



## A Turnover Case in Brahmanbaria Women's College, Bangladesh

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**Abstract:** *Mr. Saiful, an honest, energetic and young lecturer in Brahmanbaria woman's college, Bangladesh, made his mind to think whether to carry on his job or not because of his unexpected instant transfer without any reason or previous notice, that was far away from his home district. He joined the college in January-2013 and started his career as a lecturer in English after completing his bachelor in English literature and language from Dhaka University. He received the transfer order in September-2013 in less than one years of his service to the college which was nearby to his residence. The normal procedure of transferring an employee was to complete minimum five years in the same college. The issue of transfer order made Mr. Saiful quit the job. There were also a few incidents that led Mr. Saiful to make the final decision. However, this is the feature of college that sometimes newly joined lecturers are given awkward transfer without any cause. As a result they are compelled to forgo their job.*

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### INTRODUCTION

Brahmanbaria Woman's College is one of the famous educational institutions not only in Chittagong Division but also in Bangladesh which is fully owned by the government. It is one of the largest district level colleges in Bangladesh. It has large volume of students and work as fourteen subjects' honours and master, higher secondary education. A lot of work like admission of students, giving lecture in the class, various administrative work, development of infrastructure of college and so on. To complete all of these works, college needs to make committee and a specific committee has been assigned the work to achieve the annual goals of the college. The college needs all the teachers' involvement spontaneously to execute the work.

Mr. Saiful who is an English graduate, joined college as a lecturer for three reasons. Firstly, he belonged to a needy middle-class family who expected their son would do the job and earn money after graduation. At that time the job was a genuine need to him to support his family and himself too. Secondly, he thought that it was a government job with reasonable salary. It is also true that getting a job in contemporary situation is very tough. Thirdly, in social point of view, government job is highly respected and it is very competitive to get a job in a public college. It's a good job especially for all youths from middle class families though the salary is not sufficient enough and his first posting was given in his hometown. When he was selected for the job, he just took the offer and joined it without any hesitation. He had a dream of taking higher study abroad. He wanted to achieve his master degree from one of the best ranking foreign universities. He thought he would be able to fulfil his dream by joining this job at the age of twenty five. Mr. Saiful was the youngest lecturer in his college as well as honest, sincere, energetic and hardworking along with mind blowing personality. The negative sides of

his character were introvertness, haughty attitude, unfriendly behaviour to everyone and he speaks very little.

Mr. Sofiq, the professor of the college was working there for more than three years, had been bearing an administrative position of the post of principal. Though his age was above fifty he looked so young and he was really hard working in his profession. He was punctual, friendly with all people, had a huge experience and skill in administrative work of college. He knew how to manage employees, students, college and how to keep calm and peaceful environment in college. The only backward side of his character was, he used to take bribes in many ways from the guardian of students at the time of admission, making false voucher for taking away money from government fund and also bribed higher authorities to maintain his position in that college. Mr. Saiful, though newly appointed lecturer, often argued directly with the college principal regarding the malpractices without any care.

### **PROBLEM STATEMENT**

After starting work in the college, Mr. Saiful realized that he had a wrong perception that there were less work pressure in public college. Although the amount of work was too high, he started to love his profession, because it was teaching the students from all classes, especially poor rural students. Moreover, he found two of his senior colleagues Mr. Zahir and Mrs. Jui who were more than ten years senior to him, were very friendly with Mr. Saiful. Both of them were experienced and cooperative with Mr. Saiful. Mr. Zahir supervised Mr. Saiful and helped him in many ways.

There were in total thirty three employees in that college including him. He was included in higher secondary admission committee and given the responsibility of all reporting to the higher authority office timely. Problem started when he discovered all the corruption and malpractices by the principal and older colleagues which he never imagined about.

Though the college was in Mr. Saiful's hometown but he lived there lonely. All his relatives have been residing in the capital city Dhaka which was two hundred kilometres away from the hometown of Saiful. The college was the only public college in that location to serve students from twenty nearby areas alone which also reflected the class pressure and workload.

### **THE CONFLICTS AND ITS CAUSES**

By overlooking all small issues, the major issues of Mr. Saiful's transfer order without following a normal procedure made him to think of quitting his job, have been stated as follows:

1. Mr. Saiful often argued with the principal directly, sometimes used to yell over other employees even though they were senior to him. He always wanted to finish the duty of college and official work early and get back to home earlier, so that he could spend some time to prepare for his higher education abroad. But unfortunately he hardly leaves the college at 5:00pm in his entire career of college; on the other hand he always had to leave the college after 7.30pm.

**Causes:** The principal always allowed the official work after 5pm though teachers completed college duties in due time. In admission period, he allowed guardian to meet with him by taking bribes (cash, cigarettes, foods, cold drinks etc.), which led teachers to clear work and leave college late. Other senior teachers didn't object because they also got shares from the principal and participated in various types of malpractices.

2. The principal had a wrong perception about Mr. Saiful that he was trying to assemble a union against him.

**Causes:** Mr. Saiful used to be close and friendly only with the other colleagues (Mr. Zahir and Mrs. Jui) with whom he felt a comfortable working environment in the committee and whose mentality matched with him.

After observing such behaviour of Mr. Saiful, the principal of his college took an action against him. He requested the Directorate General Office for a new lecturer by replacing Mr. Saiful using the supporting statement of some other colleagues who were against Mr. Saiful. In less than one year, one day morning on 19<sup>th</sup> September-2013, on the spur of the moment, Mr. Saiful received an instant transfer order to a college that was far away from his home town. Analysing the decision of the transfer order, which was made without any investigation and out of normal procedure, he realized it was nothing but intentional.

Instead of raising voice, Mr. Saiful decided to join his new college peacefully overlooking the situation and hoping for better environment. But, before Mr. Saiful's joining in his new college, his ex-principal already persuaded the principal in the new college against Mr. Saiful by creating bad impression on him. Mr. Saiful invented this fact after passing of the one month of joining his new college.

After passing of two months at his new college, one day Mr. Saiful was caught by serious illness suddenly. He needed to move to Dhaka immediately to stay with his family for the recovery of illness. He informed his principal over phone and sent an application by e-mail. After diagnosis he came to know that he got infected with serious virus. To have total relief from this illness he had to take two months bed rest. After recovering from illness he joined at his college and applied for approval of his medical leave by submitting all the required documents. But, his file was moving from table to table at the Directorate General Office. Then, after four months he got a call from Directorate Office, an officer from HR department asked for bribe from Mr. Saiful directly, if he wanted the approval of his medical leave. Mr. Saiful was really shocked and disappointed.

However, besides working at the college, Mr. Saiful was conscious about gathering information and taking preparation for his higher study abroad. In October-2013 Mr. Saiful received an offer letter from University of Melbourne, Australia, for his master degree. His happiness was knew no bounds. He needed to visit Australian embassy for his VISA, which was situated in India, because there is no embassy of Australia in Bangladesh. He explained the situation to his principal and applied for one week leave. But, the principal refused to accept his leave application for two reasons. Firstly, his two

months medical leave was not approved yet. Secondly, half yearly examination was going to be around and there was too much workload. Mr. Saiful became late to submit his VISA application to Australian embassy and failed to manage his VISA of Australia.

Mr. Saiful had become so disappointed and frustrated with the management behaviour, culture and entire system of the ministry of education that he started to think seriously about quitting the job.

### **PART- B**

Finally, Mr. Saiful decides to quit his job and submits his resignation letter on 18<sup>th</sup> November-2013. However, he was not the only one to quit the college job, a lot of newly appointed teachers and employees including Mr. Saiful left the college job for better opportunity of their life.

After that incident, both the principal (previous college and new college) were transferred to another college. Few employees were also transferred and replaced with new recruitment. Till now, the colleges are suffering from shortage of lecturers, though the authority already had done two new recruitments for lecturer post. The institution restructured their salary which is now quite similar to private institutions. It is trying to compete with private institution by advancing its information and technology department. The institution is doing well with its newly recruited young employees. The institution has a plan to declare another recruiting announcement very soon.

### **QUESTIONS**

1. What are the root causes of the problems in the college discussed in the case?
2. What are the recommendations to minimise turnover rate by new employees and corruption in public colleges?