

A STUDY ON SELECTED MOTIVATIONAL TOOLS AND THEIR IMPLICATIONS ON EFFICIENCY OF BANGLADESH ARMY: CLUES FOR THE MILITARY LEADERSHIP

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Introduction

We know motivation shapes the behavior, values, norms and culture of an organization. Well motivated workforce requires lesser supervision, spending time on monitoring, efforts etcetera, and show greater efficiency. In Army, very often we come across this term “Motivation”. It is also said that motivation is one of the most important factor in winning a battle. In every aspects of decision making, the leaderships require to consider the impact of their decisions on motivation of their led.

Present world is changing very fast. Rapid expansion of information technology and easy accessibility to diverse information are boosting the changes to a great extent. As such, the expectations and attitudes are reshaping and posing additional challenges to the management in maintaining well motivated workforce. Hence, periodical reviewing of the motivational tools have become a necessity to cope with the changes. As like other organizations, our military leaders also need to be aware of these changes. The requirement of continuous monitoring and supervisions of led, their poor performances in professional activities, propensity to get involved in unethical practices including behavioral changes towards the organizational rules and regulations etcetera may be taken as symptoms of motivational problems in our Army. So military leaders require to identify the draw backs of existing motivational tools and apply appropriate changes to those motivational tools to keep their led well motivated and efficient.

In view of above, this paper has explored the status of selected tools of motivation on selected group at unit level in Bangladesh Army, and suggested the military leadership about the changes require in application of those motivational tools to improve the efficiency at unit level.

Motivation and Efficiency: Bangladesh Army Perspective

Motivation

There are many ways the term motivation and efficiency are defined for an organization. But the core issue is to achieve the goal of an organization through a dedicated and efficient workforce or employees. Motivation may come from “Intrinsic motivation” where an individual shows his performances at his own sake not waiting for the rewards or from “Extrinsic motivation” where individual shows his performances to acquire rewards. In a materialistic society, influence of extrinsic motivation on workforce may be prominent.

Efficiency

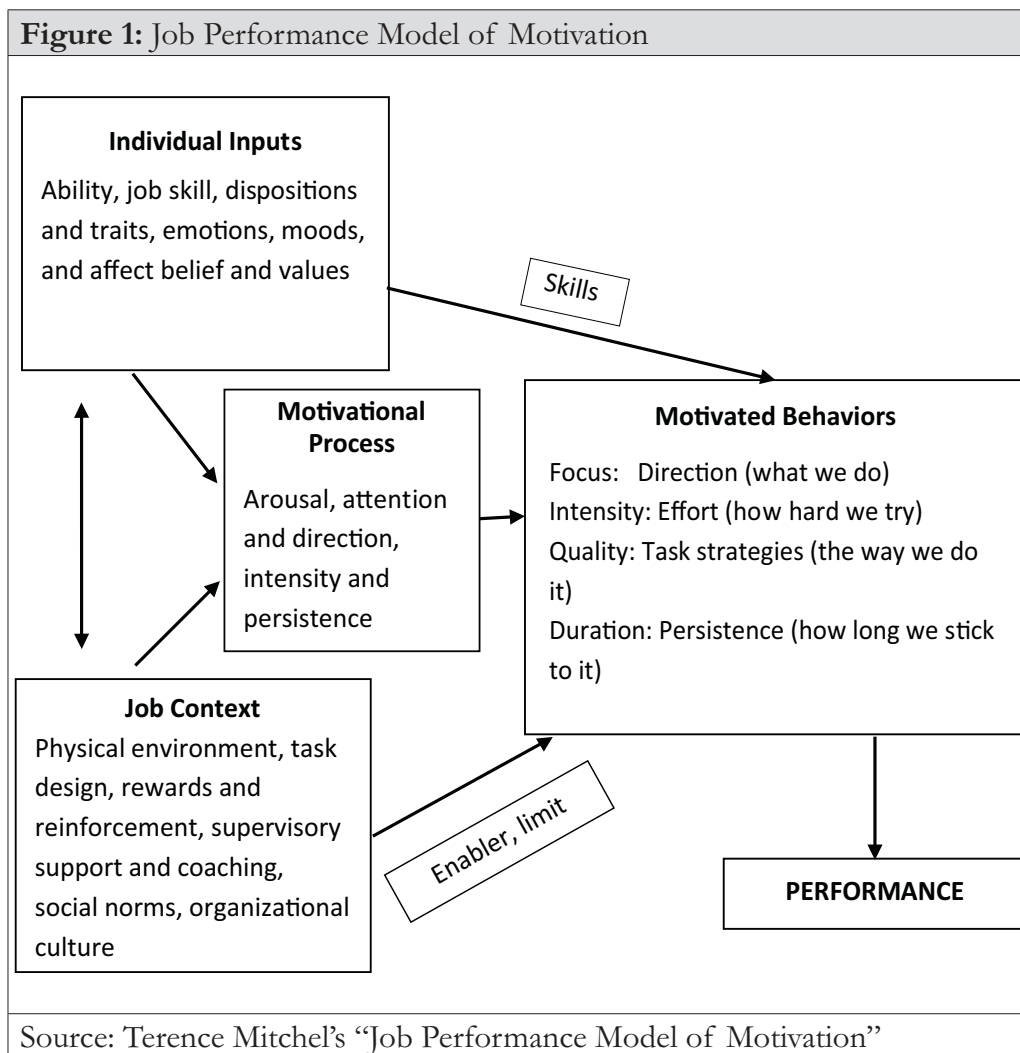
This is the result of ratio between output and input based on time, space and situation. We can say the members of the organization uses their time, effort, experiences, education, skills, knowledge etcetera as input to attain one or more goals as output. In Army, the more efficient a unit is, the lesser amount of supervisions, spending time, effort etcetera may be required by the various level commanders to achieve the desired mission. In fact, dedicated subordinates are the key to maintaining efficiency, and the dedication comes from motivation.

Motivation and Efficiency-The Link

Productivity establishes the link between motivation and efficiency of an organization. In simple equation, $Productivity = A \times M$ Where: A=Ability, M=Motivation. Here productivity and motivation are positively related. An organization where the more the members are motivated to achieve a desired output, the more they will use their abilities in terms of time, effort, experiences, knowledge, skills etcetera. As such, productivity will rise and efficiency will be higher. In our Army, the state of discipline, performances in annual fitness inspection, results of training and sports competition including senior leadership's frequency of tasking a unit for important assignments etcetera may be taken as tangible index of the productivity which represent the efficiency of a unit.

Job Performance Model of Motivation

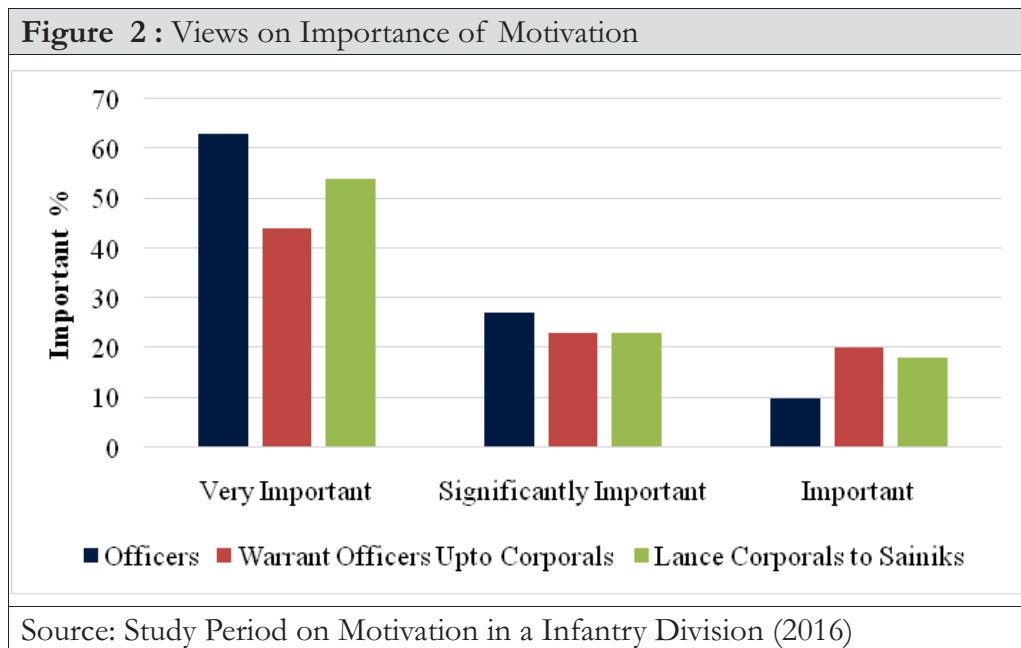
Terence Mitchel’s “Job Performance Model of Motivation”¹ describes that motivated behavior are directly affected by an individual’s ability , job knowledge, motivation, and a combination of enabling and limiting job context factors. This model may give a ready reference for the leadership at unit level to understand the disposition of variables of motivation in an organization and take necessary measures to maintain efficiency at unit level.



1. Kinicki and Kreitner 2009, Organizational Behaviour, Third Edition, Tata McGraw-Hill Education Private Limited, India.

Military Aspects of Motivation

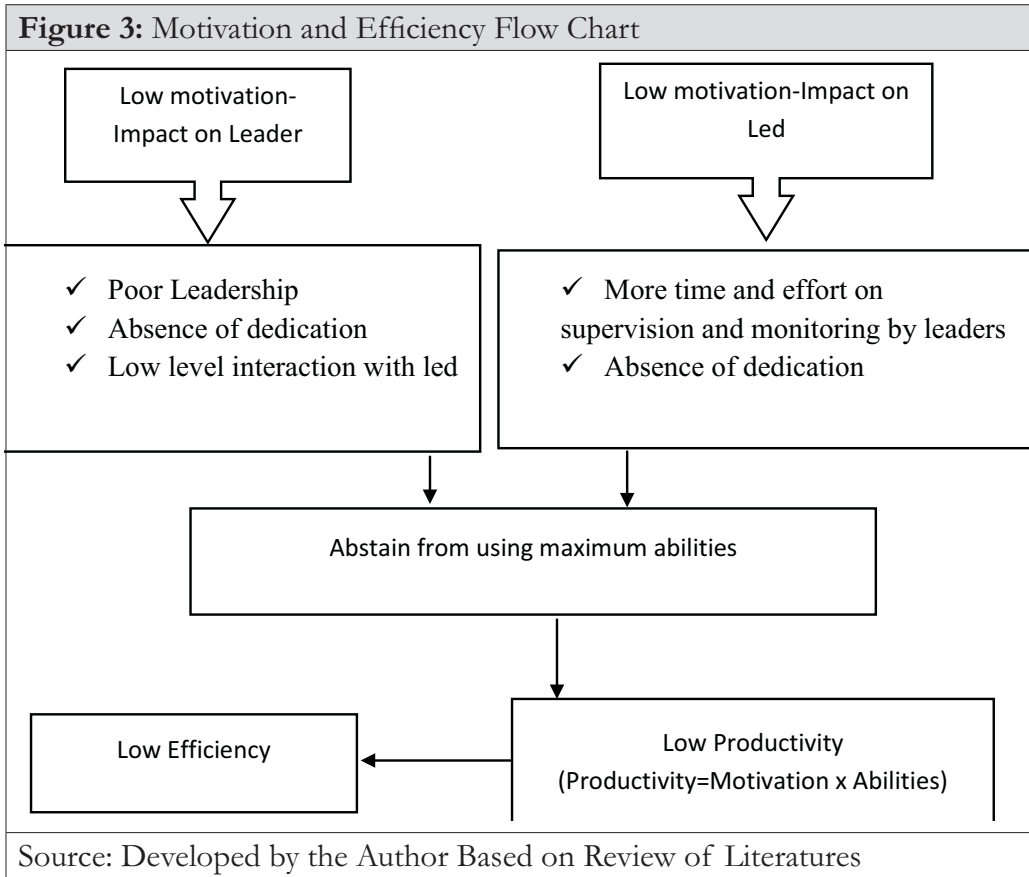
We know, the military as organization needs to take necessary steps to enhance group cohesion, loyalty and field performance by maintaining the appropriate level of motivation. Like any other, this organization has also its objectives while the personnel have their own ambitions. As such, the leaders need to satisfy both dimensions through appropriate application of motivational tools and style of leadership. In this context, the respondents (80-100%) are found to confirm that there are positive relationship between motivation and efficiency. Again a recent study was conducted in a Infantry Division to understand the views of officers, warrant officers, noncommissioned officers and sainiks on motivation. The outcome of the study establishes the importance of addressing the motivational tools at unit level in Bangladesh Army².



Likely Impact of Low Motivation

In military environment, there is always leader and led. In Army, unit is the basic functional level entity through which the senior military leadership executes their decisions. The motivation of the leaders and led is very important for performing efficiently by the unit. The shortfall of motivation may have following effects on the performance of unit as show in the diagram.

2. 9 Infantry Division 2016, Effectiveness of present motivation system followed by junior leaders in Bangladesh Army and ways forward , Division Level Study Period, Savar Cantonment, Savar.



State of Motivation and Efficiency in Bangladesh Army: An Assessment

As part of the study, survey is conducted to know the status of motivational tools such as pride³, attractions⁴, organizational environment, practice of leadership, welfare packages (Education, Accommodation and Medical facilities), salary and promotion at unit level in Bangladesh Army. Level of satisfactions on application of those tools is considered as the sign of the level of motivation. Efficiency is treated as dependant to the level of motivation. The survey is also conducted to determine the existing unit environments covering different aspects of motivation. Finally, expectations of respondents are also explored which would influence them most to remain motivated towards Bangladesh Army.

3. Pride refers to a feeling or deep satisfaction derived from one’s own organization. It can be felt from the body language and expression when a person introduces himself as a member of his organization.
 4. It is the quality or feature of an organization that arouses interest, liking, or desire to join that organization.

Current Status of Various Aspects of Motivation and Efficiency in Bangladesh Army

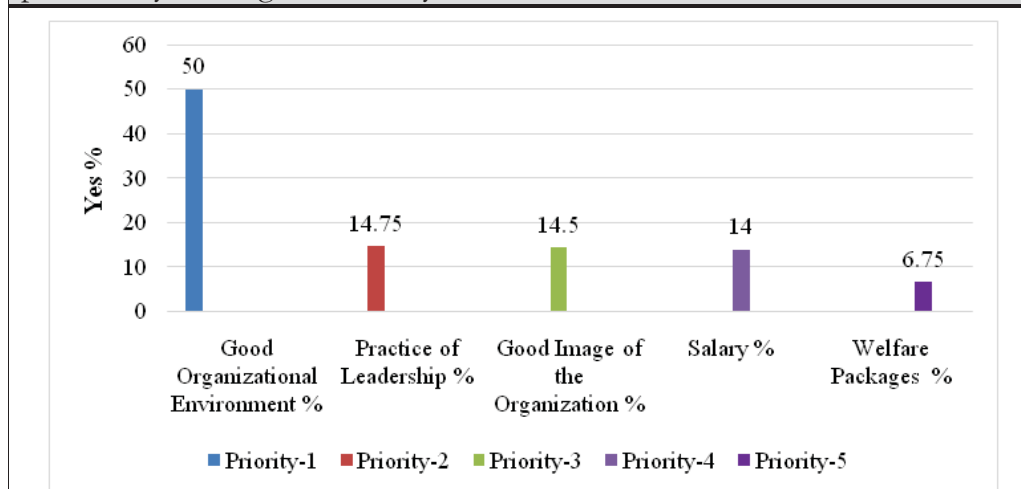
It is observed that the level of satisfaction is relatively high at led level the factors associated with motivation at unit level:

- a. Lack of pride amongst led.
- b. Lack of quality time for interaction between Leader and Led
- c. Excessive Commitments of the Unit.
- d. All times monitoring requirements of led by the leaders.

Expectation about Contributory Factors of Motivation at Unit Level

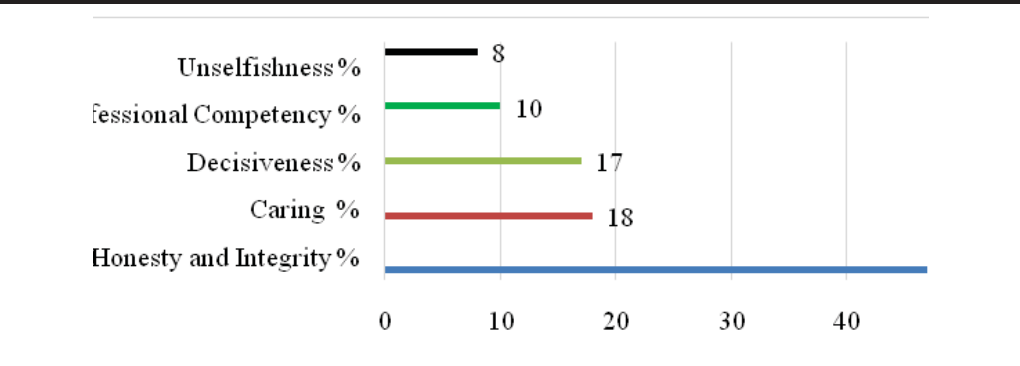
The priority one expectations for good organizational environment over salary and welfare packages including the priority one desire to see the leaders as “Honest and maintaining integrity” are very important findings of the survey. The findings represent that most of the members of our Army still try to practice ethics, and value the ethical behavior. It may be assumed that the focus on maximizing intrinsic factors is likely to have greater impact on motivation and efficiency in Bangladesh Army.

Figure 4: Views on Expected Contributory Factors to Influence Motivation as per Priority in Bangladesh Army



Source: Developed by the Author Based on Survey (2016)

Figure 5: Views on Expected Leadership Qualities to Influence Motivation as per Priority in Bangladesh Army



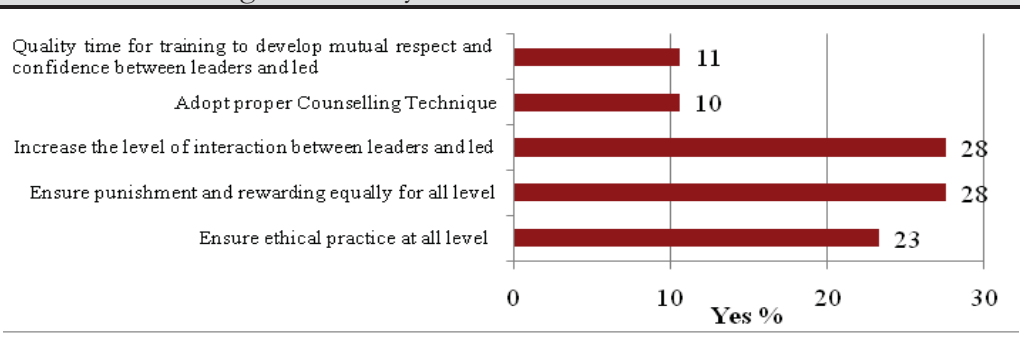
Source: Developed by the Author Based on Survey (2016)

Motivation and Efficiency: Exploring Alternative Ways to Mitigate the Concerns at Unit Level in Bangladesh Army

Probable Ways Forward

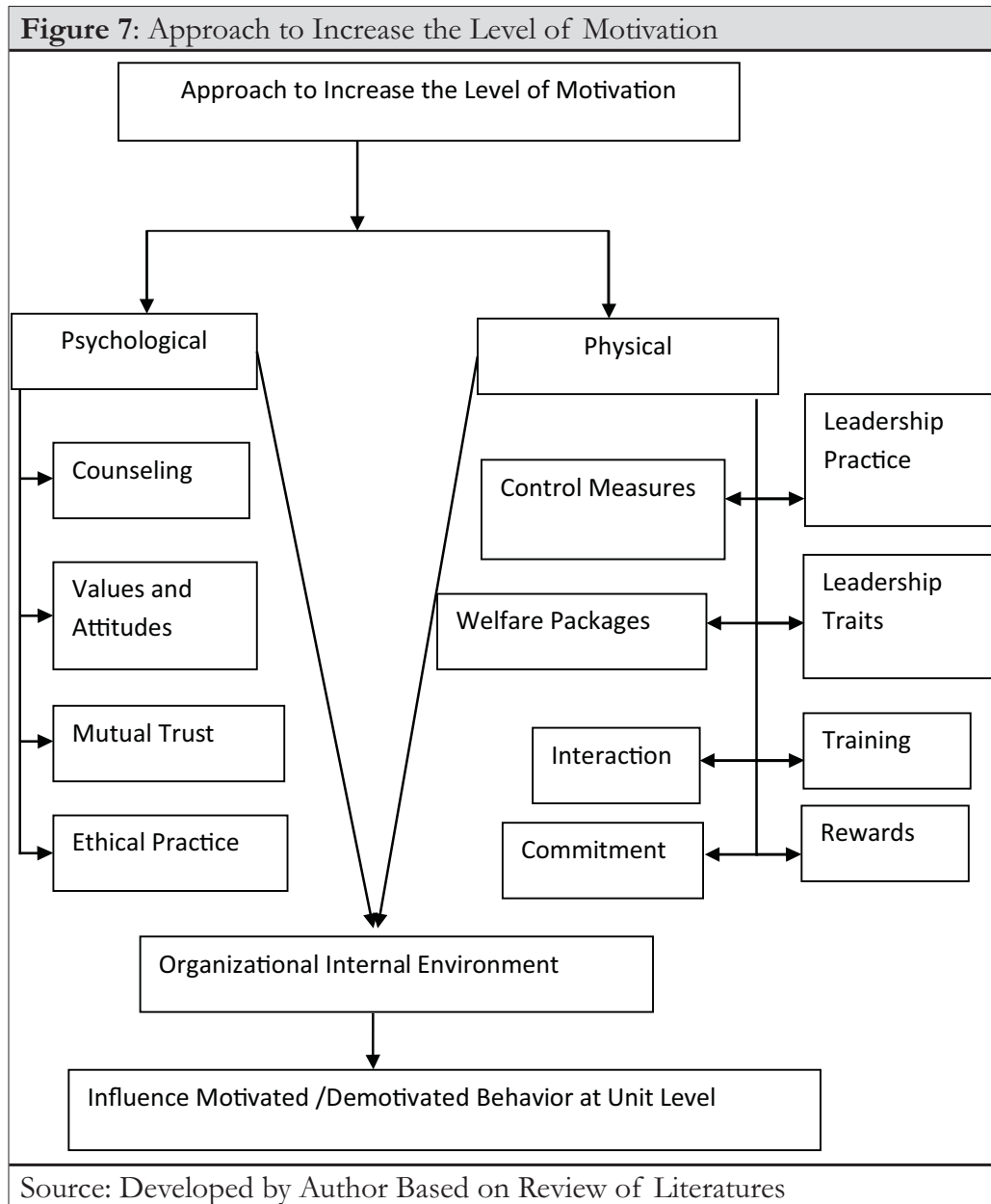
The identified concerns of motivation are variable factors of extrinsic or intrinsic motivation. Some of them need to be addressed psychologically, some physically or some by both. In general, five dimensions are identified through survey to address the concerns of motivation effectively at unit level as shown in Figure-7.

Figure 6: Views on Probable Ways to Address the Concerns of Motivation at Unit Level In Bangladesh Army



Source: Developed by the Author Based on Sample Size (2016)

Considering the overall dimensions of concerns of motivation the ways forward should be guided as shown in Figure 8. However, the probable approaches to the concerns of motivation will be discussed under Strategic level, Operational level and Functional level approaches. We need to remember that the dissatisfaction or concerns cannot be eliminated but with sincere and meaningful approaches, the level of dissatisfaction may be reduced to minimum level.



Strategic Level Approach

This approach considers the setting of guiding principles and policies including enforcement to address the concerns of motivations at all level. Followings may be considered as strategic level approach to address the concerns:

Promote Good Organizational Environment: Organizational environment has internal and external components. As organization, it is very difficult to control the external components but internal components can be controlled by the organization. It can be addressed and altered depending on requirement of the organization. Military leadership may promote good organizational environment by adopting followings:

- **Upholding Values and Attitudes:** Meaning of values may differ from people to people. However, there are some values which are very basic and commonly shared by all. Those are “Respect for others, Honesty and integrity and Fairness”⁵. So military leaders need to remain strict about practicing these basic values, and their all the actions must also reflect upholding those values. Leadership’s positive attitude and fairness in rewarding and punishments will surely encourage the leaders and led at unit level. As a whole, intrinsic motivation towards the organization will increase.
- **Ensure Ethical Practice at All Levels:** The military leadership must promote and maintain ethical issues at any cost. In this context, military leadership should immediately circulate to all about the parameters (Ethical Code of Conduct) beyond which will be considered as violation of ethical behavior in our Army. They must show Zero tolerance to unethical behavior or practice and ensure proper counseling at all level. The leadership must also promote an environment of accountability at all level. Punishment has to be equal for all. Besides, all the activities at unit level must be monitored through appropriate channel to understand the ethical environment of the unit. In fact, ethical practices can overcome or stop many factors which may cause demotivation at all level. As a whole, all the members will have a good organizational environment and their intrinsic motivation will increase.
- **Review Commitments at Unit Level:** Senior leadership should actively consider about reviewing the existing commitments at unit level. Due to the nature of our organization, it may be difficult to reduce the commitments

5. Banks 1997, Motivation in the work place: Inspiring Your Employees ,Coastal Training Technologies Corp,500 Studio Drive, Virginia 23452, USA.

significantly. However, the leadership may address the situation by seeking quality over quantity in engagement, avoiding zero error syndrome, providing maximum officers as per authorization at unit level, reviewing the extra regimental posting to other organization, effective counseling and promoting participatory leadership. Again leaders must be trained on stress management technique to perform efficiently in stressful condition. Considering the impact of this concern, Board of Officers at Army Headquarters level should be formed immediately to identify the area which needs attention to reduce the “Excessive commitments at unit level”. They should identify the practices, activities or events that are causing such problem and propose necessary measures to address those.

- **Review the Welfare Packages:** The leadership needs to think about increasing the qualities of welfare packages in cantonment located in remote areas. Members serving in distant cantonment must feel that the leaderships are more concern about their welfare. It is to remember that, members of same rank and status are likely to feel deprived of quality welfare packages for being posted in distant areas. As such, they may be demotivated to perform efficiently in those areas. Above all, the leadership may also think to give priority to accommodation and medical facilities over other infrastructural development, extend some of the privileges like frequency of casual leave and increase the recreation facilities etcetera for distant cantonments. To address the budgetary constraints, some budgets from cantonment like Dhaka, Savar, Mirpur and Chittagong may be directed to the distant cantonments. However, to address the budgetary constraints, some budgets from cantonment like Dhaka, Savar, Mirpur and Chittagong may be directed to the distant cantonments.
- **Ensure Quality Training:** Training is called best welfare in Army. Training together increase cohesion, develop team spirit, mutual trust and comradeship. Our training must focus on quality and meaningfulness. Any training either in our country or abroad should be focused on qualitative capacity building. Again we must encompass training packages on “Counseling and Stress Management” in training curriculum of leaders and led. This will help the leaders at unit level to keep their led motivated in various complex and stressful situation. ARTDOC (Army Training Doctrine and Command) may be tasked to study the feasibility and propose necessary modalities in this aspect. Periodical study periods, seminar also may be arranged in the form of case study at unit level to understand the various dimensions of stress

and counseling from practical references. Again excessive commitments and shortage of officers may act as barrier to the training. In those situations, commanding officer may be given the flexibility to reduce the number of training cadres/classes, but no compromise must be allowed with training which would continue.

- **Monitor Effectiveness of Motivational Tools:** Peter Davies said “Motivation is like food for the brain. You cannot get enough in one sitting. It needs continual and regular top ups.” Taking the quote in view, present practice of addressing the motivational tools by different directorates at Army Headquarters may continue. But to assist the concerned directorate, ARTDOC (Army Training Doctrine and Command) may take a specific role of advisory or feedback. In this context, the Training and Human Resource Section under ARTDOC may conduct half yearly or yearly survey on different aspects related to the applied motivational tools in our Army. The survey will cover the impact of existing leadership aspects, welfare, training, promotion, salary etcetera and analyze the outcome. Finally, they will put forward their opinions to the respective directorate for appraisal. The concern directorate may further validate the opinions of ARTDOC and take necessary measures if require.

Operational Level Approach

The role of operational level leaders is very important to raise the motivation of functional level. Their role should be to monitor the unit level activities and assist the Commanding officers in performing their duties effectively.

Leadership Style and Traits: Operational level leaders influence the performance, satisfaction and motivation of functional level in a number of ways. So they cannot be confined to one type of leadership. In the survey, most of the respondent sought for participatory style of leadership. But considering the complexities and sensitivity of Military organization, leadership should practice mixed style of Autocratic and Participatory or any one of those which will address the individual or group/environment and motivate the led. However, whatever the style or traits the leadership adapts, ethical aspects have to be upheld at any cost.

Create Scope for Increased level of Interaction at Unit Level: The frequent quality interaction between leader and led is very important at unit level to develop mutual trust. As such, operational leaders must seek for ensuring quality interaction between leaders and led at unit level. It may be done by reviewing the

commitments of the unit, creating organizational compulsion on the members of the organization through training together, arranging social activities, rewarding good leaderships, ensuring presence of maximum number of officers as per authorization, and reflecting the leaders' performance in this aspect in their performance appraisal report. However, the senior leaderships are also required to have formal and informal interaction with the officers of the unit as per command structure to encourage them interacting with their subordinates. Overall, excessive commitments at unit level are found important barrier to quality interaction time, so operational leadership should address this barrier immediately.

Functional Level Approach

This is the basic level in an army organization where maximum numbers of leaders and led are available and tied down with chain of command. Here the role of commanding officers is very important to maintain the desired level of motivation and efficiency. However, followings may assist the functional level leaders in maintaining appropriate level of motivation:

Ensure Proper Counseling: Army leaders must demonstrate certain qualities to be effective counselors. These qualities include respect for subordinates, self-awareness and cultural awareness, empathy, and credibility. If the unit leaders can keep these qualities in mind while interacting then they are likely to have increased Appreciation and Loyalty, Dedication and Effort, Cooperation and Sacrifice, Respect and Obedience as reciprocal benefits from their led⁶. In fact, effective counseling will promote good internal environment in the unit, and likely to reduce the requirement of leadership for continuous monitoring and supervising the led. Again sometimes counseling may backfire if not done properly. So, military leaders need to have training on counseling procedure. It may be included in the leadership training package, study periods or in presently introduced leadership seminars too.

Stimulate Sense of Meaningfulness: Commanding officers should promote the sense at unit level that they have selected a profession where one should always be ready to sacrifice his/her life for the sovereignty of motherland. His motivational speeches should generate feelings that the profession they have selected is worth of their time and energy. This approach will give them a meaning that why military profession is different from others. In this way, the sense of

6. Draft Command Leadership and Management- An Integrated Approach, Vol-1, AHQ GS Branch, Military Training Directorate, Dhaka.

meaningfulness can be increased and that will contribute to the workplace pride. As a whole, it will increase the level of intrinsic motivation at unit level.

Stimulate Sense of Choice: This refers to generate the feeling of being free to choose, being able to use own judgment and act out of one's own understanding. In military environment, only the mission can be given to the respective group leader and he should be made free to choose his method and ways to accomplish the mission. However, in case of sensitive missions, they may be guided with positive reinforcement of the plan. They should in no circumstances feel that their capabilities are undermined. If this can be practiced frequently in our Army then the capabilities of all members of the unit including the mutual trust between leaders and led will increase. As a whole, this practice will reduce the requirement of spending time on monitoring and supervision all the times" and add value to the motivation positively.

Stimulate Sense of Achievement: This refers to the feeling of accomplishment for achieving the tasks purpose. Basically it reinforces one's feeling that he is wisely spending his or her time. In military environment, it can be stated as some achievements which are really exceptional. Rewarding such achievement by timely promotion, assigning with greater responsibilities or important appointment etcetera may stimulate the sense of progress at unit level. These practices will give positive signal to the members that authority recognizes good performances. As such, level of job satisfaction will increase which will lead to greater motivation and efficiency.

Develop Mutual Trust: We know devotion and loyalty will depend on the motivation and mutual trust between leaders and led. It is said that "Trust can explain the outcome of many organizational activities, such as leadership, ethical behavior, teamwork, goal setting, performance appraisal, development of relations and negotiations."⁷ The commanding officers must ensure these aspects at unit level to generate trust of the led on them. In fact, trust enhances the organizational decision-making processes by allowing subordinates to communicate even bad news, with confidence. It will allow them to spend lesser time and effort on monitoring or supervising. It will also enhance the good environment in the unit.

Reward and Punishment: Leaders at unit level must know that all the members of a unit are not in same status and position, so the rewarding should match with their positions. Improper rewarding or recognition may become counterproductive. Again all the led must understand who, why, when, what and how their performances will be evaluated and rewarded. Besides, leaders must

7 ibid

also remain aware of equality in punishment and reward for all to promote sense of justness.

Adapt Effective Communication Systems: Led follow reaction of their leaders to different situations. In fact, the reaction demonstrates the actual feelings of leader. So leaders must be careful about their expression or behavior during interactions and dealings with led. They must give positive impressions to their led by listening attentively, responding appropriately, expressing personal feelings and acknowledging feedback. If unit leaders can adapt these in their day today dealings with the led, then their confidence, loyalty and admiration on leaderships will be reinforced. As a result, intrinsic motivation towards the unit will increase and efficiency index will rise.

Recommendations

We know that the perspective of leaders and led are not same. So all the motivational tools will not be equally effective for leaders and led. Considering the concerns of motivation at unit level, views expressed in group discussion including interviews and the discussions on ways forward, our Military leadership must remain focus on stimulating honesty and integrity amongst all, and maintaining good organizational environment including development of mutual trust between leaders and led. In doing so priority must be given on:

- Ensuring ethical practices at all levels in Bangladesh Army.
- Adopting appropriate style and practice of Leadership.
- Creating scope for quality time for interaction between leaders and led.
- Ensuring quality training to develop real capacity and mutual respect including confidence building between leaders and led.
- Introducing “Stress Management and Counseling” training for leaders.
- Addressing lacking of welfare packages.
- Periodical monitoring of the effectiveness of motivational tools.

To ensure the effectiveness of the above mentioned priority areas followings are recommended:

- Army Headquarters should take immediate steps to prepare and circulate Ethical Code of Conduct for Bangladesh Army. Senior leadership to show and enforce Zero tolerance to any violation to the “Ethical Code of Conduct” at all levels in the Army.

- Existing mixed leadership style of Autocratic and Participatory or any one of those which will address the individual or group/environment and motivate the led should be practiced at all levels of the Army.
- Board of Officers at Army Headquarters level should be formed immediately to identify the areas which need attention to reduce the excessive commitments at unit level. Military leadership should take visible steps on the recommendations to create positive impact in the mind of unit members about their keenness on solving the problem.
- Training packages on “Counseling and Stress Management” should be included in training curriculum of for the leaders. Overall ARTDOC (Army Training Doctrine and Command) should be tasked to study the feasibility and propose necessary modalities. Besides, all the effort should be taken to ensure quality training over quantified training. Commanding officers must get enough time and opportunity to monitor the unit training and develop the capacity of his men.
- Distant cantonments should get priority in regards to welfare packages. Greater priority should be given on developing the quality of educational institution, accommodation and medical facilities. To address the budgetary constraints, some budgets from cantonment like Dhaka, Savar, Mirpur and Chittagong may be directed to the distant cantonments. Again, the leadership should also think to extend some of the privileges like frequency of casual leave, increasing the recreational facilities etcetera for distant cantonments.
- Training and Human Resource Section of ARTDOC (Army Training Doctrine and Command) should be tasked to conduct periodical survey on the applied motivational tools. Here, ARTDOC should take specific role of providing advisory or feedback to the concerned directorate at Army Headquarters on different issues related to the effectiveness of motivational tools. All the directorates should be instructed to take necessary coordinating measures with ARTDOC in this regard.

Conclusion

Being a very sensitive organization, motivation is very important for Bangladesh Army. In every aspects of decision making, the Military leadership requires to consider the impact of their decision on motivation of the members of the organization. They need to identify and apply appropriate changes to motivational tools to keep members at unit level of our Army well motivated and efficient.

The priority one expectations for good organizational environment over salary and welfare packages including the priority one desire to see the leaders as “Honest and maintaining integrity” are very important findings of the study. On the contrary, some concerns are observed on command environment, practice of leadership, welfare packages and counseling system at unit level. Absence of pride amongst led, absence of quality time for interaction between leaders and led, over commitments of the units and all times monitoring requirements of led are also identified as detrimental factors in maintaining motivation and efficiency.

In this context, the strategic, operational and functional level military leaderships must focus on stimulating honesty and integrity amongst all, and maintaining good organizational environment including development of mutual trust between leaders and led. In doing so, priority must be given on ensuring ethical practices at all levels in Bangladesh Army, adopting appropriate style and practice of Leadership, creating scope for quality time for interaction between leaders and led, Ensuring quality training to develop real capacity and mutual respect including confidence between leaders and led, introducing “Stress Management and Counseling” training for leaders and led, addressing lacking of welfare packages and periodical monitoring of the effectiveness of motivational tools.

In fact, effective combination of all the approaches may add value to the motivation at unit level and increase the efficiency. It is to be remembered that the dissatisfaction or concerns cannot be eliminated but with sincere and meaningful approaches, the level of dissatisfaction may be reduced to minimum level.

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