

# **EFFECTS OF SOCIO ECONOMIC CHANGES ON FINDING QUALITY INTAKE OF OFFICERS FOR BANGLADESH ARMY: AN ANALYSIS AND WAYS AHEAD**

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## **Introduction**

Bangladesh Army is a reputed organization both at home and abroad. The organization since her inception has displayed a remarkable professionalism in all the fields of her employment. As a result, Bangladesh Army has emerged today as the symbol of trust and confidence to the nation. It is believed that the ‘Corps of Officers’ of Bangladesh Army being the main driving force of the organization has played the vital role in the organizational accomplishments as the efficiency of the organization has largely depended on the standard of its officers.

Bangladesh Army traditionally received an excellent set of officers in past who proved their excellence in all possible assignments. This was possible as the organization usually received a good number of quality candidates in the officers’ selection inlet. It is believed that, finding such quality candidates was relatively easier before, as the young generation had high attraction for this challenging profession. But recently, especially in last decade the downward trend in ‘quality intake of officers’ has increasingly become a concern in Bangladesh Army, where many related to this organization believe that there is a downward trend in the quality of officers’ intake.

It is believed that, Bangladesh recently has experienced significant changes in socio-economic areas, which caused massive expansion in the job market and resulted in diversified career opportunities. The public and private education system has excelled, corporate job opportunities have boomed,

self-entrepreneurial and business opportunities have increased, and non-military government jobs have gained faster pace. These changes together have created additional job opportunities for young people, especially to ‘quality’ ones. They have now much wider options and opportunities to choose their future profession. In this situation, the believed changes in the job and career opportunities lead to the apprehension that, ‘the profession’ of ‘army officer’ is probably losing its relative attraction to quality candidates due to the changed socio economic condition in Bangladesh. Once a coveted profession now probably is no more a desired destination to quality young people. As such, it is important to see whether the recent socio economic changes in Bangladesh have negatively influenced the interest of ‘quality candidates’ to join Bangladesh Army as officers and thereby caused the downward trend in quality of officers intake due to the reduced flow in the selection inlet.

## **Officer Selection Process in Bangladesh Army and Parameters of ‘Quality Candidates’**

**Selection Process in General:** Bangladesh Army follows a long but comprehensive system for officer selection. The applications are invited by Army Headquarters Personnel Administration (PA) Directorate. Applicants then appear preliminary selection test where an initial medical test and ‘Viva’ is conducted. Candidates selected in preliminary selection test appear written test and qualified candidates then appear in Inter Services Selection Board (ISSB). Candidates selected from ISSB finally go through the final medical tests and get final selection to join Bangladesh Military Academy.

**Quality Candidates:** The ISSB is the only organization of the country of its nature. The officer selection process in ISSB fully recognizes the necessity of evaluating a candidate from physio-psychological point of view and carries out a set of comprehensive, detail and scientific tests to select the potential officers – the officer cadets. Considering everything, the institution decides either a selection or rejection. It is very difficult

to outline a correct definition of quality candidates. However, these are the mix of certain personality and leadership traits that are likely to make a candidate a functional officer. Quality of candidates are determined considering few personality and leadership traits, IQ etcetera. Though Socio Economic Status (SES) of candidates itself is not a trait or profile quality, yet considering it as one of the strong influencing factors to personality, is thought to be an indication to quality.

**‘SES’ and ‘Quality Candidate’ Relationship:** SES if individual is a complex phenomenon that significantly influences his/personality. This philosophical concept is strongly supported by the various behavioral theories mentioned above and supported by observations by number of scientists. There could be variations and exceptions, but in general, the influence of SES in individual’s PQ development is considered to be high. The SES being the only recordable parameter and strong influencing factor to personality and trait development, may be considered as the one of the indicators to quality. The origin of personality where SES is related to personality can be shown through following equation:

$$\text{Personality} = \text{Heredity} \times \text{Environment} \times \text{Time}^1$$

**Defining Different SES:** Considering the existing socio-economic condition of the country, candidates appearing before selection system are categorized in 5 SES, namely ‘High’, ‘Upper Middle’, ‘Middle’, ‘Lower Middle’ and ‘Humble’ class.

## Findings from Selection Data Analysis

### Selection from Different SES (2013-2018)

The study analyzed the total ISSB appearance and selection data from different SES for last 6 years (9 Regular Courses, 72 BMA LC – 80 BMA LC). The year wise SES based selection data shows that the selection percentage has significant relationship with the SES of candidates, though SES itself is

1 Hurlock, E. B., 1953. Developmental Psychology: A lifespan Approach. 1sted. New Tata Mcgraw Hill Companies

not a trait itself. The selection percentage is higher from in the candidates from higher SES. This indicates that finding more number of candidates from relatively higher SES is likely to make the average intake quality better.

## **Recent Socio Economic Changes in Bangladesh and Its Impacts on the Career Opportunities of Potential Candidates**

**Recent Economic Changes in Bangladesh:** The market-based economy of Bangladesh is the 43rd largest in the world in nominal terms, and 30th largest by purchasing power parity (Wikipedia, 2017). According to the IMF, Bangladesh's economy is the second fastest growing major economy of 2016, with a rate of 7.1%. Bangladesh is classified among the 'Next Eleven' emerging market economies. The economy of Bangladesh has reached a sustained growth with strong macroeconomic fundamentals. The satisfactory growth of import-export trade, secular increasing trend in the flow of remittance and the favorable balance of the current account kept the external sector stable.

**Economic Development Indicators:** The analysis of certain economic indicators like GDP growth, Per Capita Income, Savings Index, Remittance and Foreign Currency Reserve, gradual reduction of Trade Deficit and increase of Grosse Net Income give a clear picture of recent economic development in Bangladesh<sup>2</sup>.

**Recent Social Changes in Bangladesh:** Bangladesh has been experiencing a significant economic growth and development in last few years. This development had definite impacts on our social system. Though the social condition or the standards of living are difficult to measure, but indicators of social development do exist. The Human Development Index (HDI) is considered to be one of the advanced metrics for this.

**HDI:** HDI considers life expectancy, education, and GDP. The HDI of Bangladesh in last decade shows a clear upward curve. In addition to HDI, few

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<sup>2</sup> <https://www.bb.org.bd/econdata/wageremittance.php> Foreign Exchange Policy Department, and Accounts & Budgeting Department, Bangladesh Bank.

more indicators also indicate significant social development in Bangladesh in recent years. As per the wage rate index of BBS the nominal wage rate index stood at 5712 in FY2011-2012, which grew gradually to 12230 in FY 2017-2018. An analysis of last 8 years investment data reveals that, both public and private investments have accelerated in the country. Bangladesh also has seen a big rise of employment opportunity from FY 2011-12 to 2017-18<sup>3</sup>. The national consumption in both public and private sector has increased in Bangladesh. The aggregate national consumption increased from 8601 Billion BDT in 2011-12 to 15653 Billion BDT in 2017-18.

**Analysis:** Analyses of different economic and social indicators give a clear indication that Bangladesh has achieved a significant socio economic development in in the recent years. Though, the economic and social developments were not symmetrically distributed throughout the country, still an overall positive indication was very much visible. Thus, it can be deduced as a general statement that Bangladesh has achieved a significant social development in last ten years.

## **Impacts of Recent Socio Economic Changes on Career Opportunity in Bangladesh**

**Increased Opportunity for Higher Studies:** Quality students always have a desire to pursue higher studies. The recent socio economic changes have increased the opportunity for higher studies in the country and abroad.

**Increased and Wider Job Options:** Due to the recent socio economic development in Bangladesh, the job market has experienced massive expansion and diversification. There was a time, when attractive job sector used to mean only the government civil service and few limited private job. But recently private sector has changed the total concept of the job market. The local and multinational companies are offering even more financial and social benefit to the employees. Besides, the expansion of business sectors are attracting many young people to develop their career in business.

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3 Statistics, BBS, Statistical Pocket Book of 2017 - 2018, Dhaka: Bangladesh Bureau of Statistics

**Effects on Choice of Profession:** The rapid socio economic developments in Bangladesh has not only created wider educational/ career opportunities and job options for young generation, but also has significantly influenced potential candidates' mindset and choice of profession. People now have much wider and diversified options to choose their career from. Some of the preferred professions to young generation are:

- **Business:** Due to the expansion of economic activates, a huge potentials for business prevail in Bangladesh. Agriculture, industry and service related business with lot of variations is possible in the country. Heavy, medium or even small and cottage industries are now booming, which is further supplemented by self-entrepreneurship and many other petty businesses in the country.
- **Corporate Job:** Bangladesh now hosts a large number of multinational companies operating in the country. Beside local corporate houses offers lucrative opportunities to the young people. Due to higher financial reward and esteemed lifestyle so many young people especially from the higher class of the society are attracted.
- **Job Abroad:** There had been a time when job abroad for Bangladeshi people were very much limited to unskilled labor areas. But now the situation is changing rapidly where there are lots of opportunities even for the high end professionals. As a result a good number of young people are attracted for the overseas employment.
- **Civil Government Officer:** With the emancipation of socio economic boom in the country, government machineries are expanded significantly and so with the employment opportunities.
- **Military Officers:** Military profession in Bangladesh had an esteem place in the job market. However, with the emergence of so many new opportunities, the attraction seem to fading, especially to the higher and more educated class of the society who actually have so many other attractive options.

- **Teaching:** Teaching remains a noble and prestigious profession in Bangladesh. Due to the private sector development in teaching related field, the opportunities have increased significantly.
- **Engineering:** Engineering was a lucrative target for young people in choosing their future professions. With the rapid development in the industrial fields, the opportunities have further increased.
- **Doctors:** In Bangladesh, Doctor as profession is a significant area. Government has taken to many programmers to take the health care to every citizen. The employment opportunities thus in this field are huge and attractive.
- **Self Employment:** Beside the aforementioned major areas of employment, Bangladesh possesses so many other job opportunities including self-employment.

## **Attraction to the Profession ‘Army Officer’ and Ways to Improve**

**General.** In the growing concern of reduced interest of quality candidates to join Bangladesh Army in the changed socio economic condition, it is utterly important to understand the present mindset of potential candidates/ guardians. As such Bangladesh Army Headquarters Personnel Administration (PA) Directorate data of number of initial applicants is consulted and control group surveys are conducted on both potential candidates and their guardians.

**Analysis of PA Directorate Data:** PA Directorate of Bangladesh Army Headquarters deals with the total selection process of all officers of Bangladesh Army. The total number of initial applicants for the officers of Bangladesh Army for last 7 years are shown in Table 1. The application state in 7 years and the trend line show a distinct downward trend reflecting a gradual drop of attraction to this noble profession.

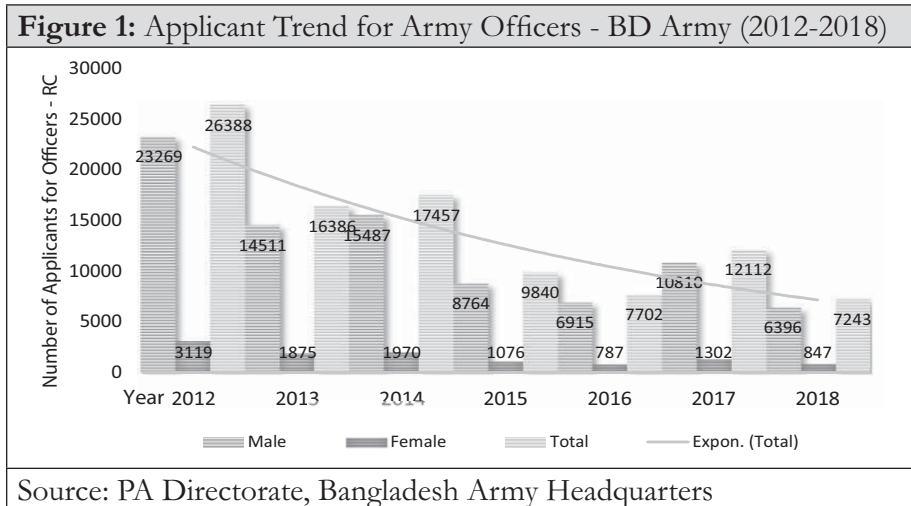
## Applicant State-Officers of Bangladesh Army (2012-2018)

**Table 1: Application State for Officers - Bangladesh Army (2013-2018)**

| Serial | Year | Long Course Name | Total Initial Applicants (Including Civil Colleges, Cadet Colleges, BNCC, MCSK) |        |       |
|--------|------|------------------|---|--------|-------|
|        |      |                  | Male  | Female | Total |
| 1      | 2012 | 70 LC+71 LC      | 23269   | 3119   | 26388 |
| 2      | 2013 | 72 LC+73 LC      | 14511   | 1875   | 16386 |
| 3      | 2014 | 74 LC+75 LC      | 15487   | 1970   | 17457 |
| 4      | 2015 | 76 LC            | 8764  | 1076   | 9840  |
| 5      | 2016 | 77 LC            | 6915  | 787    | 7702  |
| 6      | 2017 | 78 LC+79 LC      | 10810   | 1302   | 12112 |
| 7      | 2018 | 80 LC            | 6396  | 847    | 7243  |

Source: PA Directorate, Bangladesh Army Headquarters

## Applicant Trend-Officers Bangladesh Army (2012-2018)





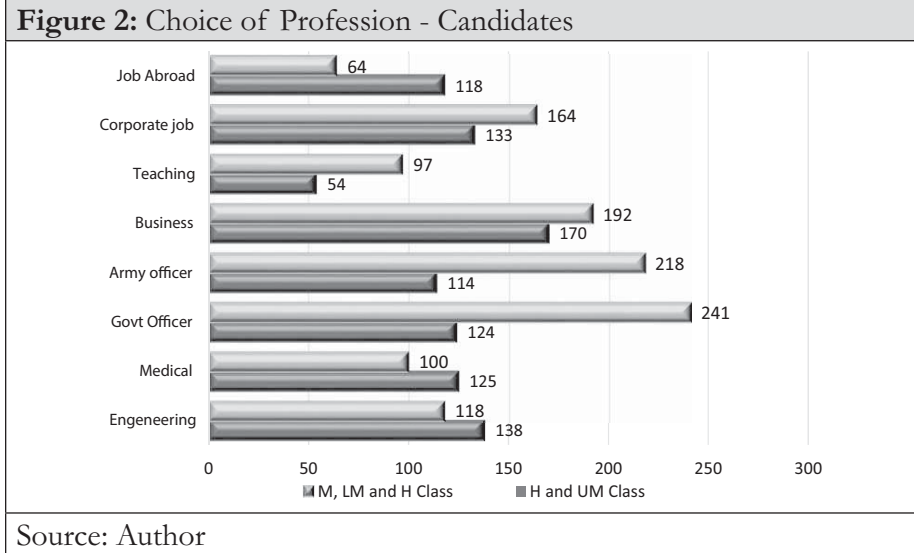
## Survey on Potential Candidates and Guardians

**Design and Objectives:** The survey was conducted on 110 respondents (potential candidates) from Dhaka city and Gazipur district. 50 respondents were also surveyed from the same areas to get their responses in similar areas. The surveys were intended to identify following:

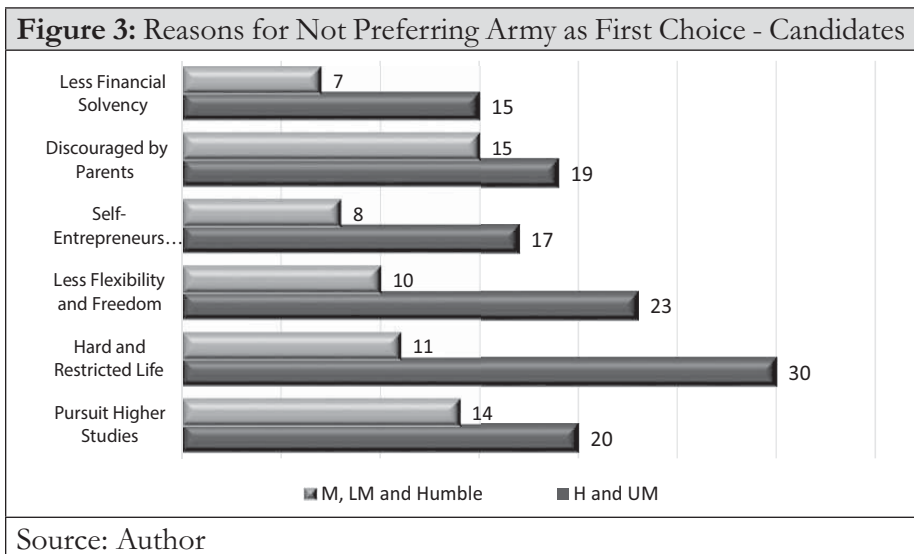
- The relative attraction of the profession ‘Army Officer’ to the potential candidates from different SES.
- The reasons to potential candidates for not choosing ‘Army Officer’ as the first choice of profession.
- Parameters/ considerations to potential candidates for choosing a future profession.
- The relative attraction of the profession ‘Army Officer’ to the guardians of potential candidates from different SES.
- The reasons to guardians of potential candidates for not choosing ‘Army Officer’ as the first choice of profession.
- Parameters/ considerations to the guardians of potential candidates for choosing a future profession.

## Survey Findings

**Attraction of the Profession ‘Army Officer’ - Candidates:** Potential candidates from High and Upper Middle Class have chosen “Business” as their 1st preference. “Engineering” was preferred as 2nd; “Corporate Jobs” as 3rd, “Medical” as 4th, “Government Civil Officer” as 5th and “Job Abroad” as 6th. Army Officer” was opted as 7th preference and “Teaching” as 8th. On the other hand, potential candidates mostly preferred “Government Civil Officer” as their most desired profession. “Army Officer” as 2nd; “Business” as 3rd, “Corporate Job” as 4th, “Engineering” as 5th, and “Medical” as 6th. The 7th and 8th preferences were the “Teaching” and “Job Abroad” respectively. Details are shown in Figure 2.

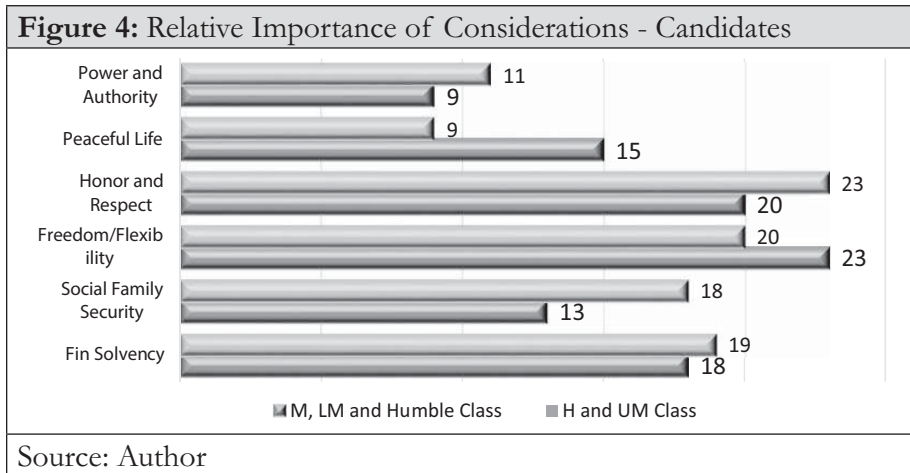


**Reasons for Not Preferring Army as First Choice - Candidates:** The graphical representation of the findings is shown in Figure 3.

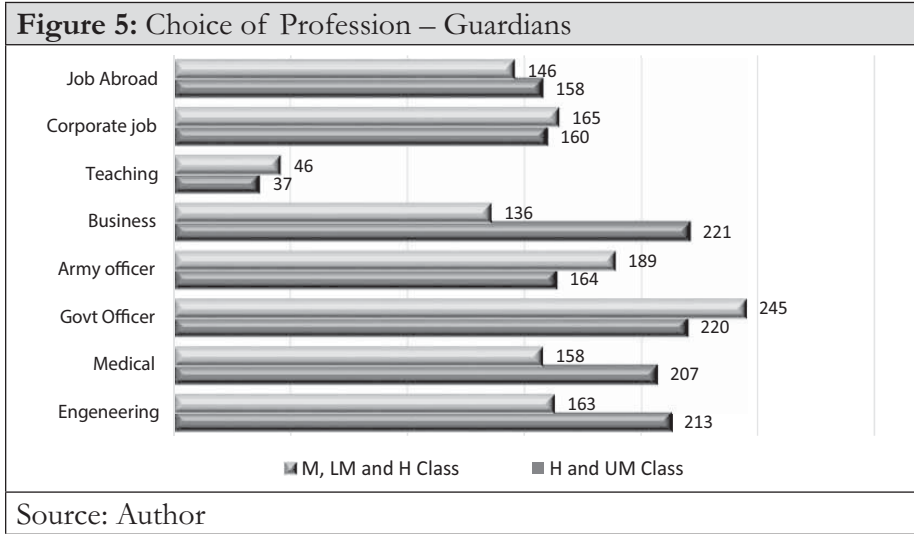


**Relative Importance of Considerations for Choosing a Future Profession - Candidates:** Potential candidates were given five fixed and one open option and were asked to determine the relative importance of

each of the considerations for choosing a future profession. The details of the preferences are shown in Figure 4.

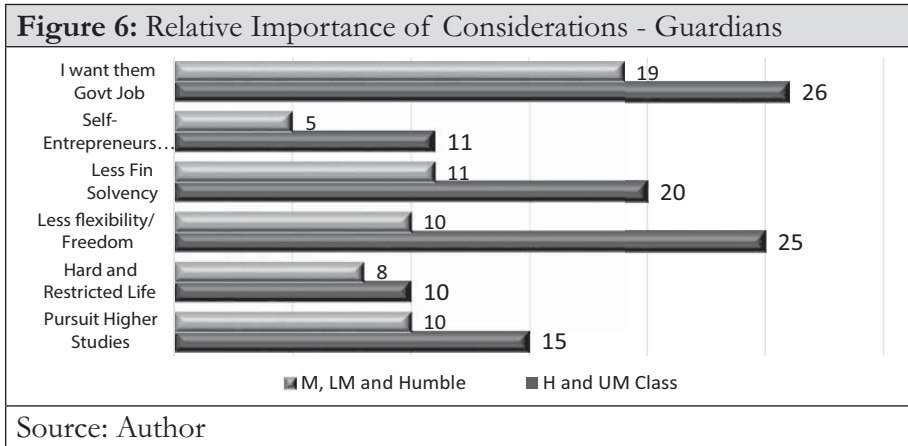


**Attraction of the Profession ‘Army Officer’ - Guardians:** Guardians of potential candidates from High and Upper Middle Class have chosen “Business” as their most desired profession. “Government Civil Officer” were preferred as 2nd; “Engineering” as 3rd, “Medical” as 4th, “Army Officer” as 5th, and “Corporate Job” was opted as 6th preference. The 7th and 8th preferences were the “Job Abroad” and “Teaching” respectively. On the other hand, guardians from Middle, Lower Middle and Humble Class mostly preferred “Government Civil Officer” as their most desired profession. “Army Officer” were preferred as 2nd; “Job Abroad” as 3rd, “Engineering” as 4th, “Medical” as 5th, and “Corporate Job” was opted as 6th preference. The 7th and 8th preference were the “Business” and “Teaching” respectively. Details are shown in Figure 5.



**Reasons for Not Preferring Army as First Choice - Guardians:** As reasons not to prefer ‘Army Officer’ as 1st preference, potential candidates from H and UM class response value were: 30 for “hard and restricted life”, 20 for “higher Studies”, 17 for “self-entrepreneurship”, 19 for “Discouraged by parents/ relatives”, 23 for “less flexibility and freedom in family life” and 15 for “less economic solvency”. In case of M, LM and H classes, the values were 11, 14, 8, 10 and 7 respectively.

**Relative Importance of Considerations for Choosing a Future Profession - Guardians:** Guardians of potential candidates were given five fixed and one open option and were asked to determine the relative importance of each of the considerations for choosing a future profession. The details of the preferences are shown in Figure 6.



**Summary:** The above data analyses reveals interesting but consistent findings. These are:

- Army Headquarters data shows that the number of initial applicants for RCs are in downward trend even at present time when number of HSC passing students have increased significantly comparing to the past.
- ISSB data shows that the total share of candidates from High and Middle Class SES, which are likely to make better quality officers in the long run are quite low and in a downward trend.
- On the other hand, the total share of candidates from L Medium, Medium and Humble Class SES is relatively high and increasing gradually, from where the candidates generally possess lower potentials at quality candidates.

**Ways to Improve the Attraction:** Considering the general downward trend of overall candidates and more significant downward trend of High and Upper Middle Class candidates' interest to join BD Army, following steps may be taken.

## **Proper Projection of Positive Areas of Profession ‘Army Officer’ to the Civil Communities**

**Projectable Positive Areas:** The projectable positive areas of the career:

- **The profession of Army Officer is a Complete Way of Life.** The career is the balance of all necessary ingredients of an ideal profession. This is a complete way of life.
- **Honest, Respectful and Dignified Life:** Officers can lead a life of honour and dignity in BD Army.
- **Opportunity for Higher Education:** There are very good opportunities in Bangladesh Army especially for officers to pursue higher education. Some of these are mandatory graduation in the fields of Engineering and Business Administration in BMA, post graduations in different disciplines Staff College (DSCSC), National Defence College (NDC), Military Institute of Science and Technology (MIST) and Bangladesh University of Professionals (BUP).
- **Opportunity for Study Abroad - Military and Civil:** Bangladesh Army now offers diversified opportunities for higher education to her members. Army officers now a days even can avail army sponsored scholarship and study on leave abroad.
- **Cutting Edge Medical Facilities for Self and Family:** The officers of Bangladesh Army and all members of Bangladesh Armed forces are offered with cutting edge medical facilities from CMHs located in different stations.
- **High Status in Government Warrant of Precedence:** Bangladesh Army gives this opportunity to all her officers relatively earlier than any other organizations, where an officer immediately after commission achieves the rare honor of First Class Gazetted Officer of Bangladesh Government.

- **Family and Social Security:** Bangladesh Army is a career destination that can offer such desired security to her members in present social system. Army offers accommodation, healthcare, education and social security to individual and family. This is a huge strength for the profession.
- **Educational Facilities for Children:** Bangladesh Army has developed excellent educational facilities for the children of her members. Good quality educational institutions including English Medium are available almost in all stations. There are even quotas for higher education in different institutions, colleges and universities of Armed Forces.
- **Financial Benefits including United Nations Peace Keeping Missions:** BD Army offers significant financial benefits through United Nations Peace Missions across the world.
- **Opportunities for Leadership:** For officers, working experience in BD Army is a huge opportunity for learning and practicing leadership and command.
- **Sound Social and Family Life:** Despite busy work schedule and 24/7 commitment, officers of BD Army gets an opportunity to enjoy sound social and family life. The organization promotes the significance of sound family and social life in all possible areas.
- **Opportunity for Healthy Lifestyle and Games and Sports:** BD Army gives enormous importance and opportunities to physical fitness as the profession by nature demands a minimum physical fitness for her members. Games, sports, physical training, discipline and routine life are the essential requirement of the organization.
- **Opportunity for Challenging Profession:** By nature, Army itself is a very challenging profession. The officers naturally can enjoy a very challenging and thrilling profession.

- **Opportunity to Serve the Nation Directly:** The officers of Bangladesh Army, someone has the opportunity to serve the nation directly. Military people are motivated and oath bound even to make supreme sacrifices for the cause of the nation, as such their contributions are direct and enormous.

**Measures and Means for Proper Projection:** Some of those means could be as following:

- **Aggressive Promotion in Electronic and Print Media, Social Media and Internet:** Publish and broadcast various professional and social activities of army career. Making attractive programs, documentaries, telefilms and serials promoting the profession will draw more number of quality candidates.
- **Person to Person Communication (Speaking Well) by Army Officers Corps:** Army officers living – serving or retired should work as ambassadors and promoters of this noble profession to civil society in general and to their community in particular. They should not talk ill or undermine the profession to their relatives or known people.
- **Motivation Programme by Civil Society:** The civil society should be utilized in the promotion process. A good rapport and understanding with the civil society should be developed for this. Various national days may be targeted for that.
- **Motivation to Schools and Colleges:** A team of officers specially selected by Army Headquarters or formation may periodically visit well reputed colleges highlighting the prospects and facilities of army life to attract the potential candidates.
- **Billboards and Leaflets:** Army can prepare attractive advertisement and billboard by professional advertisement firm highlighting various perks/facilities of the army.



- **Posting Good Officers in Public Appointments and Cadet Colleges:** Officers with good professional record should be posted to cadet colleges and BNCC so that potential candidates coming to their contact are encouraged by the officers.

**Increase the Attraction:** The attraction of the career may be increased by:

- **Review of Defence Service Pay/ Pay Scale:** In many Armies of the world including Indian Army have separate pay scales which are different to general pay scale. Therefore, the defence service pay or the pay scale as a whole may be reviewed.
- **Eliminating Financial Differences with Civilian Counter Part, Like House and Car Loan etcetera:** Even in the existing pay scale, civilian officers of same grade at times receive better benefits than military officers. Recently introduced 'Car Loan' is one of such benefits. As such steps may be taken to eliminate such financial differences with civilian officers.
- **Increasing Opportunities for Existing Higher Education System:** Quality students always have a desire to pursue higher studies. Though Bangladesh Army already increased the opportunities for higher education, yet it could be increased further. At the same time the process of pursuing higher studies may be made easier.
- **Making Voluntary Retirement Easier:** Due to various reasons, officers sometimes apply for voluntary retirement. But the voluntary retirements in Bangladesh Army is quite cumbersome and often delayed, which infuses a sense restriction in officers' minds. As such the voluntary retirement process should be made easier and officers should be able to retire if they like to do so.
- **Adding Flexibility within Rules:** By nature, military is a full time job where officers are committed with diversified tasks involving war and peace time. At the same time Army being a disciplined force has

so many rules regulations and bindings. As such the life automatically becomes quite difficult and inelastic. As such efforts may be taken by senior leadership to reduce tension and to infuse flexibility, but of course within rules.

## **Recommendations**

The following recommendations are made in order to increase the interest and attraction of potential candidates, especially quality ones and their guardians towards the profession of ‘Army Officer’:

AHQ should launch an aggressive marketing campaign to promote the career of “Army Officer’ to potential candidates so that are inspired and motivated to join Bangladesh Army as officers. The promotion campaign should utilize electronic, print and social media to reach as many target population as possible. Internet should be used extensively. Person to person communication (speaking well) by the serving and retired army officers, motivation programme by the civil society, motivation to maximum number of colleges by the specially selected officers, posting good officers in public appointments and cadet colleges and extensive utilization of billboards and leaflets should be made for this purpose.

The following strengths and benefits of the profession “Army Officer’ should be highlighted in the promotion and motivation campaign:

- The Profession of Army Officer is a Complete Way of Life.
- Honest, Respectful and Dignified Life.
- Opportunity for Higher Education.
- Opportunity for Study Abroad - Military and Civil.
- Cutting Edge Medical Facilities for Self and Family.
- High Status in Government Warrant of Precedence.
- Family and Social Security.
- Educational Facilities for Children.

- Financial Benefits including United Nations Peace Keeping Missions.
- Opportunities for Leadership.
- Sound Social and Family Life.
- Opportunity for Healthy Lifestyle and Games and Sports.
- Opportunity for Challenging Profession.
- Opportunity to Serve the Nation Directly.

The attraction of the career “Army Officer” may be further increased by:

- Increasing Opportunities for Existing Higher Education System
- Making Voluntary Retirement Process of Officers Easier.
- Adding the Freedom and Flexibility within Rules.
- Army Headquarters (AHQ) may pursue government to with following steps to increase the monetary benefits of the profession by reviewing the existing Pay Scale/ Defence Service Pay/ and eliminating monetary differences with the civilian counterpart.
- Officers should be logically trained and educated for the second career, so that they can lead a prestigious life after retiring from Bangladesh Army. The voluntary retirement process should be made easier if someone opts to do so.
- A comprehensive study can be conducted by AHQ so that Job Safety and Social Security can be augmented remaining within rules and organizational culture to be developed so that it reduces tension in life and adds flexibility within rules.

## **Conclusion**

Analyses of different economic and social indicators give a clear indication that Bangladesh has achieved a significant socio economic development in in the recent years. Though, the economic and social developments were not symmetrically distributed throughout the country, still an overall positive

indication was very much visible. Thus, it can be deduced as a general statement that Bangladesh has achieved a significant social development in last ten years.

The rapid socio economic developments in Bangladesh has not only created wider educational/ career opportunities and job options for young generation, but also has significantly influenced potential candidates' mindset and choice of profession. People now have much wider and diversified options to choose their career from. Alongside, educational facilities, particularly with good number of quality universities have also increased manifold yielding options for higher studies which were not available before. The young people now prefer to pursue many other new professions in the changed socio economic condition. As a result, the once coveted profession "Army Officer" is no longer an attractive profession as it was before one decade.

The downward trend of candidates' interest to join Bangladesh Army has been vividly seen in the data of "Number of Initial Applicants for Long Courses in Last 7 Years". The total applicant number of applicants fallen to 7243 in Year 2018 from 26388 in Year 2012<sup>4</sup>. Again the ISSB data shows that, the percentage of candidates from relatively better SES (High and Upper Middle), from where the candidates possess higher potentials of quality intake has reduced significantly comparing to the relatively lower SES (Middle, Lower Middle and Humble) candidates. As a result, the significantly reduced attraction of candidates in general, and comparative reduction from higher SES in particular might be identified as the potential reasons of downward trend in quality of officers' intake within the studied period (2012-2018).

The study also identified the relative attraction of the career to potential candidates and their guardians in the changed socio-economic condition. The important parameters for choosing a future profession to the candidates have also been identified through survey, which are namely freedom and flexibility, financial solvency, higher studies etcetera. Finally, it

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4 PA Directorate, Bangladesh Army Headquarters

is strongly felt from the findings of the study that, immediate steps should be taken by appropriate authority to inform, inspire and motivate potential candidates to join Bangladesh Army as officers. Maintaining a rich and stable flow in the selection inlet, especially with a balance from all SES will be of paramount importance for Bangladesh Army to maintain its traditional high standard of officers.

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