

**GLASS CEILING AND ADVANCEMENT OF WOMEN IN DECISION MAKING IN THE
PUBLIC SERVICE OF MAURITIUS**

By

Reena Munbodh Gopal

Submitted in accordance with the requirements for

the degree of

MASTER OF PUBLIC ADMINISTRATION

in the subject

PUBLIC ADMINISTRATION

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: Dr XC THANI

CO-SUPERVISOR: Prof SB KAHN

JANUARY 2022

DECLARATION

Name : Reena Munbodh Gopal
Student number : 31258492
Degree : Master in Public administration

GLASS CEILING AND ADVANCEMENT OF WOMEN IN DECISION MAKING IN THE PUBLICSERVICE OF MAURITIUS

I declare that the above mini dissertation is my own work and that all sources I used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any higher education institution.



SIGNATURE

_____10/08/22_____

DATE

DEDICATION

I am grateful to my supervisors', Dr Xolile Carol Thani and express special gratitude to Prof Sinval Kahn. I also dedicate this dissertation to my family specially my daughter and friends who have supported me throughout the process.

ACKNOWLEDGEMENTS

Foremost, I would like to express my sincere gratitude to my supervisor Dr Xolile Carol Thani for her continuous support, patience, motivation, and immense knowledge.

Besides my supervisor, I would like to thank my co-supervisor Prof Sinval Kahn for his encouragement, insightful comments, and patience.

My sincere thanks also go to my family specially my daughter for being there for me throughout the entire dissertation and for always being my cheerleader.

I am also grateful to my colleagues and friends for their precious help.

Finally, I give a special thanks to Vina for her immense support, guidance and understanding.

ABSTRACT

Glass ceiling is one of the barriers that hinder women's advancement. These barriers are viewed as artificial because they are social constructed. Moreover, they show a marked difference between those who have achieved self-actualisation and those left behind. In this context, women are often marginalized or misrepresented. It is for this reason that this dissertation aimed to explore the advancement of women in the public service with specific reference to Mauritius.

A content analysis approach was chosen to undertake this research endeavour. This entailed undertaking a conceptual study which was appropriate considering that this is a mini dissertation. The investigated literature revealed that women are not equally represented in the economy. This seems to be a global problem. It was further found that women in Mauritius were successful in fighting for their rights and proving themselves equal to men in the professional domain in the public sector. It was, however, noted that employees are not evenly distributed in the various ministries in Mauritius. Breaking the glass ceiling would be possible, provided women work together to overcome these barriers. It is recommended that women who aspire to advance to executive management, should take the necessary initiatives to show that they are eager to break the ceiling.

KEY TERMS:

Gender, glass ceiling, policy, decision-making, barriers, social barriers and culture.

OPSOMMING

Die glasplafon is een van die hindernisse wat die bevordering van vroue bemoeilik. Hierdie hindernisse word as kunsmatig beskou omdat dit sosiaal geformuleer is. Boonop toon dit 'n beduidende verskil tussen dié vroue wat selfverwesenliking bereik het en dié vroue wat agterweë gebly het. In hierdie konteks word vroue dikwels gemarginaliseer of wanvoorgestel. Die doel van hierdie proefskrif was om die bevordering van vroue in die staatsdiens te ondersoek, met spesifieke verwysing na Mauritius.

'n Inhoudsontledingsbenadering is aangeneem vir hierdie navorsingsonderneming. Hierdie benadering het die onderneming van 'n konseptuele studie behels. Die literatuur wat bestudeer is, het getoon dat vroue nie in 'n gelyke mate voorgestel word in die ekonomie nie. Dit blyk 'n wêreldwye probleem te wees. Daar is verder vasgestel dat vroue in Mauritius daarin geslaag het om vir hulle regte te veg en om hulleself as gelykstaande aan mans op professionele gebied in die openbare sektor te bewys. Daar is wel agtergekom dat vroulike werknemers nie gelyk versprei is in die verskeie ministerskappe in Mauritius nie. Dit is moontlik om deur die glasplafon te breek, mits vroue saamwerk om hierdie tipe hindernisse te oorkom. Daar word aanbeveel dat vroue wat daarna streef om bevorder te word na uitvoerende bestuursposisies, die nodige inisiatief moet neem om te wys dat hulle entoesiasties is om deur die glasplafon te breek.

SLEUTELTERME:

Geslag, glasplafon, beleid, besluitneming, hindernisse, sosiale hindernisse en kultuur.

SIBUTSETELO

Sihibe sabomake ngulesinye setihibe letivimba kutfufuka kwabomake. Letihibe titsatfwa njengaletingaphatseki ngobe takhiwe kutenhlalo. Ngetulu kwaloko, tikhombisa umehluko lomkhulu emkhatsini wabomake lasebaphumelele kanye nalabo labasalele emuva. Kulengcikitsisimo, bomake bavamise kunganakwa noma-ke bangamelelwa kahle. Inhloso yaledizetheshini kuhlolisisa kutfufuka kwabomake kutemisebenti yahulumende, ngekubhekisa kakhulu eMauritius.

Kusetjentiswe luhlathiyo lwalokucuketfwe ekwenteni lolucwaningo. Lendlela ifake ekhatsi kuchuba sifundvo semcondvo. Imibhalo lesetjentsiwe ikhombise kutsi bomake abakamelelwa ngalokwenele kutemnotfo. Loku kubonakala sengatsi kuyinkinga yemave emhlaba. Kwaphindze futsi kwatfolakala kutsi eMauritius bomake baphumelela kulwela emalungelo abo kanye nekutikhombisa balingana nabobabe emkhakheni wetebungcweti emkhakheni wahulumende. Nanoma kunjalo, kwabonakala kutsi, basebenti besifazane abakasabalali ngalokulinganako ematikweni aseMauritius. Kuyakhoneka kwephula sihibe, kuphela-nje uma ngabe bomake basebenta ngekubambisana kute bancobe letinhlobo tetihibe. Kunconywa kutsi bomake labanenshisekelo yekukhuphukela etikhundleni tekuphatsa batsatsa tingenelelo kukhombisa kutsi bayakulangatelela kwephula lesihibe.

EMAGAMA LABALULEKILE:

Bulili, sihibe sabomake, inchubomgomo, kutsatsa tincomo, tihibe, tihibe tetenhlalo kanye nemasiko.

TABLE OF CONTENTS

GLASS CEILING AND ADVANCEMENT OF WOMEN IN DECISION MAKING IN THE PUBLIC SERVICE OF MAURITIUS

DECLARATION.....	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
CHAPTER 1	1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND AND MOTIVATION FOR THE STUDY	2
1.2.1 Mauritius	3
1.3 PROBLEM STATEMENT	5
1.4 RESEARCH QUESTIONS	5
1.5 RESEARCH OBJECTIVES	6
1.6 CONCEPTUALISATION.....	6
1.7 RESEARCH METHODOLOGY	7
1.8 LITERATURE REVIEW	8
1.9 ETHICAL CONSIDERATIONS	8
1.10 LIMITATION OF THE STUDY	8
1.11 OUTLINE OF CHAPTERS	9
1.12 CONCLUSION	9
CHAPTER 2.....	10
2.1 INTRODUCTION.....	10
2.2 BARRIERS TO WOMEN EMPOWERMENT	11
2.2.1 Status of women in society	11
2.2.1.1 Social construction of gender roles in society.....	11
2.2.1.2 Oppression of women.....	12

2.2.2	Examination of social distinctions	13
2.2.2.1	Gender differences	13
2.2.2.2	Gender inequality	13
2.2.2.3	Gender oppression	14
2.2.2.4	Structural oppression.....	14
2.3	RECOGNITION OF WOMEN	15
2.4	CHANGING PERSPECTIVES.....	16
2.4.1	Women’s career and barriers to advancement	16
2.4.1.1	Status differentiation	16
2.4.1.2	Gender role socialisation and stereotyping.....	17
2.4.1.3	Glass ceiling	18
2.4.1.4	Employee turnover	19
2.5	CONCLUSION	20
 CHAPTER 3.....		21
3.1	INTRODUCTION.....	21
3.2	RESEARCH METHODOLOGY	21
3.3	PURPOSE OF THE RESEARCH.....	22
3.4	JUSTIFICATION FOR ADOPTING A QUALITATIVE RESEARCH METHOD.....	22
3.4.1	Data collection procedure	24
3.4.1.1	Planning process	24
3.4.1.2	Types of documents	25
3.4.1.3	Documents analysis and collected documents	26
3.4.2	Data organisation.....	28
3.4.2.1	Official documents	28
3.4.2.2	Secondary sources.....	28
3.4.2.3	Limitations in accessing secondary sources.....	28
3.5	RESEARCH INSTRUMENTS.....	29
3.6	QUALITATIVE SECONDARY ANALYSIS	29
3.6.1	Coding	29
3.7	ETHICAL CLEARANCE	29

3.8	LIMITATIONS.....	30
3.9	CONCLUSION	30
CHAPTER 4.....		32
4.1	INTRODUCTION.....	32
4.2	WOMEN ACHIEVEMENT AND GLASS CEILING.....	32
4.2.1	Women achievement in the SADC region.....	32
4.2.2	Social construction of gender roles in society.....	33
4.2.3	Gender inequality.....	34
4.2.4	Gender oppression	35
4.2.5	Structural oppression	36
4.2.6	Changing perspectives	37
4.3	WOMEN AND REPRESENTATION IN THE PUBLIC SECTOR	39
4.3.1	Human resources management and women	39
4.3.2	Posting in ministries and gender issues.....	40
4.3.3	Promotion in ministries and gender issues	42
4.3.3.1	Promotion to the post of Secretary to the Cabinet.....	44
4.3.3.2	Promotion to the post of Permanent Secretary.....	45
4.3.3.3	Promotion to the post of Deputy Permanent Secretary	46
4.3.3.4	Promotion to the post of Assistant Permanent Secretary	47
4.3.3.5	Post occupation by gender in 2020	48
4.3.3.6	Post occupation for women in 2006 and 2020.....	50
4.4	CONCLUSION	50
CHAPTER 5.....		52
5.1	INTRODUCTION.....	52
5.2	SUMMARY OF CHAPTERS.....	52
5.3	FINDINGS	53
5.3.1	Objective 1: To examine whether the glass ceiling prohibits women from achieving their full potential in the professional domain	53

5.3.2	Objective 2: To compare men’s and women’s advancement opportunities at senior management services (SMS) in the public service.....	54
5.3.3	Objective 3: To investigate women’s representation in the Mauritian public service	54
5.4	RECOMMENDATIONS	56
5.5	CONCLUSION	57
LIST OF SOURCES.....		59

List of tables

Table 3. 1:	Documents used, availability and sources.....	26
Table 4. 1:	List of Ministries with more women employees than men in 2018.....	40
Table 4. 2:	List of Ministries with less women employees than men in 2018.....	42
Table 4. 3:	Coding for each Ministry.....	43

List of figures

Figure 4. 1:	Coding for each Ministry.....	39
Figure 4. 2:	Secretary to the Cabinet by Ministry and gender	45
Figure 4. 3:	Permanent Secretary by Ministry and gender	46
Figure 4. 4:	Deputy Permanent Secretary by Ministry and gender	47
Figure 4. 5:	Assistant Permanent Secretary by Ministry and gender.....	48
Figure 4. 6:	Five highest senior posts by gender.....	49
Figure 4. 7:	Comparison by gender for 2016 and 2020	50

<u>APPENDIX 1: Positions in the various Ministries in Mauritius Year 2019/2020.....</u>	<u>70</u>
<u>APPENDIX 2: Ethical Clearance Certificate</u>	<u>74</u>
<u>APPENDIX 3: Language Editing Certificate</u>	<u>75</u>

CHAPTER 1

INTRODUCTION AND ORIENTATION OF THE STUDY

1.1 INTRODUCTION

At the 65th session of the Commission on the Status of Women (CSW65), Mlambo-Ngcuka (2021: 10), shared: “this pandemic has been the most directly discriminatory crisis the world has ever seen. It has treated most harshly those most deprived and affected women’s lives across the world. But with firm political will to achieve fast-tracked, equal power-sharing, women and men can together address this and the other urgent challenges of our time, from climate change to conflict.” This shows that women are still affected and treated harshly during the pandemic period. This has been a long-standing challenge. To intensify evolution of women’s equality UNESCO Priority Gender Equality Action Plan 2014-2021 mentions that gender equality continues to be considered as two-global priorities of UNESCO.

In line with the above statements, this study focuses on glass ceiling and development of women in decision-making in the public service of Mauritius. Johns (2013: 2) states that the term ‘glass ceiling’ was initially introduced in the 1980s. Sabharwal (2013: 399) describes it as “the barriers women are confronted with in their attempt to rise to leadership positions”. Barriers that hinder women from attaining management and executive positions can be either invisible or artificial. The term ‘glass ceiling’ seems to be associated with the term ‘glass wall’, defined as the “barriers that hold women in certain types of agencies that are traditionally viewed as feminine in nature” (Sabharwal, 2013: 399). Both concepts refer to barriers in women’s career advancement and represent a perception that puts emphasis on certain notions of gender imbalance (Connell, 2006: 837).

The UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) adopted in 1981 and the United Nations Development Programme (UNDP) intersessional meeting in 2021 highlight the importance of advancing gender equality, including advancement of women to managerial and executive positions in the work sector. In this dissertation, the focus is on the glass ceiling faced by women in decision-making in the Mauritian public service; the aim is to contribute to the gender discourse in Public Administration, and to the public sector in general. This study focuses on the evolution of the glass ceiling in Mauritius with particular emphasis on decision-taking positions in the public service of Mauritius.

To reiterate, this chapter comprises of a background and the incentive of this study to put the problem into context. The problem statement, research objectives and questions, as well as the goal of the study will also be discussed. Moreover, the adopted research methodology for scrutinising the research problem will be unpacked for clarity purposes. In addition, the conceptualisation and the definition of terms frequently used, will be presented as well.

1.2 BACKGROUND AND MOTIVATION FOR THE STUDY

The conception that a woman's ideal place is at home has consciously been held by society and women are supposed to battle in proving themselves equal to men (Wilson, 2013:1). According to Mafunisa (2006: 3), in the western culture, the breadwinner notion, meaning that it is the husband who should support his family, is still common, relegating the importance of a wife's career to a secondary position; it is of note that this notion also favours women follow feminine careers, and that working extended hours are inappropriate for women. Furthermore, according to Mafunisa (2006:3), women are not in possession of leadership qualities that make them suitable for Senior Management Services (SMS). In some cases, women are socialized in a way so that they accept the outlook that they cannot be part of management, especially in the African continent. Furthermore, "the lack of gender awareness by educators strengthen gender inequality that undermine girls' self-esteem" (Mafunisa, 2006: 3). Since this notion is subconsciously learnt, it is necessary that gender awareness is promoted.

Socially constructed stereotypes are readily attached to women. Patriarchal societies dictating the life and roles of women induce the problem of under-representation of women in executive positions, as acceptable standards. The concept of the glass ceiling that is the notion that due to an invisible barrier, a minority group such as that of women is prevented from rising beyond a certain level in a hierarchy, is still common and experienced by women in the 21st century). Although women may no longer be barred from employment because of their gender orientation, there might still be other reasons that prevent them from moving into supervisory and management positions (Wilson, 2013: 1). In many public and private sectors, females are often looked down upon and disadvantaged. The popular notion of glass ceiling effects implies “that gender (or other) disadvantages such as low promotion, pervasive stereotypes such as that of a “caring mother”, are stronger at the top of the hierarchy than at lower levels, and these disadvantages become worse later in a person’s career” (Cotter, 2001: 655).

Various countries such as Colombia, Congo, New Zealand, India and Mauritius have enacted legislations that bar sexual, and any other forms of discrimination against women in the workplace. Various organisations and institutions host awareness campaigns to address the various forms of discrimination against women worldwide and in their country. Hannan (2006:1) contends that “women should be equitably represented and have access to decision-making within all organisations”. Although women constitute half of the global population i.e, 3,905 million representing 49.58% of the world population, and are taking senior positions in the political arena, the “road has been difficult and the numbers disproportionate” (Hannan, 2006:1). It has been noted that a significant change in attitudes and practices is essential to bring about a positive change.

A brief description of Mauritius and its constitutions and legislations are provided in the following section to better circumscribe the status of women in society and the public service.

1.2.1 Mauritius

Mauritius is a small island of about 720 square miles located in the Indian Ocean of the east coast of Africa. Mauritius gained its independence in 1968 and acceded to the status

of Republic in 1992. The population of Mauritius, in December 2019, was 1,265,475 which include 639,453 women and 626,022 men (CSO, 2019:1). In comparison to a figure of 1,265,637 at the end of 2018, there was a decrease in population by 162 or -0.01%. Since independence, Mauritius made some progress and successfully transitioned “from a low-income agrarian economy to a middle-income country. Growth slowed down from an average of 4.8% during 2003-2007 to 3.9% in the period 2008-2013”. But since the 1980s, “Mauritius is classified as a middle-income economy” as “it has experienced remarkable swift development” (Ramguttly-Wong, 2003:2).

The Constitution of Mauritius of 1968, amended in 2011, guarantees “fundamental rights and freedom of the individual, protection of right of life, protection of right of personal liberty and protection from discrimination”. In addition, the Equal Opportunities (amended) Act No 15 of 2017 acknowledges equal rights for all citizens. Mauritius adopted a National Gender Policy (2008) to mainstream gender, in all sectoral policies, with the support of UNDP and activists from all quarters. Several vital international human rights agreements, to promote gender equality and female empowerment, were ratified (Ragoobur, 2015:455). This paradigm shift brought significant changes in relation to various indices pertaining to gender equality (Dabee, 2021: 1).

When Mauritius became a British colony, the public service was developed. It was characterised by a complex network of laws and regulations, high precision, range of grades and a long chain of directives and instructions (Ramguttly-Wong, 2014: 55). In the early 1980's, when Mauritius faced acute economic problems, the inefficiency of the public service was highlighted, and attempts were made to transform its structure. In the Pay Research Bureau Report (1998), government conveyed its engagement to improve the public service with the aim of ameliorating service delivery and “strengthening the process of public policy and decision making”. Consecutive reports constantly made the same suggestions. Nevertheless, the public sector is still influenced by its colonial heritage (Ramguttly-Wong, 2014: 55).

1.3 PROBLEM STATEMENT

Mauritius is a multicultural country which is proceeding towards expansion, evolution and progress of women in conformity with its Constitution. In line with the United Nations Decade for Women for Plan of Action of 1976/1985, Mauritius was among the first countries to set up an institutional mechanism for the advancement of women's rights. A Ministry for Women's Affairs was set up in 1976 directed to provide for women's rights, child growth and family welfare.

The problem statement relates to the following: regardless of policies and practices for the allocation of equal opportunities in its several structures, barriers to women's advancement are acquired from a "combination of stereotypical attitudes and perceptions which continue to compartmentalise people and leadership qualities by gender as well as the system itself, which is patriarchal" (Gunnoo, 2012: 1).

Although Mauritius adopted a right-based approach to development, men keep exercising control over the policy and managing spheres (Verdickt, 2009:1-2). Tandrayen-Ragoobur (2015: 452) highlight that the higher level of the hierarchy is more influenced by gender drawbacks than the lower level. Thus, women are forced to leave sectors traditionally dominated by men if they wish to advance their careers.

Despite commitments taken by Mauritius at national and international levels to promote women's rights, the glass ceiling concept is still common in the public sectors in Mauritius. Women still face many challenges in the professional domain. Since glass ceiling encountered by women in their progress in the public sector has not been analysed considerably, to reiterate, this research work seeks to explore the advancement of women in the public service in the 21st century.

1.4 RESEARCH QUESTIONS

Emanating from the problem statement, the following research questions are explored:

- Does glass ceiling prohibit women from achieving their full potential in the public service?

- Do women enjoy equal advancement opportunities at senior management services (SMS) as their male counterparts in the public service?
- Do women enjoy equal representation in the Mauritian public service?

1.5 RESEARCH OBJECTIVES

The goal of this research was to discern the evolution of glass ceiling in Mauritius with particular emphasis on decision-making positions in the public service of Mauritius. To answer the above problem statement, the ensuing research aims are considered:

- To examine whether glass ceiling prohibits women from achieving their full potential in the professional domain.
- To compare men's and women's advancement opportunities at senior management services (SMS) in the public service.
- To investigate women's representation in the Mauritian public service.

1.6 CONCEPTUALISATION

The following concepts were noted and are defined in this section:

Gender: refers to the socially constructed comprehension of what it means to be a man or a woman. It also relates to the social features whereby women and men exist in a vital structural relationship to each other. "It is the process through which social life is organised at the level of the individual, family and society and it also plays an essential role in the structure of the organization" (Nicholson, 1994: 39).

Glass ceiling: According to Omran (2015: 315), "glass ceiling may be defined as a phenomenon of lack of promotion of women to upper levels of authority hierarchies". The main notion behind the phrase was that "women were blocked by a transparent and

invisible barrier". They persistently failed to climb the corporate ladder and were unable to attain equal opportunities with men.

Policy: It is interpreted as a rather solid, rule following-like path followed by an actor or set of actors in handling with an issue or matter of concern. This definition emphasizes on what is done instead of what is only proposed (Anderson, 2003: 6).

Decision-making: Anderson (2003: 122) interprets decision-making as making a choice from options and selecting the best one.

Barriers: The National Health Service, Education for Scotland (2014: 5) defines "barriers as those things that prevent or make access to a service more difficult for certain groups and individuals".

Social barriers: Social barriers relate to the cultural institutions and structures that negatively affect individuals, including gender and ethnicity. They can affect the capacity of groups and individuals to engage in services (Katz, 2007: 11).

Culture: It is a derivation of individual insight into, something learned or created by individuals themselves or passed on to them socially by contemporaries or ancestors (Avruch, 1998: 5-6).

1.7 RESEARCH METHODOLOGY

This study is based on secondary or desktop research. This usually involves perusal of research material available in libraries and websites, including the official government websites, data from the Central Statistics Office (CSO) of Mauritius, national reports and other official documents. Relevant national and international scholarly literature, research material available from educational institutions such as published and unpublished dissertations and theses, as well as relevant data emanating from commercial information sources such as local newspapers and magazines, help to gain a better understanding about glass ceiling in the public service.

The quality of secondary research consulted is linked to the quality of research work conducted by different researchers to collect primary research. Furthermore, Shank (2002) defines qualitative research as “a form of systematic empirical inquiry into meaning”. Lincoln (2005) claims that qualitative research involves an interpretive and naturalistic approach, which means that it studies things in their natural settings, attempting to make sense of, or to interpret phenomena in terms of the meanings people bring to them. The research method is further discussed in Chapter 3.

1.8 LITERATURE REVIEW

This section deals with the literature regarding feminist theories, gender and the glass ceiling concept as well as employee turnover (the latter is discussed in detail in chapter 2).

1.9 ETHICAL CONSIDERATIONS

According to Resnik (2015: 1), ethics can be defined as principles or laws differentiating between right or wrong, norms of conduct that differentiate acceptable and unacceptable behaviours. Ethics provides a perspective about how to act and use a procedure or a method to analyse complex problems. It is essential to be in accordance with to ethical rules in research.

For this research, only reliable secondary information and original official reports that are available to the public were considered. The researcher did not consult any confidential documents. Compliance to ethical clearance was also sought by applying for ethical clearance from the Department of Public Administration and Management of the University of South Africa (UNISA). Subsequently, the ethical clearance was granted (see Appendix 2).

1.10 LIMITATION OF THE STUDY

This research focuses on a glass ceiling in the public service of Mauritius. Although secondary sources used are reliable, they may not be exhaustive. This limitation was overcome by using recent sources on the selected topic.

1.11 OUTLINE OF CHAPTERS

The research is divided into five chapters, as follows:

- Chapter 1 is entitled “Introduction and orientation of the study”. The background and motivation for the study, problem statement, research objectives, methodology, delimitations of the research, literature review, ethical clearance and outline of chapters are presented here.
- Chapter 2 focuses on the feminist theories, gender and the glass ceiling in the context of public service.
- Chapter 3 unpacks the research methodology and design. Scholarly literature and official documents were used to address the research questions and objectives.
- Chapter 4 presents the data analysis and interpretation of results.
- Chapter 5 provides the findings, recommendations and conclusion of the dissertation.

1.12 CONCLUSION

This chapter discusses the background, motivation, problem statement, research questions, conceptualization, research methodology and ethical consideration. A brief summary of the legislative framework about gender in Mauritius, and research questions concerning the status of women’s empowerment in relation to the glass ceiling in the public service of Mauritius, are also presented. The next chapter discusses the feminist theories, gender, and the glass ceiling.

CHAPTER 2

FEMINIST THEORIES, GENDER AND GLASS CEILING

2.1 INTRODUCTION

This chapter addresses the first and second research objectives (see section 1.5). Scholarly literature is analysed to adequately address the research objectives to indicate the literature available on this topic (barriers to the advancement of women, and the concept of the glass ceiling).

According to the International Monetary Fund Staff Discussion Note (2013: 4), women accounts for more than 50 % of the world's population but "their contribution to economic activity, growth, as well as well-being is much below its capacity, which leads to severe macro-economic effects". It is evident that women are not equally represented in the economy. Considering this background, an analysis of different feminist theories is pursued in this chapter to better understand the changing roles of women in society and at work. Moreover, the status of women in the workplace is also explored. Hurdles that prevent women from reaching the pinnacle of their career is also highlighted. The literature on glass ceiling is investigated, namely discrimination, different types of inequalities, under-representation of women in decision-making processes and obstacles to self-actualisation in the public service.

The following section explores the literature regarding feminist theories in relation to the status of women in society, women empowerment and barriers to women's advancement in their career.

2.2 BARRIERS TO WOMEN EMPOWERMENT

This section deals with barriers that prohibit women empowerment in the workplace.

2.2.1 Status of women in society

Existential and phenomenological feminists like Simone de Beauvoir (1949) stated that for eras women have been marginalised and it was an acceptable norm to identify women as “the other” in patriarchal societies. This is evidenced when women are appointed in important positions that are deemed to be suitable for men.

Feminist theories are regarded as an important group of contemporary theories which emerged out of women’s movements and analyse the status of women and men in society and to use that knowledge to enhance women’s lives (Crossman, 2013:932). The goal of feminist theories was to understand the status of women in society with mission of improving their status in society (Crossman, 2013: 1). For Shafritz (2016: 481), feminist theories were the way for a feminist to ‘bring up’ those ignored or unfairly excluded. McGinn and Patterson (2005: 932) emphasises that attempts have been made to classify feminist thinking and theories of thought: liberal, socialist feminism, radical feminism and multiracial feminism. They consider that feminist theories offer views of the world “that highlight the extent to which sexual, gender, and other ‘master status’ distinctions structure the world” (McGinn and Patterson, 2005: 932), and to find out whether “sex/gender distinctions are understood as natural or socially constructed”. It also noted that they are hierarchically organised and structured with a dimension of power. It can be deduced that as long as the implementers of the legislation to promote women advancement are not willing to embrace this notion, women will continue to be marginalised.

2.2.1.1 *Social construction of gender roles in society*

Lewis (2020: 1) states that “radical feminism is a philosophy emphasizing the patriarchal roots of inequality between men and women, or more specifically, the social domination of women by men”. Such social domination hampers women’s advancement. The United

Nations Fund for Population Activities (UNFPA: 2005) considers gender attributes as being socially constructed.

Stivers (1999: 50) claims that feminist theory is critical of existing reality. Feminists reflect on women's historical exclusion from some human pursuits (such as business practice and advancement) and were made to confine in their home. Thus, perceived differences in the behaviour of men and women are basically a side effect of societal sex roles and such "arrangements make women more likely than men to encounter perspectives of neglect and to ask submerged questions about the terms and characteristics of their common existence with men" (Stivers 1999: 50). Liberal feminist theories consider that "gender inequality comes from past traditions that pose barriers to women's advancement" (McGinn and Patterson, 2005: 932). If the past traditions are not challenged, women will still be excluded in executive positions.

Smith (2002: 530) states that women who are married and have children are unwilling to apply for promotions due to the demanding roles of managing a family and pursuing a high-ranking career. Women opt out of positions of authority because they are more likely than men to assume the bulk of the family responsibilities as a result of this unequal division of labour. Usually, women at the higher levels of the hierarchy work very long hours, bring work home and work during the weekends. So, some women prefer not to assume the same job responsibilities as men and give priority to their family life instead, in the absence of family friendly policies at the workplace. While the expected division of labour liberates men from domestic responsibilities and excludes role conflicts in the couple's domestic life, it also undermines women's careers. This indicates the socialization need in order to support women in managerial positions.

2.2.1.2 *Oppression of women*

Socialist feminists were of the opinion that the origin of women's oppression comes from the system of capitalism, which take women as a cheap supply of labour. Women are exploited which makes them weaker, both as women and workers. Thus "gender is not a static characteristic that workers bring to the workplace as gendered individuals, but

rather something that is produced and reinforced through participation in organisations” (Anker, 2003: 248).

Treiman (1981: 22) were among the first to show that the percentage of a position that was occupied by women was negatively associated with wages earned in that occupation. According to the Global Wage Report of 2018/19, the global wage growth was at its lowest point since 2008 and women were earning 20% less than men. This shows that there has always been an income inequality between men and women. This also shows that women’s work is under-valued, even though the work itself may require equal or more efforts and skills.

2.2.2 Examination of social distinctions

Different social distinctions affecting gender and the glass ceiling is examined in this section.

2.2.2.1 Gender differences

Some traditional philosophers like Plato and Marx agree that women are equal to men, while others like Aristotle expressed “serious reservation about women’s capacities” (Haskett, 2016:1).

Margaret Fuller, the nineteenth century journalist, critic and women’s rights activist, wrote *Woman in the nineteenth century* (1843), a book about women in society. She is considered as the initiator of the cultural feminist tradition because her work highlights “the emotional, intuitive side of knowledge and expresses an organic world view that is quite different from the mechanistic view of Enlightenment rationalists” (Bingham and Al, 2009: 4). Cultural feminism emphasises different values associated with womanhood and femininity and explains why men and women experience the social world differently.

2.2.2.2 Gender inequality

Crossman (2013: 2) asserts that the gender difference perspective shows how women’s location or country they live, and their experience of social situations differ from men. Gender inequality perspectives indicated that the country where a woman lives and where

she experiences social situations, leads to different gendered roles. For example, countries like Europe and UK encourage women's empowerment, whereas middle east countries are radically different, and oppression still exist.

Marinova (2003: 1) argues that "gender equality has been, and is still, perceived in many societies as something concerning only women, invented for women and implemented for women". So, gender stereotypes are deeply rooted in society and sometimes even the strongest advocates of gender equality have no interest about this problem.

2.2.2.3 *Gender oppression*

Liberal feminists indicate "that marriage is a site of gender inequality". Women do not reap the same benefits as men when they are married. Many women are oppressed and treated unequally. Crossman (2013: 12) states that "theories of gender oppression go further than theories of gender difference and gender inequality by arguing that not only are women different from or unequal to men, but they are actively oppressed, subordinated and even abused by men". He adds that power is the key variable in gender oppression, in both psychoanalytical feminism and radical feminism. Psychoanalytical feminists attempt to explain power relations between men and women by reformulating Freud's theories of the subconscious and unconscious, human emotions and childhood development (Crossman, 2013: 14). The issue of power relations will be elaborated on throughout the dissertation.

2.2.2.4 *Structural oppression*

Structural oppression can be noticed in some organisations or societies, owing to the existence of capitalism, patriarchy, and racism and leads to gender inequality (Crossman, 2013: 1). One-way structural oppression of women, basically the economic kind, exists in the form of a gender wage gap: men normally earn more than women for the same work. Gender pay gaps represent one of today's greatest social injustices, according to Global Wages Report 2018/2019.

Ferguson (2004:1) states that socialist feminists agree with Karl Marx and Friedrich Engels on the issue that the working class is exploited because of the capitalist mode of

production, and they try to extend this exploitation to class and gender. He further states that intersectionality theorists seek to explain oppression and inequality across a variety of variables, including gender, race class, ethnicity and age. They emphasize the fact that oppression is not felt by women in the same way.

Abramowitz (2012: 32) claims that “feminism emphasizes the importance of the social, political and economic structures that shape human societies, and stresses that gender must be considered when examining the effects of oppression and dominance and power and powerlessness in the society”.

It has been a fact that during all time, women have been “oppressed and discriminated against in ways that are different than men” (Turner, 2015: 151). The inferior status delegated to women is due to societal inequality. Turner (2015:153) states that the status of women continues to be molded by economic, political and social power relations.

2.3 RECOGNITION OF WOMEN

According to Stivers (1991:50), two general perspectives on feminism have emerged in recent years. The first perspective is associated with liberal feminists and addresses the historical dichotomy in sex roles, by attempting to discourage it. The second one suggests that the opening of existing arrangements to women, helps them feel empowered. Women empowerment is seen to play a key role in acknowledging the role of women. Women’s experiences and values may be different, but they are important in their own rights and should necessarily be included in existing arrangements.

McGinn and Patterson (2005: 932) propose that liberal feminist theories incline adherents to view social distinctions as having consequences worthy of examination as gender inequality comes from past traditions, and it poses barriers to women’s advancement. They consider that feminist theories in whichever form, including in social consciousness, mass politics, institutional politics or academic writing tend to both supply and require that current gender distinctions should essentially change.

2.4 CHANGING PERSPECTIVES

Tuana (2018: 5) mentions that the past twenty years have witnessed the surge of feminist philosophy and liberal feminists such as Mackenzie (1999: 13) who consider that women should have the ability to assess their own preferences and imagine a different life. Omar and Davidson (2001: 51) propose that it is no longer true that “work and home are two separate worlds. These two worlds intersect, and institutions need to take cognizance of this. When women opt for careers, they add new roles without a decrease in their traditional roles as wives and mothers”.

Liberal feminists promote equal opportunities and equal right as the solution for social justice and reform (McGinn and Patterson, 2005: 932). According to UNFPA (2005) socially constructed gender attributes are adjustable to change in ways that can make a society more just and equitable; thus, this will lead to female empowerment, and equal access to resources and opportunities.

Turner (2015: 151) states that incorporating feminist and empowerment approaches in practice will provide social workers with the knowledge, values and skills; this in turn will promote human rights and social justice. Women empowerment helps them to understand how they are repressed and ill-treated and this often inspires them to be instrumental in bringing about broader social changes. It is important to understand the role women play, how they invest in ways of coping and to learn how strategies were put in place to increase women’s power.

2.4.1 Women’s career and barriers to advancement

This section deals with the different barriers to advancement of women in the public service in general.

2.4.1.1 *Status differentiation*

Van der Colff and Van Scheers (2004: 68) assert that there are “few women in managerial or decision-making positions in proportion to their presence in the work force; this stems from barriers to women’s advancement in the public service”. According to Athal

(2012:1), “men and women have been equal partners in the development of civilizations, and yet women were denied an equal status in the organizational environment”. Social, political institutions and the legal systems discriminate against them. Women’s role in most societies has always been confined to home. In addition, the political and economic environment is still dominated largely by men. Age, old traditions, social norms and values, economic dependence and lack of political awareness have also contributed to the marginal position of women in the realm of power and decision-making especially in the public service.

2.4.1.2 *Gender role socialisation and stereotyping*

In an organisation, humans are gendered individuals and are-controlled by perceived gender differences. Women are traditionally socialised to be passive, deferential, and soft spoken while men have traditionally been aggressive, forceful and dominant. Moreover, it is noted that women are willing to accept more limited views of success. Cotter (2001: 1) is of the view that women are encouraged to believe that they can only succeed in only certain career goals and in certain titles only.

Gender role socialisation thus creates many invisible barriers. Gender role socialisation in the workplace elicits gender stereotypical behaviour. Perceptions are inaccurate and overgeneralized from the individual to all members of a group. According to Phago and Mello (2007: 152), “male stereotyping is one of the key obstacles to the advancement of women. Employees are often judged according to gender stereotypes”.

Phago and Mello (2007:152) further suggests that stereotypes lead to faulty reasoning, biased feelings, and actions, disadvantaging women because of the groups to which they belong.

Heilman (1997:877) states that “some of the typical stereotypes’ examples are that men are believed to be strong and active in contrast, women are considered weak and passive”. There is a stark contrast between the way both genders are perceived. Whereas men are seen as being decisive, independent, rational, objective, and self-confident. With regards to women, the perceptions are negative: indecisive, dependent and emotional. Both the traits and values assigned to these two genders are different and socially

constructed. This is evident because the values ascribed to men tend to be higher as opposed to those of women, who are associated with values such as nurturance and affiliation (Heilman, 1997:877).

The ILO Report (2004:59), states that another element affecting women's progression in the workplace hierarchy is the traditional sex stereotyping of women which are considered as shy and passive. This poses a contrast to stereotypes of leadership, which are inevitably positive and linked to men. Liff and Ward (2001: 20) assert that "if women do not mirror the behaviour of males, then they are judged as being incompetent". In addition, Phago and Mello (2007: 153) claim that women complying with these attributes are subject to criticism, outright prejudice and hostility. This makes it difficult for women to find a place in top and senior management positions in the public service.

2.4.1.3 *Glass ceiling*

Glass ceiling is the term used to describe "barriers that prevent women's advancement in their career path for various reasons". The concept glass-ceiling refers to "artificial barriers to the advancement of women and minorities" (Federal Glass Ceiling Commission 1995: 1). These barriers reflect "discrimination as a deep line of demarcation between those who prosper and those left behind" (Federal Glass Ceiling Commission 1995: 1).

Cotter (2001: 655) states that "glass ceilings are measured as the residual differences due to race or gender after controlling for education, experience, abilities, motivation and other job-relevant characteristics". One effect of glass ceiling is that gender (or other) disadvantages are stronger at the top of the hierarchy in an organisation than at lower levels with lower ranking positions, and disadvantages worsen later in a person's career (Cotter, 2001: 655).

Clevenger and Singh (2013: 376), describe "glass ceiling" as a term used regularly for women who receive unreasonably low remuneration in their work environments and come up against boundaries that keep them or minorities from acquiring upper-level positions. Shabarwal (2013: 50) refers to the "glass ceiling as the illegitimate boundaries based in

attitudinal or hierarchical predispositions that keep qualified people from progressing upward into upper managerial ranks in their corporations”.

Cansu (2013: 488) states that a glass ceiling leads to inequality that represents a gender or racial difference; the latter is not explained by other job relevant characteristics of the employee and is greater at higher levels, rather than at lower levels of an outcome. Such inequality increases over the course of a career and affect the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels. The report on corporate women by Catalyst (1999), an independent research group, highlights the persistence of a glass ceiling for women of colour. According to this report, women of colour perceive a concrete and not simply a glass ceiling Manwa (2014: 5936) and Auster (2016: 177) highlight the underrepresentation of women of colour in higher management positions worldwide, despite advances made in organisations, as well as initiatives undertaken for better education and skills over the past century.

2.4.1.4 Employee turnover

Some researchers associate employee turnover with limitations to women’s advancement. Nyamubarwa (2013: 79) defines turnover as the rate of movement of employees in and out of an organization. Ongori (2007:49) describes employee turnover as the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment.

Employee turnover is classified into two categories, namely voluntary and involuntary turnover. Voluntary turnover occurs when employees leave institutions out of their own will without being pushed or coerced by their employers (Dhanpat et al, 2018: 2). Involuntary turnover occurs when good performers leave and must be replaced (Ogony & Majola, 2018: 80). Employees are the lifeblood of any institution (Das & Buruah, 2013: 8) as they enable institutions to achieve their strategic objectives. Once employees leave, especially those with scarce skills, institutions are negatively impacted. Firstly, institutions lose their corporate memory, information, customers, and their current projects. There is

evidence that such beliefs persist and may even be applied to well educated professionals and the latter are more likely to leave and organisation.

2.5 CONCLUSION

This chapter addressed feminist theories as one of the major contemporary approaches to women's advancement. Various theories of the glass ceiling were used to investigate whether it prevents women from achieving self-actualisation. It is generally agreed that gender and/or social inequality influence the chances of women's advancement into higher levels of the decision-making process. Gender or racial differences may not be explained by other job-relevant characteristics of employees, or the higher or lower levels of an outcome but when obstacles exist, gender and/or racial inequality increase over the course of a career. In addition, feminist theories are important to the understanding of individual and socio-political levels of social work assessment and intervention.

This chapter also highlighted the invisible barriers that prohibited the advancement of women. Employee turnover was also discussed.

In the next chapter, the research methodology is unpacked to better understand the status of women in decision making in the public sector of Mauritius; the degree of their empowerment is presented.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The previous chapter addressed feminist theories as they form the basis of this research. This chapter describes the research process and unpacks the research method adopted. Justifications for its use is provided. In this chapter the following important aspects are included: purpose of the research, research methodology, research design, desk research method and document analysis. The various stages adopted in addressing the main aim and research objectives of this study are also explicated. This research is conceptual in nature; hence it is non-empirical. Desktop research comprising of analysis of selected published documents undertaken to explore challenges faced by women in the public service of Mauritius, more specifically, the glass ceiling concept and advancement of women at senior management services (SMS) in the public service are explored.

3.2 RESEARCH METHODOLOGY

According to Denzin and Lincoln (2017), research methodology or strategy is determined by the nature of the research question and the subject being investigated. Similarly, Sileyew (2019:1) describes research methodology as the path through which researchers adopt to conduct their research. It also refers to the path that a researcher will utilise for formulation of the problem and objectives of the study and present his/her results from the data obtained during the study period. Murthy (2009:32) describes research methodology as “the systematic method to resolve a research problem through data gathering using various techniques, providing an interpretation of data gathered and drawing conclusions about the research data”.

This study is not aimed at providing the ultimate truth about the research topic but rather to investigate a particular way of looking at and deriving meaning on the issue under

investigation. A qualitative research approach was chosen to reinforce an understanding and interpretation of meaning.

3.3 PURPOSE OF THE RESEARCH

According to Shuttleworth (2008:4), the purpose of research is “an ongoing process of correcting and refining hypotheses, which should lead to the acceptance of certain scientific truths”. Abbas (2015:121) explains that the purpose of a research is “to identify variables, population and setting for a study”. This research aims to understand issues relating to the glass ceiling, increase public awareness about its existence and make recommendations to address the problem. Clear research objectives are well formulated in chapter one to ensure that the main aim of this research is achieved. The research objectives emanated from the problem statement which stipulates the problem under investigation. This specific research will assist in providing results to better understand the existence of glass ceiling in the Mauritian public service. It also answers the research questions based on glass ceiling and advancement of women in decision-making in the public service of Mauritius. Considering that there is vast literature on the selected topic, a qualitative approach was deemed suitable. A further justification is provided in the following section.

3.4 JUSTIFICATION FOR ADOPTING A QUALITATIVE RESEARCH METHOD

According to Busetto (2020:1), qualitative research is the study of the nature of a phenomenon and is especially appropriate for answering why something is (not) observed; it assesses complex multi-component interventions and focuses especially on interventions that may serve as improvement. Denzin and Lincoln (2017) describe qualitative research as a multifaceted research method involving an interpretative and naturalistic approach to subject matter. A qualitative approach assisted the researcher in developing a holistic picture of the phenomenon of glass ceiling.

Qualitative secondary analysis was found suitable for this research project as this research aim was to explore the extent to which women are facing the phenomenon of glass ceiling to reach decision-making positions in the public service. In addition, the

purpose of this study was to explore whether glass ceiling affects certain groups of female employees in the public service of Mauritius and how to curb this situation. As in many other countries, public service employees in Mauritius sign a formal undertaking not to disclose any sensitive information to the media or the public in general. Therefore, use of qualitative data collected by other reliable people or institutions was chosen to analyse how different governments have managed to lower the glass ceiling in organisations.

This study incorporates all the principles underlined by Denzin and Lincoln (2017) about qualitative research.

- It is holistic; it looks at the larger picture and begins with a search for understanding the whole. The research commenced by exploring the phenomenon “glass ceiling” and linking it to public service. It was critical to focus on public service and not compare it with the private sector because the contexts differ.
- It looks at relationships within a system: in exploring the relationships, the research focused on gender theories, gender and the glass ceiling (see chapter two). This has enriched the interpretation of the scholarly sources and documents. It has also further been evidenced in chapter two, where (based on discussion) it became clear that gender roles are socially constructed.
- It focuses on understanding a given social setting, not necessarily on making predictions about those settings: the research did not aim to make predictions for the future and rather focused on the current situation. The concept of a glass ceiling is not a new notion, yet it is still experienced by women across the globe. The researcher decided to focus on Mauritius to contribute to the practice (and prevention) of the glass ceiling phenomenon.
- It demands time and ongoing analysis of the data collected: this meant that the researcher had to spend hours reading, doing research and making notes to address the problem statement as stated in chapter one.

To undertake this research, sufficient time was spent to search for different books, records, statistical data, laws and other relevant documents and analyse the collected

data to ensure that the findings accurately reflected the outcomes. The researcher consciously guarded against presenting her personal experiences and attempted to remain neutral of her own biases and experiences by upholding ethical standards.

3.4.1 Data collection procedure

This section discusses the data collection procedure.

3.4.1.1 *Planning process*

A detailed planning process was followed to ensure reliable results as outlined by O’Leary (2014:1). The eight-step planning process implemented for document and/or textual analysis in this research is indicated below.

- Create a list of texts to explore the research questions (the key concepts as identified in chapter one assisted in creating the list of sources to be explored).
- Consider how to access texts with attention to linguistic and/or cultural barriers (only literature written in English was considered, to avoid misinterpretation of the text).
- Acknowledge and address biases (acknowledgement of biases was achieved in chapter two by providing deductions at the end of each section).
- Develop appropriate skills for research (the researcher was assisted by experienced supervisors to read and analyse the text from various scholarly and official sources).
- Consider strategies to ensure credibility (credibility of sources was sought by selecting sources published in accredited journals and reliable official websites).
- Know the data one is searching for (selection criteria were developed when searching for the sources (1) the source was supposed to be written in English, (2) it should have been published in an accredited journal, (3) its focus should be on gender theories, gender and glass ceiling (4) the public service context was key as the researcher did not intend to focus on the private sector).

- Consider ethical issues (ethical issues were considered by applying for an ethical clearance certificate. This helped the researcher in being aware of ethical flaws that might be committed. It was also important to present some ideas in direct quotations to avoid misinterpretation).
- Have a backup plan (a backup plan was developed by engaging experienced supervisors continuously in this research. All sources were saved in a secure folder for future use).

3.4.1.2 *Types of documents*

After the planning process, it was necessary to decide on the types of documents to be utilized. O’Leary (2014:1) identifies three primary categories of documents which are as follows:

- Public Records: this category of records included official, current records of organisations’ activities, such as annual reports and policy manuals.
- Scholarly books and articles were also used to enrich this research.

Furthermore, the following documents can also be used for research: “policy statements, edicts, legal papers, Acts of Parliament or other legislations, editorials, newspapers and magazine articles, research reports” (Zeegers, 2015:1). These documents were also used in writing chapters one, two and four. They assisted in enriching the interpretation and analysis of this research. Moreover, Erlandson et al. (1993: 99-100) recommend that researchers should not focus only on the number of quality of sources available “at the premature stage of the research process, but the selection of documents should be tacit and rational”. The researcher did not focus on the number of sources but rather the contents of the sources and the extent to which they address the problem statement.

3.4.1.3 Documents analysis and collected documents

Document analysis is a systematic procedure for reviewing or evaluating both printed and electronic materials. For Bowen (2009:1), “document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic”. According to Bowen (2009: 27), it is an important social science research, and it also forms part of a triangulation. These documents are interpreted by the researcher to give meaning to the assessed topic. In addition, document analysis requires that data be examined and interpreted to elicit meaning, gain understanding and develop empirical knowledge. Analysed documents are considered as social facts. The following section discusses the types of documents that were collected.

Table 3.1 below provides a summary of the documents that were used for this research, the format in which they were available and websites. This exercise was undertaken to ensure that only relevant documents were used and that they met the selection criteria, as discussed in the previous section. Literature on glass ceiling in the public service of Mauritius as well as studies and statistics of various reliable sources were selected. The languages and interpretation in the search result were in both English and French; no barriers were found. As the researcher is also fluent in French hence the language was not a barrier.

Table 3. 1: Documents used, availability and sources

Documents	Availability		Source(S)
	Online	Printed copies	
Acts of Parliament	√	√	Reliable websites of libraries & Open access websites
Annual reports of ministries of Mauritius	√	√	Government official websites

Documents	Availability		Source(S)
	Online	Printed copies	
Scholarly articles on gender and glass ceiling	√		Reliable websites of libraries & Open access websites
Books	√	√	Reliable websites of libraries & Open access websites
Constitution of Mauritius and other countries	√		Reliable websites of libraries & Open access websites
Dissertations on women, glass ceiling and empowerment	√		Open access repositories & University libraries
International reports on glass ceilings and empowerment	√		Reliable websites of libraries & Open access websites
Local and international newspapers	√	√	Libraries & Newspapers websites
PRB reports of Mauritius	√	√	Government official websites
Public sector guides of Mauritius		√	Magazines
Public Service Directories			
Scholars' articles	√		Reliable websites of libraries & Open access websites
Staff list from the Ministry of Civil Service of Mauritius	√		Government official websites
Statistical data	√		Central Statistics office

Source: Authors own compilation (2022)

3.4.2 Data organisation

Donnellan (2013:1) defines secondary data analysis as the analysis of existing data collected by others. In this research, the data on women employed in the public service was obtained from both traditional and electronic sources, namely the government portal, public-funded institutions, and ministries such as the Ministry of Civil Service, among others.

3.4.2.1 Official documents

In the Mauritian Public Administration, public records are termed as official documents. They include statistical reports, annual reports, staff lists, laws, constitutions etc. Official documents from different ministries and National Statistics offices were consulted. Statistics and reports on the Mauritian context are included in Table 3.1 above. These documents were selected on the basis that they are officially approved and published. Therefore, they are reliable.

3.4.2.2 Secondary sources

Secondary sources offer an analysis, interpretation or a restatement of primary sources and are considered as being persuasive. In this research, scholarly sources and research work from renowned authors were used. Research work of Mauritian scholars was also consulted as the research question was on the Mauritian context; therefore, their findings were used to analyse the research.

3.4.2.3 Limitations in accessing secondary sources

The researcher experienced two types of difficulties. Most books and research papers on the subject being studied were outdated. There were no recent updates and reports on the glass ceiling in public service. The research had to utilise readily available information to finish the dissertation.

Moreover, information on the governmental websites were not always up to date and sometimes it was not easily accessible or accessible after a certain number of attempts only. Caution was exercised by verifying the sources.

3.5 RESEARCH INSTRUMENTS

Research instrument according to Collins (2021:1) refers to “any tool that is used by a scientist to obtain, measure and analyse data”. The data is sourced from subjects included in the research experiment and focused on the topic. The instruments were used as primary and secondary sources.

3.6 QUALITATIVE SECONDARY ANALYSIS

Research work on women in the public service involves important time management. Therefore, qualitative secondary analysis, defined as the reuse of existing data to investigate a different research question (Heaton, 2004), was applied. Qualitative data is regarded as being best suited for this research topic as it is exploratory and involves in-depth analysis and research. It mainly focused on gaining insights, reasoning and motivation; hence it goes deeper in terms of research. Quantitative data was selected from 2003 to 2020 statistics to ensure reliability and accuracy of the analysis.

3.6.1 Coding

When effecting a document analysis, it is vital that the researcher codes the content into themes for easier interpretation and analysis. This has been done in this study. The data ranged from 2003 onwards and was classified according to men, women, gender, posts or different occupational levels, ministries, and the glass ceiling. Specific attention was given to some statistics on employment of both men and women in the top echelons of public service. Four posts at the highest level in public service of Mauritius were scrutinized (see chapter four). The conditions of service in the public service, pay structure at higher posts and employment policies and practices concerning gender were analysed.

3.7 ETHICAL CLEARANCE

Resnik (2015:1) describes ethics as a method, a procedure, or a way of thinking for deciding how to act and analyse complex issues and problems. According to him, there are many reasons why it is important to adhere to ethical norms in research. For this

research it was important to adhere to the ethical guidelines as provided by the University of South Africa.

As such, no confidential documents were used in this research, but all documents examined conform to set criteria and standards. Documents studied were retrieved only from reliable sources, either online or printed. Published documents from governmental sources and reports from local and international organisations were studied, among other documents. Permission or authorisation was not required from any organisation in the use of data as these materials were already available publicly. Ethical clearance was also sought for this research and was provided by UNISA as per Appendix 2.

3.8 LIMITATIONS

According to Ross (2019: 1), “limitations represent weaknesses within a research design that may influence outcomes and conclusions of the research”. Limitations are matters and occurrences arising in a study which are not in the researcher’s control. They limit the extent to which a researcher can go in terms of the study, and this can affect the end results and conclusions that can be drawn. No matter how well a study is conducted and constructed, it may still have limitations.

In this study, qualitative secondary analysis was chosen as the main method of data collection. However, as mentioned earlier, it should be emphasised that very little research work was found on the glass ceiling in the Mauritian public service. There is a dearth of prior research work in the public service of Mauritius and on the issue of glass ceiling at decision-making positions. This is explained by the fact that access to information about the public service is possible only when it is already publicly available. Therefore, access to data is severely limited. Subsequent studies may overcome these limitations.

3.9 CONCLUSION

This chapter outlined how the research was designed and undertaken to enable the researcher to understand the level of the glass ceiling impact in the public service concerning decision-making positions. It also explains and justify the use of the research

methods. The various stages used in addressing the main aim and research objectives are well detailed together with the desktop research done. The next chapter details the analysis and the findings of the research.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 INTRODUCTION

Chapter 3 unpacked the research methodology employed in this study and provided justifications for the use of qualitative secondary analysis to study the role of glass ceiling on women in public service. Analysis was carried out after the collection of essential information about the public service of Mauritius. This chapter provides an analysis of data collected and interpretation of results. In brief, the research aimed to determine the prevalence of glass ceiling and obstacles to advancement of women in the decision-making positions in the public service of Mauritius.

4.2 WOMEN ACHIEVEMENT AND GLASS CEILING

To investigate whether the glass ceiling hampered the achievement of women, the Constitution of Mauritius and other relevant legislation were consulted. Information was also gathered, based on credible scholarly sources.

4.2.1 Women achievement in the SADC region

The Third World Conference on Women was held in Nairobi in 1985. For Pietila (2002), it brought out the strength and dignity of African women as well as their self-confidence and determination. A major document entitled Forward-Looking Strategies for the Advancement of Women (NFLS), in 1985, recognized women for the first time as intellectuals, policymakers, decision-makers, planners, contributors and beneficiaries of development¹. According to the same document, since then, the status of women was reviewed by governments and international organisations, namely in the field of women's participation in political life. As the NFLS called upon “governments and political parties to intensify efforts to stimulate and ensure equality of participation by women at all levels

¹ <https://www.un.org/womenwatch/confer/nfls/>

of politics and decision-making”, Ramtohul (2006:13) mentions that “goals concern the eradication of underdevelopment, the quest for peace and the pursuit of equality for women in all forms of political, economic and social life”. The author also states that Mauritius is different from other SADC countries as follows: “While there has been commendable progress towards women empowerment, only marginal progress has been made in terms of women's political presence.” Ramtohul (2006:13) also says that women are less represented as compared to their male counterparts in ministerial and executive bodies in Mauritius. Seemingly the myths and stereotypes developed about women's political participation are still prevalent. Women are seen as passive, apolitical and conservative.

In addition, while Mauritius was “the best performer in sub-Saharan Africa with a Gender-Related-Development Index (GDI) value of 0.781 (UNDP, 2005)”, Gaddis (2020:1) states that even if the number of women increased from 50.2 % in 2008 to 57.5 % in 2018, “the gender gap lies at 31 percentage points”. He also indicates that the “gender gap in participation rates exists on each of the two main islands of the Republic of Mauritius, namely Mauritius and Rodrigues, but it is substantially larger on the island of Mauritius. In 2008, the gender gap was about 24.5% points on Rodrigues and female labor force participation was estimated at 65%. In Mauritius, the gap was almost twice as large”. Nevertheless, Gaddis (2020:15) also said that women employed in the public sector are “more likely to have high skilled jobs. Around one woman in three employed in the public sector is either a manager (2.5%) or a professional (30%). Together with technicians (26.4%, these two job categories account for almost 60% of all women employed in the public sector”. This clearly shows the gender gap that need to be addressed to promote women advancement in the public service.

4.2.2 Social construction of gender roles in society

Ballgobin and Reddi (2013: 76) highlight that education of most Mauritian women was associated to the “cult of true womanhood” since the 19th century. Education received in the secular school system, namely after 1968, led to clashes in a patriarchal society favoring rigorous moral and religious education. However, Ballgobin (2003: 76) explains

that in the post-independence period, in 1977, secondary education became free, and girls were encouraged by their parents to complete their schooling. Overall literacy rate significantly increased due to the regular government investments in the education sector. According to the same author, independence led to the realisation that manpower and human capital were of utmost importance and thus reforms, consolidation and expansion were carried out simultaneously. The reforms also included women.

Although Mauritius has signed many international conventions, for Patten (2001), economic, social and cultural barriers perpetuate discrimination against women. Taylor and Smith (2002:24), mention that "Mauritian society is often described as being family-oriented, leading to reluctance on the part of women to enter public life". The various factors that hinder women advancement are continuously addressed.

Aumeeruddy-Cziffra (2021) states that women were victims of different forms of discrimination for the last two centuries. They were considered as being incapable of taking decisions and either their father or their husband were decision-takers. They were conditioned to remain docile and subservient to men (Aumeeruddy-Cziffra, 2021). As a multicultural island, Mauritius exhibits cultural heterogeneity (Clark, 1991: 53). As in India, customs and traditions interiorised by Hindu women remain very strong. Perceptions about destruction of family peace and harmony and high divorce rate in the Western world because of working women tend to push Mauritian women to re-evaluate their priorities.

4.2.3 Gender inequality

According to the Women, Business and the Law Report (World Bank: 2019), Mauritius has come a long way towards reaching gender equality in the labour market over the last decade. According to the same report, Mauritius was one of the six top reforming economies in terms of addressing discriminatory laws and regulations that limited women's access to equal opportunities. Most of the reduction in gender participation is attributable to younger cohorts of women, particularly women with secondary educational qualifications, who are more likely to work than older women with lower academic qualifications. It widens, still today, as young women get married and have children, and

it never bounces back to the peak reached when women are between 20 and 25 years old. Gaddis (2020:1) shows that the share of women of working age (16-64) who are active in the labour market increased from 50.2 % in 2008 to 57.5 % in 2018. Gradually there is some improvement in terms of women representation.

The unfavourable situation created by gender inequalities led to the organisation of lobbies from women at national level, and also pressure from international organisations. Like many other democratic countries, successive Mauritian governments took various measures to eliminate discrimination and inequalities while developing a greater culture of inclusion in the public sector. Some of these countries like Mauritius, South Africa, Japan and Korea have achieved notable success in partly eliminating inequalities.

Nevertheless, society's views about gender roles and the conflict about acceptable norms is most often subdued by women. Ramtohol (2006; 18) states that there is in fact a substantial of both vertical and horizontal positional male gender-bias operating in Mauritius. Despite progress made to wipe out inequalities, important challenges lay ahead such as empowering women in decision-making positions and equal opportunities in promotion and recruitment in highest posts in the hierarchy in the public service.

4.2.4 Gender oppression

Chapter 2 section 3 of the Constitution of Mauritius (1968) provides for major rights such as the protection of fundamental rights and freedoms of any individual which includes “the protection of rights to life, protection of right to personal liberty, protection from slavery and forced labour, protection from inhuman treatment, protection of freedom of expression and protection from discrimination”. Several official reports such as The Journey of Women in Mauritius by Dabee (2001) and the Global Employment Trend 2004-2005 and the Global Gender Gap Report (2015) indicate that women are oppressed in terms of discrimination in terms of unequal pay, patriarchy or male domination, stereotyping and treated unequally at all socio-economic levels, and in all ethnic groups and communities. Marital status remains a risk marker for domestic violence perpetration.

A study carried out by The Parliamentary Gender Causus in 2018 on the Sociological Profiling of Perpetrators of Domestic violence in Mauritius reveals that those victims living

in a Union Libre remain at a “higher risk” (Mauritius National Assembly, 2018:7). The male perpetrator has “strong patriarchal values” (Mauritius National Assembly, 2018: 4). Some contexts are considered as threats by men in the couple, for example, paid employment of a female intimate partner when one is unemployed or a woman who has a higher level of education and higher wages while the man is less educated. The intended purpose of this study aims at analysing the socio-demographic and the psycho-social risk markers for domestic violence by perpetrators from their childhood to their adulthood. It also spots components that increase women’s risk of becoming or remaining victims of domestic violence. Finally, it provides recommendations to rectify the root causes of domestic violence and the broader socio-economic and cultural context that underpins violence in the couple. Given that statistics reveal that domestic violence is largely committed by males in Mauritius, the study accordingly focuses on this segment of the population (Mauritius National Assembly, 2018:7).

One of the main findings of this study reveals that marital status remains a risk marker for domestic violence perpetration. The study discloses that those victims living in a Union Libre remain at a higher risk of violence perpetration. It was recommended that to “have a more targeted approach towards addressing this specific category of individuals NGOs and community-based organisations act as complementary partners to the Government entities” (Mauritius National Assembly, 2018:7).

4.2.5 Structural oppression

In Mauritius, pay and salaries are structured by two different organisations. In the private sector, between 2004 and 2015, women were paid, on average, about 30% less than their male counterparts (ILO, 2018). But this gap is not present in the public sector that is monitored by the Pay Research Bureau (PRB) of Mauritius and therefore shows that there is no wage disparity between men and women in the public service.

Ramguttty-Wong and Baguant (2003:12), focused on “inadequacy or inexistence of relevant structures and policies and practices within the Mauritian public sector to promote the development and well-being of women as well as their career”. Paradoxically, the study revealed that in 2003, women were under-represented at executive level (30%

of total executive staff). A slight change is observed in the Gender Gap Index (GGI) of the World Economic Global Forum (2014) where the ranking of Mauritius decreased from 98th to 106th out of 143 countries. This shows that from 2003 to 2014, the policies and legislations put in place to empower women at executive level posts were not fully efficient.

Organisational culture also affects the promotion of women in senior management services (SMS) in the public service. Organisational cultures are generally highly dominated by men. It seems difficult for women to ascend to senior management positions. According to Le Defi Quotidien (2017:6), in 2016, there were 232 women employed as Senior Chief Executive, Permanent Secretary, Director, Manager Judge and magistrate in the public service of Mauritius while 348 men (60%) were employed in decision-making positions. Statistics shows that a glass ceiling was present in 2016 but the policies put in place to empower women shows a satisfying result in regard to the slight increase of women in employment in the public service of Mauritius in the advancement of women in decision making posts in government and the public service.

4.2.6 Changing perspectives

Verdickt (2009:1) claims that Mauritius “adopted a right-based approach to development. He argues that in line with the United Nations Decade for Women for Plan of Action of 1976/1985, Mauritius was one of the first countries to set up an institutional mechanism for the advancement of women’s rights”. As a result, a ministry was mandated to cater for women’s rights, child development and family welfare. More laws and acts were formulated to empower women and their advancement in Mauritius such as the Equal Opportunity Act (2012).

In 2019, Mauritian government came up with a scheme for free tertiary education for Mauritian citizens at undergraduate level in public Higher Education Institutions (HEIs). In 2019, there were more women enrolled locally - 60.5 % in Public Funded Institutions (PFI) and 53.5 % in the private stream (HEC, 2019). Recruitment of women in different fields is not hindered in any way if they have the required credentials which are qualifications and experiences. Furthermore, women are gradually being recruited in

professional fields usually reserved to men, such as lorry and bus drivers in the public transport sector, or mechanics, masons or painter in the construction sector. Thus, their equal status becomes more and more visible, and is progressively helping to erode traditional gender roles.

Mauritian women activists, namely from left winged parties, regrouped in the 1970s to fight for the reform of the civil law pertaining to women's rights. They opposed the fact that married women do not have any other residence than that of their husband among others. They were successful only after a long period of time in the 1980s, after the reform was implemented, women could receive a salary and use it as they wished to. They were allowed to open a bank account and choose a job without their husband's consent (Aumeeruddy-Cziffra, 2021).

The concept of 'work' still follows the male model to a very large extent. The ideal worker is one who works continuously and full time with no family interference with work. Subsequently, this situation has greatly improved in most households due to the enactments of laws. The PRB proposes the same salary for the same post to both men and women (Aumeeruddy-Cziffra, 2021).

According to Price Waterhouse Coopers (2003: 7), in the public sector, women face cultural and structural obstacles owing to glass ceiling, but the under-representation of women tends to decrease with time. Some loopholes still encourage gender inequalities. For example, although the Workers' Right Act No 20 of 2019 protects all workers from any form of discrimination based on sex, sexual orientation or gender, it still does not apply to civil service officers (Aumeeruddy-Cziffra: 2021:1). Furthermore, the recruitment and promotion exercise in Government institutions is affected by the Public Service Commission (PSC). According to Chapter 8, Section 89 of the Constitution of Mauritius (1968), for certain positions like Senior Chief Executive and Permanent Secretary, the appointment is done directly by the Prime Minister and is based on seniority. Despite the fact that appointment and promotion to senior management services positions based on gender only are illegal, statistics from Statistical Office(Mauritius) reveal that there are fewer women than men at the highest levels of the echelon.

4.3 WOMEN AND REPRESENTATION IN THE PUBLIC SECTOR

This section provides statistical information on women employed in the public service in Mauritius to illustrate their slightly unequal representation in the public sector.

4.3.1 Human resources management and women

In 2014, there was no clearly defined policy for the management of human resources in the public sector. Various steering or other advisory committees attempted to bring about some changes in the structure and the culture of the public service. Factors such as inability of management to bring about these changes, shortage of qualified personnel in key areas, absence of career development prospects, quality of work, lack of motivation and unattractive remuneration package often discouraged women to enter the public service (Ramguttty-Wong, 2014: 55). In 2014, statistics from Statistical Office Census and Surveys (2014) showed that more men than women that is a percentage of 65% men and 35% of women were employed in the public service.

However, figure 4.1 shows that more women than men that is a percentage of 58% women and 42% of men were employed in the public service in 2020 (Mauritius Public Sector Guide, 2020) which implies a drastic improvement in the status of working women employed in the public service.

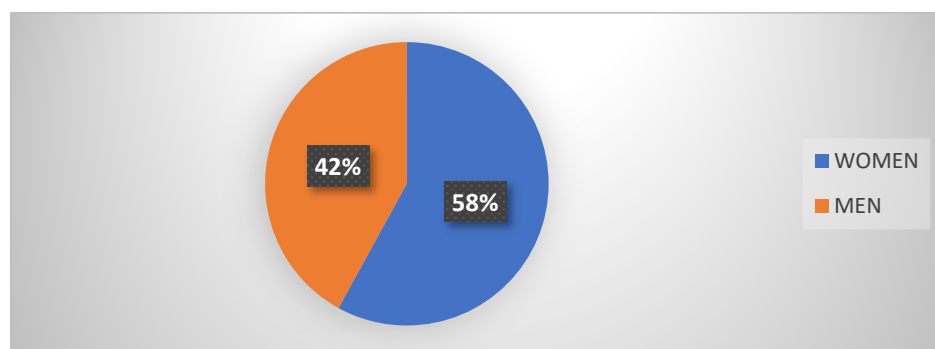


Figure 4. 1: Coding for each Ministry

Source: Public Sector Guide (2020)

4.3.2 Posting in ministries and gender issues

There were 28 ministries in Mauritius in 2018 (Digest of Labour Statistics, 2018: 45-46). Table 4.2 lists 17 ministries where more than 50% of employees were women.

The first three ministries namely the Ministry of Gender Equality, Child Development and Family Welfare, Ministry of tourism and External Communications and lastly Ministry of Education, Human Resources, Tertiary Education & Scientific Research have the highest percentage of women employees and are usually stereotyped as “feminine” or “women-oriented” organisations as they deal with women, children and hospitality management.

Table 4. 1: List of Ministries with more women employees than men in 2018

No	Government Services	Male	Female	Total	% of women
1	Ministry of Gender Equality, Child Development and Family Welfare	94	258	352	73.30
2	Ministry of Tourism and External Communications	28	64	92	69.60
3	Ministry of Education, Human Resources, Tertiary Education & Scientific Research	4,189	8,361	12,550	66.60
4	Ministry of Civil Service Affairs	281	559	840	66.50
5	National Audit Office, Public & Disciplined Forces Services and Ombudsman's Office	249	439	688	63.80
6	Ministry of Social Security, National Solidarity and Reform Institutions	417	720	1,137	63.30
7	Ministry of Social Integration and Economic Empowerment	17	29	46	63.10
8	Ministry of Technology, Communication and Innovation	120	202	322	62.70

No	Government Services	Male	Female	Total	% of women
9	Ministry of Financial Services, Good Governance and Institutional Reforms	21	32	53	60.40
10	Ministry of Labour, Industrial Relations and Employment and Training	235	356	591	60.20
11	Ministry of Finance & Economic Development	520	738	1,258	58.70
12	Ministry of Business, Enterprise and Cooperatives	84	106	190	55.80
13	Ministry of Industry, Commerce and Consumer Protection	112	140	252	55.60
14	Attorney General's Office	346	424	770	55.10
15	Ministry of Arts and Culture	129	145	274	52.90
16	Ministry of Foreign Affairs, Regional Integration and International Trade	265	289	554	52.10
17	Ministry of Health and Quality of Life	6,699	7,192	13,891	51.80

Source: Mauritius Public Sector Guide 2018

Table 4.2 lists ten ministries with less than 50% of women employees. These ministries are traditionally associated to men. They are very important ministries as they deal with food security, territorial protection and infrastructure, and management of resources. This shows a preference for men in so-called important ministries.

Table 4. 2: List of Ministries with less women employees than men in 2018

No	Government Services	Male	Female	Total	% of women
1	Ministry of Local Government and Outer Islands	1,235	97	1,332	7.30
2	Prime Minister's Office	14,369	2,031	16,400	12.38
3	Ministry of Environment, National Emergency Centre and Beach Authority	643	152	795	19.11
4	Ministry of Agro-Industry and Food Security	1,795	458	2,253	20.30
5	Ministry of Public Infrastructure and Land Transport	1,232	378	1,610	23.50
6	Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping	365	113	478	23.60
7	Ministry of Youth and Sports	284	115	399	28.80
8	Office of the Président	164	80	244	32.80
9	Ministry of Housing and Lands	305	166	471	35.20
10	Ministry of Energy and Public Utilities	89	71	160	44.40

Source: Mauritius Public Sector Guide 2018

4.3.3 Promotion in ministries and gender issues

The percentage of women in senior positions such as Senior Chief Executive, Permanent Secretary, Deputy Permanent Secretary increased from 15% to 45% over the past 15 years (Gender Statistics, 2016:2). The post of Senior Chief Executive was occupied by 3 women from 2016 to 2020 (12.5% only). In 2016, 55% of those occupying the post of Permanent Secretary were men and 45% were women. For the post of Deputy Permanent Secretary, there were 45% men and 55% women. For further analysis about promotion of women in ministries, the four highest senior posts namely Secretary to the

Cabinet, Senior Chief Executive, Permanent Secretary and Deputy Permanent Secretary were analysed from year 2013 to 2020. The coding below was used for each Ministry.

Table 4. 3: Coding for each Ministry

MA	Prime Minister's Office	MM	Ministry of Health and Wellness
MB	Defense and Home Affairs Division	MN	Ministry of Housing and Land use planning
MC	External Communication Division	MO	Ministry of Industrial Development, Smes and Coop,
MD	Ministry of Arts & Culture	MP	Ministry of Labour, Human resources and Development
ME	Ministry of Blue Economics, Marine Resources, Fish and Shipping	MQ	Ministry of Local Government and Disaster Risk Management
MF	Ministry of Commerce and Consumer Protection	MR	Ministry of Land Transport and Light Rail
MG	Ministry of Education, Tertiary education, Education, Sci & Technology	MS	Ministry of Public service administration and Institutional Reform
MH	Ministry of Environment, Social Waste Management & Climate Change.	MT	Ministry of Information Technology
MI	Ministry of Finance, Economic Planning and Development	MU	Ministry of Tourism
MJ	Ministry of Financial Services and Good Governance	MV	Ministry of Youth
MK	Ministry of Foreign Affairs, Regional Integration and International Trade	MW	Ministry of National Infrastructure

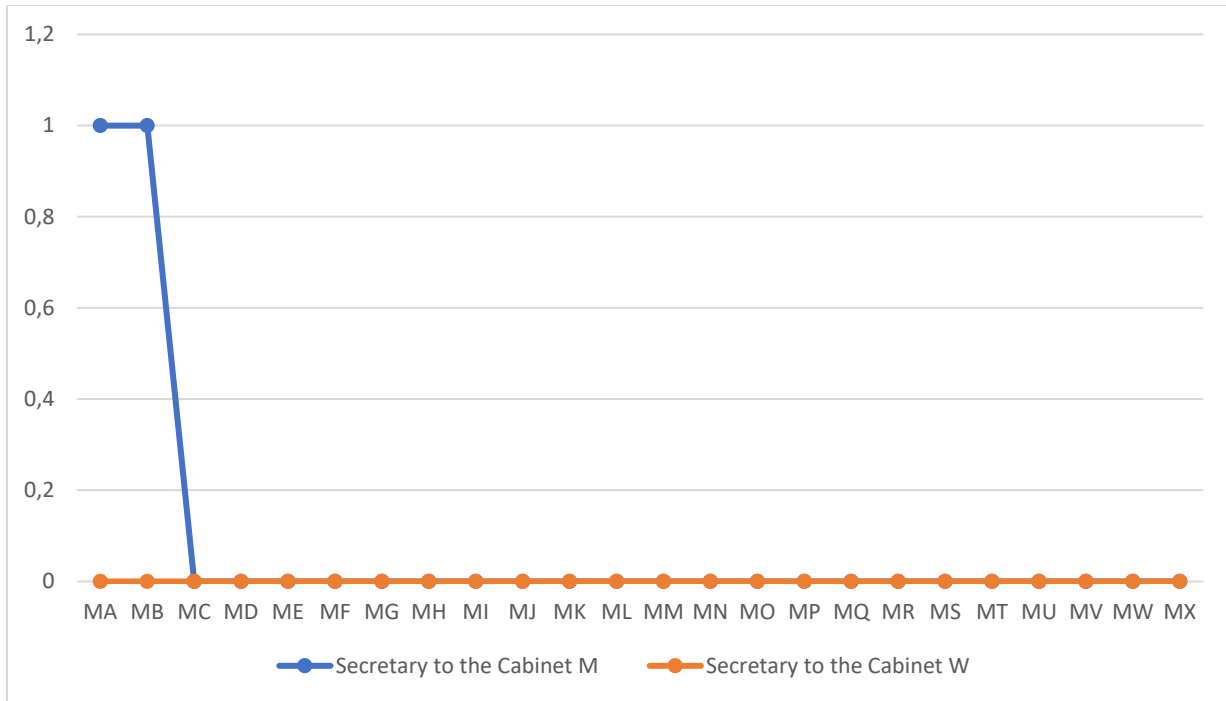
MA	Prime Minister's Office	MM	Ministry of Health and Wellness
ML	Ministry of Gender Equality and Family welfare	MX	Ministry of Energy and Public Utilities

Source: Public Sector Guide, 2020

From the analysis above it can be said that discrimination still exists for posts of Senior Chief Executive and Permanent Secretary, but the case is reversed for Deputy Permanent Secretary whereby more women have been promoted than men. Nevertheless, it can be observed that for the highest posts in the echelon of the public service a large gap still exists proving that glass ceiling is in fact present in the public service. This trend indicates that despite an increased presence of female employees in mid-management positions, executive positions continue to be male dominated.

4.3.3.1 *Promotion to the post of Secretary to the Cabinet*

Only two men and no woman were promoted at the topmost level as Secretary to the Cabinet of the hierarchy as indicated below i.e., the two men were promoted in the Prime Minister's Office and the Ministry of External Communication Division.



Source: Public Sector Guide, 2020

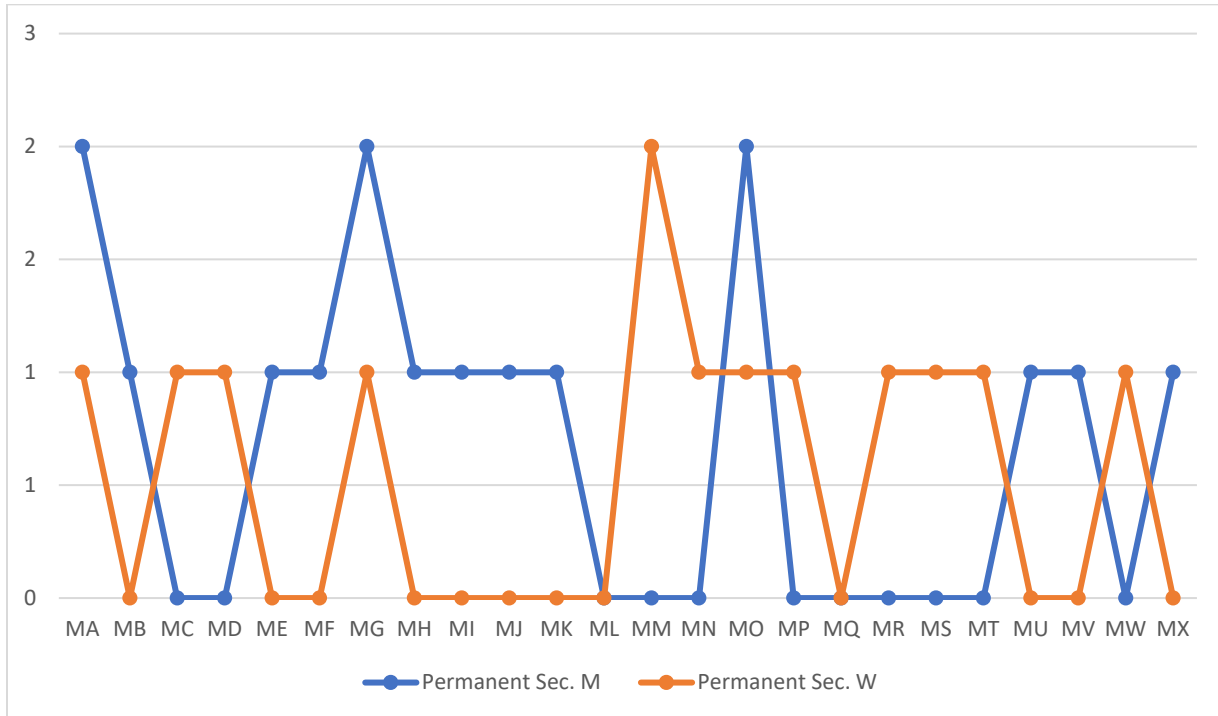
Figure 4. 2: Secretary to the Cabinet by Ministry and gender

The table above clearly shows that preference is still being provided to men and they are promoted more easily than their female counterparts. Despite the effort of the government in strengthening legislations and policies for empowerment of women, these efforts do not translate into actual promotions and appointments in the key posts in the hierarchy of government and the public service. It is being discovered that women are not only less likely than men to be appointed to top positions but may be more reluctant to go for them.

4.3.3.2 Promotion to the post of Permanent Secretary

13 men and 12 women were Permanent Secretaries as indicated in Figure 4.3 below. There was no obstacle to women’s promotion to this grade. Women were promoted to leadership positions in ministries tagged as “feminine” ones. 48% of women acted as Permanent Secretary.

The data in Figure 4.3 indicates that women are still not effectively and rationally being promoted at decision taking positions in the public service. The figures shows that women are being left behind and a gender parity still exists for the post of Permanent Secretary.

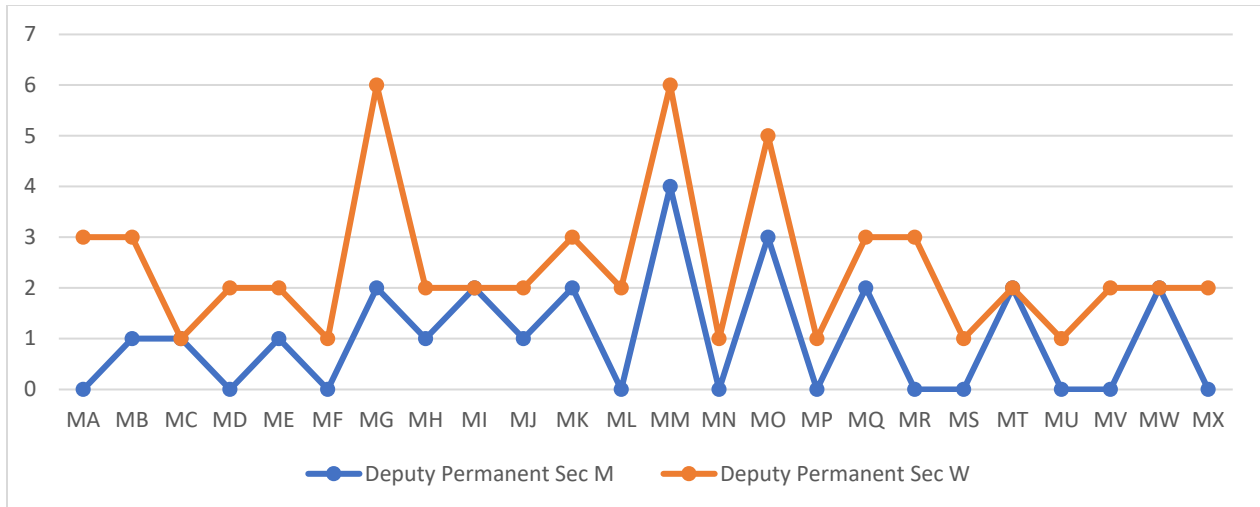


Source: Public Sector Guide, 2020

Figure 4. 3: Permanent Secretary by Ministry and gender

4.3.3.3 *Promotion to the post of Deputy Permanent Secretary*

There were more women than men as Deputy Permanent Secretaries. This shows that there are more women at middle management positions hence indicating that women are typically localized and stuck in these posts, and they have a difficult entry in top management positions maybe due to the fact the women’s role is seen as a more “family-oriented” which often hampers their ascend to the top.

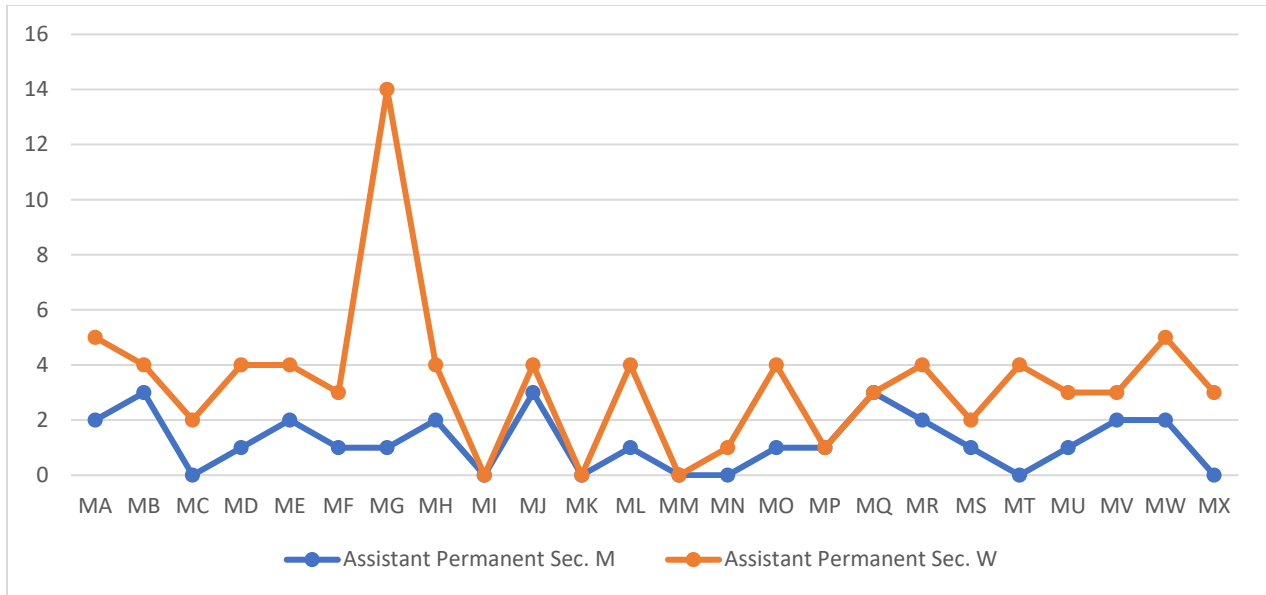


Source: Public Sector Guide, 2020

Figure 4. 4: Deputy Permanent Secretary by Ministry and gender

4.3.3.4 Promotion to the post of Assistant Permanent Secretary

There were more women than men as Assistant Permanent Secretaries. The highest number were posted at the Ministry of Education, Tertiary Education, Science and Technology for year 2020 which is considered as soft sectors.



Source: Public Sector Guide, 2020

Figure 4. 5: Assistant Permanent Secretary by Ministry and gender

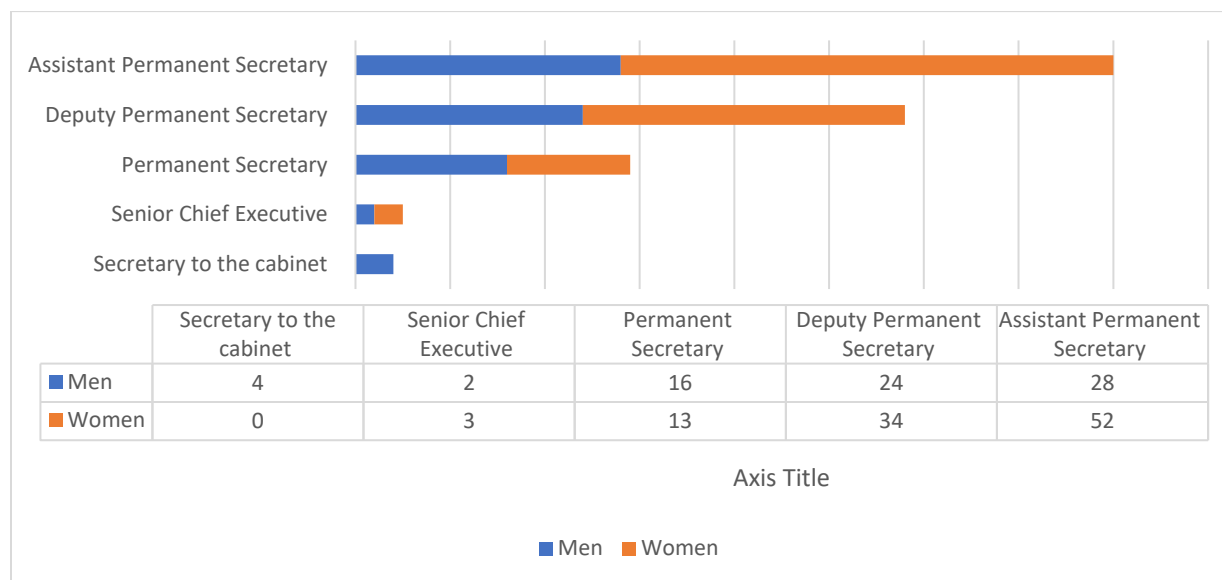
This trend indicates that more women are employed at middle-management level and there are some skepticisms about whether these women in the post of Assistant Permanent Secretary will be able to overcome the obstacles that keep them out of top leadership positions.

4.3.3.5 Post occupation by gender in 2020

Figures taken from the Public Sector Guide (2020) indicate that out of 24 ministries, men occupied 74 senior positions and women occupied 102 senior positions. 58% of women were employed in the five SMS positions in the civil service of Mauritius overall compared to 42% of men in similar decision-making positions. For all other senior positions, there were 57% women compared to 44% of men overall in all ministries (cf. Appendix 1).

The five highest senior posts namely Secretary to the cabinet, Senior Chief Executive, Permanent Secretary, Deputy Permanent Secretary and Assistant Permanent Secretary by gender are presented below. There was a negligible disparity between the number of

men and women at senior management levels in the civil service, except for the post of Secretary to the Cabinet.



Source: Public Sector Guide, 2020

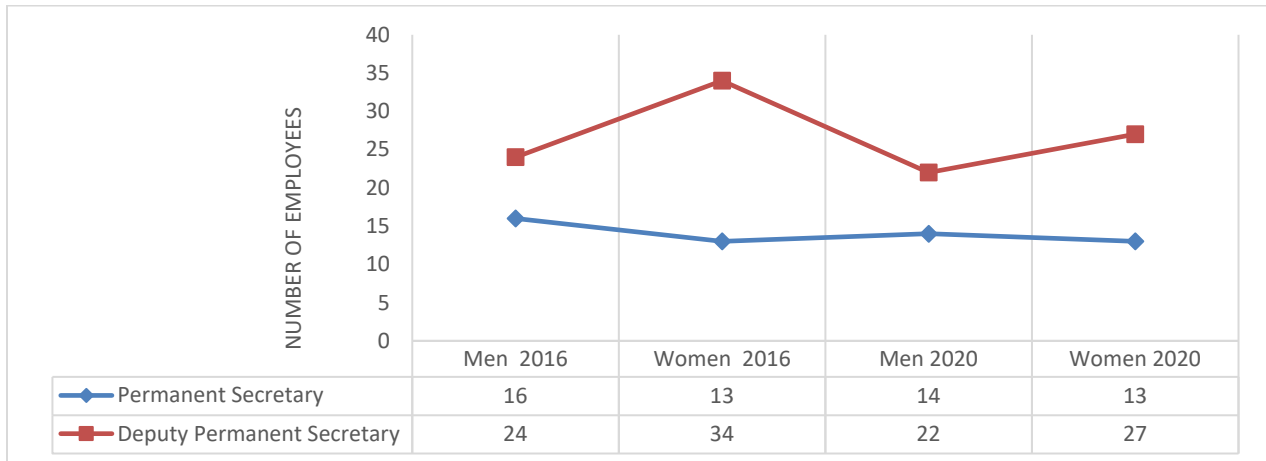
Figure 4. 6: Five highest senior posts by gender

In 2020, only 3 women were employed as Chief Executive Officers to two men in the same post. Three Senior Chief Executive women were promoted from the post of Permanent Secretary and only two Senior Chief Executive men were promoted. Three women Senior Chief Executives were posted in the following ministries: Ministry of Foreign Affairs, Ministry of Gender Equality and Family Welfare and Ministry of Local Government and Disaster Risk Management.

3 men were employed respectively as Secretary to the Cabinet, Secretary to Home Affairs, Secretary of Foreign Affairs and Secretary of Public Service: A minority of women were promoted as Permanent Secretary from the post of Deputy Permanent Secretary as shown by the Appendix 1. No woman acted as Secretary. This pointed out the fact that the overall number of women remain far eclipsed by their male counterparts here. Despite the various programmes of the Mauritian government in promoting women’s rights, much work needs to be done to increase female representation at the top levels of the public service.

4.3.3.6 Post occupation for women in 2016 and 2020

A comparison by gender for 2016 and 2020 shows that the number of women holding a post as Permanent Secretary was stable. There was a slight decrease for women as Deputy Permanent Secretary, and for both posts for men.



Source: Public Sector Guide, 2016, 2020

Figure 4. 7: Comparison by gender for 2016 and 2020

It can be seen from figure 4.7 that women are well represented as Deputy Permanent Secretary but are not equal at the higher post that is the post of Permanent Secretary or higher.

This indicates that equal gender representation in the highest posts in government is no longer considered as a promised future outcome but is rather a reality. Still women are promoted to high posts at a far lower rates than men. Women lose ground at the top echelon jobs this indicates that the representation of women at top echelon has improved more slowly than the pipeline overall.

4.4 CONCLUSION

This chapter analysed the secondary information and results were interpreted. The chapter showed that the glass ceiling was present a long time back in Mauritian History,

creating challenges for working women. Nevertheless, national and international pressure groups led successive Mauritian governments to review laws, both in the personal and professional domains. More women were employed by government and real progress was made towards equality in the civil service. But glass ceiling still prevents women from enjoying gender justice fully. This situation is still prevalent to some extent in the civil service. The next chapter presents the findings, recommendations and conclusions of this research.

CHAPTER 5

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The previous chapter provided the data analysis and interpretation of results. The initial goal of this study was to explore the evolution of glass ceiling in the public sector in Mauritius with focus specifically on decision making positions. Secondary qualitative analysis was conducted to address the problem statement. Research questions about the presence of glass ceiling and the professional advancement of women in the civil service were considered. Findings are presented in the following section.

5.2 SUMMARY OF CHAPTERS

This study aimed to provides the summary of chapters that follows below demonstrate how the research objectives were addressed in this dissertation of limited scope.

- Chapter 1 provided the background and motivation for the study, problem statement, research objectives, methodology, delimitations of the research, literature review, ethical clearance and outline of chapters.
- Chapter 2 focused on the feminist theories, gender and glass ceiling in the public service.
- Chapter 3 unpacked the research methodology and design. Scholarly literature and official documents were used to address the research questions and objectives.
- Chapter 4 presented the data analysis and interpretation of results.

5.3 FINDINGS

The findings are presented according to the research objectives identified in chapter one:

5.3.1 Objective 1: To examine whether the glass ceiling prohibits women from achieving their full potential in the professional domain

Although women form 51% of the population of Mauritius, in the past, they were underrepresented in most professional sectors. However, successive governments were responsive to national and international calls for women empowerment and advancement in all fields, including the professional domains. At the regional and international levels, Mauritius adhered to several human rights instruments and standards on women's advancement. They addressed critical aspects such equality, social justice, and women representation.

In this context, several measures were introduced to protect the rights of citizens as well as the right of women and children to contribute to their political, social and economic empowerment. The enactment of an Equal Opportunity Act (2008), amended in 2010, was a commendable policy endeavour. It identified and eliminated "discrimination, sexual harassment and victimization and their causes and to promote and facilitate the progressive realisation of equality". Moreover, to a certain extent it helped address glass ceiling and women representation in the public service.

Data collected was analysed to examine whether glass ceiling exists in the public service and prohibits women from achieving their full potential at their workplace, with focus in the public service. The public service of Mauritius exists since the British colonial period and the number of women working in the public sector increased progressively at all levels after independence in 1968. Both men and women are recruited through a transparent process based on competence by a specific body, the Public Service Commission (PSC) for all posts except a few ones at the highest level of the hierarchy.

In 2020, there were still slightly more men at topmost levels of the hierarchy. A glass ceiling exists at the level of Senior Chief Executive and above. The PSC is not responsible for allocation of these posts. Criteria for selection of employees for promotion are not

publicly known. However, given the general trend to promote women without any gender biases, the question arises about the reasons for choosing men only for such highly time-consuming posts. Socially driven stereotypes about women and family-life constraints tend to set up invisible barriers for women and may explain why they cannot achieve their full potential at their workplace.

5.3.2 Objective 2: To compare men's and women's advancement opportunities at senior management services (SMS) in the public service

Further investigation was carried out to compare men's and women's advancement opportunities at senior management services (SMS) in the public service. Various international laws and conventions pertaining to women empowerment were examined to find out to what extent Mauritius adhered to these laws and to measure the impact on women's access to posts at higher levels of the hierarchy. Mauritius stood out well beyond many countries in the SADC region and seems to be on the right path to eradicate glass ceiling in the public service. Different governments did not neglect the important role of women in the development of the Mauritian society.

Statistics reveal that women are promoted and thus, there is no gender oppression or structural oppression at some senior management services such as Deputy Permanent Secretary and Assistant Permanent Secretary. There was a consistent improvement and glass ceiling at middle management level is slowly disappearing. However, as far as the status of women at the highest echelon is concerned compared to the lower levels, there is still a very distinct inequality when it comes to the position of Permanent Secretary and other higher-level senior management services (SMS). Although women may have the necessary competencies, they are not strongly encouraged to assume leadership positions.

5.3.3 Objective 3: To investigate women's representation in the Mauritian public service

Women's representation in the Mauritian public service was also studied and it appeared that there was a link between women and ministries that deal directly with women,

children, and hospitality management. Therefore, social distinctions affect women in society, and customs and traditions still have an impact on some of them and prevent them from deciding about their own preferences. When they opt to work in the civil service, most of them are posted in ministries considered as “feminine” ones. Such ministries provide services directly to specific population groups, namely women and children.

In addition, when women opt for careers at topmost levels, their traditional roles as wives and mothers still exist as invisible barriers either for themselves or for those who wish to climb the promotion ladder. Most often, women make a compromise and give more importance to their couple and/or family rather than pursue a career. Men’s hegemony over elite positions brings about gender inequality.

Gender inequality should be studied in context. In Mauritius, during colonial times, the status of women was inferior to that of a man. Women’s exclusion from certain human pursuits and confinement to other such as homemaking in the past can also be partially explained by the Asian cultural background of most of the Mauritian population, of Hindu and Muslim faiths. A former President of Mauritius stated that “Africa remains, to a large extent, a very patriarchal society”. She further added that “women do very well academically; they do very well at middle management, but I think they just can’t be seen to make that leap into the higher level. The main reason is that the social pressures, at least in the country, are such that anything that goes wrong in the house, it’s always the women’s fault” (Gurib-Fakim, 2016: 3). Thus, customs and traditions interiorised by women remain very strong today. Perceptions about destruction of family life’s peace and harmony and increase in divorce in the Western world press women to re-evaluate their priorities in Mauritius.

Nonetheless, dichotomy by gender in the civil service has been successfully addressed and statistical data show that more and more women are joining the civil service especially at management levels. Gender orientation is not a blocking factor to join the civil service. Socially constructed gender attributes have also helped women to access higher level posts in “feminine” ministries, thus creating a more just and equitable society with equal access to resources. But more progress must be made for access to equal

opportunities. Gender inequality still prevails owing to past traditions and it poses barriers in women's advancement. Many well-deserving women choose not to apply or opt for highest executive management positions when opportunities are presented. Thus, women's representation in the civil service is affected.

5.4 RECOMMENDATIONS

To achieve the objectives setup namely first, to examine whether the glass ceiling prohibits women from achieving their full potential in the professional domain, second, to compare men's and women's advancement opportunities at senior management services (SMS) in the public service and third, to investigate women's representation in the Mauritian public service, a series of recommendations are listed below.

Firstly, more gender awareness activities should be carried out by educators to increase and/or strengthen knowledge about gender equality. Educational institutions could focus more on deconstruction of stereotypes so that new generations of Mauritians acquire the necessary knowledge, values and skills to promote human rights and social justice and fight effectively against gender inequalities and gender oppression. The Ministry of Gender Equality, Child Development and Family Welfare, was set up to promote the welfare and empowerment of citizens through different community-based programmes and play a more active role as facilitator to bring about a change in mindset.

Secondly, a more even distribution of employees by gender in different ministries would help to decrease perceptions about the existence of "men-oriented" and "women-oriented" ministries. Structural oppression, in terms of salary differences does not exist in the public sector. However, efforts have to be made to curb gender oppression. Women who wish to occupy management positions face obstacles such as gender discrimination, cultural stereotypes, anxiety to achieve appropriate work and family life balance. Government should pay more attention to such problems and review policies, rules and regulations to help women empowerment. The pandemic gave the necessary momentum to authorities around the world to consider difficulties faced by women. On a national level, more efforts could be made to promote more women to the highest levels of the promotion hierarchy.

Thirdly, women who wish to advance to executive management should take appropriate initiatives to show that they are eager to break the glass ceiling. They could work together to propose solutions in terms of work regulations to bring about more equilibrium between work and family life. Then, they would be able to overcome the different challenges that they face at their workplace. By regrouping into clusters to reflect on their constraints to accept higher level posts, women would build more self-confidence to bring necessary changes to the system and enhance gender equality.

Fourthly, the main goal in this research was to explore the existence of a glass ceiling in the public service of Mauritius at senior-most posts. Further research could be undertaken by relevant authorities, academic institutions and also non-profit women organisations to study further different obstacles including the role of different cultures that still encourage the patriarchal system that prevents women to advance as far as or as fast as men in the institutional hierarchy, and they appear to be clustered in a position with relatively limited authority.

5.5 CONCLUSION

Although 48% of its population is of Asian origin, the Republic of Mauritius permanently committed to ratify most conventions, declarations, and protocols regarding women empowerment since independence. The legal framework in Mauritius has been constantly moving in the right direction to achieve gender equality. Major developments in the empowerment of women took place in the public service of Mauritius after its independence in the second half of the twentieth century. Access to jobs shifted from being in men's favour only to both men and women so that they fully participate as equal partners in society.

Although glass ceiling still exists, problems have been quite successfully addressed in the civil service. Women are slowly advancing to senior and executive management levels although progress in shattering the glass ceiling is slow. Therefore, further research in the Mauritian context would help to understand the existence of job segregation where there is negligible gender discrimination on the part of government. Women's choice to refuse very high-level posts may not be simply a matter of personal choice but associated

to constraints that still imprison them in traditional roles. The need to promote further individual rights and equal opportunities, and fight against discriminatory practices through appropriate means still exist.

LIST OF SOURCES

Abramowitz, M. 2012. The feminization of Austerity, *New Labour Forum*, 21(1): pp. 32-41.

Anderson, JE. 2003. *Public policymaking: An introduction*. Boston; Houghton, Mifflin Company.

Anker, R., Melkas, H., Korten, A. 2003. *Gender based occupational segregation in the 1990's, In-Focus Programme on Promoting the Declaration on Fundamental Principles and Rights at Work, International Labour Office* Geneva.

Anker, R. 1998. *Gender and jobs: Sex Segregation of Occupation in the World*, International Labour Office, Geneva.

Athal, K. 2012. *Women in politics: If you put fences around people, you get sheep*, Le Mauricien, Port-Louis.

Aumeeruddy-Cziffra, S. 2021. *Women in the making of Mauritian History*. CRSI-UOM, Mauritius.

Appelbaum, S., Audet, L., Miller, J. 2003. Gender and leadership? Leadership and gender? A journey through the landscape of theories. *Leadership and Organization Development Journal*, 24(1):43-51.

Athal, K. 2012. *Women in politics: If you put fences around people, you get sheep*, Le Mauricien, Port-Louis.

Auster, E., Prasad, A. 2016. Why do women still not make it at the top? Dominant organisational ideologies and biases by promotion committees limit opportunities to destination position. *Feminist Forum Review Article, Springer*, 75, pp 177-196.

Avruch, K. 1998. *Culture and conflict resolution*. US Institute of Peace Press. Washington DC: United States Institute Of Peace

Ballgobin, D. 2013 V. Education and Training (Human Capital), "A case of how government intervention has strengthened human capital development", In Kondo T. & Makanza T. (Dir). *A Pro-poor alternative development strategy for Mauritius. Alternative to Neoliberalism to Southern Africa* (ANSA). 81-136; <http://www.ansa->

africa.org/sites/default/files/publications/ANSA%20Mauritius%20Publication.pdfBallgobin, V., Reddi, S. 2013. Women of Indian Origin: From Traditional Education to Education as a Right, 1845 1950. In: V. TEELock et al., *Angaje*, Vol. 3, *Explorations into the History, Society, and Culture of Indentured Immigrants and their Descendants in Mauritius*. Port-Louis: The Apravasi Ghat Trust Fund.

Bingham, J., Jackson, V., Gamblin, M., Mills-Jones, J., 2009. *Cultural feminism in SouthAfrica*. Full Bright-Hays group project abroad. Jackson State University-CLL.

Bowen, G.2009. Document Analysis as Qualitative Research Method. *Qualitative Research Journal*, 9(2), RMIT Publishing, pp. 27-40.

Brimmer, E. 2011. *Shattering the Glass Ceiling: Advancing the role of women in leadership, diplomacy, and government*, University of Nevada, Las Vegas.

.

Buseto, L.2020. How to use and access qualitative research method, No 14, National library of Medicine, Germany.

.

Cansu, A. 2013. *Career barriers for women executives and the glass ceilings syndromes: the case study comparison between French and Turkish women executives*. 2nd International Conference on leadership, technology, and Innovative Management, Istanbul, Turkey.

Clark, R., Ramsbey, W., Adler, E.1991. Culture, Gender and Labor Force Participation: A Cross-National Study. *Gender and Society*, 5(1), pp. 47-66), Sage Publications.

Clevenger,L., Singh,N.2013. Exploring Barriers that lead to Glass ceiling effect for women in the US hospitality industry. *Journal of Human Resources in Hospitality and tourism*. 12(4). pp. 376-399.

Commission of Gender Equality 2000: A framework for transforming gender relations in South Africa. Available from [http //www.info.gov.za/otherdocs/2000/transformation/pdf](http://www.info.gov.za/otherdocs/2000/transformation/pdf). [Accessed on 22/07/2021].

Connell, R. 2006. The Experience of Gender Change in Public Sector Organisation, *Gender, Work and Organisation*, 13(5), pp. 435-452.

Convention on the Elimination of all Forms of Discrimination against Women.1979. Human Nations Human Rights Office of the High Commissioner, Geneva.

Cotter, D., Hermsen, J., Ovadia, S. and Vanneman, R. 2001. The glass ceiling effect. *Social Forces*, 80(2), pp. 655-682.

Crossman A. 2013, *Feminist Theory*. Available on <https://thoughtco.com/feministtheory>. [Accessed on 10 July 2020].

Dabee, A. 2021. *Unfinished Business: The Journey of women's equality in Mauritius*. UNDP, Mauritius.

Das, B., Buruah, M.2013.Employee Retention: A Review of Literature. *IOSR Journal Of Business And Management*, 14(2), pp. 08-12.

Denzin.N., Lincoln, Y. 2011. *The SAGE Handbook of Qualitative Research*. SAGE Publication Ltd, California.

Dhanpat, N. 2017. *Job crafting in higher education: a longitudinal study*. Available from <http://hdl.handle.net>. [Accessed on 15 January 2022].

Donnellan, M. 2013. *Secondary Data Analysis*. The Oxford Handbook of quantitative methods. Oxford University Press, Oxford, pp. 665-859.

Erlanson,D., Harris,E.,Skipper,B., Allen,S. 1993.*Doing a naturalistic inquiry: A guide to methods*, Newbury Park,CA, SAGE Publications.

Fakim, A. 2016. A conversation with Dr Ameenah Gurib Fakim: The Accidental President, *World Policy Journal*, 33(4): 35-38.

Federal Glass Ceiling Commission.1995. *Good for Business: making full use of the Nation's Human capital*, Glass ceiling Commission.

Ferguson, A. 2004. *Feminist Perspective on class and work*. Stanford Encyclopaedia of Philosophy.

Fourth World Conference on Women.1995. *United Nations Entity for gender Equality and the empowerment of women*. CEDAW, United nation, Beijing, China. Available from www.un.org/women. [Accessed on 17/07/2017].

Gaddis,I. 2020. *Women’s Legal Rights and Gender Gaps in property ownerships in developing countries*. World Bank Group.

Gazso, A. 2004. *Women ‘s inequality in the workplace as framed in News Discourse: Refracting from Gender Ideology.*, 41(4):449-479.

Gender Wage Report 2018/2019. 2018. *What lies behind the gender pay gaps*. International Labour Office, Geneva.

Global Employment Trend 2004-2005. 2005. Global Report: more jobs, but not enough growth. *World Of Work magazine,Opening Key Note speech at the Fourth World Conference on women and sports, Kunamoto, Japan*.

Global employment trend 2004-2005. Global Report: more jobs, but not enough growth. International Labour Organisation. Geneva. Global Wage Report. 2018. *What lies behind gender pay gaps*. ILO, Geneva.

Gunnoo, N. 2012. *Changing the landscape of politics: A call to the nation. Le Mauricien*.Port-Louis, Mauritius.

Hannan, C. 2006. *Speech on challenging the gender order, Advancement of women Division*, United Nations, New York.

Heaton,J. 2004. Reworking qualitative Data. *Forum Qualitative DataSocia/Forschung Social Research*, 6(3). USA.

Heilman, M. 1997. Sex discrimination and the affirmation action remedy: The role of sex stereotypes. *Journal of Business Ethics*, 16(9), pp877-889, Springer.

Human Development Report 2000.2013. Available from <https://www.hdr.undp.org/en/content/human-development-report>. [Accessed on 17/07/2021].

ILO Report. 2018 *Addressing inequality through more equitable labour market*

International Monetary Fund. 2013. *Women, Work and the Economy*. Discussion Notes. Strategy, Policy, and Review Department and Fiscal Affairs Department, Washington.

Jones, S. 2018. *The Glass Ceilings: The three reasons why it still exists and is hurting the economy*. University of Chicago.

Katz, I. 2007. *Barriers to inclusion and successful engagement of parents in mainstream services*, Joseph Rowntree foundation, Policy Research Bureau.

ILO Report.2018. *Mauritius addressing inequality through more equitable labour market*

Le Defi Info. 2016. *Representation in top jobs: women on the rise*. Available from defimedia.info. [Accessed on 17/07/2021].

Lewis, J.J. 2020. *What is radical feminism?* Available from www.thought.com. [Accessed on 17/07/2021].

Liff, S., Ward. 2001. Distorted views through the glass ceiling; The construction of women's understanding of promotion and senior management positions. *Gender, Work and Organisation*, 8(1), pp19-31.

Lincoln, Y., Guba, E. 2005. *Paradigmatic Controversies, Contradictions, and Emerging Confluences*. The Sage handbook of qualitative research, pp191-215, SAGE Publications Ltd.

Mackenzie, C., Stoljar, N. 1999. *Relational Autonomy: feminist perspective on autonomy, agency and the social self*. Oxford University Press.

Mafunisa, M. 2006. Enhancing gender equity in the public service: The case of Limpopo Province. *Journal of Public Administration*.46(11), pp 881-892.

Manwa, H.A. 2014. Gender Gap in Management Positions: A survey of male and female managers in Zimbabwean hotels. *Journal of Gender and Behaviour*, 12 (3), pp 5936-5945.

Marinova, J. 2003. *Gender stereotypes and the socialization process*. United Nations, Brazil.

The Constitution of Mauritius. 1968, Act No GN 54 of 1968.

Mauritius. 2014. *Census and surveys*, Central Statistics Office. Port-Louis.

Mauritius. 2015. *Census and surveys*, Central Statistics Office. Port-Louis.

Mauritius. 2020. *Census and surveys*, Central Statistics Office. Port-Louis.

Equal Opportunity Act.2008, Act No GN 42 of 2008.

Mauritius. 1977.*Review of pay and grading structures and conditions of service in the public sector (Civil service, Parastatal and other statutory bodies, Local authorities and Rodrigues Regional Assembly and the Private Secondary Schools, PRB,Mauritius.*

Mauritius.1998. *Review of pay and grading structures and conditions of service in the public sector (Civil service, Parasttal and other Statutory bodies, Local authorities and Rodrigues Regional Assembly and the Private Secondary Schools. PRB,Mauritius.*

Mauritius National Assembly, 2018. *Key Findings and Recommendations of The Sociological Profiling of Perpetrators of Domestic Violence in Mauritius.* UOM/UNDP.

Mauritius. Public Sector Guide 2018. *A Directory of Public Services.* Business Publication Ltd, Southern Press, Port-Louis, Mauritius. Mauritius. Public Sector Guide 2020. *A Directory of Public Services.* Business Publication Ltd, Southern Press, Port-Louis, Mauritius. Mauritius Research Council. 2003. *Organizational culture and women's progress in management: an evaluation of the Mauritian situation.* Available from <http://www.mrc.org.mu>. [Accessed on 12/08/2021].

Mc Court, W., Ramguttty-Wong,A 2003. Limits to strategic HRM, the case of the Mauritian civil service, *The International Journal of Human resource Management.* 14(4).

Mc Court, W., Ramguttty-Wong,A 2006. "We don't have a gender problem" exploring the myth of the women friendly public sector of Mauritius. Conference proceedings, vol 2, Hong Kong Baptist University, Hong Kong.

McGinn, K., Patterson,P. 2005. "A long way towards what?" *Sex, Gender, Feminist theory and the Study of Public Administration. International Journal of Public Administration,* 28(11 and 12), pp 929-942.

Monetary Fund Staff Discussion Note. 2013. International Monetary Fund, Research Department, United States.

Murthy S., Bhojanna, U.2009.*Business Research Method (2ND Edition),* Excel Books India, New Delhi, India.

National Health Service Education for Scotland.2014. Westpoint, Edinburgh, Scotland.

National Gender Policy. 2008.Available from genderlinks.org.za. (Accessed on 15/09/2021).

Nicholson, L. 1994. Interpreting Gender. *Journal of Women in Culture and Society*, University of Chicago Press, 20(1), pp. 79-105

Ngcuka-Mlambo,P. 2021.*Elimination racial discrimination*, UN Women, New York.

Nyamubarwa, F. 2013. On the road again. The electronic journal of governance and innovation. Harare, Zimbabwe.

Ogony, M., Majola, K. 2018. Factors causing employee turnover in the Public Service, South Africa. University of Kwa-Zulu, Natal. *Journal of Management and Administration*.

O' leary, Z. 2014. *The essential guide to doing your research project*. Thousand Oaks, CA: Sage Publications.

Omar, A. Davidson, M. 2001.Women in management: A comparative cross-cultural overview. *Cross Cultural Mmanagement*, 8(3), pp 35-67.

Omran, M., Alizadeh, H., Esmaeeli, B. 2015. The analysis of glass ceiling phenomenon in the promotion of women's abilities in organisations. *International Journal of Organizational Leadership*. 4(3), pp 315-323, Department of Educational Management, Iran.

Ongori, H.2007. A review of the literature on employee turnover. *African Journal of Business Management*. 1(3), pp. 49-54.

Organizing your social sciences research paper 6. USC Libraries. Available from <https://libguides.usc.edu/writingguide/methodology>. [Accessed on 17/07/2021].

Phago, K., Mello, D.M. 2007. Affirming women in managerial positions in the South African public service. *Politeia*, 26(2), pp145-158.

Pietila, H.2002. *Engendering the Global Agenda: The story of the United Nations*, United Nations Non-Government Liaison Service, Helsinki.

Price Waterhouse Coopers. 2003. *Women at Executive level in Mauritius*.

Ramgutty, W. 2003. *The future of public sector (HRM) in Mauritius from an Accountability perspective*. *Open Journal of Social Sciences*, Vol 2, No 3. University of Mauritius.

Ramgutty, W. 2014. The future of public sector HRM in Mauritius from an Accountability perspective. Department of Management Faculty of Law and Management. University of Mauritius, Le Reduit, Mauritius.

Ramgutty-Wong, A., Baguant, P. 2006. *We don't have a gender problem" exploring the myth of the women- friendly public sector of Mauritius*. Conference proceedings at the 14th International Employment Relation Employment Policies and practices held on 12-13 June 2006. Hong-Kong.

Ramgutty-Wong, A., Gunesh, P., Baguant, P., Golaup, R., Vencathachellun, I. 2013. *What are organisations doing about work life balance in Mauritius*. International HRD Conference, Mauritius.

Ramtohum, R. 2006. *Political Power and Decision-making in the aftermath of Nairobi; The case of Mauritius*. Agenda for empowering women for gender equity, no 29, Taylor and Francois Publisher. *Report on Women at Work Trend- Promoting Jobs, protecting people*. 2016. International Labour Organisation. Geneva.

Report of the world conference to review and appraise the achievement of United Nations decade for women, equality, development and peace. 1985, United Nations, New York.

Resnik, DB., Shamoo, A. 2015. *What is Ethics in research and why is it important?* National Institute of Health, 3rd edition, Oxford Press. New York.

Ross, P. 2019. Limited by Our Limitations. Perspective on medical education. *National Library of Medicine*, 8, pp 261-264.

Sabharwal, M. 2013. From glass ceiling to Glass Cliff: Women in Senior Executive Service, *Journal of Public Administrative research and Theory*,34(5), pp 452, Emerald group of publishing limited.

Sabharwal, M, Varma, R. 2017. Are Indians Scientists and Engineers in Academia faced with Glass Ceiling. *Journal of Ethnographic and Qualitative Research*, 12, pp 50-62.

Shafritz, J., Hyde, A. 2016. *Classics of Public Administration*. 8th Edition, Centage Learning.

Shank.G. 2002. *Qualitative Research: A Personal Skill Approach*. Prentice Hall: New Jersey.

Shuttleworth. 2008. *Educational Research: planning, Conducting and evaluating quantitative and qualitative research*. Upper saddle river: Pearsons.

Sileyew, K.2019. *Research Design and methodology, Chapter Metrics Overview*.

Smith, R. 2002. Race, Gender and Authority in the Workplace: Theory and Dissertations, *Annual review of sociology*, 28, pp. 509-542.

Staff Lists of Ministries. Ministry of Civil service and administrative reforms. Available from gov.mu.org/English/pages/stafflist.aspx. [Accessed on 19/01/2021].

StatisticsMauritius on Mauritius in figures. Available from gov.mu.org/English/publication/pages/Mauritius-in-figures. [Accessed on 17/07/ 2021].

Stivers, C. 1991. *Towards a Feminist Perspective in Public Administration Theory, Women and Politics*, 10(4), pp. 44-55.

Tandrayen-Ragoobur, V., Pydayya, R. 2015. Glass ceiling and sticky floors: hurdles for Mauritian working women, *Equality, Diversity and Inclusion: An International Journal* 34(5). Pp. 452-466.

The Equal Opportunities (amended) Act. 2017.Act No 15, Mauritius.

The Global Gender Gap Report. 2015. *Committed to improving the state of the world*. 10th Anniversary Edition. World Economic forum, Cologny, Switzerland.

The Public Sector Guide. Mauritius. 2020. *A Directory of Public Sector Services (DPSS)*. A service Press Publication, 23rd edition.

The United Nations Population Fund and the United Nations Office for projects services. 2021. *Report of the Executive Board on its work during 2021, Economic and social Council*, United Nations.

Treiman, D. J., Hartmann. 1981. *Women, work and wages; equal pay for jobs of equal value*. Washington D.C, National Academy Press.

Tuana, N. 2018. *Feminist and philosophy, Essential Reading in theory, Reinterpretation and application*, Routledge, New York.

Turner, G., Maschi, T. 2014. Feminist and Empowerment Theory and Social work Practice. *Journal of social work practices*, 29,151-162.

UNDP Human Development Report. 1995. *UNDP New York Oxford University Press*. United Nations Development Programme, New York.

Union Public Service. Available from www.upsc.in/aboutus/constitutional-provisions/article-315-public-service-commissions-unions-and-states-union-public-service. [Assessed on 17/05/2021].

United Nations Decade for women for plan of action of 1976/1985. 1976. UN Department of Public Information, New York.

United Nation Educational, Scientific and Cultural Organisation. 2014. *Gender Equality Action Plan 2014-2021*, UNESCO.

United Nations Population Fund. *Frequently asked questions about gender* 2005. <https://www.unfpa.org/resources/frequently-asked-questions-about-gender-equity> [Accessed on 25/07/2018].

Van Der Colff., Van Scheers, L. 2004. Overcoming barriers to women's advancement. A new, integrated approach to an old problem. *Convergence*, 5(3), pp 68-71.

Verdickt, M. 2009. *Case study: Gender responsive budgeting in Mauritius*. Presentation by United Nations, New York.

Wilson, SA. 2013. *A Research Proposal: Does the Glass Ceiling show signs of breaking in the 21st century?* Johnson & Wales University, Providence.

Wirth, L. 2004. *Breaking through the glass ceiling. Women in Management*, International Labour Organisation, Geneva, Switzerland.

Women at work Trend Report. 2016. *International Labour Organisation*. International Labour Office. Geneva.

Women, Business and the Law. 2021. *Gender Equality and Development*, World Bank Group.

Women employees an emerging issue of HRM in organisation–Sir Dorabji Tata memorial Library. Available from ijsw.hss.edu/greenstone/cgi-bin/Linux/library. [Accessed on 17/07/2021].

Women in Administration in India. 2011. *Journal of International Women's Studies*. Available on <http://vcbridgew.edu/jiws/vol12/iss1/12>. [Accessed on 17/07/2021].

Work for Women. 2018. Available from <https://www.caralyst.org>. [Accessed on 10 October 2021].

World Economic Forum. 2015. *The Global Gender Gap Report 2015- committed to improving the state of the world*. 10th Anniversary Edition. Cologny, Switzerland.

Zeegers, M. 2015. Milestone moments in getting your PHD in qualitative research. *An International Journal of Qualitative Research in Organisations and Management*. Elsevier, Amsterdam.

APPENDIX 1: Positions in the various Ministries in Mauritius Year 2019/2020

	Ministry	Position	Men	Women
1	Prime Minister's Office	Secretary to the Cabinet	1	0
		Permanent Secretary	2	1
		Deputy Permanent Secretary	0	3
		Assistant Permanent Secretary	2	3
SUBTOTAL			5	7
2	Defense and Home Affairs Division	Secretary to Home Affairs	1	0
		Permanent Secretary	1	0
		Deputy Permanent Secretary	1	2
		Assistant Permanent Secretary	3	1
SUBTOTAL			6	3
3	External Communication Division	Permanent Secretary	0	1
		Deputy Permanent Secretary	1	0
		Assistant Permanent Secretary	0	2
SUBTOTAL			1	3
4	Ministry of Arts & Culture	Permanent Secretary	0	1
		Deputy Permanent Secretary	0	2
		Assistant Permanent Secretary	1	3
SUBTOTAL			1	6
5	Ministry of Blue Economy, Marine Resource, Fisheries and Shipping	Permanent Secretary	1	0
		Deputy Permanent Secretary	1	1
		Assistant Permanent Secretary	2	2
SUBTOTAL			4	3
6	Ministry of Commerce and Consumer Protection	Permanent Secretary	1	0
		Deputy Permanent Secretary	0	1
		Assistant Permanent Secretary	1	2
SUBTOTAL			2	3
7	Ministry of Education, tertiary education, Education,	Senior Chief Executive	1	0
		Permanent Secretary.	2	1
		Deputy Permanent Secretary.	2	4
		Assistant Permanent Secretary	1	13

	Ministry	Position	Men	Women
	Science & Technology			
SUBTOTAL			6	18
8	Ministry of Environment, Solid Waste Management & Climate change	Permanent Secretary.	1	0
		Deputy Permanent Secretary	1	1
		Assistant Permanent Secretary	2	2
SUBTOTAL			4	3
9	Ministry of Finance, Economic Planning and Development	Financial Secretary	1	0
		Deputy Financial Secretary	2	0
		Permanent Secretary	1	0
		Deputy Permanent Secretary	2	0
SUBTOTAL			6	0
10	Ministry of Financial Services and Good Governance	Permanent Secretary	1	0
		Deputy Permanent Secretary	1	1
		Assistant Permanent Secretary	3	1
SUBTOTAL			5	2
11	Ministry of Foreign Affairs, Regional Integration and International Trade	Senior Chief Executive	0	1
		Secretary for Foreign Affairs	1	0
		Permanent Secretary	1	0
		Deputy Permanent Secretary	2	1
SUBTOTAL			4	2
12	Ministry of Gender Equality and Family welfare	Senior Chief Executive	0	1
		Deputy Permanent Secretary	0	2
		Assistant Permanent Secretary	1	3
SUBTOTAL			1	6
13	Ministry of Health and Wellness	Senior Chief Executive	1	0
		Permanent Secretary	0	2
		Deputy Permanent Secretary	4	2
SUBTOTAL			5	4
14	Ministry of Housing and	Permanent Secretary	0	1
		Deputy Permanent Secretary	0	1

	Ministry	Position	Men	Women
	Land use planning	Assistant Permanent Secretary	0	1
SUBTOTAL			0	3
15	Ministry of Industrial Development, SMES and Cooperatives	Permanent Secretary	2	1
		Deputy Permanent Secretary	3	2
		Assistant Permanent Secretary	1	3
SUBTOTAL			6	6
16	Ministry of Labour, Human resource and Development	Permanent Secretary	0	1
		Deputy Permanent Secretary	0	1
		Assistant Permanent Secretary	1	0
SUBTOTAL			1	2
17	Ministry of Local Government and Disaster Risk Management	Senior Chief Executive	0	1
		Deputy Permanent Secretary	2	1
		Assistant Permanent Secretary	3	0
SUBTOTAL			5	2
18	Ministry of Land Transport and Light Rail	Permanent Secretary	0	1
		Deputy Permanent Secretary	0	3
		Assistant Permanent Secretary	2	2
SUBTOTAL			2	6
19	Ministry of Public Service Administration and Institutional Reform	Permanent Secretary	0	1
		Deputy Permanent Secretary	0	1
		Assistant Permanent Secretary	1	1
SUBTOTAL			1	3
20	Ministry of Information Technology, Communication & Innovation	Permanent Secretary	0	1
		Deputy Permanent Secretary	2	0
		Assistant Permanent Secretary	0	4
SUBTOTAL			2	5
21	Ministry of Tourism	Permanent Secretary	1	0
		Deputy Permanent Secretary	0	1

	Ministry	Position	Men	Women
		Assistant Permanent Secretary	1	2
SUBTOTAL			2	3
22	Ministry of Youth, Sports and Recreation	Permanent Secretary	1	0
		Deputy Permanent Secretary	0	2
		Assistant Permanent Secretary	2	1
SUBTOTAL			3	3
23	Ministry of National Infrastructure and Community Development	Permanent Secretary	0	1
		Deputy Permanent Secretary	2	0
		Assistant Permanent Secretary	2	3
SUBTOTAL			4	4
24	Ministry of Energy and Public Utilities	Permanent Secretary	1	0
		Deputy Permanent Secretary	0	2
		Assistant Permanent Secretary	0	3
SUBTOTAL			1	5
GRAND TOTAL			77	102

SOURCE: Mauritius Public Sector Guide 2020 Edition

APPENDIX 2: Ethical Clearance Certificate



DEPARTMENT OF PUBLIC ADMINISTRATION AND
MANAGEMENT RESEARCH ETHICS REVIEW COMMITTEE

Reference: P.AM/2021/023 (Gopal)CR
Date: 27 August 2021

Name of Applicant: Ms Reena Munbोध Gopal (student # , 31258492)
Supervisor: X.C Thani (staff # , 90124960, email: thanixc@unisa.ac.za)

Department of Public Administration and Management
Unisa

Dear Ms. Gopal

Thank you for your application for research ethics clearance for the project: '*Glass ceiling and advancement of women in decision-making in the civil service of Mauritius*'.

I have reviewed the application in compliance with the Unisa Policy on Research Ethics as well as the approved relevant Standard Operating Procedures. In terms of paragraph 5.6 of the Unisa Policy on Research Ethics a research project that involves human participants, animals, plants and cells may have ethical implications and must therefore be reviewed for ethics clearance. I have established that your research project is of a *conceptual nature* as it does not involve human participants, animals, plants and cells. The research project accordingly does not fall within the scope of the mentioned Policy and for that reason does not have any ethical implications.

The Research Ethics Review Committee would like to wish you success with your research project guided by integrity, accountability and rigour.

Kind regards

Dr VT Sambo

A handwritten signature in blue ink, appearing to read "VT Sambo".

Chairperson of the ERC,
Department of Public Administration and Management, UNISA
012 429 4355 or Esambovt@unisa.ac.za



APPENDIX 3: Language Editing Certificate

