

A Comparative Study of Work Patterns and Job Satisfaction among Civil Servants in Haryana

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Abstract— Civil servants, as integral members of the public sector, play a crucial role in the effective functioning of government institutions and the delivery of essential services to the society. The nature of their work often involves navigating complex bureaucratic structures, addressing public needs, and adapting to the ever-evolving demands of governance. Understanding the intricate interplay between working patterns and job satisfaction is essential not only for the well-being of civil servants but also for the overall efficiency and effectiveness of public administration. Job satisfaction, a multidimensional concept reflecting an individual's subjective feelings and attitudes towards their work, is intricately linked to working patterns. For study 175 civil servants which included 97 males and 78 females who were purposively selected from 22 districts of Haryana. Findings indicate that respondents work for more than 8 hours frequently. A majority of the respondents reported that their health and family life suffer because of long working hours. A greater proportion of male respondents expressed satisfaction with the promotion process compared to their female counterparts. A majority of female respondents attributed their dissatisfaction with the promotion process to discrimination based on gender and regional factors.

Index Terms- Civil servants, Work patterns, Job satisfaction, Haryana

I. INTRODUCTION

The Constitutional provisions of India, specifically Articles 14 and 16, which uphold the principles of equality without discrimination based on sex, class, or creed, have paved the way for women to access higher positions within the civil services by ensuring equal opportunities for employment. While women are increasingly entering the civil services, two persistent challenges remain evident: the underrepresentation of women across all levels in the government and the prevalence of gender inequalities within the service (Thakur, 1997). The conventional belief that males are superior to women is the primary cause of the large

differences in status between men and women. The underrepresentation of women in these fields can be ascribed to several factors, including the entrenched notion that men possess inherent superiority over women, the perception that women's roles are confined to domestic spheres, and the belief that a woman's identity is primarily defined by her relationship to her father, husband, or son. Joshi (2011) has also identified the barriers (patriarchal culture and masculine leadership roles), and documented the external forces inhibiting a woman's ability to move upward in her career. Lesser number of women in civil service especially at the higher level indicates their lack of involvement in decision making and policy formulation. Through present study an effort has been made to explain the working style, and job satisfaction of male and female civil servants in the state of Haryana.

It is only after independence that women in India have paved their way into civil services. Their number is very small, i.e. 18.5 per cent, yet they have started to make a mark for themselves. In 2009-10 women constituted only 4.11 per cent of directly employed workers in Haryana whereas the All-India average is 4.82 times higher than Haryana at 19.8 percent. The number goes down as we move to occupations at higher level. There were 7 female IAS in Haryana in the decade 1980-90, 10 in 2000-10 and again 6 in 2010-2017 indicating thereby hardly any change in their status. Against this backdrop, it would be interesting to examine the functioning of women administrators in the state of Haryana, how they work in the administrative set up of a patriarchal state and in a profession that is essentially male dominated. In that light, a comparative analysis of both male and female civil servants has been done.

II. REVIEW OF LITERATURE

According to Wirth (2004) women have to face some constraints such as workplace discrimination, lack of acceptance by male colleagues or supervisors, isolation and lack of proper training in male dominated professions. Jahan (2007) revealed that the women civil servants are in disadvantageous position as compared to their male colleagues. There is a negative attitude towards them from the community, colleagues and the authority. Society perceives women as soft and not fit for taking challenges. Arafunnesa (2011) has found that even though women are doing the administrative jobs successfully, they face work environment related problems mainly due to non-cooperation from male colleagues. According to Catalyst and the Conference Board Europe, (2002) stereotypes and preconceptions of women's roles and abilities is the most important obstacle faced by women at their work place closely followed by a lack of suitable female role models, a lack of relevant management experience, family commitments, and a lack of mentoring opportunities. Worrall and cooper (1999) have found out that long working hours have a negative impact on employee's productivity and on their family. Time-based work-life conflict arises when the amount of time a civil servant devotes to work leaves him or her too little time to be spent on family and social responsibilities (Rotondo et. al, 2003). According to Sekine et al. (2010) more females than males had low job control, high job demands, long work hours, shift work, an unmarried status and a high level of work-family conflict.

According to Chandrashekar (2010), the major factors that cause stress among civil servants are poor working conditions, unfair personnel policies, excess or absence of supervision, absence of fair-play within the organization, indiscipline, lack of transparency within the organization, lack of opportunity for self-expression and interference in objective functioning. The 'politicization' of postings and transfers is yet another reason for stress among civil servants. White and Beswick (2003) reports an association between long working hours and stress. According to him long working hours lead to mental ill health and stress. The effect of long working hours can also be seen on an individual's physical health. The chances of cardiovascular disorder rise with long working hours

as per a study conducted on Japanese men. Strain-based work-life conflict comes into being when the stress, such as fatigue, anxiety, depression, apathy, irritability, tension, and psychological preoccupation that a civil servant experiences at work spills over into his or her non-work life (Thomas & Ganster, 1995). Literature suggests that long working hours negatively impact family life. Qureshi et al. (2012) report that long working hours not only have negative effect on employee's performance, but, on their families as well.

Yusuf and Adeoye (2011) stated that majority of civil servants in their study were suffering from depression. It was more prevalent among women than their male counterparts. Job demand and poor remunerations are the major causes of depression among civil servants according to them. Gupta (2015) in his comparison of the present day civil service and the civil service of the British days, concluded that, under the ICS of the British days, civil servants had a fixed tenure of two years at least, but, in the present day bureaucracy, civil servants are transferred as per the will of their political masters. According to Gupta, the percentage of civil servants spending more than three years in their current postings is less than 10 per cent. According to Thakur (2014), 68 percent of IAS officers have average tenures of 18 months or less. The number of transfers alone doesn't explain the difficulties of the prestigious job. It is the frequency which is more alarming

Subramaniam (1977) has contended that the political control over the civil services in respect of transfers, promotions and disciplinary actions has hindered the civil servants' initiative in policy formulation and implementation. Selja et al. (2012) have stated that corruption in civil services has been observed across layers (senior, middle and lower) as well as across departments (centre, states and districts). It flows from top to bottom like water. At senior levels, it is usually a result of strong nexus between the politicians and the civil servants, and at lower levels it is a result of poor systems and ill-defined public service levels.

Objectives The present paper focuses on following objectives

- To highlight the differences in the working patterns of male and female civil servants in the state of Haryana.
- To make a comparative analysis of job satisfaction of male and female civil servants in the state of Haryana.

Methodology The present study has descriptive research design where an attempt was made to draw a comparative analysis of leadership styles of both male and female civil servants in the state of Haryana. Civil servants included IAS officers and members of HCS (both executive and allied). The purposive sample of 175 which included 97 males (14 IAS + 53 HCS + 30 Allied) and 78 females (17 IAS+ 31 HCS + 30 Allied) was drawn. A structured questionnaire was used to gather information. In order to understand the working patterns the questions related to working hours, promotion process, transfer process and their effects have been discussed.

III. RESULTS

Data indicates that 64.3 per cent male respondents and 35.7 per cent female respondents had educational qualification up to graduation. There were 51.5 per cent male respondents and 48.4 per cent female respondents who were post graduates. 45 per cent males and 55 per cent female respondents were doctorates. There were 86.7 per cent male respondents

and 13.3 per cent female respondents who were holding a professional degree. Out of 13 respondents, 55.5 per cent male respondents and 44.4 per cent respondents were holding diplomas in addition to graduation and post-graduation. Results indicate that there were 63 per cent male respondents and 37 per cent female respondents had a monthly income of 1.5L- 2 lakh from all sources. Out of 21, 52.4 per cent male respondents and 47.6 per cent female respondents earned more than 2 lakh per month from all sources. 52 per cent male respondents and 48 per cent female respondents had a monthly income of less than 1.5 lakh.

IV. WORKING HOURS

Being an IAS officer in India entails a demanding workload, typically requiring 8 to 12 hours of work per day, with potentially longer hours during emergencies. The extent of working hours varies based on the officer's position. Those posted in field roles, particularly as district heads, shoulder greater responsibilities, necessitating additional time dedicated to duty. For the purpose of analysis, the working hours of the respondents were divided into three categories- 8 hours, more than 8 hours and 24x7 which were subsequently divided into always, rarely and frequently.

Table-1 Gender-wise distribution showing the number of working hours of respondents

Gender	Working hours of the respondents																			
	8 hours						More than 8 hours						24x7						Total	
	Always		Rarely		Frequently		Always		Rarely		Frequently		Always		Rarely		Frequently			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Males	88	55	20	10	7	53.9	30	63.8	10	32.0	57	58.8	1	50	76	51.3	20	80	97	55.4
Females	72	45	0	-	6	46.1	17	36.2	21	67.7	40	41.2	1	50	72	48.7	5	20	78	44.6
Total	160	100	20	100	13	100	47	100	31	100	97	100	2	100	148	100	25	100	175	100

Data from Table-1 indicates that the majority of respondents worked for 8 hours daily. Among male respondents, 55 percent reported always working for 8 hours, while 53.9 percent frequently worked for this duration. Only 10 percent of male respondents reported rarely working for 8 hours. Additionally, 63.8 percent of male respondents reported always working for more than 8 hours, with 58.8 percent frequently doing so and 32.3 percent rarely doing so. Regarding round-the-clock work, 80 percent of male respondents reported frequently working 24x7, followed by 51.3 percent who admitted rarely doing so and 50 percent who reported always doing so.

In contrast, among female respondents, 46.1 percent reported frequently working for 8 hours, while 45 percent mentioned always working for this duration. For working more than 8 hours, 67.7 percent of female respondents admitted rarely doing so, with 41.2

percent reporting frequent occurrence and 36.2 percent always working extended hours. One female respondent mentioned always working 24x7, while 48.7 percent reported rarely doing so and 20 percent frequently doing so. The results suggest that male officers generally worked longer hours compared to their female counterparts.

Effect of long working hours

The effect of long working hours can also be seen on an individual’s physical health. The threats of long working hours are initiated by sleeplessness, less or no time for the family and other responsibilities of personal life, which have adverse effects on human body, like uneasiness, negative attitude, fatigue and turbulences, that leads to poor performance at workplace. An attempt was made to know whether the respondents get affected by long working hours or not.

Table-2 Gender-wise distribution showing effect of long working hours

Gender	Effect of long working hours					
	Yes		No		Total	
	N	%	N	%	N	%
Males	49	64.4	48	48.4	97	55.4
Females	27	35.6	51	51.6	78	44.6
Total	76	100	99	100	175	100

$\chi^2 = 3.83, df=1, p > 0.05, \text{ significant}$

The data indicates that 64.4 percent of male respondents and 35.6 percent of female respondents admitted to being affected by long working hours, while 48.5 percent of males and 51.6 percent of females stated that they are not affected by long working hours. It can be argued that since most of the women in the sample were single, they were not affected by long working hours as they do not have the additional responsibility of family. Furthermore, the previous table indicates that more male respondents were working 24x7 compared to female respondents. Thus, more male respondents were affected by long working hours. The chi-square value was found to be significant, indicating an association between the gender of the respondents and the effect of long working hours.

Type of effect

Gender differences with regard to the effects of long working hours have been found. Chauhan (2010) has asserted that women are subject to continuous work-life conflict due to large number of roles they play throughout their life. Loder (2005) has found that an overwhelming responsibility of managing work-family conflict falls largely on women administrators. Naqvi (2011) has revealed that the biggest challenge faced by women administrators is managing their dual role as administrators and as house-wives. Therefore, an attempt was made to examine what kind of effect long working hours has upon the respondents.

Table-3 Gender-wise distribution showing the effect of long working hours on the respondents

Gender	Type of effect													
	Physical Health		Mental health		Family life		Overburdened life		All of the above		NA		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Males	13	86.7	01	100	08	36.3	01	50.0	26	72.2	48	48.4	97	55.4
Females	02	13.3	0	-	14	63.7	01	50.0	10	27.8	51	51.5	78	44.6
Total	15	100	1	100	22	100	02	100	36	100	99	100	175	100

NA included those respondents who were not affected by long working hours.

$\chi^2 = 12.49, df=4, p>0.01$, highly significant

Table-3 shows that civil service is a stressful job as reported by all male respondents. 86.7 per cent male respondents reported that their health was getting affected due to long working. 72.2 per cent male respondents admitted that not only their physical and mental health gets affected, but also their family and social life. There were 27 female respondents who admitted that they were affected by long working hours. 63.7 per cent females reported that their family life suffers because of long job hours. 27.8 per cent female respondents reported that their physical health, mental health and family life get affected and 13.3 percent female respondents reported impact of long working hours on their physical health. The findings are in line with the studies of Loder (2005), Chauhan (2010) and Naqvi (2011). It can be argued that since more men were working for long hours, impact was more for them as compared to women respondents. Statistically, a highly significant association was found between type of effect and gender of the respondents.

- Satisfaction with promotion process

A well-structured promotion policy not only enhances efficiency and satisfaction among government servants but also offers them opportunities to develop their skills and qualifications. Additionally, it cultivates a sense of belonging among civil servants, ultimately leading to more effective administration. In short, promotions serve as a motivational factor, encouraging individuals to excel in their service. Bearing these considerations in mind, data was collected to assess satisfaction with the promotion system.

Table 4 Gender-wise distribution showing satisfaction with promotion system

Gender	Satisfaction with promotion process					
	Yes		No		Total	
	N	%	N	%	N	%
Males	62	53.9	35	58.3	97	55.4
Females	53	46.1	25	41.7	78	44.6
Total	115	100	60	100	175	100

$\chi^2 - 0.16, df=1, p< 0.05$, not significant

Data from Table-4 indicates that a majority of respondents were content with the promotion system. Specifically, 53.9 percent of male respondents and 46.1 percent of female respondents reported satisfaction with the promotion system. However, 58.3 percent of male respondents and 41.7 percent of female respondents expressed dissatisfaction with the current promotion system. There was a higher proportion of male respondents who were satisfied with the promotion process compared to female respondents. Among those who expressed dissatisfaction with the promotion process, it was noted that qualified or efficient officers rarely ascend to top administrative positions. Nevertheless, no significant association was found between gender and satisfaction with the promotion process. These results corroborate the findings of Ferguson & Hasan (2013).

- Transfer in Services

Transfers within civil services are often influenced by the political party in power, with instances in the IAS where transfers are utilized as a means of victimizing officers by the government, assigning them to remote or punitive postings. Given the critical role transfers play in civil services, data on this aspect was collected from the respondents. In this regard, Haryana emerges as the most unfavourable state for an IAS officer to be

stationed in. Dalal (2008) contends that changes in government within states typically result in widespread transfers for civil servants. Bearing these

insights in mind, information was gathered from the respondents.

Table 5 Gender-wise distribution showing the frequency of transfers

Gender	Every year		Every 2 years		More than 2 years		Not certain		NA		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Males	08	88.9	04	100	07	63.6	70	52.2	08	47.1	97	55.4
Females	01	11.1	0	-	04	36.4	64	47.8	09	52.9	78	44.6
Total	09	100	04	100	11	100	134	100	17	100	175	100

NA included those who didn't experience any transfer as they recently joined services.

$$\chi^2 = 8.13, df=3, p > 0.02, \text{ significant}$$

The data shows that 88.9 percent of male respondents and 11.1 percent of female respondents reported being transferred every year. All respondents who reported transfers every two years were male officers. Additionally, 63.6 percent of male respondents and 36.4 percent of female respondents stated that they were transferred after more than two years. Furthermore, 52.2 percent of male respondents and 47.8 percent of female respondents reported uncertainty regarding their transfers. These results indicate that more men experienced frequent transfers. The uncertainty surrounding transfers suggests that civil servants often work under political pressures. These findings are inconsistent with those of Thakur and Dalal. Statistically, a significant association was found between the frequency of transfers and the gender of the respondents.

- Effect of transfers

The impact of transfers on employees largely depends on the posting and the frequency of transfers. If an employee is assigned to a better posting, it can be rewarding and serve as motivation to perform better. However, according to Saisopa (2005), transfers are influenced more by external factors than by experience, performance, or ability, which can demoralize individuals within the IAS. Respondents were asked whether they were affected by frequent transfers or not.

Table 6 Gender-wise distribution showing the effect of transfers

Gender	Effect of transfers							
	Yes		No		NA		Total	
	N	%	N	%	N	%	N	%
Males	66	61.7	23	45.1	08	47.1	97	55.4
Females	41	38.3	28	54.9	09	52.9	78	44.6
Total	107	100	51	100	17	100	175	100

$$\chi^2 = 3.22, df= 1, p > 0.05, \text{ significant}$$

Data from table 6 reveals that 61.7 per cent male respondents and 38.3 per cent female respondents admitted that they were affected by frequent transfers, whereas, 47.1 per cent male respondents and 54.9 per cent female respondents reported that they were not affected by transfers. Results revealed that since more men were facing frequent transfers they reported more effect of transfers. Chi square value was found to be significant indicating an association between gender of the respondents and effect of transfers.

- Type of effect

It is asserted that frequent transfers in work organizations adversely affect the functioning of the system and lead to administrative instability. Such transfers not only impact the quality of governance but also result in a lack of faith in the system. Joshi & Kumar (2011) found that the reward system in the IAS tends to favour corrupt officers, who are offered prime

postings, while honest officers are subjected to punishment transfers. For the purpose of analysis, the

effects were categorized into health, family life, job performance, and all of the above.

Table 7 Gender-wise distribution showing the type of effect of frequent transfers on the respondents

Gender	Type of effect of frequent transfers											
	Health		Family life		Job performance		All of the above		NA		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Males	01	100	29	54.0	10	75.0	26	64.1	31	45.6	97	55.4
Females	0	-	24	46.0	03	25.0	14	35.9	37	54.4	78	44.6
Total	01	100	53	100	13	100	40	100	68	100	175	100

NA includes those who were not transferred and those reported no effect of transfers.

$$\chi^2 = 3.17, df=3, p < 0.05, \text{ not significant}$$

The data reveals that 75 percent of male respondents and 25 percent of female respondents mentioned degraded job performance, low morale, and lack of stability in life as the effects of frequent job transfers. These results are consistent with Joshi & Kumar (2011). Additionally, 64.1 percent of male respondents and 35.9 percent of female respondents cited the impact of frequent transfers on health, family life, and job performance. Of these, 54 percent of male respondents and 46 percent of female respondents admitted that their family life was affected by frequent transfers. Furthermore, all male respondents reported experiencing adverse health effects due to frequent transfers. Since male respondents were particularly affected by frequent transfers, they reported more significant consequences. However, statistically, no significant association was found between the gender of respondents and the type of effect of frequent transfers.

- Satisfaction with job

According to Tatsuse & Sekine (2011) more females than males have job dissatisfaction. Common issues in IAS include frequent transfers, corruption, political interference, long working hours, caste or gender based discrimination, harassment etc. It is in this context the respondents were probed if they were satisfied with their present jobs or not.

Table 8. Gender-wise distribution showing the satisfaction of respondents with their job

Gender	Satisfaction with job					
	Yes		No		Total	
	N	%	N	%	N	%
Males	87	55.4	10	55.6	97	55.4
Females	70	44.6	08	44.4	78	44.6
Total	157	100	18	100	175	100

$$\chi^2 = 0.06, df=1, p < 0.05, \text{ not significant}$$

The findings suggest that there isn't a substantial contrast between respondents who expressed satisfaction and those who didn't regarding their jobs. Among the 157 respondents content with their positions, a higher proportion of male civil servants reported satisfaction compared to their female counterparts. Specifically, 55.4 percent of male respondents and 44.6 percent of female respondents indicated job satisfaction. Conversely, among the 18 respondents dissatisfied with their positions, 55.6 percent were males and 44.4 percent were females. Overall, the results suggest that a majority of the respondents expressed satisfaction with their jobs.

- Reasons for dissatisfaction with job

According to Gill (2001), Bureaucracy is the creation of the existing political system and if the system is itself corrupt and self-serving, it cannot encourage an honest and public-spirited bureaucracy. Respondents were asked to provide information on reasons for dissatisfaction with job.

Table 9 Gender-wise distribution showing reasons for dissatisfaction with the nature of job

Gender	Reasons							
	Work related		System oriented		NA		Total	
	N	%	N	%	N	%	N	%
Males	04	50.0	06	60.0	87	55.4	97	55.4
Females	04	50.0	04	40.0	70	44.6	78	44.6
Total	08	100	10	100	157	100	175	100

NA included those respondents who were satisfied with their job

$\chi^2=0.177$, $df=1$, $p<0.05$, not significant

Results from the above table indicate that 50 percent of male and 50 percent of female respondents cited work-related problems as the reasons for their job dissatisfaction. Work-related issues included frequent transfers, long working hours, the work environment, and unsupportive subordinates. 60 percent of male respondents and 40 percent of female respondents mentioned system-oriented problems such as corruption and political interference as reasons for their job dissatisfaction. Statistically, no significant association was found between the gender of the respondents and the reasons for dissatisfaction.

DISCUSSION

In the sample highest number of the respondents were males. Maximum number of respondents reported that they work for 8 hours always. On the other hand majority of male respondents reported that they frequently worked for more than 8 hours and 24x7. Majority of human respondents reported that they rarely worked for 24x7. Majority of male respondents reported that they are affected by long working hours whereas majority of female respondents denied getting affected by long working hours. Results support Qureshi et al. (2012), Thomas & Ganster (1995) and White (2003). Majority of male respondents reported that long working hours affected their physical health whereas majority of female respondents reported that their family life got affected due to long working hours. Findings are in consonance with Chauhan

(2010) who stated that women are subject to continuous work life conflict.

Naqvi (2011) who revealed that the biggest challenge faced by women administrators today is running status today is managing their dual role as administrators and as housewives. More males than females were satisfied with the promotion process. Results match with the findings of Ferguson & Hasan (2013). Those male respondents who showed dissatisfaction with the promotion process, majority of them reported caste and politics as a reason. On the other hand, majority of female respondents reported gender and region-based discrimination as the reason for dissatisfaction with the promotion process.

It was observed that male respondents got transferred more frequently than female respondents. Results support Dalal (2008) and Thakur (2014) who reported uncertainty in transfers. More male respondents than female respondents reported more effect of transfers. A substantial number of male respondents reported that their job performance got disturbed by frequent transfers whereas a large number of female respondents reported that their family life got affected by frequent transfers. Results support Joshi & Kumar (2011). More males than females admitted the presence of a favouritism in Administrative Services. Caste and gender emerged as the main reasons for favouritism in administrative services.

Results partially endorse Dusek and Joseph (1983) who stated that gender can sometimes be an important factor in showing favouritism and in some cases having the same ideology and involvement in the same group (caste/politics/region) can be a significant factor in subject of favouritism. More males than females reported work pressure, stress political interference, inadequate salary, corruption, public criticism as the reasons for not recommending this profession to others. On the other hand lack of stability in life was mentioned as the reason for not recommending this profession by most of the females. It was found that there is a difference in working styles of male and female civil servants. More males than females were satisfied with the promotion process. The male respondents who were dissatisfied with the promotion process reported casteism and politics as a reason. A majority of female respondents reported gender and

region-based discrimination as the reason for dissatisfaction with the promotion process.

CONCLUSION

Civil servants, integral components of the public sector, play a vital role in ensuring the efficient operation of government institutions and the delivery of essential services to society. The findings reveal that a majority of male respondents reported adverse impacts on their physical health, mental health, and family life due to long working hours. In contrast, female respondents primarily cited negative effects on their family life. Additionally, a significant number of male respondents expressed dissatisfaction with the promotion process, attributing it to caste and political interference, while a substantial number of female respondents cited gender and region-based discrimination as reasons for their discontent with the promotion process.

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