over the course of an individual's career. The research conducted using these criteria reveals that women encounter a phenomenon known as the glass ceiling, which hinders their ability to earn higher incomes (Cotter et al., 2001) and obtain management positions (Maume, 2004).

In a comprehensive examination of work achievement, it is evident that women face various disadvantages across multiple dimensions. These include challenges in the hiring process (Fernandez and Sosa, 2005), disparities in income (Kilbourne, Stanek, England, Farkas, Beron, and Weir, 1994; Leicht, 2008; Tomaskovic-Devey, 1993), limitations in promotions (Acker, 1990; Baldi and McBrier, 1997; Baron and Newman, 1990), and a lack of authority (Baxter and Wright, 2000; Wright et al., 1995).

Table 5. 2. 2 Bivariate Association between Promotion in Due Time and Discrimination using the Chi-square Test

Public University		Promotion in Due Time			p-Value
		Yes	No	Total	
Discrimination	Yes	29	26	55	p <0.001*
	No	164	54	218	
	Total	193	80	273	
Private University		Promotion in Due Time			p-Value
Discrimination		Yes	No	Total	p = 0.087
	Yes	1	19	20	
	No	24	100	124	
	Total	25	119	144	

*Indicates Significant at 5% level.

A chi-square test was done to examine whether there is a significant relation between promotion in due time and discrimination of the public and private university respondents. Table 5.2.2 clearly discloses that there is a statistically significant association ($p < 0.001$) between promotion in due time and discrimination of the public university respondents.

Surprisingly in private universities there is no statistically significant association ($p = 0.087$) between promotion in due time and discrimination.

While conducting the research survey majority of the respondents opined that they did not get promotion at the proper time. But in the matter of discrimination most of the respondents did not respond properly because of the fear of job security and authorities' dissatisfaction.

5. 2.3 Bivariate Association between Promotion in Due Time and Satisfied with the Service Rule using Chi-square Test

Public University		Promotion in Due Time			p -value
		Yes	No	Total	
Satisfied with the Service Rule	Yes	129	36	165	p <0.001*
	No	64	44	108	
	Total	193	80	273	
Private University		Promotion in Due Time			p-Value
Satisfied with the Service Rule		Yes	No	Total	p = 0.259
	Yes	13	53	66	
	No	12	66	78	
	Total	25	119	144	

*Indicates Significant at 5% level.

A chi-square test was conducted to examine whether there is a significant relation between promotion in due time and satisfied with the service rule of the public and private university respondents. Table 5.2.3 visibly discloses that there is a statistically significant association

(p <0.001) between promotion in due time and satisfaction with the service rule of the public university respondents.

Unpredictably in private universities there is no statistically significant association (p = 0.259). between promotion in due time and satisfied with the service rule. While conducting the research survey majority of the respondents shared that as per service rule, they did not get promotion When answering the query concerning promotion in due time satisfied with the service rule they answered negatively. In fact, they have fear about their authority's disappointment.

Table 5. 2. 4 Bivariate Association between Promotion in Due Time and Contribution Properly Recognized using Chi-square Test

Public University		Promotion in Due Time			p-Value
		Yes	No	Total	
Contribution Properly Recognized	Yes	147	52	199	p = 0.040*
	No	46	28	74	
	Total	193	80	273	
Private University	Promotion in Due Time			p-Value	
Contribution Properly Recognized		Yes	No	Total	p = 0.011*
	Yes	19	55	74	
	No	6	64	70	
	Total	25	119	144	

*Indicates Significant at 5% level.

A chi-square test was conducted to examine whether there is a significant relation between promotion in due time and the contribution proper recognition of the public and private university respondents. Table 5.2.4 evidently discloses that there is a statistically significant association ($p = 0.040$) between promotion in due time and contribution properly recognized. In private universities there is a statistically significant association ($p = 0.011$) between promotion in due time and the contribution properly recognized of the private university respondents. Both public and private universities respondents signify that there is a strong relation between promotion in due time and the contribution properly recognized.

5.2.5 Received Training

Training is a continuous process of human resource development that provides workers with the chance to improve their skills, knowledge, and value in the workplace. A significant proportion of the workers exhibit specific weaknesses in the execution of their tasks and obligations, which hinder their ability to produce work of high quality. Training programs have been shown to enhance the skill set of workers and mitigate their weaknesses.

Training programs facilitate the establishment of a standardized platform that promotes uniformity across staff. A highly skilled professional has comprehensive knowledge of many activities and processes, and demonstrates a strong understanding of their own obligations and responsibilities.

Over the course of the last three decades, employee training and development has become a significant educational endeavor. The observed rise may be attributed to a growing need within the professional sphere for individuals at various hierarchical levels to enhance their job performance, learn new skills and knowledge for different roles, and sustain their career advancement amidst a dynamic work environment (Armstrong, 2001; Craig, 1987).

According to Goldstein, Braverman, and Goldstein (1991), the training process may be described as a methodical endeavor aimed at acquiring skills, rules, ideas, or attitudes that are intended to enhance performance. Training and development include deliberate educational endeavors aimed at instructing employees.

In order to enhance their work performance, individuals should focus on efficiently executing their existing or prospective professional responsibilities (Kleiman, 2000).

It is evident that training is a necessary component for enhancing the skills, knowledge, and attitudes of employees, ultimately leading to improved organizational efficiency and effectiveness. The advantages of training may be summarized as follows:

- Enhanced staff performance, contentment, and morale

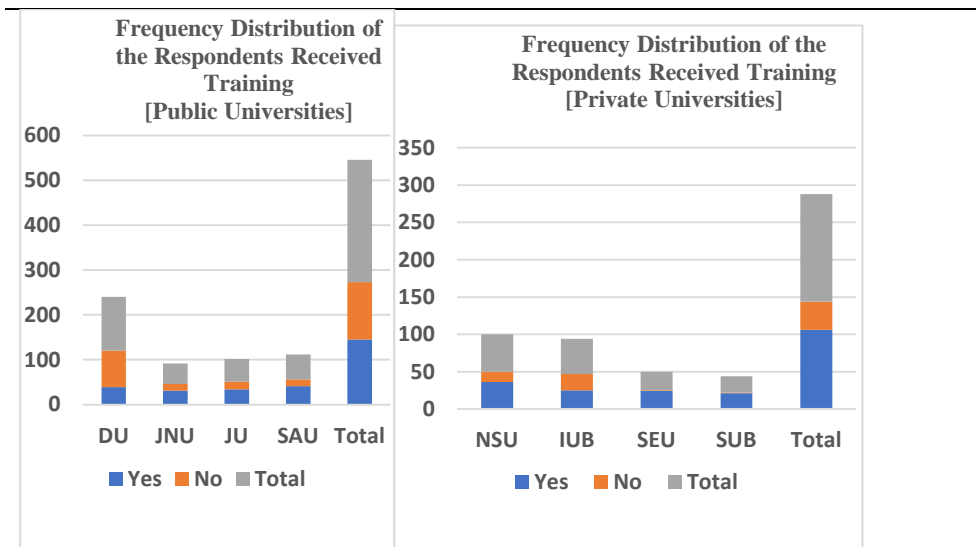
- Mitigated weaknesses and decreased employee turnover
- Augmented productivity and adherence to quality standards
- Fostered increased creativity in new strategies and products
- Amplified the institution's reputation and profile
- Implemented blended learning methodologies

Table 5.2.5 Frequency and Percentage (%) Distribution of the Respondents Received Training

University Name		Frequency and Percentage (%) Distribution of the Respondents Received Training		
		Yes	No	Total
Public Universities	DU	39	81	120
	JNU	31	15	46
	JU	34	17	51
	SAU	41	15	56
	Total	145	128	273
	Total (%)	53.11	46.89	100
Private Universities	NSU	36	14	50
	IUB	25	22	47
	SEU	24	1	25
	SUB	21	1	22
	Total	106	38	144
	Total (%)	73.61	26.39	100

Source: Primary Survey Data

Fig:5.2.5 Frequency Distribution of the Respondents Received Training



According to the data shown in Table 5.2.5, it was found that 53.11% of the respondents from public universities reported receiving training, while the remaining 46.89% said that they did not get any training at public universities. In the context of private universities, a significant majority of the respondents, namely 73.61%, reported receiving training. A mere 26.39% of individuals at private universities reported a lack of training throughout their professional careers.

It is evident from the data that the proportion of respondents who obtained training in private universities is much larger than that of respondents from public universities. Training is often regarded as a crucial determinant of professional skill enhancement and progression in one's career. However, a significant proportion of female workers at the public universities under investigation are facing limitations in terms of training opportunities. Training is a crucial component for both novice and seasoned staff inside a business. There exists a wide range of training programs that are designed to align with the specific work functions and obligations of employees.

Table 5.2.5 Bivariate Association between Barriers to Career Advancement and Receiving Training Properly Recognized using Chi-square Test

Public University		Barriers to Career Advancement			p-Value
		Yes	No	Total	
Receiving Training	Yes	109	37	146	p = 0.129
	No	103	24	127	
	Total	212	61	273	
Private University		Barriers to Career Advancement			p-Value
Receiving Training		Yes	No	Total	p = 0.474
	Yes	96	11	107	
	No	35	2	37	
	Total	131	13	144	

Source: Primary Survey Data

A chi-square test was performed to assess whether there is a significant relation between barriers to career advancement and receiving training of the public and private university respondents.

Table 5.2.5 reveals that there is no statistically significant association between barriers to career advancement and receiving training of the public university respondents (p = 0.129)

In private universities, respondents also showed there is no statistically significant association (p = 0.474) between the barriers to career advancement and receiving training of the private university respondents.

Numerous scholarly sources have consistently highlighted the significance of training as a crucial factor in career progression, professional skill enhancement, and capacity development. According to Sellar Treshalin (2022), the provision of training and opportunities for professional development has a notable and favorable influence on the performance of employees.

According to Ichsán (2020), training is a systematic procedure aimed at developing and enhancing people's abilities, talents, knowledge, and behavior in order to improve the efficiency, effectiveness, and rationality of work processes. As stated by Cole (2002), corporations often assess training as a key aspect of advancing employees and granting promotions. Employee quality and the ongoing enhancement of skills and productivity via training have gained significant recognition as crucial elements for ensuring long-term sustainability and profitability (McKenna & Beech, 2002). In the specific context of Bangladesh, particularly within the realm of public and private universities, there exists a notable lack of emphasis on the cultivation of a culture that prioritizes training and sequential skill development for administrative employees. This deficiency hinders their potential for career growth within university administration.

The inclusion of training points in the performance evaluation index is absent in both public and private colleges' assessments of employee performance. In the contemporary period, there is a growing emphasis on the provision of professional, need-based training to enhance the skills and promote the career progression of employees. This focus is driven by the objective of accomplishing the ultimate objectives of companies. A proficiently educated individual has enhanced knowledge about protocols for several duties. Training and development also contribute to enhancing worker confidence. This sense of confidence arises from the employee's comprehensive understanding of their assigned duties and obligations. According to Somasundaram, Usha Valli, and colleagues (2004), the use of this approach aids the worker in enhancing the performance of their responsibilities and also facilitates the discovery of novel ideas that can be integrated into their everyday job execution.

5.2.6 Training in Professional Life

Training not only enhances employees' confidence but also enhances their skills by introducing fresh perspectives into their responsibilities and

assignments. Through structured training programs, employees have the opportunity to acquire new information, skills, competencies, methodologies, and methods. This process aids in revitalizing employees' existing knowledge and skill sets. The process of training in the Polish language encompasses the development of linguistic proficiency, comprehension of key ideas, and the cultivation of a positive mindset, all of which contribute to the acquisition of more knowledge and ultimately result in improved performance among workers.

Table 5.2.6 Frequency and Percentage (%) Distribution of the Respondents Training in Professional Life

University Name	Frequency and Percentage (%) Distribution of the Respondents Training in Professional Life					
		No Training	1- Time	2- 4 Times	More Than 5 Times	Total
Public University	DU	81	23	16	-	120
	JNU	12	21	13	-	46
	JU	12	20	19	-	51
	SAU	13	1	36	6	56
	Total	118	65	84	6	273
	Total (%)	43.22	23.81	30.77	2.19	100
Private University	NSU	25	5	17	3	50
	IUB	10	14	19	4	47
	SEU	10	8	6	1	25
	SUB	11	7	4	-	22
	Total	56	34	46	8	144
	Total (%)	38.89	23.62	31.94	5.55	100

Source: Primary Survey Data

According to the findings shown in Table 5.2.6, a significant proportion of respondents (43.22%) from public universities said that they had not received any professional training so far in their careers. A total of 23.81% of participants from public universities reported having undergone singular training experiences throughout their professional careers. Approximately

30.77% of the participants reported receiving instruction between two and four times. A total of 2.19% of the participants reported receiving instruction on more than five occasions.

Among the respondents at private universities, a significant majority of 38.89% said that they had not had any prior professional training, similar to those in public universities. Approximately 23.62% of the participants reported receiving instruction on a single occasion. The data reveals that a significant proportion of participants from private universities, namely 31.94%, reported receiving instruction between 2 and 4 times.

A total of 5.55% of the participants reported receiving instruction on more than five occasions. The distribution of training situations is quite similar across public and private universities. However, when it comes to the comparison of training opportunities, private universities tend to have a greater ratio than public universities.

While conducting the survey most of the respondents from public universities suggested that university authorities should arrange sequential professional skill development training. Training should be provided after two to three months so that there is a continuation of training and they can apply training skills and knowledge in professional life. The respondent urges to provide multi-dimensional in-house training.

So, it revealed that there was a substantial training receive gap among the respondents both in public and private universities. It affects undesirably on the career advancement of women employees both public and private universities.

Table 5.2.6 Bivariate Association between Promotion in Due Time and How Many Times Received Training using Chi-square

Public University		Promotion in Due Time			p-Value
		Yes	No	Total	
How Many Times Received Training	0	1	0	1	p = 0.304
	1	62	19	81	
	2-4	42	15	57	
	4 or More	88	46	134	
	Total	193	80	273	

Private University		Promotion in Due Time			p-Value
		Yes	No	Total	
How Many Times Received Training	1	3	15	18	p = 0.024*
	2-4	7	66	73	
	4 or More	15	38	53	
	25	119	144		

Source: Primary Survey Data

A chi-square test was accomplished to observe whether there is a significant relation between Promotion in due time and how many times received training of the public and private universities respondents.

Table 5.2.6 reveals that there is no statistically significant association ($p = 0.304$) promotion in due time and how many times received training of the public university respondents. In private universities reveal that there is statistically significant association ($p = 0.024$) promotion in due time and how many times received training of the respondent. In public and private universities number of trainings received is not incorporate with employee's promotion criteria. Though training is essential for employee's skill development that pave the way of promotion and better performance. Public universities respondents did not give importance training for promotion.

Table 5.2.7 Bivariate Association between Barriers to Career Advancement and Promotion at the Proper Time using Chi-square Test

Public University		Barriers to Career Advancement			p-Value
		Yes	No	Total	
Promotion at the Proper Time	Yes	69	124	193	p = 0.001*
	No	46	34	80	
	Total	115	158	273	
Private University		Barriers to Career Advancement			p-Value
Promotion at the Proper Time		Yes	No	Total	p = 0.028
	Yes	33	25	58	
	No	33	53	86	
	Total	66	78	144	

*Indicates Significant at 5% level.

A chi-square test was conducted to inspect whether there is a significant relation between barriers to career advancement and promotion at the proper time of the public and private university respondents.

Table 5.2.7 discloses that there is a statistically significant association (p = 0.001) between barriers to career advancement and promotion at the proper time of the public university respondents.

Surprisingly, in private universities, there is no significant association (p = 0.028) between barriers to career advancement and promotion at the proper time. While conducting the research survey many respondents of the private universities informally shared that they did not get promotion at the proper time and they have become bored with same position for a long time. As they do the private job, they did not give their real opinion. It may cause harm to their job.

Table 5.2.8 Bivariate Association between Barriers to Career Advancement and Health Insurance using Chi-square Test

Public University		Barriers to Career Advancement			p-Value
		Yes	No	Total	
Health Insurance	Yes	113	154	267	p = 0.497
	No	2	4	6	
	Total	115	158	273	
Private University	Barriers to Career Advancement				p-Value
Health Insurance		Yes	No	Total	p = 0.028 *
	Yes	33	25	58	
	No	33	53	86	
	Total	66	78	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a significant relation between barrier to career advancement and health insurance of the public and private university respondents.

Table 5.2.8 reveals that there is no statistically significant association ($p = 0.497$) between barrier to career advancement and health insurance of the public university respondents.

In private universities there is a statistically significant association ($p = 0.028$) between barrier to career advancement and health insurance of the private university respondents.

Most of the public universities' respondents' get health insurance facility. Comparatively in private universities respondents get less health insurance facility.

5.2.9 Satisfaction with Human Resource Policies/ Service Rule Policies

The rules pertaining to human resource management and service regulations have a significant influence on the progression of women's careers. The comprehensive coverage of workers' career elements, including career progression policies, plans, and execution, is ensured by the implementation of human resource policies and service rules. The contentment of female employees with human resource policies is crucial for their professional progression.

In practice, an individual starts their employment and advances their professional trajectory by adhering to the policies, norms, and procedures established by the Human Resources department. The duties of the Human Resources Department include several aspects such as selection, training, performance assessment, leave management, increment allocation, incentive and reward systems, promotion processes, and leadership development.

In order to promote equitable practices within the realm of employee human resources, it is essential that policies be established to ensure neutrality and the absence of prejudice against female workers.

During the survey research, a majority of respondents from both public and private colleges indicated their belief that there is a need for modifications to be made to human resource policies and service rules. Particularly within the realm of private colleges, a discrepancy may be seen between the presence of policies and their implementation.

A significant number of respondents from private universities expressed their apprehension over the disparity between HR policies and practices inside their institution. They highlighted the adverse impact of this gap on their career progression, which perpetuates gender discrimination within the institutional structure, processes, and practices. Respondents from public universities often

express their opinions during survey interviews about adjustments to human resource policies.

During the survey interview, several respondents from a prestigious institution said that they see limited opportunities for career advancement due to their recruitment in lower-level positions. However, the human resources department failed to provide the candidates with information on the availability of the block post job throughout the recruiting process.

Significantly, institutional discrimination within organizational structures, processes, and practices holds a prominent position as it not only impacts human resource policies and practices but also establishes a social environment that influences the levels of hostile and benevolent sexism among organizational decision-makers. Cailin and colleagues (2016)

Stamarski CS and Son Hing LS (2015) in their research work mentioned that for women employees, one of the most influential gender inequalities is endorsed within human resource policies and practices. As because of Human Resource police practices such as policies, decision -making and execution have a significant impact on women employees' hiring, training, pay, and promotion.

One of the most significant manifestations of gender inequality affecting female workers are seen in the policies and practices of human resource departments. Human resource policies, decision- making process, and implementation strategies have a substantial influence on the recruitment, training, remuneration, and advancement of female workers.

Table 5.2.9Frequency and Percentage (%) Distribution of the

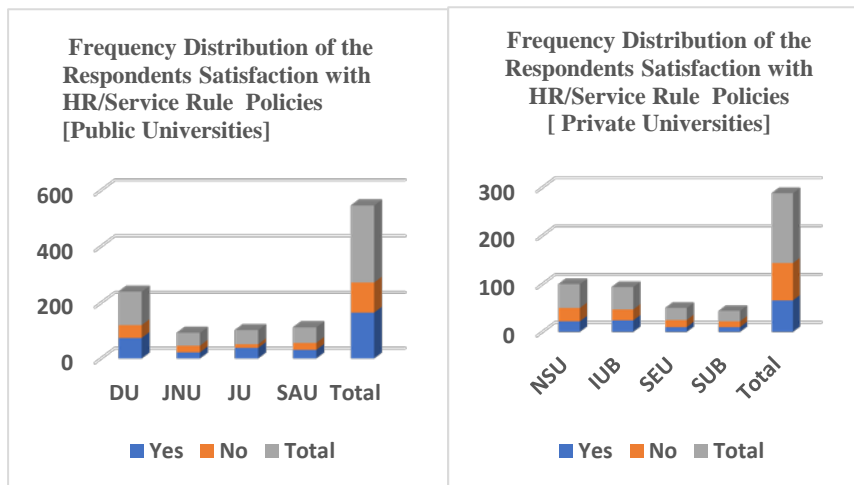
University Name		Frequency and Percentage (%) Distribution of the Respondents Satisfaction with HR/ Service Rule Policies		
		Yes	No	Total
Public University	DU	74	46	120
	JNU	22	24	46
	JU	38	13	51
	SAU	31	25	56
	Total	165	108	273
	Total (%)	60.44	39.56	100
Private University	NSU	22	28	50
	IUB	24	23	47
	SEU	10	15	25
	SUB	10	12	22
	Total	66	78	144
	Total (%)	45.83	54.17	100

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Source: Primary Survey Data

Fig:5.2.10Frequency Distribution of the Respondents

Satisfaction with HR/ Service Rule Policies



According to the data shown in Table 5.2.9, it is evident that a majority of respondents, namely 60.44%, expressed satisfaction with the human resource

policies and service rules implemented at public universities. A total of 39.56% of the participants expressed dissatisfaction with the human resources policies and service rules implemented by the universities.

In contrast, a notable proportion of respondents (45.83%) expressed satisfaction with the human resources policies and service rules of private universities. The study revealed that a significant proportion, namely 54.17%, of the participants expressed dissatisfaction with the human resource policies and service rules implemented by universities.

During conducting the survey interview most of the respondents of private universities shared that human resource policies or service rules are not up to their satisfaction level. In some private universities human resource department Heads did not agree to talk about the respective institutions' human resource policies and practices. In fact, both public and private universities respondents were not truly satisfied with the institutions' human resource policies or Service rules and opined that Human Resource Policies need modification.

Table 5.2.10 Bivariate Association between Barriers to Career Advancement and Human Resource Policies using Chi-square Test

Public Universities		Barriers to Career Advancement			p-Value
		Yes	No	Total	
Human Resource Policies	Yes	117	48	165	p <0.001*
	No	95	13	108	
	Total	212	61	273	
Private Universities	Barriers to Career Advancement				p-Value
Human Resource Policies		Yes	No	Total	p < 0.010*
	Yes	55	11	66	
	No	75	3	78	
	Total	130	14	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a significant relation between barrier to career advancement and human resource policies of the public and private university respondents. Table 5.2.10 reveals that there is statistically significant association ($p < 0.001$) between barrier to career advancement and human resource policies of the public university respondents.

In private universities there is no statistically significant association ($p < 0.010$) between barrier to career advancement and human resource policies of the private university respondents.

Private university respondents shared that as private job they have to abide human resource policies as per the organization developed human resource policies and their opinion cannot change the policy.

While conducting the survey they shared that there is huge gap between documented human resource policies and practical practice. Private universities respondents knew the reality but in survey they did not response accordingly. They did not want to keep any document of their opinion as they do private job.

Table 5.2.11 Bivariate Association between Barriers to Career Advancement Workload using Chi-square Test

Public Universities		Barriers to Career Advancement			p-Value
		Yes	No	Total	
Work Load	Yes	163	54	217	p = 0.031
	No	49	7	56	
	Total	212	61	273	
Private Universities	Barriers to Career Advancement				p-Value
	Yes	89	14	103	p = 0.007
	No	41	0	41	
	Total	130	14	144	

*Indicates Significant at 5% level.

A chi-square test was accomplished to study whether there is a significant relation between barrier to career advancement and work Load of the public and private university respondents. Table 5.2.11 discloses that there is statistically significant association ($p=0.031$) between barrier to career advancement and work load of the public universities' respondents.

In private universities there is a statistically significant association ($p =0.007$) between barrier to career advancement and work load of the private universities' respondents.

Table 5.2.12 Bivariate Association between Overall Job Satisfaction and Feeling Stressed with Job Security using Chi-square Test

Public University		Overall Job Satisfaction			p-Value
		Yes	No	Total	
Feeling Stressed with Job Security	Yes	34	17	51	p = 0.012*
	No	183	39	222	
	Total	217	56	273	
Private University		Overall Job Satisfaction			p-Value
Feeling Stressed with Job Security		Yes	No	Total	p< 0.001*
	Yes	34	36	70	
	No	56	18	74	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a significant relation between overall job satisfaction and feeling stressed with job security of the public and private university respondents. Table 5.2.11 reveals that there is statistically significant association ($p = 0.012$) between overall job satisfaction and feeling stressed with job security of the public university respondents.

In private universities there is also statistically significant association ($p < 0.001$) between overall job satisfaction and feeling stressed with job security of the private university respondents.

Table 5.2.13 Bivariate Association between Overall Job Satisfaction and Human Resource Policies using Chi-square Test

Public University	Overall Job Satisfaction			p-Value	
	Yes	No	Total		
Human Resource Policies	Yes	150	15	165	p<0 .001*
	No	67	41	108	
	Total	217	56	273	
Private University	Overall Job Satisfaction			p-Value	
Human Resource Policies		Yes	No	Total	p = 002*
	Yes	50	16	66	
	No	40	38	78	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was done to examine whether there is a significant relation between overall job satisfaction and human resource police of the public and private university respondents. Table 5.2.12 reveals that there is a statistically significant association ($p < 0.001$) between overall job satisfaction and human Resource police of the public university respondents. In private universities, there is also a statistically significant association ($p = 002$)between overall job satisfaction and human resource policies of the private university respondents.

6.1 Introduction

In the present decade, women globally have made significant strides in advocating for their rights, pursuing education, upholding their dignity, and striving for gender equality to promote women's empowerment. The prevalence of employed women in Bangladesh is steadily rising. Simultaneously, urban women have distinct problems on the job. Women had several problems in the workplace, including concerns about job security and equitable opportunities for career advancement.

The factors that contribute to the challenges faced by employees include the volume of work assigned, the availability and quality of office equipment, the limited availability of childcare centers, the absence of health insurance facilities, and the provision of maternity leave. The absence of collaboration from male coworkers, instances of mental and verbal abuse perpetrated by male colleagues, and discriminatory practices in the allocation of demanding responsibilities experienced by women had difficulties maintaining a harmonious equilibrium between their familial responsibilities and professional obligations and effectively handling the demands of their multiple roles. Women have the ability to pursue careers in their chosen fields based on their talents and abilities. This is not only an opportunity but rather a reflection of their eligibility as determined by certain criteria. Women are experiencing a range of torturous and depriving conditions inside the workplace. This is due to the lack of a conducive environment for women in the workplace. According to Monira et al. (2018), it is essential for women to comprehend obligations and actively confront them.

In their study, Babic and Hansez (2021) examined the persisting underrepresentation of women in leadership roles despite the extensive efforts made to promote diversity in organizations and the implementation of laws to provide equal opportunity for both genders. This discovery serves as an example of the glass ceiling, which is a form of vertical discrimination that

women experience in organizations. In a research study they conducted, Vijayan and Mathangi (2017) emphasized the existence of various forms of work-related stress that employees encounter on a daily basis. These stressors include but are not limited to workload, job security, autonomy, role conflicts, and poor compensation. In order to reduce workplace stress and improve performance, this study sought to identify work stress mitigation strategies that both individuals and employers could use.

The use of appropriate measures by management may effectively mitigate work stress levels among employees, thereby enhancing their overall job performance. Organizational interventions like counseling, meditation programs, and incentives have the potential to enhance long-term employee performance. Catherine Marshall (1979) in his research alludes that Universities play a pivotal role to assign testing, sending feedback, and, providing care and recognition of the women administrator in their career socialization process. The author finds out that women administrator attracts to administration because of receiving proper evaluation and interaction with learned, adult and meritorious people.

The author also added that there is a lack of research in the arena of advance degrees and its relation with leadership and decision-making capability of the women administrator in the academia. Sumpter Deirdre J. (2010), mentioned that opportunities encompass networking, mentoring, understanding the organizational and government policies, and training and development. The author mentioned that fifteen researchers suggested that women employees should pursue these opportunities in order to achieve senior management positions which will boost leadership skills. It helps women employees work-life balance. However, women gradually accosted to face and handle their challenges and have become able to establish their position based on skill and competence. Women job position enhances their status in their family as well as in society. Working women understand the reality that they have to fight against discrimination at the workplace and establish their own rights. They

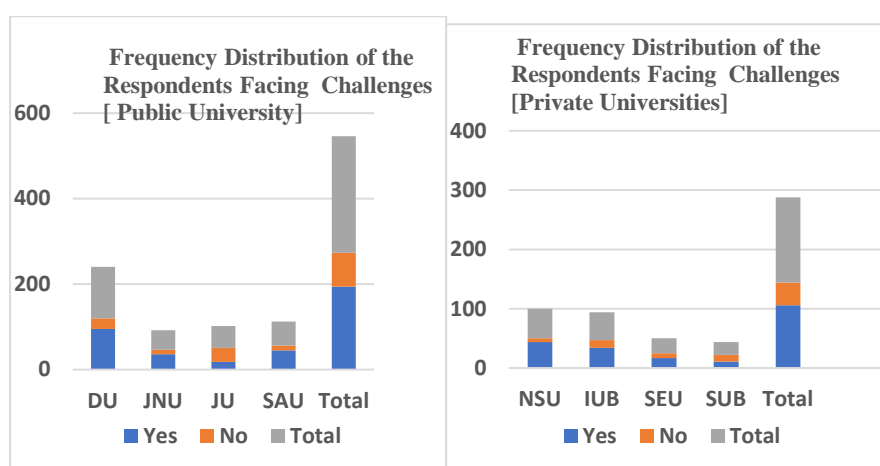
are now able to foster the opportunities of their job such as social status, economic independence led to women empowerment.

Table 6.2.1 Frequency and percentage (%) Distribution of the Respondents Facing Challenge in the Public and Private Universities

Fig: 6.2.1 Frequency Distribution of the Respondents Facing Challenge

University Name		Frequency and Percentage (%) Distribution of the Respondents Facing Challenge in the Public and Private Universities		
Public Universities	DU	Yes	No	Total
	JNU	36	10	46
	JU	18	33	51
	SAU	45	11	56
	Total	194	79	273
	Total (%)	71.06	28.94	100
Private Universities	NSU	44	6	50
	IUB	34	13	47
	SEU	17	8	25
	SUB	11	11	22
	Total	106	38	144
	Total (%)	73.61	26.39	100

Source: Primary Survey Data



According to the data shown in Table 6.2.1, it is evident that a significant proportion of the participants, namely 71.06% of those affiliated with public universities, expressed their belief that being a female employee entails encountering various problems. A total of 28.94% of participants expressed their perspective that they did not encounter any difficulties. During the study interviews, some respondents from public universities expressed that male boss tend to exhibit prejudices towards their male colleagues.

In many instances, male workers are often assigned more demanding and advanced duties compared to their female counterparts. Supervisors likely influence their interactions with subordinates based on race and gender within various work contexts, subtly impacting the prevailing patterns of inequality. According to Acker (2006), a significant portion of this phenomenon may be discerned via the casual exchanges that take place inside work environments. Women are often seen as possessing lower levels of influence and competence compared to men (Erickson et al., 2000; Gorman, 2006; Lucas, 2003). According to Erickson et al. (2000), there is a prevalent tendency among males to question the capabilities of women in certain occupations.

In contrast, a significant majority 73.61% of participants from private universities encounter various problems. A total of 26.39% of the participants expressed their perspective that they did not encounter any difficulties. In both public and private universities, a significant proportion of the participants had difficulties fulfilling their obligations and responsibilities as female staff members. Some of the respondents equally public and private universities also shared that most of the time their male colleagues did not want to cooperate. Somewhat they comment on what need to do the job of female employees. The re-creation of gender and racial inequities via interaction practices is often characterized by subtlety and implicitness, making them challenging to record (Acker, 2006).

In fact, women employees both in public and private universities faced multi-dimensional challenges at their workplace and in their professional life. While

conducting the research survey respondents both in public and private universities shared that they have to face more challenges at the time newcomers in the entry- level job. In course of time, they become able to handle some challenges and for some challenges they have to continue fighting. In private Universities, respondents shared that as they do the private job in every step, they feel insecure and face challenges in ever time. They also told at they have to manage their challenges they faced. In this research study we query the respondents concerning their areas of challenges. Challenges differ from public to private universities respondents and some challenges commonly faced both of the university's respondents. They faced challenges from office equipment, sitting arrangement to promotion in due time, take caring children, maternity leave and so on.

Table 6.2.2 Bivariate Association between Challenges Facing and Satisfied with Office Equipment using Chi-square Test

Public University		Challenges Facing			p-Value
		Yes	No	Total	
Satisfied with Office Equipment	Yes	94	54	148	p = 0.022 *
	No	100	25	125	
	Total	194	79	273	
Private University		Challenges Facing			p-Value
Satisfied with Office Equipment		Yes	No	Total	p = 0.434
	Yes	90	33	123	
	No	16	5	21	
	Total	106	38	144	

*Indicates Significant at 5% level.

A chi-square test was done to examine whether there is a significant difference in the challenges faced and satisfied with office equipment both public and private universities respondents. There is a statically significant difference ($p = 0.022$) in challenges facing and satisfaction with office equipment between public universities respondents with private universities respondents ($p = 0.434$)

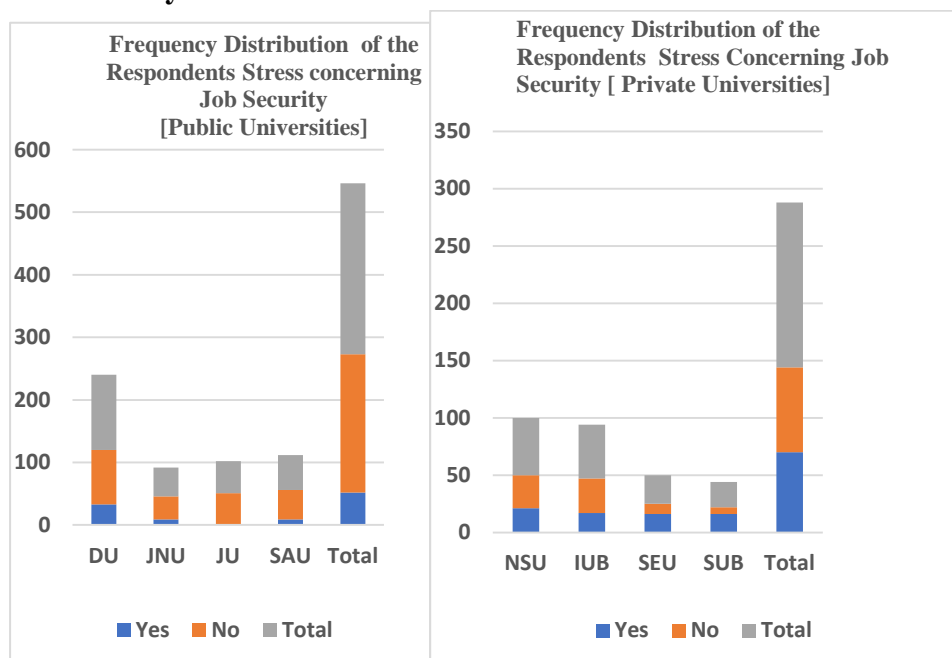
Sample results indicate that public university respondents faced greater challenges with office equipment satisfaction rather than private university respondents

Table 6.2.3 Frequency and Percentage (%) Distribution of the Respondents Stress Concerning Job Security

University Name		Frequency and Percentage (%) Distribution of the Respondents Stress Concerning Job Security		
Public Universities	DU	Yes	No	Total
	JNU	9	37	46
	JU	1	50	51
	SAU	9	47	56
	Total	52	221	273
	Total (%)	19.05	80.95	100
Private Universities	NSU	21	29	50
	IUB	17	30	47
	SEU	16	9	25
	SUB	16	6	22
	Total	70	74	144
	Total (%)	48.61	51.39	100

Source: Primary Survey Data

Fig: 6.2.3 Frequency Distribution of the Respondents Stress Concerning Job Security



According to the data shown in Table 6.2.3 a significant proportion of the participants, namely 80.95% of respondents from public universities, reported not experiencing job security-related stress. A mere 19.05% of participants expressed their concerns over the stability of their employment.

In contrast, a greater proportion of respondents from private universities (48.61%) expressed feelings of tension over their job security, as compared to the ratios seen among respondents from public universities. A majority of participants (51.39%) hailing from private universities expressed a lack of concern over their job security.

While conducting the survey we observed that private universities most of the respondents hesitated to express their opinion freely. They think that if they reveal actual opinion, their job security may be threatened. Besides this some respondents shared that as they have been doing job since long so they have gained skill and experience for this reason they did not feel stress concerning their job security. It varies from university to university. In some private universities' respondents shared that in every step they felt stress about their job security. They said that private universities jobs are more challenging comparing public universities job.

Table 6.2.3 Bivariate Association between Challenges Facing and Job Security using Chi-square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
Job Securities	Yes	44	8	52	p = 0.004*
	No	149	72	221	
	Total	193	80	273	
Private Universities		Challenges Facing			p-Value
Job Securities		Yes	No	Total	p = 0.331
	Yes	50	19	69	
	No	57	18	75	
	Total	107	37	144	

. *Indicates Significant at 5% level.

A chi-square test was performed to examine whether there is a significant relation between job security and challenge facing of the public and private universities respondents. Table 6.2.3 clearly disclose that there is statically significant association ($p = 0.004$) between job security and challenge facing of the public universities' respondents.

Table 6.2.3 indicates that in private universities there is no statically significant association

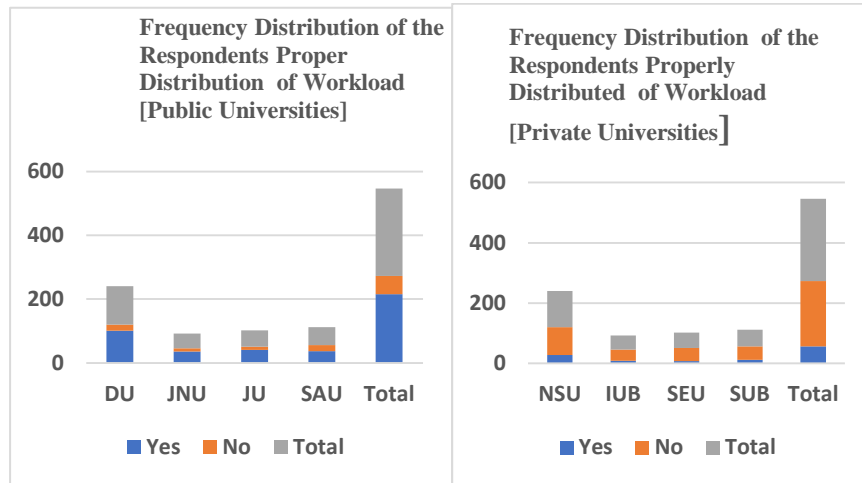
($p=0.331$) between job security and challenge facing of the private universities' respondents. Private universities respondents have to face challenges in every aspect of their professional life. They shared that as they are in private sector job, they faced challenges in all time. Private job has no job security, they lose their job in any time, it's totally depended on their authority decision.

Table 6.2.4: Frequency and Percentage (%) Distribution of the Respondents Proper Distribution of workload

University Name		Frequency and Percentage (%) Distribution of the Respondents Proper Distribution of workload		
		Yes	No	Total
Public Universities	DU	101	19	120
	JNU	36	10	46
	JU	41	10	51
	SAU	37	19	56
	Total	215	58	273
	Total (%)	78.75	21.25	100
Private Universities	NSU	29	21	50
	IUB	41	6	47
	SEU	20	5	25
	SUB	13	9	22
	Total	103	41	44
	Total (%)	71.53	28.47	100

Source: Primary Survey Data

Fig: 6.2.4 Frequency Distribution of the Respondents Proper Distribution of workload



According to the data shown in Table 6.2.4, a significant proportion of the participants (78.75%) from public universities expressed the view that their workload was appropriately allocated. A total of 21.25 percent of the participants expressed their viewpoint that the distribution of tasks was inadequate.

According to the survey data, a majority of respondents (71.53%) at private universities expressed the belief that the distribution of workload is appropriate. A total of 28.47% of the participants said that the distribution of workloads was not enough. The majority of participants from private universities reported consistently high workloads, which have been slightly alleviated by the transition to remote work and online office arrangements necessitated by the COVID-19 pandemic.

Both public and private universities, respondents voiced that because of some reasons they suffered workload issues for instance discrimination and lack of human resource or office staff, recruitment of office staff usually delayed for authority consciousness, inefficiency of coworker, supervisor always pushes or gives pressure by the workload, according to service rule designation-based work is not specified. Job responsibilities are not clear. Lack of Male

colleague sincerity and cooperation. Deficiency of colleagues' time management, sincerity and transparency. Women employees identified the aforementioned causes of workload for which they faced challenges in their job.

Table 6.2.4 Bivariate Association between Challenges Facing and work load using Chi-square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
workload	Yes	150	67	216	p = 0.105
	No	44	12	56	
	Total	194	79	273	
Private Universities		Challenges Facing			p-Value
workload		Yes	No	Total	p = 0.034*
	Yes	72	32	104	
	No	35	6	41	
	Total	107	38	145	

A chi-square test was completed to assess whether there is a significant relation between workload and the challenge facing of the public and private universities respondents. Table 6.2.4 visibly reveal that there is no significant association ($p = 0.105$) between challenge facing and work load of the public universities' respondents.

Table 6.2.4 indicates that in private universities statically significant association ($p = 0.034$) between work load and challenge facing of the private universities' respondents. The result indicates that there is a statically significant difference in the challenge facing and workload among the private universities and public university respondents. Private universities respondents faced more challenges with work load comparing public universities.

6.2.5 Facing Harassment

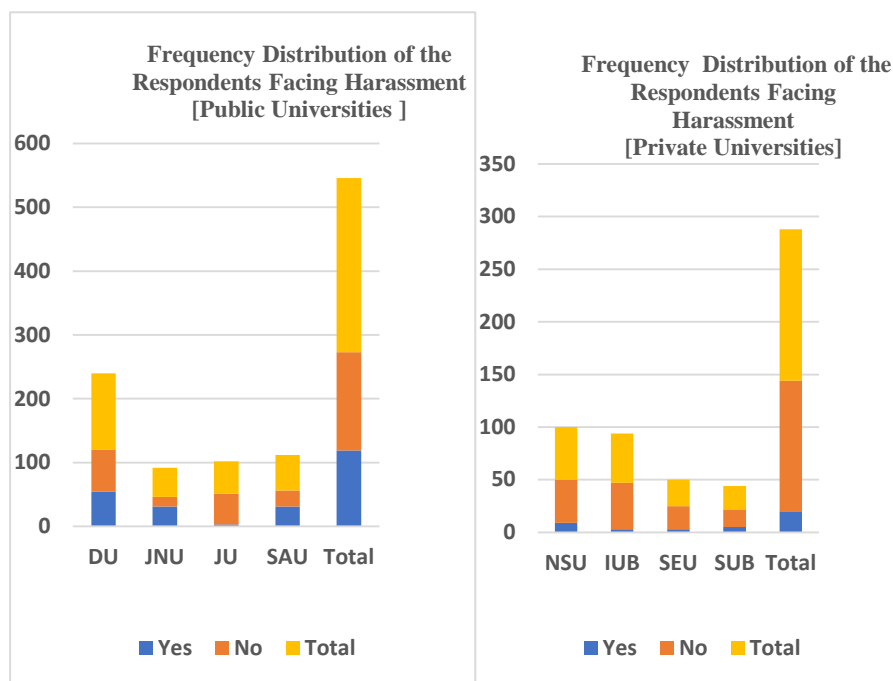
The term "harassment" is often associated with women in a widespread manner. Women often encounter harassment while commuting from their residences to their workplaces. The extent of harassment may vary depending on geographical locations and specific circumstances. According to Report No. 65 (2004) from the Centre for Policy Dialogue (CPD), there was a notable rise in female workers compared to male workers in Bangladesh during the period of 1999-2000. This shift in the social structure of the country was noted in the report. The presence of female workers in the employment market of Bangladesh is seeing a notable upward trend. Female employees are subjected to verbal and psychological harassment from both their coworkers and supervisors in the workplace. This research aims to assess the extent of harassment experienced by female workers inside both public and private universities.

Table 6.2.5 Frequency and Percentage (%) Distribution of the Respondents Facing Harassment

University Name	Frequency and Percentage (%) Distribution of the Respondents Facing Harassment			
		Yes	No	Total
Public Universities	DU	54	66	120
	JNU	31	15	46
	JU	3	48	51
	SAU	31	25	56
	Total	119	154	273
	Total (%)	43.59	56.41	1000
	Private Universities	NSU	9	41
IUB		11	36	47
SEU		8	17	25
SUB		14	8	22
Total		42	102	144

Source: Primary Survey Data

Fig: 6.2.5 Frequency and Percentage (%) Distribution of the Respondents Facing Harassment



According to the findings shown in Table 6.2.5, it was observed that 43.59% of participants from public universities reported experiencing harassment, while the remaining 56.41% said that they did not encounter any instances of harassment.

Conversely, within the context of private universities, a significant majority of 70.83% of the participants expressed their perception of not encountering instances of harassment. Approximately 29.17% of the participants said that they did not encounter any instances of harassment. The findings indicate that respondents at public universities had a higher degree of organizational challenges compared to respondents at private universities.

During the survey interview, it was noted that a significant proportion of respondents at private universities exhibited reluctance to openly express their genuine opinions. This reticence may be attributed to their prevailing

preoccupation with employment instability, which often has a dominant influence on their mental state.

Some women in public university's shared that before working in public university, they worked in multinational organization comparing high salary. But they are verbally harassed by their Boss and male colleague. Finally, they left job for safety issue and joined in University job. They opined that they are very much comfort zone concerning safety issue in their university job.

In some private universities the women employee opined that in some cases their senior male colleague underestimated them and did not want to cooperate with them as they are female. Some female respondents also shared that they are attacked by verbal harassment from their male colleague.

In some public universities' respondents opined that their supervisor gives them less priority in assigning important work as they are female though they have competence. In this arena, male colleagues get more priority. The respondents said that there is still prevailing gender barrier.

Table 6.2.5 Bivariate Association between Challenges Facing and Harassment using Chi-square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
Harassment	Yes	49	7	56	p= 0.002*
	No	145	72	217	
	Total	194	79	273	
Private Universities		Challenges Facing			p-Value
Harassment		Yes	No	Total	p= 0.060
	Yes	18	2	20	
	No	89	35	124	
	Total	107	37	144	

*Indicates Significant at 5% level.

A chi-square test was accomplished to evaluate whether there is a significant difference in the challenges facing and harassment of public and private university respondents. There is a statistically significant difference (p= 0.002) in

challenges facing and harassment in public universities respondents with private universities respondents ($p = 0.060$)

Sample results indicate that public university respondents faced greater challenges with harassment rather than private university respondents. In contrast in private universities, there is no statically significant association between challenges facing and harassment.

6.2.6 Take Caring Children

Ulrike Ehrlich & et al. (2019) in their research study referred that in the European country perception most of the research works find out that new mother taking out during the short period from labor market due to child bearing. Women employees cannot continue fulltime job because of child care, house work and family cares.

In the contemporary societal landscape, our nation is seeing a notable surge in nuclear families, particularly within urban settings. This phenomenon, along with the dearth of dependable and high-caliber childcare facilities, poses a significant obstacle for women who are engaged in professional pursuits, compelling them to confront formidable difficulties in attending to the needs of their offspring. In the conducted research study, it was observed that 75.46 percent of the participants from public universities and 70.83 percent of the participants from private universities identified themselves as belonging to nuclear families.

It is evident that a significant proportion of the participants from both public and private universities lived in nuclear family households. A total of 84.98 percent of respondents from public universities reported a lack of access to childcare center facilities, whereas all respondents from private universities, or 100 percent, reported the same absence of such facilities. During the survey interview, a majority of the participants said that a prominent obstacle they face pertains to the responsibility of caring for children, particularly those who are ill. In this particular context, individuals were compelled to rely only on servants, resulting in a burden of psychological strain. In addition to

contending with familial pressures, women often encounter specific expectations from their spouses to relinquish their employment. The authors of the study also expressed the view that the challenges associated with caring for children would not be exacerbated if spouses provided help. In contrast, a subset of participants said that women did not have such difficulties attending to their children due to the help provided by their spouses.

Table 6 2.6 Bivariate Association between Challenges Facing and Taking Care Children using Chi-square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
Taking Care Children	Yes	21	1	22	p = 0.006*
	No	173	78	251	
	Total	194	79	273	
Private Universities		Challenges Facing			p-Value
Take Care Children		Yes	No	Total	p= 0.018*
	Yes	5	4	9	
	No	101	34	135	
	Total	106	38	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a significant relation between challenges facing and taking care of children of the public and private university respondents.

Table 6 2.6 clearly discloses that there is a statistically significant association (p = 0.006) between the challenges facing and taking care of children of the public university respondents.

In private universities, respondents also showed a statistically significant association (p = 0.018) between challenges facing and taking care of children. So, we can say that both public as well as private university respondents faced challenges in taking care of their children. They have to struggle to foster their children as a working mother.

6.2.7 Negative Effect of Working on Holidays

Holidays provide workers with the chance to engage in meaningful interactions with their loved ones and close companions. Additionally, it invigorates the personnel by alleviating the monotony of their everyday routines. Holidays serve as a means of rejuvenating workers and fostering their motivation to do their tasks with increased effectiveness. Conversely, workers experience a decrease in motivation and an increase in stress as a result of working on holidays. According to Fritz and Sonnentag (2005), the act of working on weekends may result in the deprivation of employees' opportunities to recuperate from weariness and spend quality time with their family and friends.

During conducting the survey respondents from both public and private universities opined that they felt physical and mental stress because of working on a holiday. They cannot spend quality time with their spouse and children, hampered family get-togethers, personal enjoyment, and personal work relaxation.

The relationship between job and family is strongly intertwined. According to Clark (2000), there is a reciprocal influence of emotions between the two systems. Moreover, the disappointment that people may encounter in one system may serve as a driving force for them to engage in rewarding activities in the other system.

Especially working on public holidays, they have to fight to manage the mother's office and children's school at the same time program. They also shared that every family has a plan for holidays but every one of the family suffers for them and their holiday plans are ruined. Some others also shared that they face challenges with their breast-feeding baby. It hampers work-life balance letting work dominate our lives and leading to less time and energy for the people who matter to us. They cannot give time to children and family. Children face problems and cannot enjoy the holiday.

Table 6.2.7 Bivariate Association between Challenges Facing and Negative Effect of Working on Holidays using Chi-square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
Negative Effect of Working on Holidays	Yes	175	64	239	p = 0.033*
	No	19	15	34	
	Total	194	79	273	
Private Universities		Challenges Facing			p-Value
Negative Effect of Working on Holidays		Yes	No	Total	p = 0.170
	Yes	90	29	119	
	No	16	9	25	
	Total	106	38	144	

Source: Primary Survey Data

A chi-square test was completed to examine whether there is a statistically significant relation between the challenges faced and the negative effect of working on holidays of the public and private university respondents. Table 6.2.7 clearly discloses that there is a statistically significant association ($p = 0.033$) between the challenges faced and the negative effect of working on holidays of the public university respondent.

In contrast, within the realm of private universities, the respondents indicated that there is no statistically significant association ($p = 0.170$) between the challenges faced and the negative effect of working on holidays.

During conducting the survey asking whether there was a negative impact of working on holiday 72.22 (Table:5.5) percent of the private universities' respondents opined positively that there was the negative impact of working on holiday.

In fact, the women respondents of the private universities shared that overall, they faced challenges in every step of doing private jobs and they are compelled to accustomed and handling the challenges. For the shake of job need, most of the time they silently accept all the challenging situations and did not express their opinion. They became very calculative about expressing their opinion. As they felt that they should not disclose any type of information or opinion that dissatisfied their authority.

6.2.8 Dual Role

Now a day's work life balance has become an important issue for working women. It is associated with women employees personal as well as family life. Ms. Anshu (2019) in her research study notice that those working women have to perform multiple duties and for this they have to face tremendous challenges.

Noorlizawati Abd Rahim & et al. (2017) in their research work emphasized that dual role of women at the work and home emerged as a challenge and balancing work life and family life have become a significant issue. As a result, women are somewhat distracted from opportunity of their professional growth and gender gap created at the top management level. The authors suggested that women should retain mindset for lifelong learning and have to confidence on their abilities to overcome potential professional as well as domestic challenges.

Bisen, Dharna, and Bisen Sharad (2019) conducted a research study that demonstrated the significant contribution of women to the economic and social growth of countries worldwide. Women who are employed face a myriad of challenges that include the realms of both their familial and professional spheres. Women who pursue dual careers are increasingly under stress, which can lead to a variety of mental and physical health problems and present a number of challenges that raise stress levels. Consequently, they experienced psychological issues. Women have made significant advancements on a worldwide scale and have entered into a new paradigm. Maintaining equilibrium between one's professional and familial spheres might prove to be a formidable challenge.

other countries around the world. This trend can be attributed to various factors, such as increased access to education, changing societal norms, and economic necessity. In the past, women were often confined to traditional gender roles and had limited employment opportunities. However, with the advent of globalization and technological advancements, more women are now able to pursue higher education and enter the workforce. This has not only empowered women but also contributed to the overall economic growth and development of nations. It is crucial for policymakers and stakeholders to

continue supporting and promoting women's participation in the workforce to ensure gender equality and sustainable socio-economic progress.

The global worldview They played a significant role in socio-economic development. According to the survey report issued by the Bangladesh Bureau of Statistics (BBS) on March 29, 2023, it has been observed that the level of female engagement in the labor force in Bangladesh has increased over the last five years. Specifically, the percentage of female participation has risen from 36.3% to 42.68% in the year 2022 (The Business Standard, March 29, 2023).

In addition, individuals are confronted with problems as they must assume dual roles in both their professional and personal lives. Some journals concentrate on this problem. According to Marcinkus and Hamilton (2006), there has been a rise in the involvement of women in the labor field. However, this development has brought about notable difficulties for women as they strive to maintain a balance and effectively handle their obligations both at work and within their families.

Based on the gender ratio findings presented by Ritchie and Roser (2019), it is seen that women constitute around 49% of the worldwide population. The aforementioned number has considerable importance due to the rising rate of female labor force participation. This trend underscores the recognition of women as vital contributors to the workforce, particularly in terms of enhancing gender diversity, competence, and organizational productivity (Turban, Wu, and Zhang, 2019).

There is a common inquiry among individuals on the potential hindrance of women's perceived main responsibilities as homemakers to their capacity to achieve achievement in their professional pursuits (Davies-Netzley, 1998). Certain research studies have also focused their attention on women who encounter discrepancies between social messages and actualities. Many husbands' associations provide symbolic assistance to spouses who want to maintain a work-life balance; however, they choose to abstain from assuming home chores in favor of other pursuits. Giving preference to their own

professional progression. The study was conducted by David Purcell and colleagues in 2010. The research findings unequivocally demonstrate that women who are working have encountered significant challenges in persuading their spouses to take on a more substantial share of essential household tasks, such as childcare. Consequently, there has been a growing trend whereby a greater number of spouses find themselves subjected to a dual burden, with extensive labor responsibilities both inside and outside the household. According to Tyagi, Nidhi, et al. (2021), the anticipated outcome of women's increased involvement in the workforce, namely independence and empowerment, has not been realized. During the process of conducting the survey interviews, a significant number of respondents from both public and private institutions expressed that they often encounter difficulties in managing their family life and achieving a satisfactory work-life balance. The concept of work-life balance mostly governs both professional and personal aspects of an individual's life.

Table :6.2.8 Bivariate Association between Challenges Facing and Dual Role using Chi- square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
Dual Role	Yes	40	2	42	p< 0.001*
	No	154	77	231	
	Total	194	79	273	
Private Universities		Challenges Facing			p-Value
Dual Role		Yes	No	Total	p = 0.590
	Yes	5	1	6	
	No	102	36	138	
	Total	107	37	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there was a statistically significant relation between the challenges facing and dual role of the public and private university respondents. Table 6.2.8 clearly discloses that there is a

statistically significant association ($p < 0.001$) between the challenge facing and dual role of the public university respondents.

In the ground of private universities, respondents show that there is no significant association between challenges facing and dual role ($p = 0.590$). While conducting the survey research the private universities respondents shared that they faced challenges but they have to manage.

As they do private job, they prepare themselves accordingly. Private job is more challenging and they are accustomed to face challenges.

In fact, both public and private universities women respondents faced numerous challenges as working women balancing family life and professional life. According to Tyagi et al. (2021), it has been observed that women are now undertaking the dual responsibilities of being a homemaker and a working professional. This dual function, on one hand, facilitates women's integration into a broader sphere of existence and emancipates them from the confines of domesticity. However, on the other hand, it also diminishes their close and main relationships.

In addition to this, individuals are encountering a multitude of challenges inside their professional environments. When individuals transition from their domestic sphere to the workforce, they encounter various challenges such as transportation issues, familial disapproval, workplace gender disparities, unwarranted sexual advances from colleagues or superiors, disparities in terms of compensation, career advancement, and instances of sexual harassment. This situation not only leads to feelings of irritation, but also prompts her to progressively distance herself from social gatherings in order to fully dedicate herself to her professional responsibilities, with the aim of surpassing her colleagues. This scenario gives rise to role conflict, leading to the individual making concessions in one position to the detriment of others.

6.2.9 Human Resource (HR) Policies Need Modification

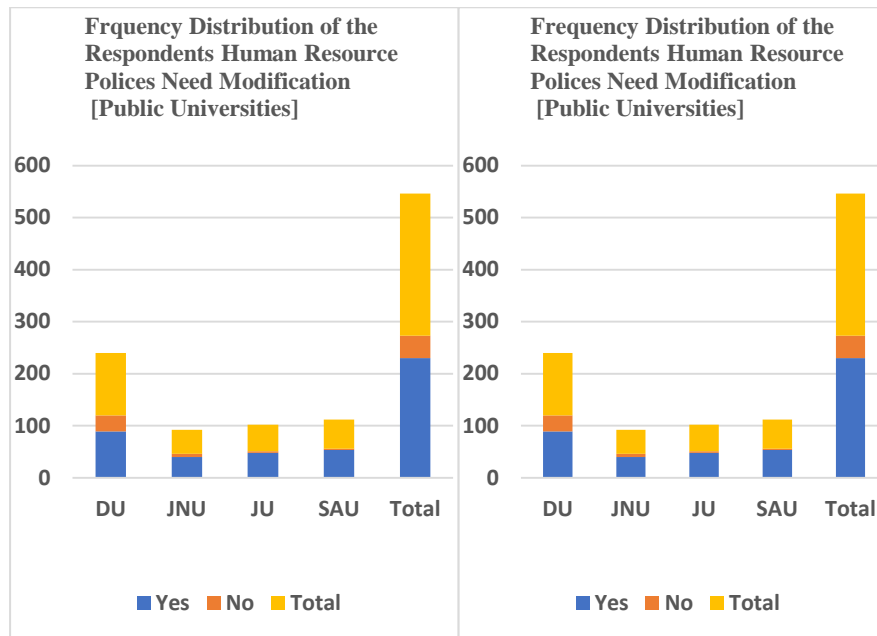
Human resource policies have a significant influence on the professional lives of workers and serve to mitigate work-life difficulties experienced by employees. The alteration of HR policy or service standards may have a considerable impact on addressing the issues experienced by employees. In the present study, the researchers sought to gather the perspectives of the participants on the necessary adjustments to be made to the HR policies.

Table 6.2.9 Frequency and Percentage (%) Distribution of the Respondents Human Resource Policies Need Modification

University Name	Frequency and Percentage (%) Distribution of the Respondents Human Resource Policies Need Modification			
		Yes	No	Total
Public Universities	DU	89	31	120
	JNU	40	6	46
	JU	48	3	51
	SAU	53	3	56
	Total	230	43	273
	Total (%)	84.25	15.75	100
Private Universities	NSU	49	1	50
	IUB	41	6	47
	SEU	22	3	25
	SUB	16	6	22
	Total	128	16	144
	Total (%)	88.89	11.11	100

Source: Primary Survey Data

Fig: 6.2.9 Frequency Distribution of the Respondents Human Resource HR Policies Need Modification



According to the findings shown in Table 6.2.9, a significant majority of 84.25% of respondents from public universities expressed the view that there is a need for modifications to be made to human resource regulations. 15.75% of the respondents expressed the viewpoint that there is no need for any modifications to be made to the human resource policies.

In the context of private universities, a significant majority of the respondents, namely 88.89%, have conveyed the view that there is a need for modifications to be made to the human resources (HR) policies. Approximately 11.11% of the participants expressed the viewpoint that there is no need for any changes to be made to the human resources policy. Respondents from both public and private universities expressed the view that modifications to HR policies are necessary in order to address the problems they encounter in their career progression.

6.2.9 Bivariate Association between Challenges Facing and Human Resource Policies Need Modification using Chi-square Test

Public Universities		Challenges Facing			p-Value
		Yes	No	Total	
Human Resources Policies need Modification	Yes	162	68	230	p = 0.371
	No	32	11	43	
	Total	194	79	273	
Private Universities		Challenges Facing			p-Value
Human Resource Policies need Modification		Yes	No	Total	p = 0.029*
	Yes	8	8	16	
	No	30	98	128	
	Total	38	106	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there was a statistically significant relation between the challenges facing and human policies need modification of the public and private university respondents.

Table 6.2.9 clearly discloses that there is no statistically significant association ($p = 0.371$) between the challenge facing and dual role of the public universities respondents.

In the ground of private universities, respondents show that there is statistically significant association between challenges facing and HR policies need modification ($p = 0.029$)

Most of the respondents in private universities shared that for their career growth and advancement existing Human Resource police modification is inevitable. They also suggested that policy should need to be employee friendly. Proper implementation of human resource policies is the precondition of their career advancement. Most of the time human resource policies exist in writing form but not implemented accordingly.

6.2.10 Facing Internal Politics

The influence of organizational politics in the workplace significantly affects an individual's career trajectory. According to Miller et al. (2008), organizational politics refers to a social influence process when individuals strategically engage in behavior to maximize their own self-interest, whether in the short or long term, even if it comes at the price of others' interests.

Aransyah Muhammad Fikry and HetamiAdietya Arie (2021) the authors stated that politics indicates employee's organization activity connected with authority and personal positions. The authors seek out that some factors are noticeable creating politics in organization such as budget allocation, decision making, salary and promotion, power, and job dissatisfaction. Effects on workplace politics In their research study, Jeffrey Gandz and Victor V. Murray (1980) discovered that discussions pertaining to politics are frequently observed within the workplace.

Damianus Abun (2022) find out in his research that there is a correlation between organizational politics and individual work performance. Organizational politics is an important predictor for individual work performance.

Kwesi Mensah & et al. (2020) in their research highlighted that work place politics created for reason of inadequate resources, ambivalent roles, untimely practice of communication chains, alteration and reallocation, biased promotions, and unrealized prospects.

The respondents perceive politics as a departure from techno-economic rationality, particularly influencing discretionary processes more than other organizational processes. Furthermore, politics is found to be more prevalent among higher and middle managerial levels compared to lower and non-managerial levels.

The presence of internal politics inside a workplace has the potential to detrimentally affect collaboration and employee well-being. This is due to the self-serving nature of leaders who prioritize their own interests above the

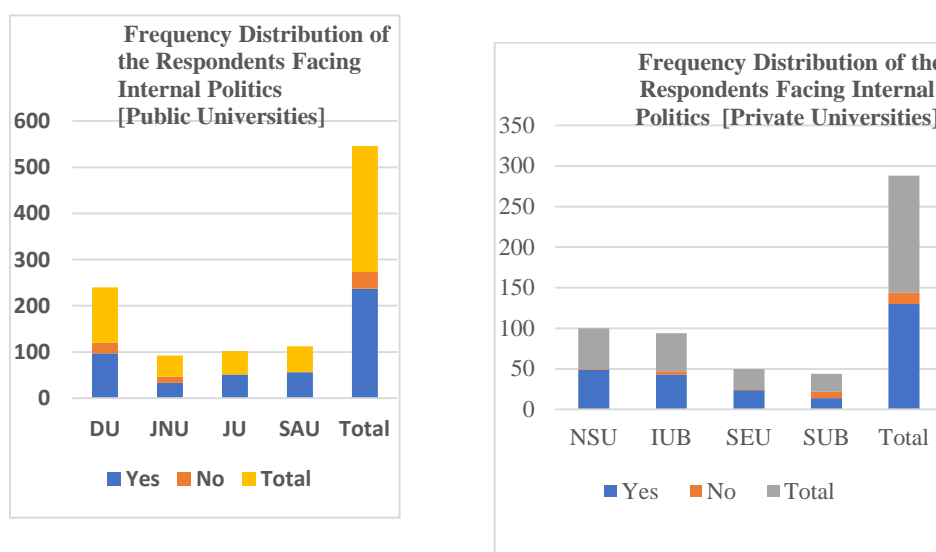
collective goals of the team. Olorunleke (2015) provides examples of self-interest, such as promotions and salary.

Table 6.2.10 Frequency and Percentage (%) Distribution of the Respondents Facing Internal Politics

University Name	Frequency and Percentage (%) Distribution of the Respondents Facing Internal Politics			
Public Universities		Yes	No	Total
	DU	97	23	120
	JNU	33	13	46
	JU	51	-	51
	SAU	56	-	56
	Total	237	36	273
	Total (%)	86.81	13.19	100
Private Universities	NSU	49	1	50
	IUB	43	4	47
	SEU	24	1	25
	SUB	14	8	22
	Total	130	14	144
	Total (%)	90.28	9.72	100

Source: Primary Survey Data

Fig:6.2.10 Frequency Distribution of the Respondents Facing Internal Politics



According to the data shown in Table 6.2.10, a significant majority of respondents from public universities, namely 86.81%, expressed their perception of encountering internal politics, which may be interpreted as referring to internal office politics.

The individuals said that they encounter obstacles in the execution of their professional responsibilities as a result of internal organizational dynamics, including office politics, which restrict their access to career progression prospects. A total of 13.19% of the participants said that they did not encounter instances of internal office politics inside their company.

In contrast, a significant majority of respondents (90.28%) from private universities campuses expressed their perception of encountering a larger degree of internal politics as compared to their counterparts in public universities. A small minority of respondents, namely 9.72%, said that they did not encounter internal political dynamics, a proportion that is lower than what is often seen at public universities. Both in public and private universities respondents faced challenge for internal office politics. But private universities respondents faced more challenges for internal office politics that public universities respondents.

6.2.11 Facing Bureaucracy

Bureaucratic structures are present in both public and private sector organizations to an equal extent. Both governmental and commercial organizations rely on bureaucratic functions. The existing research suggests that bureaucracy is more prevalent in public sector organizations as compared to private sector organizations.

Typically, bureaucrats are responsible for the execution of government policies, as well as the enforcement of laws and decisions delegated to them by officials. In addition to administering policies directly to individuals, they also contribute to policy implementation via the formulation of rules and regulations. According to Chand (2015), there exists a contention that bureaucracy has the ability to effectively coordinate a large number of individuals by delineating their responsibilities within established hierarchies.

The user's text does not contain any information to rewrite. The rapid evolution of technology and the shifting environmental landscape have necessitated societal adaptations to effectively manage organizational operations. The inevitability of change and adaptability is apparent.

Organizations continue to depend on fundamental aspects of bureaucracy, including hierarchies of power, specialized roles, and codified procedures (Marsden, Cook, & Kalleberg, 1994). The effectiveness of these organizations is still contingent upon the extent to which they fully execute these characteristics (Bloom & Van Reenen, 2007). According to Alornyeku (2011), it is apparent that the private sector bureaucracy implements adaptable workplace structures and fosters an environment that promotes innovation and experimentation in order to optimize efficiency and production.

According to Mori (2017), there is a recognition that an excessive presence of bureaucracy has a detrimental effect on both social and economic development. Consequently, it is suggested that organizations should refrain from adopting a bureaucratic hierarchy and rigid procedures. Instead, they

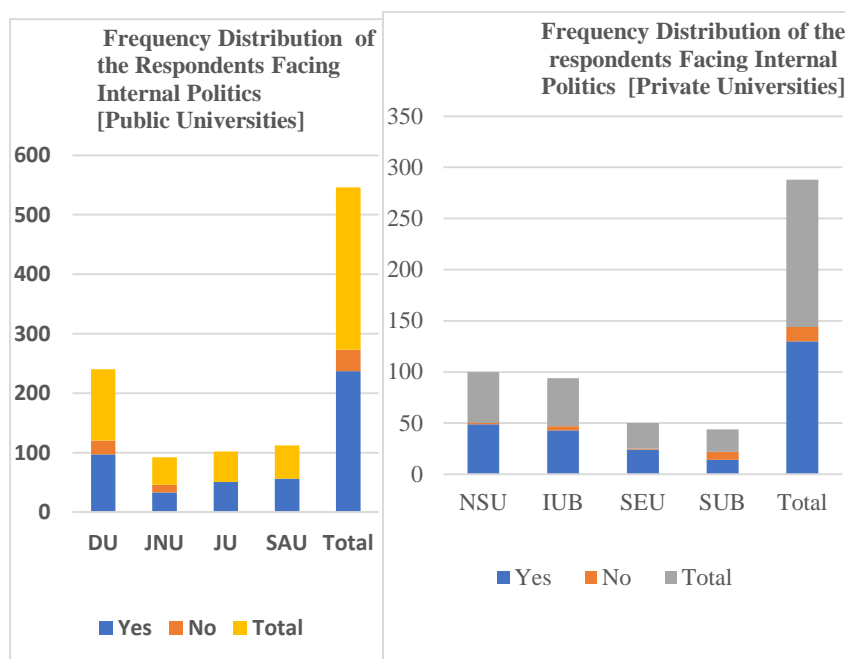
should prioritize flexibility and establish a clear and well-communicated vision and mission that is shared throughout the entire organization. Janisha Kaur Kang & et.al (2022) stated that bureaucracy at the workplace impact on the various aspects of employees working life. High intensity perceived bureaucracy can reduce job fulfilment, enthusiasm, and performance of the employees. Many works in the field of organizational bureaucracy have emphasized the need of minimizing bureaucratic elements, such as excessive organizational hierarchy and superfluous politics, in order to provide benefits for both personnel and the company as a whole. It will provide a favorable climate for effectively attaining both the corporate goals and the professional goals of personnel.

Table 6.2 11 Frequency and Percentage (%) Distribution of the Respondents Facing Bureaucracy

University Name		Frequency and Percentage (%) Distribution of the Respondents Facing Bureaucracy		
		Yes	No	Total
		Public Universities	DU	94
JNU	33		13	46
JU	51		0	51
SAU	56		0	56
Total	234		39	273
Total (%)	85.71		14.29	100
Private Universities	NSU	49	1	50
	IUB	43	4	47
	SEU	24	1	25
	SUB	13	9	22
	Total	129	15	144
	Total (%)	89.58	10.42	100

Source: Primary Survey Data

Fig: 6.2.11 Frequency Distribution of the Respondents Facing Bureaucracy



According to the data shown in Table 6.2.11, it can be seen that a majority of respondents, from private universities namely 85.71%, expressed their perception of encountering bureaucratic processes. A total of 14.29% of the participants said that they did not encounter any bureaucratic obstacles. In contrast, a significant majority of respondents (89.58%) from private universities expressed their perception of encountering bureaucratic challenges, a proportion that surpasses that of public universities. A mere 10.42% of the participants said that they did not encounter bureaucratic processes.

So, it has been claimed that both in public and private universities respondents facing challenges for administrative bureaucracy. While conducting survey interview answering other questions most of the respondents of public universities shared that because of administrative bureaucracy they did not get adequate office equipment in proper time and their due time promotion delayed. Majority of the respondents in private universities shared that they did not get promotion in proper time because authority created administrative bureaucracy

6.2.12 Facing Exploitation

Exploitation in the workplace often signifies the presence of socioeconomic disparities. Social structures and social systems are integral components of contemporary capitalism, where emphasis is placed on economic mechanisms of exploitation. The act of exploitation infringes on the economic rights of workers. Exploitation is a crucial component within a comprehensive theoretical framework concerning the perpetuation of inequality. The theory under consideration pertains to the enduring existence of disparity among distinct social categories, such as the divisions between men and women, employers and employees, white individuals and black individuals, as well as citizens and foreigners. This kind of inequality is sometimes referred to as categorical inequality (Tilly, 1998).

According to Jan Ch. Karlsson (2015), it is argued that in order to establish lasting inequality, these categories must be arranged in a hierarchical manner: males being deemed superior to women, employers being considered superior to workers, whites being seen as superior to blacks, and citizens being regarded as superior to immigrants. Categorical inequality facilitates the perpetuation of exploitative practices.

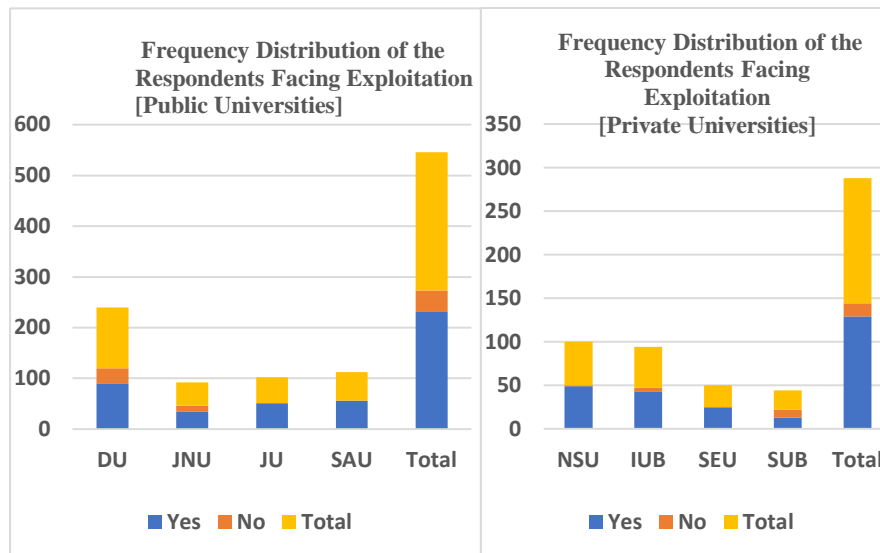
Exploitation engenders disparities in access to resources and opportunities within the organizational work environment, predicated upon gender and class distinctions. In the context of our research study, we sought the perspectives of respondents from both public and private universities about the issue of encountering exploitation within the administrative sphere of university governance. A limited number of participants provided responses. The lack of response from both institutions was startling when attempting to contact the bulk of the respondents.

Table: 6.212 Frequency and Percentage (%) Distribution of the Respondents Facing Exploitation

University Name	Frequency and Percentage (%) Distribution of the Respondents Facing Exploitation			
		Yes	No	Total
Public Universities	DU	90	30	120
	JNU	34	12	46
	JU	51	0	51
	SAU	56	0	56
	Total	231	42	273
	Total (%)	84.62	15.38	100
Private Universities	NSU	49	1	50
	IUB	43	4	47
	SEU	24	1	25
	SUB	13	9	22
	Total	129	15	144
	Total (%)	89.58	10.42	100

Source: Primary Survey Data

Fig: 6.2.12 Facing Exploitation Frequency Distribution of the Respondents



According to the data presented in Table 6.2.12, a significant majority of respondents (84.62%) from public universities expressed their perception of

experiencing exploitation. A total of 15.38 percent of the participants said that they did not encounter any instances of exploitation.

In contrast, a greater proportion of respondents in private universities (89.58%) expressed their perception of experiencing exploitation compared to the respondents from public universities. A total of 10.42% of the participants said that they did not experience any kind of exploitation.

Gender and class-based inequality, as well as unequal access to resources and opportunities, persistently contribute to the existing disparities in the work lives of women workers in both public and private university administrations. According to the scholarly work of Hanna Papanek (1985), it may be argued that the prominence of gender as a determining factor in the distribution of power and resources is increasing. While some sections of certain societies may be seeing shifts towards more equality, it is important to acknowledge that other sectors may be encountering a contrary trend.

Table 6.2.13 Bivariate Association between Overall Job Satisfaction and Work Performance Properly Evaluated using Chi-square Test

Public Universities		Overall Job Satisfaction			p-Value
		Yes	No	Total	
Work Performance Properly Evaluated	Yes	180	39	219	p = 0.024*
	No	37	17	54	
	Total	217	56	273	
Private Universities		Overall Job Satisfaction			p-Value
Work Performance Properly Evaluated		Yes	No	Total	p<0.001*
	Yes	79	26	105	
	No	11	28	39	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a statistically relation between overall job satisfaction and work performance properly evaluated of the public and private university respondents.

Table 6.2.13 clearly discloses that there is a statistically significant association (p = 0.024) between overall job satisfaction and work performance properly evaluated of the public university respondents.

In the ground of private universities, respondents show that there is also a statistically significant association (p <0.001) between overall job satisfaction and work performance properly evaluated of the private university respondents.

6.2.14 Proper Recognition of Contribution

The appropriate acknowledgment of contributions signifies that an organization or institution will exhibit gratitude for the efforts made by its personnel across all facets of the company. Various types of incentives, both monetary and nonmonetary, as well as expressions of gratitude, may be provided to employees as a result. Implementing a simple method to recognize the contributions made by workers may significantly enhance their motivation and performance morale. Consequently, workers exhibit a higher level of engagement in their tasks and demonstrate a greater commitment to attaining the objectives of the firm.

According to Wickham (2022), workers have a sense of ownership and pride when they are acknowledged for their accomplishments, leading to increased motivation and willingness to exert similar levels of effort in future projects. Recognition serves as a means of establishing a connection between individuals and their respective organizations, so enhancing their overall performance and fostering a greater possibility of their retention within the business. The recognition of employees is an essential aspect of human well-being. When workers experience a sense of appreciation and recognition for their particular efforts, they are likely to develop stronger connections to their job, their team, and the business as a whole. According to Limaye and Sharma (2012), research on employee motivation suggests that contemporary workers are increasingly vocal about their desires and expectations.

These include a preference for competitive salaries, a comfortable lifestyle, job security, opportunities for professional growth, and a healthy work-life balance. According to Wickham (2022), employee recognition refers to the act of openly acknowledging and praising employee conduct or achievements. Organizations adopt this strategy as a means to convey gratitude, stimulate employee motivation, and reinforce desirable behavioral patterns. Consistently providing genuine and merited acknowledgment to workers may significantly contribute to realizing their maximum capabilities. Authentic recognition

fulfills three primary objectives: 1. Demonstrate the Attainment of Objectives. The purpose of this section is to discuss the factors that drive individuals to exert effort in various tasks or activities. The objective is to strengthen or enhance existing values. According to Brun and Dugas (2008), the topic of employee recognition is gaining prominence within the sociological and psychological realms pertaining to individual employees. It has been proposed that businesses and management should consider using a range of ways and initiatives in order to augment employee appreciation.

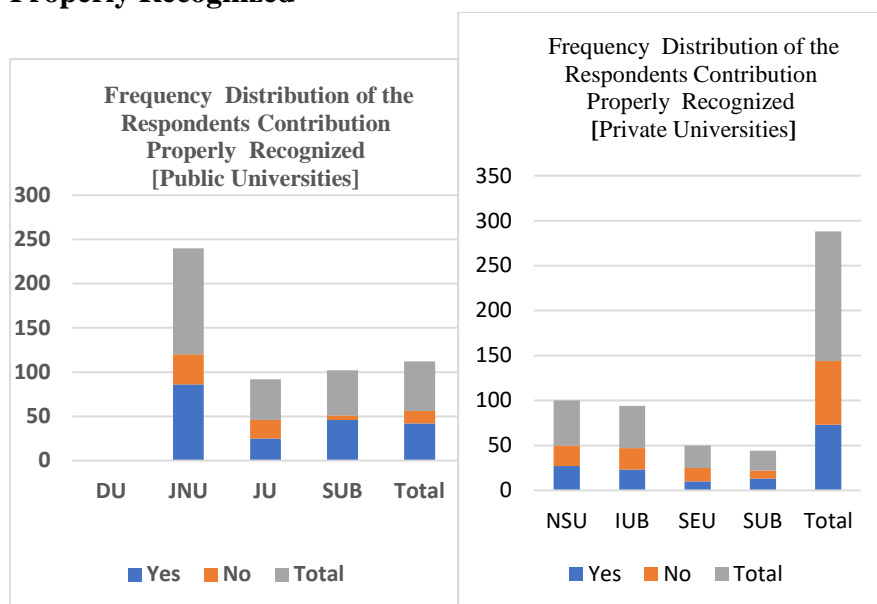
According to Bowen (2000), employees who consistently demonstrate honesty in their work may anticipate that their significant contributions would be acknowledged and appreciated by the management of the firm. The prevailing body of research indicates that a significant proportion of employees have a need for acknowledgment, irrespective of their occupational or hierarchical position (Saunderson, 2004). Most of the articles focused that employee contribution recognition is a matter of priority in the current social and organizational context. So, we can say that for organization and employee's growth recognition of employee's contributions are more important for our wider community as well as our society

Table 6.2.14 Frequency and Percentage (%) Distribution of the Respondents Contribution Properly Recognized

University Name		Frequency and Percentage (%) Distribution of the Respondents Contribution Properly Recognized		
Public Universities	DU	Yes	No	Total
	JNU	86	34	120
	JU	25	21	46
	SAU	46	5	51
	Total	199	74	273
	Total (%)	72.89	27.11	100
Private Universities	NSU	27	23	50
	IUB	23	24	47
	SEU	10	15	25
	SUB	13	9	22
	Total	73	71	144
	Total (%)	50.69	49.31	100

Source: Primary Survey Data

Fig: 6.2.14 Frequency Distribution of the Respondents Contribution Properly Recognized



According to the data shown in Table 6.2.14, a significant majority of 72.89% of respondents from public universities expressed the view that their contributions were duly acknowledged. A total of 27.11% of the participants

said that they felt their contributions were not adequately acknowledged inside the institution.

In contrast, a smaller proportion of respondents from private universities (50.69%) expressed the belief that their contributions were adequately acknowledged, as compared to the ratio seen among respondents from public universities. A greater percentage of respondents (49.31%) said that their contributions were not adequately recognized inside the school in comparison to public universities. So, we argued that comparatively in public universities employee's contribution more recognized than private universities respondents. Private universities responded suffered more discontent rather than public universities respondents.

Kyle Luthans (2000) in his research works focused on employees' recognition is the core means of effective leadership. The author suggested that financial and non-financial reward should initiate from all levels of employee. Employee contribution recognitions add value of the individual employ career and motivate them for better performance.

Table 6.2.14 Bivariate Association between Overall Job Satisfaction and Contribution Properly Recognized using Chi-square Test

Public Universities		Overall job Satisfaction			p-Value
		Yes	No	Total	
Contribution Properly Recognized	Yes	176	23	199	p <0.001*
	No	41	33	74	
	Total	217	56	273	
Private Universities		Overall job Satisfaction			p-Value
Contribution Properly Recognized		Yes	No	Total	p <0.001*
	Yes	62	12	74	
	No	28	42	70	
	Total	90	54	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a statistically significant relation between overall job satisfaction and contribution properly recognized of the public and private university respondents. Table 6.2.14 clearly discloses that there is a statistically significant association ($p < 0.001$) between overall job satisfaction and contribution properly recognized of the public university respondents.

In the arena of private universities, respondents show that there is also a statistically significant association ($p < 0.001$) between overall job satisfaction and contribution properly recognized of the private university respondents.

6.2.15 Job Enhanced Status in Family and Society

Socioeconomic status encompasses several dimensions, including income, educational attainment, economic stability, and distinct aspects of social standing and class. Socioeconomic status encompasses several indicators of quality of life, as well as the possibilities and benefits afforded to individuals within a given society. According to Hanna Papanek (1985), family status has a significant role in determining an individual's access to economic and political resources, hence influencing their social mobility and economic power. This phenomenon is seen not just in South and Southeast Asia but perhaps in other regions around the globe as well.

In their study, McGinn and Oh (2017) examined the behavior of individuals in low-power situations, namely those resulting from gender or class disparities. The authors found that individuals in such positions prefer to display behavior that is directed towards others rather than being self-centered. The experiences of women in both professional and domestic settings are influenced by their social class. This influence leads to a stronger identification with gender among women from higher social classes, whereas women from lower social classes tend to identify more strongly with their class.

This dynamic has the potential to reduce or even reverse the class-based disparities that have been previously seen in studies. The employment ideas and practices of women are indicative of gender and class disparities. The integration of social class and gendered experiences in domestic and professional settings contributes to a more comprehensive comprehension of the intricate dynamics between power and status within societal structures.

It is worth noting that in the majority of nations worldwide, there exists a significant disparity between male and female involvement in the work sector. However, there has been a noticeable reduction in gender difference in the last decade. Based on the findings of the World Development Report 2012, it was

observed that the global female labor force participation saw an increase from 50.2 percent to 51.8 percent between the years 1980 and 2008. On the contrary, there has been a little decrease in the global male labor force participation rate from 82 percent to 77.7 percent over this specified time.

Based on the International Labor Organization's modeled estimates for the year 2017, it can be noticed that the ratio of female to male labor force participation varies across different contexts, ranging from poor countries to rich countries, as well as from developed countries to emerging countries. Over the course of time, there has been a noticeable shift in the level of female labor force participation in the contemporary age, with a greater rate compared to three decades before. The majority of nations worldwide have seen favorable shifts in female labor force participation.

According to the 2007 World Bank Report, there has been a notable growth in women's labor force involvement in sectors such as agriculture, education, health, and social work in Bangladesh. Contrarily, the International Labor Organization's publications have emphasized that there was an increase in women's labor force participation in professional and administrative sectors over the period from 2000 to 2005. The year 2020 had a noteworthy trend in labor force participation, with a 4 percent rise seen among females, while a corresponding 4 percent reduction was observed among males (World Bank, 2010).

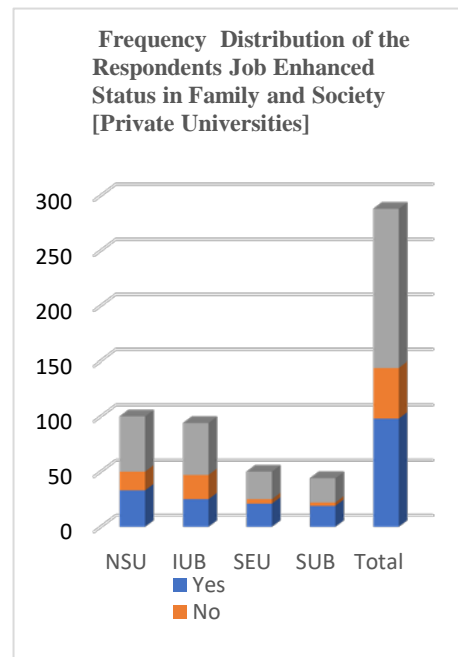
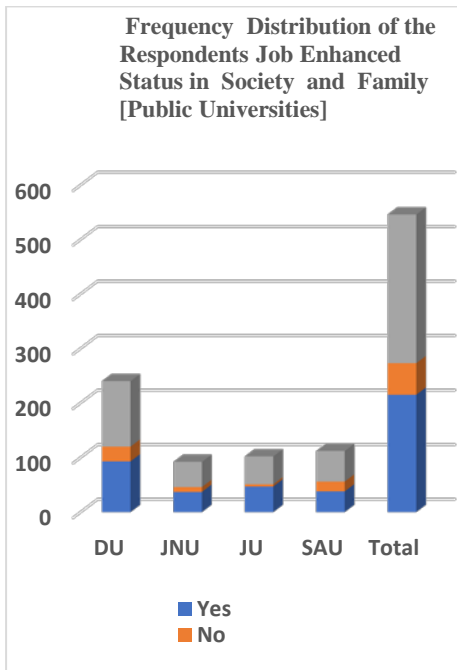
The involvement of women in the work force is steadily increasing. The phenomenon under consideration has a significant influence on the societal and familial roles and positions of women. In the present research investigation, the participants were queried over the aforementioned subject area.

Table 6.2.15 Frequency and Percentage (%) Distribution of the Respondents Job Enhanced Status in Family and Society

University Name		Frequency and Percentage (%) Distribution of the Respondents Job Enhanced Status in Family and Society		
Public Universities	DU	Yes	No	Total
		93	27	120
	JNU	37	9	46
	JU	47	4	51
	SAU	38	18	56
	Total	215	58	273
	Total (%)	78.75	21.25	100
Private Universities	NSU	33	17	50
	IUB	25	22	47
	SEU	21	4	25
	SUB	19	3	22
	Total	98	46	144
		Total (%)	68.06	31.94

Source: Primary Survey Data

Fig:6.2.15 Frequency Distribution of the Respondents Job Enhanced Status in Family and Society



According to the findings shown in Table 6.2.15, a significant proportion of respondents from public universities, namely 78.75%, expressed the belief that their employment positively influenced their standing within both their family and society. A total of 21.25% of participants expressed the perception that their occupation did not contribute to an improvement in their standing within their familial and societal contexts.

In contrast, a significant majority (68.06%) of respondents from private universities expressed the belief that their employment positively influenced their standing within both their family and society. A larger proportion of respondents, namely 31.94 percent, expressed the perception that their occupation did not contribute to an elevation of their social standing within both their family and society. This percentage exceeds the corresponding ratio seen among those affiliated with public universities.

In this research study most of the respondent both public and private universities opined that their job enhances their socio-economic status. They are now able to provide financial support to their family and can also invest for the quality education of their children. Not only that as they can contribute in their family, their importance in decision making participation has been increased. Most of the respondent deliberately expressed that their job increases their social status. Most of the respondent said that the society people pay special honor being know they are doing job in higher educational institution.

Finally, their job enables them to achieve financial security educational fulfillment and social status. Their job has opened the door to access in the opportunities and privileges with in the society. As a result of their job, they can contribute as a dual earner in their family. This opportunity supports them to maintain quality of life as well as standard of living. The respondents also expressed that the get more privilege and importance not only in their family but also in their society comparing than usual house wives. They shared that

they do not financially dependent on their husband. They enjoy freedom to use and expense their money according to their wish.

So, we can say while women have become economically solvent and independent it tigers the social progress and economic growth. Actually, employed women have a huge contribution in education, health and wellness in families as well as their society. Their effort contributions facilitate to achieve gender equality and holistic development of the nation

Table 6.2.15 Bivariate Association between Overall Job Satisfaction and Enhancing Status using Chi-square Test

Public Universities		Overall job Satisfaction			p-Value
		Yes	No	Total	
Enhancing Status	Yes	179	36	215	p = 0.04 *
	No	38	20	58	
	Total	217	56	273	
Private Universities		Overall job Satisfaction			p-Value
Enhancing Status		Yes	No	Total	p = 0.54
	Yes	67	32	99	
	No	24	21	45	
	Total	91	53	144	

*Indicates Significant at 5% level.

A chi-square test was completed to examine whether there is a statistically significant relation between overall job satisfaction and enhancing status of the public and private university respondents. Table 6.2.13clearly discloses that there is a statistically significant association

(p = 0.04) between overall job satisfaction and enhancing status of the public university respondents. In the ground of private universities, respondents show that there is no significant association (P = 0.54) between overall job satisfaction and enhancing status.

6.2.16 Share Policy-Level Suggestions

Over the course of the last two decades, there has been a notable rise in the involvement of women in the labor sector, both domestically and globally. However, progress in addressing the issue of gender inequality has been persistently hindered. Persistent disparities continue to persist between men and women in the workplace.

According to the ILO Report of 2020, there are notable discrepancies between men and women in several domains, including labor market engagement, remuneration for comparable work, representation of women in lucrative professions and management roles, and the allocation of unpaid caregiving responsibilities. Violence and harassment, including instances of sexual harassment, continue to persist as prevalent issues affecting several women in the realm of employment.

The ILO Report of 2020 also highlights the need for proactive and transformational policies by many global stakeholders, such as governments, enterprises, employers' and workers' groups, and civil society, in order to attain economic empowerment and gender equality for women. Nevertheless, the achievement of gender equality in the private sector exhibits significant disparities between countries, sectors, and firm sizes. Additionally, corporate leadership and organizational culture play crucial roles in shaping these outcomes, with small and medium-sized companies encountering the most formidable obstacles.

In his study, Kim (2014) examined the perspectives of researchers about the correlation between progressive social policies and a substantial public service sector and the potential benefits they may provide in terms of enhancing women's access to the economically active labor market. Kim further noted that researchers have examined the involvement of the government not just in women's engagement in the labor field but also in their access to prestigious and influential job positions.

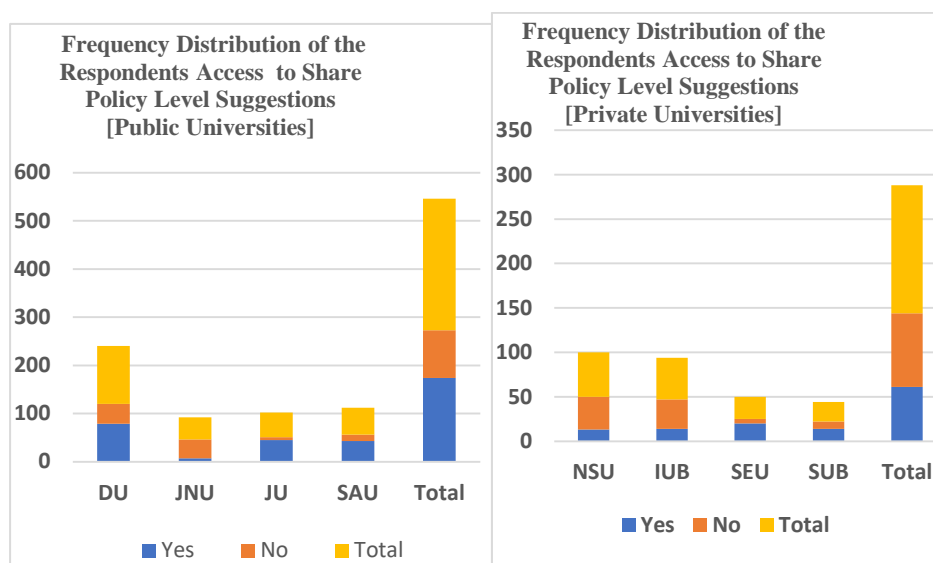
So, we can say that women employees' access to policy level suggestions are inevitable for the better advancement of their career and minimizing gender inequality at the work place.

Table 6.2.16 Frequency and Percentage (%) Distribution of the Respondents Access to Share Policy-Level Suggestions

University Name	Frequency and Percentage (%) Distribution of the Respondents Access to Share Policy-Level Suggestions			
		Yes	No	Total
Public Universities	DU	79	41	120
	JNU	7	39	46
	JU	45	6	51
	SAU	43	13	56
	Total	174	99	273
	Total (%)	63.74	36.26	100
Private Universities	NSU	13	37	50
	IUB	14	33	47
	SEU	20	5	25
	SUB	14	8	22
	Total	61	83	144
	Total (%)	42.36	57.64	100

Source: Primary Survey Data

Fig: 6.2.16 Frequency Distribution of the Respondents Access to Share Policy -Level Suggestions



According to the data shown in Table 6.2.16, a majority of respondents (63.74%) from public universities expressed their belief that they had the ability to provide suggestions at the policy level. They also conveyed that while they had the chance to voice their suggestions, they were never put into practice. A total of 36.26% of the participants said that they lacked access to policy-level recommendations.

Conversely, a lesser proportion of respondents at private institutions (42.36%) said that they had access to policy-level suggestions in comparison to public universities. A higher proportion of respondents in private institutions, namely 57.64%, said that they lacked access to policy-level proposals compared to their counterparts in public universities.

It has been observed that respondents from public universities are considerably more likely to have the chance to offer policy-level suggestions as compared to respondents from private universities. According to Acher (2006), it has been suggested that some studies indicate that flat team structures provide professional women with more equality and opportunities compared to hierarchical bureaucracies, although this advantage is contingent upon women adopting behaviors often associated with males.

Table 6.2.17 Frequency and Percentage (%) Distribution of the Respondents Beneficial Training for Professional Life

	University Name	Frequency and Percentage (%) Distribution of the Respondents Beneficial Training for Professional Life					
		Automation and IT	Computer-Based	Office Management	Attitude and Behavior	Professional Skills Development	Total
Public Universities		20	36	23	17	24	120
	DU						
	JNU	12	3	12	1	18	46
	JU	24	8	5	4	10	51
	SAU	13	15	12	1	15	56
	Total	69	62	52	23	67	273
	Total (%)	25.27	22.72	19.05	8.42	24.54	100
Private Universities	NSU	6	8	8	0	28	50
	IUB	5	6	9	5	22	47
	SEU	2	5	3	0	15	25
	SUB	4	4	3	2	9	22
	Total	17	23	23	7	74	144
	Total (%)	11.81	15.97	15.97	4.86	51.39	100

Source: Primary Survey Data

According to the data shown in Table 6.2.17, about 25.27% of respondents from public universities expressed the belief that automation and IT training had advantageous implications for their professional careers. Approximately 24.54% of the participants place significant emphasis on the training and development of professional skills. A total of 22.72% of the participants said that computer-based training is advantageous in their professional endeavors. Nineteen point zero, or five percent, of the participants expressed their emphasis on office management training, whereas 8.42% of the respondents indicated their interest in attitude and behavior training. During the training session, many participants emphasized the need to provide attitude and behavior training, as well as gender training, to male supervisors and coworkers at all levels within the organization.

In contrast, a significant majority of the respondents (51.39%) from private universities expressed the belief that professional skills development training is advantageous for their professional lives, a proportion that exceeds that of

respondents from public universities. 15.97% of the respondents consistently emphasized the importance of computer-based and office management training, a figure that is comparatively lower than the proportion seen at private universities.

A total of 11.81% of the participants indicated their preference for automation and IT training, while 4.86% of the respondents emphasized the importance of attitude and behavior training. The study reveals that the perceptions of respondents on the efficacy of professional training differ across public and private universities, contingent upon the specific training category. The respondent said that engaging in multi-dimensional training opportunities would be advantageous for their professional skill enhancement and program

Usha Valli Somasundaram (2004) emphasized that in order to achieve viable competitive benefit training is inevitable. Over the recent past decades' employee training has emerged as a key educational enterprise for the enhancement of the performance, knowledge, skill of all level employees and growth of their career. Through this research study we look for female employees' own perspective about beneficial training for their career advancement.

6.2.17 Overall Satisfaction with Current Job

At the current phase, job satisfaction has been a crucial issue. People are attracted to do the job in the organization as well as service where they get more satisfaction. Shamima Tasnim (2006) noted that job satisfaction indicates the individual state of mind about his /her job satisfaction including work environment, supervision style, interpersonal relationship, and organizational culture. Job satisfaction in generally covers all aspects of the job. Abdul Kadar Muhammad Masum & et al, (2015) in their research find out that compensation package, job security, and working conditions these three factors have a significant impact on academics' job satisfaction. Nahar et al. (2013) in their research work discovered that male employees are more satisfied with their job rather than female employee because female employees' various aspects are subjugated by male employees. Among the private and public sector employees exist differences with job security, work environment, Job satisfaction, job stress and employee's health and wellbeing. In this research study we catch on the public and private universities women employee's perception of about their job satisfaction. At the time of conducting the research survey most of the public universities' respondents shared that they are satisfied with job because its women friendly safe and sound environment, timely salary, job security, leave flexibility, residential quarter facility and overall flexible job nature.

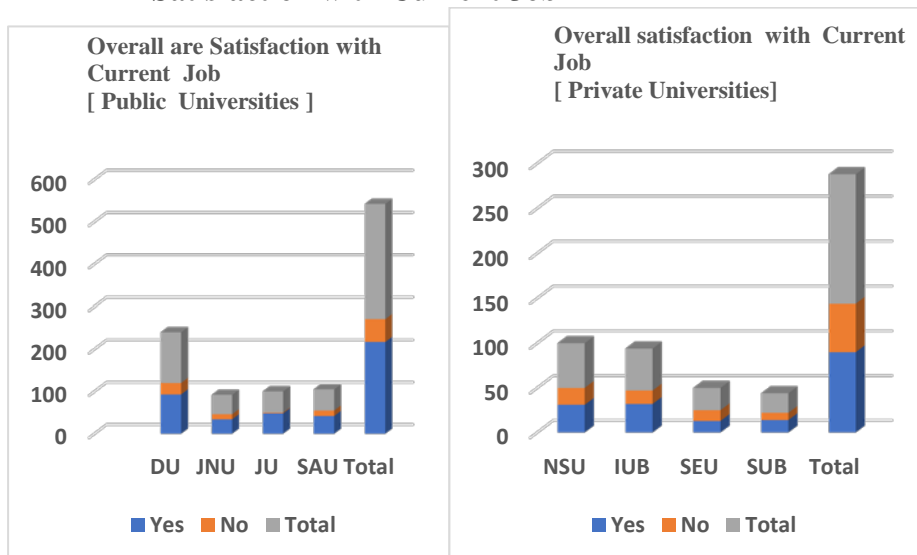
On the other side, private universities employees also viewed that woman congenial work environment, weekly today's holiday, timely salary, supportive colleagues and so on. They also disclose that there exist many limitations as it is private job especially job security stress, work load, promotion and incentive barriers. But they have to do the job as the high living cost and it is not possible to bare all the expenses of the family only their husband or fathers' income. On that day they have a job is a matter for them.

6.2.17 Frequency and Percentage (%) Distribution of the Respondents Overall Satisfaction with Current Job

University Name		Frequency and Percentage (%) Distribution of the Respondents Overall Satisfaction with Current Job		
Public Universities	DU	93	27	120
	JNU	34	12	46
	JU	48	3	51
	SAU	42	14	56
	Total	217	56	273
	Total (%)	79.49	20.51	100
Private Universities	NSU	31	19	50
	IUB	32	15	47
	SEU	13	12	25
	SUB	14	8	22
	Total	90	54	144
	Total (%)	62.5	37.5	100

Source: Primary Survey Data

Fig: 6.2.17 Frequency Distribution of the Respondents ‘Overall Satisfaction with Current Job



According to the findings shown in Table 6.2.17, a significant proportion of the respondents (79.49%) from public universities expressed their satisfaction with their current position. The individuals said that they experience a work atmosphere that offers flexibility, safety, security, and is conducive to the well-being and comfort of women. Government employment offers work stability and provides opportunities for taking vacation.

The provision of salaries in a timely manner and the availability of living quarters A total of 20.51 percent of the respondents expressed dissatisfaction with their present employment.

In contrast, a majority of 62.5% of participants from private universities, expressed their satisfaction with their present employment situation. According to the survey results, a significant proportion of participants, namely 37.5%, expressed their dissatisfaction with their present employment situation.

6.2.18 Opinion for Amendments of Private University Act 2010 to Protect Employees' Rights

The development of private universities began in 2010 in response to the increasing demand for higher education among students. In contemporary times, there has been a notable surge in the proliferation of private institutions, which may be attributed to the escalating demand from students. In addition to the establishment of administrative posts, private universities have also generated career opportunities in this field.

The Private University Act of 2010 encompasses a range of laws and guidelines pertaining to the establishment of different committees and the recruitment of faculty members, among other matters. Regrettably, a lack of rules exists for individuals employed in the administration of private universities. The many aspects included in this domain include recruiting, promotion, transfer, discontinuation, and provident funds, among others. During the course of the research survey, a significant proportion of respondents from private colleges expressed that HR policies at these institutions are formulated primarily to serve the interests of the owners rather than adequately representing the advantages of the workers.

A significant disparity exists in the advancement rates between academic members and administrative staff. In academic institutions, faculty members often get timely promotions in accordance with established criteria and processes. However, it is observed that staff promotions sometimes face a contrasting situation.

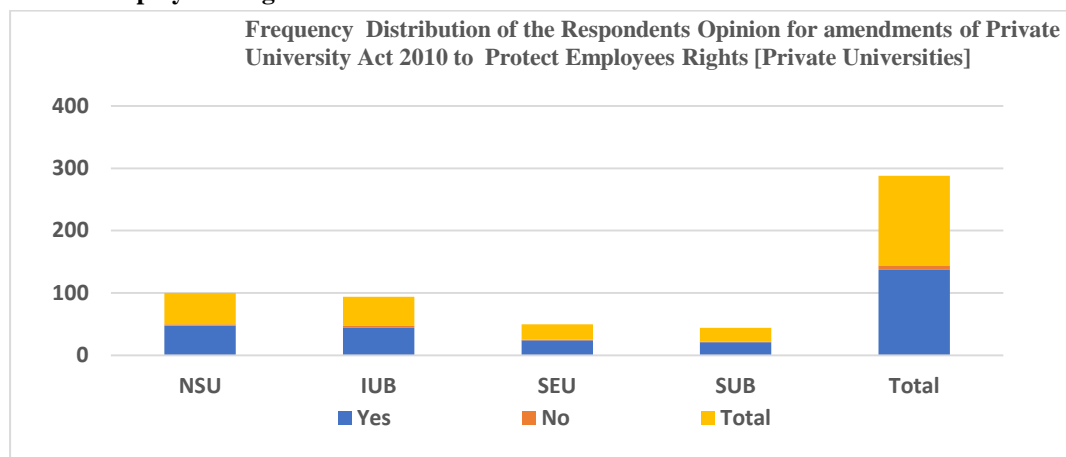
In fact, a significant number of private colleges have formalized human resources policies that are well documented. However, the implementation of HR rules is not executed effectively. Administrative personnel endure instances of discrimination and deprivation in silence as a consequence of the absence of job security inherent in private sector employment. In this research study, the respondents from private universities were presented with an inquiry pertaining to the revisions of private institutions.

Table 6.2.18 Frequency and Percentage (%) Distribution of the Respondents Opinion for Amendments of Private University Act 2010 to Protect Employees' Rights

University Name		Frequency and Percentage (%) Distribution of the Respondents Opinion for Amendments of Private University Act 2010 to Protect Employees' Rights		
		Yes	No	Total
Private Universities	NSU	48	2	50
	IUB	44	3	47
	SEU	24	1	25
	SUB	21	1	22
	Total	137	7	144
	Total (%)	95.14	4.86	100

Source: Primary Survey Data

Fig:6.2.18 Frequency Distribution of the Respondents Opinion for Amendments of Private University Act 2010 to Protect Employees' Rights



According to the findings shown in Table 5.28, it is evident that a significant proportion of the respondents from private universities, namely 95.14%, expressed their belief that the Private University Act of 2010 requires revisions in order to safeguard the interests of private universities. A minority of respondents, around 4.86%, expressed the opinion that the Private University Act of 2010 does not need any revisions.

6.2.19 Protecting Women’s Rights by Constitutional Bodies and Government Representatives

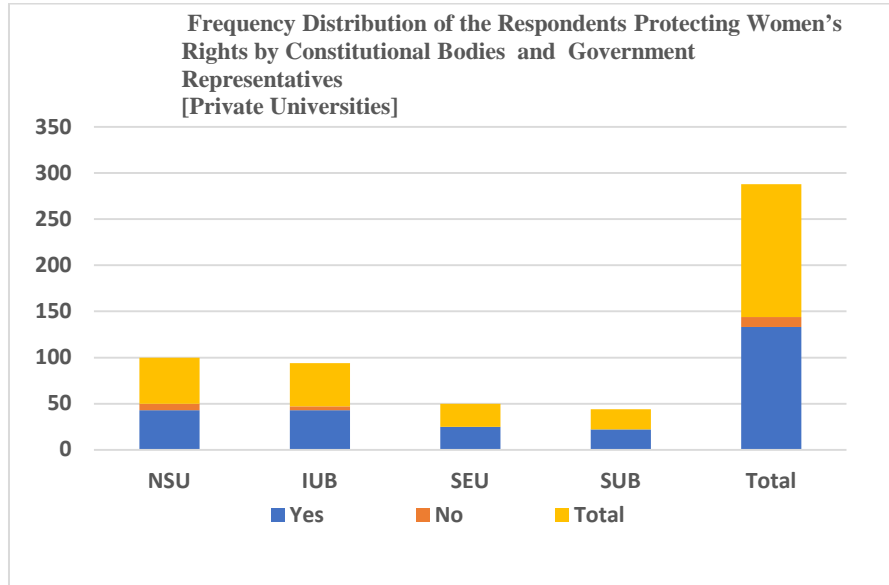
Officer associations are present at public universities. Administrative personnel employed by public universities have the opportunity to advocate for their rights and privileges through officer associations. During the poll, participants from public universities said that the presence of officer organizations enables them to voice their concerns and protest against unfair choices made by the authorities, ultimately allowing them to secure their rights and entitlements. However, it should be noted that private colleges do not often provide a similar platform for their administrative staff. Respondents from private colleges expressed a consistent concern over the potential risk of job loss. They refrain from vocalizing their grievances about their entitlements and privileges. It is believed that the presence of constitutional bodies and government representatives is necessary inside private universities in order to safeguard the rights of female workers. Women are facing challenges in establishing and sustaining informal professional networks, which hinders their ability to access their rights and advantages in the workplace.

Table 6.2.19 Protecting Women’s Rights by Constitutional Bodies and Government Representatives

University Name	Frequency and Percentage (%) Distribution of the Respond Protecting Women’s Rights by Constitutional Bodies and Government Representatives			
		Yes	No	Total
Private Universities	NSU	43	7	50
	IUB	43	4	47
	SEU	25	0	25
	SUB	22	0	22
	Total	133	11	144
	Total (%)	92.36	7.64	100

Source: Primary Survey Data

Fig:6.2.19 Frequency Distribution of the Respondents Protecting Women’s Rights by Constitutional Bodies and Government Representatives



According to the findings shown in Table 6.2.19, a significant majority of the respondents from private universities, namely 92.36%, expressed their belief in the need for constitutional bodies and government representatives for the purpose of safeguarding women's rights. According to the survey data, 7.64% of participants expressed the opinion that constitutional bodies and government representatives are unnecessary for safeguarding women's rights

Multivariate Analysis Using Binary Logistic Regression Model in Public and Private Universities Respondents

Challenges Facing

In order to identify potential factors contributing to challenges faced by working women, we conducted a multivariate analysis using a binary logistic regression model. We specifically focused on selected variables that were determined to be statistically significant in the bivariate analysis, with a significance level of 5%. In the context of bivariate analysis, it was determined that harassment, childcare responsibilities, satisfaction with office equipment, and dual roles were statistically significant factors contributing to the challenges faced by women employees in public universities in Dhaka city, Bangladesh. The summary of the results obtained from fitting the logistic regression model can be found in Table 7.1.

Table 7.1: Associated factors of challenges for public university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from fitting binary logistic regression model

Variable	Estimate	SE	p-value	OR	95% CI of OR
Constant	0.496	0.268	0.064	1.64	(0.97, 2.77)
Harassment No* Yes	1.27	0.318	<0.001	3.56	(1.91,6.61)
Take caring children No* Yes	2.466	1.05	0.019	11.77	(1.50, 91.83)
Satisfied with office equipment No* Yes	-0.743	0.306	0.015	0.47	(0.26, 0.86)
Dual role No* Yes	2.696	0.751	<0.001	1.64	(0.97, 2.77)

*Reference Category

A statistically significant correlation has been observed ($p\text{-value} < 0.001$) between the experience of harassment and encountering difficulties in the present occupation among female employees at public universities in Bangladesh. There is evidence to suggest that women who experience harassment have a 3.56 times higher likelihood of facing such incidents compared to women who do not encounter harassment. The odds ratio (OR) was found to be 3.56, with a 95% confidence interval (CI) ranging from 1.91 to 6.61.

A statistically significant association exists ($p\text{-value} = 0.019$) between the responsibility of caring for children and encountering job-related obstacles among women working at public universities in Dhaka city, Bangladesh. There is a significant correlation between women who have difficulties in caring for children and their likelihood of facing such challenges being 11.77 times higher than women who do not encounter such difficulties. The odds ratio (OR) was found to be 11.77, with a 95% confidence interval (CI) ranging from (CI: 1.50 to 91.83).

A statistically significant association was observed between the level of contentment with office equipment and the experience of encountering job-related obstacles ($p\text{-value} = 0.015$) among female employees working at public universities located in Dhaka City, Bangladesh. There is an observable correlation indicating that women who express satisfaction with office equipment are 0.47 times more likely to exhibit this satisfaction compared to women who do not express satisfaction with office equipment. The odds ratio (OR) was found to be 0.47, with a 95% confidence interval (CI) ranging from (0.26 to 0.86).

A strong correlation exists between the act of assuming several responsibilities and encountering difficulties within the present occupation ($p\text{-value} < 0.001$) among female employees at public universities in Bangladesh. Research indicates that women who are required to do multiple roles are 1.64 times more likely to do so compared to women who do not have such obligations.

The odds ratio (OR) was found to be 1.64, with a 95% confidence interval (CI) ranging from 0.97 to 2.77.

Promotion

In order to identify potential factors influencing the likelihood of promotion among employed women during a certain timeframe, a multivariate analysis was done. This analysis used a binary logistic regression model and considered a set of chosen variables that had been determined to be statistically significant in a bivariate analysis at a significance level of 5%. In the context of bivariate analysis, it was determined that human resource policy and discrimination had a statistically significant impact on timely promotion. The findings obtained from the application of the logistic regression model are shown concisely in Table 7.2.

Table 7.2: Associated factors of promotion in the proper time for public university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from the fitting binary logistic regression model					
Variable	Estimate	SE	p-value	OR	95% CI of OR
Constant	0.634	0.225	0.005	1.885	(1.21,.2.93)
Human resource policies No* Yes	0.817	0.276	0.003	2.26	(1.32,3.89)
Discrimination No* Yes	-0.751	0.299	0.012	0.47	(0.26,0.84)

*Reference Category

A statistically significant correlation has been observed (p-value = 0.003) between human resource policies and timely promotions within the existing position among female employees at public universities located in Dhaka City, Bangladesh. It can be seen that there is a 2.26-fold increase in the likelihood of women being happy with human resource policies, as compared to women

who are not satisfied with these policies. The odds ratio (OR) was found to be 2.26, with a 95% confidence interval (CI) ranging from (1.32 to 3.89).

A statistically significant correlation has been observed (p-value = 0.012) between discrimination and timely advancement within the context of the present employment among female individuals working at public universities located in Dhaka city, Bangladesh. The likelihood of seeing prejudice among women who hold the belief that discrimination occurs is 0.47 times lower in comparison to women who do not have this belief. The odds ratio (OR) was found to be 0.47, with a 95% confidence interval (CI) ranging from (0.26 to 0.84).

Barrier to Career Advancement

In order to identify probable factors that contribute to hurdles faced by women in the workforce, we used a multivariate analytic technique known as binary logistic regression. This study took into account specific variables that had previously been shown to have a statistically significant relationship with the barriers in question, as determined by bivariate analysis at a significance level of 5%. In the context of bivariate analysis, it was determined that the relevance of difficulties is associated with the right distribution of human resource policies and workload. The summary of the outcomes derived from the application of the logistic regression model is shown in Table 7.3.

Table 7.3: Associated factors of barrier for public university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from fitting binary logistic regression model					
Variable	Estimate	SE	p-value	OR	95% CI for OR
Constant	1.989	0.295	<0.001	7.31	(4.09,13.07)
Human Resource Policies					
No*	-1.098	0.342	0.010	0.33	(0.17,0.65)
Yes					

*Reference Category

A noteworthy correlation has been seen between human resource regulations and the occurrence of barriers among female employees in public universities of Bangladesh, as shown by a p-value of 0.010. The likelihood of women who are happy with human resource policies being less is 0.33 times compared to women who are not satisfied with human resource policies. The odds ratio (OR) was found to be 0.33, with a 95% confidence interval (CI) ranging from (0.17 to 0.65).

Overall Job Satisfaction

In order to identify prospective factors influencing overall happiness among employed women, we used a multivariate analytic technique known as binary logistic regression. This study included examining specific variables that were determined to be statistically significant in a preliminary bivariate analysis, with a significance level of 5%. In the context of bivariate analysis, it was determined that several factors, including promotion within an appropriate timeframe, happiness with compensation, contentment with office equipment, improved societal standing, experiencing work security-related stress, and adequate evaluation of contributions, were shown to have a substantial impact on overall satisfaction.

The outcomes derived from the use of the logistic regression model are succinctly presented in Table 7.4. analysis, it was determined that several factors, including promotion within an appropriate timeframe, happiness with compensation, contentment with office equipment, improved societal standing, experiencing work security-related stress, and adequate evaluation of contributions, were shown to have a substantial impact on overall satisfaction. The outcomes derived from the use of the logistic regression model are succinctly presented in Table 7.4analysis, it was determined that several factors, including promotion within an appropriate timeframe, happiness with compensation, contentment with office equipment, improved societal standing, experiencing work security-related stress, and adequate evaluation of contributions, were shown to have a substantial impact on overall satisfaction.

The outcomes derived from the use of the logistic regression model are succinctly presented in Table 7.4.

*Reference Category

Table 7.4: Associated factors of overall job satisfaction for public university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from fitting binary logistic regression model.					
Variable	Estimate	SE	p-value	OR	95% CI for OR
Constant	-2.71	0.641	<0.001	0.06	(0.019, 0.234)
Promotion at the proper time No* Yes	0.7617	0.381	0.046	2.14	(1.01, 4.5)
Salary satisfaction No* Yes	1.402	0.390	<0.001	4.09	(1.89, 8.67)
Satisfied with office equipment No* Yes	1.285	.0387	<0.001	3.61	(1.69, 7.69)
Enhanced status in society No* Yes	1.5669	0.429	<0.001	4.79	(2.06, 11.02)
Feel stressed with job security No* Yes	-0.8529	0.420	0.042	0.42	(0.188, 0.97)
Contribution properly evaluated No* Yes	1.868	0.385	<0.001	6.47	(3.05, 13.78)

A noteworthy correlation has been observed between timely promotion and overall work satisfaction (p-value = 0.046) among female employees at public institutions in Bangladesh. It is evident that women who get promotions in a

timely manner are 2.14 times more likely to do so compared to women who do not receive promotions in a timely manner. The odds ratio (OR) was found to be 2.14, with a 95% confidence interval (CI) ranging from (1.01 to 4.5).

A strong correlation exists between wage satisfaction and total work satisfaction (p -value < 0.001) among female employees at public universities in Bangladesh. There is evidence to suggest that women who express satisfaction with their present wage are 4.09 times more likely to do so compared to women who are dissatisfied with their salary. The odds ratio (OR) was found to be 4.09, with a 95% confidence interval (CI) ranging from (1.89 to 8.67).

A statistically significant correlation has been observed between the level of contentment with office equipment and the overall satisfaction with one's present employment (p -value < 0.001) among female employees at public universities in Bangladesh. The data indicates that there is a 3.61 times higher likelihood of women being happy with office equipment compared to women who are not satisfied with office equipment (OR = 3.61, 95% CI: 1.69, 7.69).

A noteworthy correlation has been observed between elevated social standing and general contentment with one's present occupation (p -value < 0.001) among female employees at public universities of Bangladesh. It is evident that women who see their employment as enhancing their societal standing are 4.79 times more likely to hold this belief compared to women who do not perceive their job as enhancing their societal status. (OR = 4.79, 95% CI: (2.06, 11.02))

A significant correlation has been observed between experiencing stress related to job security and the overall happiness with one's present employment (p -value = 0.042) among female employees at public universities in Bangladesh. The likelihood of women experiencing job security-related stress is 0.42 times lower compared to women who do not experience stress related to work security. The odds ratio (OR) was found to be 0.42, with a 95% confidence interval (CI) ranging from (0.18 to 0.97).

A significant correlation has been observed between the accurate assessment of one's contributions and the overall level of work satisfaction (p-value<0.001) among female employees at public institutions in Bangladesh. It may be seen that women who perceive their contributions as being adequately acknowledged are 6.47 times more likely to hold this belief compared to women who do not perceive their contributions as being properly recognized. The odds ratio (OR) was found to be 6.47, with a 95% confidence interval (CI) ranging from (3.05 to 13.78).

Multivariate Analysis Using Binary Logistic Regression Model in Private Universities

Challenge

Table 7.5: Associated factors of challenges for private university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval(CI) obtained from fitting binary logistic regression model

Variable	Estimate	SE	p-value	OR	95% CI for OR
Constant	1.764	0.442	<0.001	5.83	(2.46,13.86)
Workload properly distributed					
No*	-0.9667	0.491	0.049	0.38	(0.14,0.99)
Yes					

*Reference Category

In order to identify potential challenges faced by working women in private universities, we conducted a multivariate analysis using a binary logistic regression model. We focused on selected variables that were found to be statistically significant in the bivariate analysis at a significance level of 5%. In the context of bivariate analysis, it was determined that workload had a significant impact on the level of challenge. Table 7.5 summarizes the results obtained from fitting the logistic regression model.

A statistically significant correlation has been observed (p -value=0.049) between work satisfaction with office equipment and encountering job-related obstacles among female employees at private universities in Bangladesh. There is a discernible correlation indicating that women who perceive an equitable distribution of workload are 0.38 times less likely to hold this belief compared to women who do not perceive an equitable distribution of effort. The odds ratio (OR) was calculated to be 0.38, with a 95% confidence interval (CI) ranging from (0.14 to 0.99).

Promotions

In order to identify probable factors influencing promotions among employed women during a certain timeframe, we used a multivariate analytic approach utilizing a binary logistic regression model. This study took into account a set of chosen variables that had previously been shown to have a statistically significant relationship with promotions based on bivariate analysis done at a significance level of 5%. In the context of bivariate analysis, it was determined that the appropriate evaluation of contribution significantly influenced timely promotion. The findings derived from the use of the logistic regression model are succinctly presented in Table 7.6.

Table 7. 6: Associated factors of promotion in proper time for private university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from fitting binary logistic regression model					
Variable	Estimate	SE	p-value	OR	95% CI for OR
Constant	-2.21	0.442	<0.001	0.1097	(0.05,0.24)
Contribution properly evaluated No* yes	1.09	0.4819	0.023	2.98	(1.16,0.24)

*Reference Category

A statistically significant correlation has been observed (p value = 0.023) between the accurate assessment of contributions and the present employment status among female individuals working at private universities in Bangladesh. There is evidence to suggest that women who believe their contributions are correctly appraised are 2.98 times more likely to perceive their contributions positively compared to women who do not hold this belief. The odds ratio (OR) was found to be 2.98, with a 95% confidence interval (CI) ranging from (1.16 to 0.24).

Barrier to Career Advancement

In order to identify probable factors that hinder career progression among employed women, we used a multivariate analytic approach utilizing a binary logistic regression model. We specifically focused on variables that exhibited statistical significance in the bivariate analysis, with a significance threshold set at 5%. In the context of bivariate analysis, it was shown that human resource policies had a statistically significant association with the concept of challenge. The summary of the outcomes derived from the application of the logistic regression model is shown in Table 7.7.

Table 7.7: Associated factors of barrier for private university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from fitting binary logistic regression model

Variable	Estimate	SE	p-value	OR	95% CI for OR
Constant	2.75	0.596	<0.001	15.64	(4.90,49.89)
Human resource policies No* Yes	-1.412	0.685	0.039	0.24	(0.06,0.93)

*Reference Category

A statistically significant correlation exists between human resource policies and the presence of obstacles to career progression (p-value = 0.039) among female employees at private universities in Bangladesh. There is a notable decrease in the likelihood of women who are pleased with human resource policies, as they are 0.24 times less likely compared to women who are not satisfied with human resource policies. The odds ratio (OR) was found to be 0.24, with a 95% confidence interval (CI) ranging from (0.06 to 0.93).

Overall Job Satisfaction

In order to identify possible factors influencing overall happiness among employed women, a multivariate analysis was undertaken using a binary logistic regression model. This analysis included specific variables that were determined to be statistically significant in the bivariate analysis, with a significance level of 5%. In the context of bivariate analysis, it was determined that the variables of work security and appropriately valued contribution were statistically significant in relation to overall satisfaction. The findings derived from the use of the logistic regression model are succinctly presented in Table 7.8.

Table 7.8: Associated factors of overall job satisfaction for private university with estimates, standard errors (SE), p-values, estimated odds ratios (OR), and their confidence interval (CI) obtained from fitting binary logistic regression model

Variable	Estimate	SE	p-value	OR	95% CI for OR
Constant	0.118	0.349	0.733	1.12	(.538, 2.24)
Feel stressed with job security No* Yes	-0.771	0.398	0.049	0.46	(0.21, 1.01)
Contribution properly recognized No* Yes	1.805	0.349	<0.001	6.08	(2.73, 13.60)

*Reference Category

There is a noteworthy correlation between feeling stressed about job security and overall job satisfaction (p-value = 0.049) among women working in private universities in Bangladesh. It is evident that women who feel stressed about job security are 0.46 times less likely to experience this stress compared to women who do not have concerns about job security. The odds ratio is 0.46 with a 95% confidence interval of (0.21 to 1.01).

Among women employed in private universities of Bangladesh, there is a notable correlation between accurately assessed contributions and overall job satisfaction (p-value<0.001). It is evident that women who believe their contributions are properly recognized are 6.08 times more likely than women who do not believe their contributions are properly recognized. The odds ratio is 6.08, with a 95% confidence interval ranging from (2.73 to 13.60).

The contemporary era has seen a shift in the societal idea of women being confined to domestic spaces. Women are simultaneously fulfilling both family responsibilities and pursuing professional careers. In the specific setting of Bangladesh, female workers play a crucial role in driving socio-economic development. The field of education, particularly in the context of university-level employment, is known for its socially and culturally inclusive atmosphere that promotes a positive and supportive environment for everyone, including women. In this research study, female workers working at public and private universities located in Dhaka city, Bangladesh, expressed that these positions are characterized by lower levels of stress, job stability, and garner respect from both their families and society in comparison to employment inside multinational corporations. The office operates within the time span of 9:00 a.m. to 5:00 p.m. Receive a consistent wage and enjoy weekly periods of rest. According to Hossain (2016), workers have a sense of security in the workplace when the office atmosphere is deemed safe and conducive to their well-being. The author discovers that corporate sector firms provide aesthetically pleasing office environments, greater salaries, and elevated social status. However, it is also evident that these organizations are plagued by issues of discrimination and sexual harassment. In this study, it reveals that in some regions, the socioeconomic standing of women engaged in administrative roles at public and private universities, including their educational qualifications, employment positions, and monthly family income, is relatively superior to that of their husbands.

This research aims to investigate and compare the problems encountered by women employees in public and private universities in Dhaka city. This study aims to evaluate the current initiatives and practices implemented by the university's authorities in order to enhance capacity development and career

advancement opportunities for its employees. Additionally, it seeks to detect and analyze the potential presence of a glass ceiling impact on the career advancement of female employees inside the institution. This research reveals that characteristics like harassment, childcare responsibilities, contentment with office equipment, and multiple duties are statistically significant in contributing to the issues faced by women workers at public universities. Previous research conducted by Jahan (2012) has examined this topic. It has been emphasized that the presence of a friendly work environment inside an office or workplace has a substantial impact on the efficiency of workers, leading to increased productivity, heightened motivation, and a greater sense of devotion to their job.

Public university authorities should prioritize the implementation of measures aimed at minimizing harassment. This can be achieved through gender sensitization training programs and the development and enforcement of rules and regulations specifically addressing harassment against women employees. These measures should encompass a wide range of forms of harassment, ranging from verbal humiliation to more severe forms. Additionally, the establishment of a complaint box or suggestion box can provide a formal channel for reporting incidents and offering suggestions for improvement. This study aimed to investigate the implementation of daycare center policies at a specific institution, revealing that despite the existence of government policies, there are issues with their correct execution.

This research reveals that inside public universities, only 15.02% of female employees had access to a daycare center facility. However, these women express dissatisfaction with the quality and length of the daycare services provided. The construction of daycare centers for women workers inside public universities may be seen as a beneficial measure to address the challenges faced by these employees in balancing their child-rearing obligations. This initiative aims to provide a safe and high-quality environment for the children, alleviating the burden on the female employees.

Alongside female workers, it has been recommended that the duration of maternity leave be extended to one year instead of the current six months for the purpose of nursing infants. Additionally, there is a proposal to prioritize the provision of residential facilities for female employees. This research examined the statistical significance of the relationship between the dual role and the challenges experienced by women working in administrative positions at public universities in Dhaka, Bangladesh. It is advised that female employees at public universities adhere to certain norms and procedures, which include the provision of flexible work arrangements, opportunities for remote work, extended maternity leave, and access to childcare help. The authors further propose that the provision of spousal assistance in fulfilling familial obligations is crucial in addressing the challenges associated with assuming multiple roles.

This research has shown a statistically significant relationship between the right allocation of workload and the challenges experienced by women working in administrative roles in private institutions in Dhaka city. The female workers of private universities have put out a proposal suggesting that job responsibilities and obligations be aligned with the human resources policies of these institutions. Additionally, it is recommended that supervisors ensure an equitable distribution of workload among their colleagues. This research examined the relative effectiveness of women engaged in administrative roles at private universities compared to those in public universities in Dhaka city in terms of their ability to handle issues. This research examined the relationship between human resource policies, discrimination, and the timely promotion of female administrative employees at public universities in Dhaka city. The findings indicate that both human resource rules and discrimination have a statistically significant impact on the promotion timeline of these employees. It has been suggested that in order to effectively promote timely outcomes, it is necessary to reduce administrative complexity, provide openness within the promotion system, and lessen the

disparity in status between higher and lower-class designations. The majority of respondents from public universities emphasized the necessity for modifications to service regulations or human resource policies in order to ensure fair promotion without discrimination, thereby facilitating their career progression.

The statistical analysis reveals a substantial relationship between human resource policies and the hindrance faced by women in their career progression inside public universities in Dhaka city. The respondents suggested that several factors connected to professional progression, such as need-based sequential training, mentoring programs, possibilities for further education, obtaining foreign degrees, study leave without pay, and promotion based on performance, should be considered.

Some earlier studies have underlined the need for good organizational support and help for women in managing their careers, as noted by Ronald J. et al. (2006). The development of talent and skills among women managers is of significant importance within organizational contexts.

In a research report by Deirdre J. Sumpter (2010), it was proposed that organizations should implement various strategies to facilitate career advancement. These strategies include the establishment of an opportunity or equal opportunity commission, fostering social and institutional change, implementing mentoring and networking programs, providing training and development opportunities, formulating government and organizational policies to promote gender equality, creating a supportive work environment through the implementation of work-family programs and family-friendly policies, and garnering support from top management.

The statistical analysis reveals a statistically significant relationship between the right acknowledgement of contribution and the timely advancement of female workers in private universities inside the city of Dhaka. The individuals said that the administrative staff members are experiencing a lack of timely advancement due to inadequate evaluation of their contributions by

the human resources department and authorities of private universities in Dhaka, Bangladesh. The individuals have developed a sense of frustration in carrying out their work responsibilities within the same role. It is suggested that private universities should consider revising their human resource policies to include effective tactics and seek acknowledgement for their contributions. It has been suggested that there is a need for a revision of human resource policies in order to include timely promotion rules.

This research has investigated the statistical significance of human resource policies in relation to the barriers faced by women engaged in administrative positions at private universities in Dhaka with regards to career progression. The individuals conveyed that human resource rules serve as a concealed impediment to their professional progression. The human resource policies of their organizations exhibit deficiencies in effectively implementing career progression for promotion, advanced training, mentorship, networking, and leave procedures. The phenomenon of the ground-glass ceiling effect and inequality regimes is seen to be deeply ingrained within the career settings of female workers at private universities. The suggestion put forth by a female administrative employee is that private universities should establish an officer-employee association similar to those found in public universities. The employee association endeavors to safeguard the rights pertaining to promotion, medical care, professional development, and family well-being of the employees. Additionally, it is recommended that a government representative and a constitutional body be established to oversee and establish career advancement opportunities specifically for women employees. This study aimed to investigate the factors that contribute to overall satisfaction among women employed in public universities in Dhaka city. The study found that timely promotion, salary satisfaction, satisfaction with office equipment, enhanced social status, job security, and proper evaluation of contributions were identified as significant factors influencing overall satisfaction. It has been suggested that the promotion system should be

designed to be inherently free from administrative delays and that the job confirmation method should be carried out in a timely manner. In order to appropriately acknowledge an individual's effort, it is necessary to implement specific incentives, rewards, and increments. The objective is to reduce compensation disparities based on job titles among female employees in public universities. The augmentation of office equipment, including computers, telephones, and office support employees, is necessary. There is a need to update the office decor, particularly in terms of office space and surroundings. This includes the establishment and enhancement of various amenities, such as a female washroom, restroom, a prayer room, and dining facilities. In these sectors, it is essential for the various authorities to demonstrate conscientiousness and rapid action instead of displaying negligence.

The individuals stressed the need to align their employment position with their educational skills, as well as the need for equal and fair processes. The research unveils a statistically significant correlation between experiencing stress and factors such as job security and the correct evaluation of contributions in relation to the overall happiness of women engaged in administrative roles inside private universities in Dhaka city. It is suggested that human resources policies have to be devoid of any kind of danger to the job security of workers. Administrative personnel should accord priority and give opportunities. The implementation of a provident fund and thankfulness program, the establishment of appropriate criteria for evaluating qualifications, and the implementation of monitoring and recognition mechanisms. Furthermore, respondents from both public and private universities have suggested that it is important to maintain a female quota for administrative positions and to establish recruiting practices that promote gender equality. The implementation of a promotion strategy that is uniform, fair, transparent, and regularly applied is crucial for the administrative staff in private universities arena. In the context of public universities, it is essential that

promotion processes be conducted in a seamless manner, devoid of any external influences. The establishment of departmental committees within the promotion system is crucial for ensuring the appropriate placement of individuals in suitable positions.

The integration of educational qualifications and grading with the yearly confidential report and promotion process should be considered. In the context of employment positions and promotions, it is important to prioritize the emphasis on one's academic background.

The integration of equal opportunity into the service norm is necessary to ensure that no individual is subjected to deprivation. The duration of the employment experience should be minimized. The duration of promotion at private universities should be reduced from five years to three years. There is a need to decrease the amount of time spent at the office by female workers. Female workers are required to fulfill many responsibilities simultaneously. There is a need to modify the nighttime shift schedule to accommodate female personnel.

The rules regarding study leave at private institutions at an advanced level The regulations pertaining to casual leave, earned leave, and leave compensation in private universities need revision. A significant disparity exists between private institutions and public universities on a broad scale. The topics covered in the training program include gender training, attitude and conduct, professional skills development, and office administration with a focus on advanced technology. Comprehensive leadership training programs should be implemented at all levels of personnel within both public and private universities.

The implementation of service rules and human resource policy orientation programs for all workers in both public and private universities The monitoring of cells by the University Grants Commission (UGC) and the Private University Association (PUA) is being conducted. The regular service perks and career progression of administrative staff.

In both public and private university settings, daycare centers are established to accommodate the administrative female staff who are required to begin their familial responsibilities early in the morning in order to arrive at their offices punctually. Due to the absence of elderly relatives available to assume responsibility for the youngster, they are reliant on hired domestic workers to provide childcare services. The issue of childcare and effective time management has emerged as a significant problem among women who are employed. Working women are faced with the task of simultaneously managing their professional responsibilities at the workplace and their familial obligations.

In this research, it was found that there is a lack of discernible efforts and practices for capacity building and career promotion specifically targeted towards women workers at both public and private universities. In contrast, female workers at public universities had a greater number of problems in comparison to the respondents from private institutions. The challenges faced by female workers at public and private institutions vary. Respondents encountered constraints pertaining to their institution's human resources policy in the context of promoting public universities. On the contrary, female workers at private institutions have experienced a lack of sufficient acknowledgement from their authorities for their contributions, resulting in a deprivation of advancement prospects. The responses from public universities were affected by their service regulations or human resources policies in relation to career growth. In contrast, the career progression of female workers at private institutions is hindered due to the inadequate recognition of their contributions by university officials. There is a greater correlation between several characteristics and overall satisfaction among women engaged in the administration of public universities in Dhaka city, Bangladesh, compared to those employed in private institutions. The academic sphere has significant importance for female professionals. Therefore, it is essential for policymakers to prioritize their attention on the

relevant variables that give rise to obstacles faced by women employees, hindering their career progression and overall job satisfaction. Policymakers should develop and enact comprehensive policies aimed at achieving gender equality. Additionally, they should consistently take affirmative measures to mitigate the obstacles experienced by women workers. Furthermore, policymakers should adequately address concerns linked to career progression in order to inspire women employees and enhance their professional performance, thereby yielding efficient results.

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Training and Development: An Examination of Definitions and Dependent Variables

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The Importance of Training and Development in the Workplace

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Appendix

- i) Interview Schedule.

Interview Schedule

Women in University Administration: A Comparative Study of Public and Private Universities in Bangladesh

Questionnaire for PhD Research
Department of Sociology, University of Dhaka

**Questionnaire for General Survey of Women in University Administration: A
Comparative Study of Public and Private Universities in Bangladesh**

Date of Interview:

Starting Time:

Ending Time:

Section-1 Questionnaire Identification

1. ID:

2. Name of Institution:

 i DU

3. Location:

 i Rahmana ii JnU ii Puran Dhaka iii JU iii Savar iV SAU iV Sher -e Bangla Nagar V NSU V Bashundhara Vi SEU Vi Banani Vii IUB Vii Bashundhara Viii SUB Viii Siddeswari

4. City: Dhaka

5. Interviewer:

6. Department/ Office:

Section-2. (Respondent's Personal Information)Please Circle or tick the correct option

7. Age: (a) 25 - 30 (b) 31 to 40 (c) 41 to 50 (d) 51 and Above

8. Gender: (a) Male (b) Female (c) Other

9. Education:

Level of Education	Discipline	Institution Name	Institution Category	Result Division/class / CGPA:
Undergraduate Graduate	(a) Arts (b) Science (c) Commerce (d) Social Science (e) Others		(a) Public (b) Private (c) Others	(a) 1 st (b) 2 nd (c) 3 rd (d) others
Graduate	(a) Arts (b) Science (c) Commerce (d) Social Science (e) Others		(a) Public (b) Private (c) Others	(a) 1 st (b) 2 nd (c) 3 rd (d) others
Other: (a) MPhil (b) PhD	(a) Arts (b) Science (c) Commerce (d) Social Science (e) Others		(a) Public (b) Private (c) Other	

10. Marital Status: Married Single Divorced Widow /Widower

11. Religion: Muslim Hindu Boooda Christian Others

12. Occupation of Husband/ Father: Govt. Private Others

13. Number of Family Member:

Four Five Six Eight Ten Others

14. Occupation:

16. Designation:

17: Length of Service

15. Salary Range:

BDT 25,000/- BDT 30,000/- BDT 35,000- BDT 40,000/- BDT 45,000/- BDT50, 000/-

BDT 50,0000/ - BDT 1,000000 Others: BDT 20,000/- BDT 25,000/

16. Are you satisfied with your current salary?

Yes 1 No 0

If not, could you explain why?

17. Are you satisfied with your official Equipment? Such as: a) Office Room b) Office Desk
c) Computer d) Telephone Set d) Office Materials

Yes 1 No 0

If no, Could you please explain how the condition will be improved?

18. Do you have to work after office hours?

Yes 1 No 0

19. Do you have to come into the office in public holiday/Holiday due to attend university program?

1 Mandatory attendance by authority 2 Job security threatens 3 Others

20. Do you think that working after office hours and on holidays affect negatively in your personal as well as your family life?

Yes 1 No 0

Could you explain how?

21. Do you face any discrimination/Harassment as a female employee in your office from your Supervisor and male Colleague?

Yes 1 No 0

Could you explain why?

22. Have you availed of Transport Facilities from your institution?

Yes 1 No 0 Others

23. Do you think that your work performance is properly evaluated by your Supervisor in the Annual Confidential Report (ACR)?

Yes 1 No 0

If No, Please State

24. Have you got promotion in the proper time and way as per your service rule in your institution?

1 Yes 0 No

If not, Could you explain why?

25. Is there any discrimination/manipulation/Nepotism in the promotion system?

1 Yes 0 No

If Yes, Could you explain why and how the condition can be improved?

26. How many months have you got maternity leave with Pay?

Four Months 1 Six Months 2

27. Which types of challenges do you have to face as a female employee inside your office surroundings and outside? Could you please Explain----

28. Do you feel stress concerning your job security?

1 Yes 0 No

If Yes Please State

29. Do you think the workload is properly distributed in your office by your supervisor?

1 Yes 0 No

\

If No, Please State

30. Have you received Training?

1 Yes 0 No

If Yes, Please State which type of training

1 Leadership 2 Communication skill development training 3 IT Training
 4 Office Management 5 No training

31. How many times have you received Training in your professional life?

One time 1 Two Times 2 Three Times 3 Four Times 4 Others 5

32. Which type of training do you think is more beneficial for you?

33. Could you please state the barriers that are blocking your career advancement in this Institution?

34. What measures should be taken for the advancement of your career?

35. Do you have to face any types of harassment by your male colleagues and supervisor?
 Please State----

36. Do you think that your contribution to the institution is properly recognized?

1 Yes 0 No

37. Do you think this job enhances your status in your family as well as in your society?

Please State----

38. Do you get Daycare center facility and Health Insurance?

1 Yes 0 No

39. Do you think that the Private University Act 2010 should need to bring amendments and provide clear guidelines concerning ensuring women employees' rights?

1 Yes 0 No

40. Do you think constitutional body along with Government representatives should be set up in every private University for the protection of women's rights in their service arenas neutrally?

1 Yes 0 No

41. Are you satisfied with the existing HR/ Service Rule policies of your Institution?

Yes 1 No 0

42. Do you opine that HR policies should need modification?

Yes 1 No 0

43. Do you have access to share policy-level suggestions with the supervisor of your institution for the betterment of the women who are working in the University administration?

44. Do you have to face?

- A) Internal Politics
- B) Bureaucracy
- C) Exploitation

45. Could you please share some positive areas of feelings of your Institution?

46. Over all are you satisfied with your current job?

Yes 1 No 0