Women's Status in Sri Lankan Administrative Service:
A Special Reference to Galle District

By

Kariyawasam Baddegema Gamage Miusi Priyanwada

MPPG 6th Badge

December 2016

Women's Status in Sri Lankan Administrative Service:
A Special Reference to Galle District

By

Kariyawasam Baddegema Gamage Miusi Priyanwada

MPPG 6th Badge

Submitted to

Professor Syed Lasna Kabir

Thesis submitted to the
Public Policy and Governance (PPG) Program
in partial fulfillment for the award of

Master in Public Policy and Governance (MPPG)

December 2016

**Public Policy & Governance Program
North South University**

Dedication to

My Beloved Parents

"Mom and Dad"

You have gone through a lot of struggle and pain. But I promise, I won't let all that go in vain. I want to do justice to every time you believed in me. I will grow up, to be the best I can be.

Declaration

I declare that the dissertation entitled "Women's Status in Sri Lankan Administrative Service: A Special Reference to Galle District " submitted to the PPG Program of North South University, Bangladesh for the Degree of Master in Public Policy and Governance (MPPG) is an original work of mine. No part of it, in any form, has been copied from other sources without acknowledgement or submitted to any other university or institute for any degree or diploma. Views and expressions of the thesis bear the responsibility of mine with the exclusion of PPG for any errors and omissions to it.

25.12.2017

Kariyawasam Baddegama Gamage Miusi Priyanwada

1612863085

Acknowledgement

Last but not least I am extremely grateful to my beloved parents who raised me and taught me to study hard and to give priority in my life to the quest for knowledge. Without the inspiration, drive, and support that you have given me, I might not be the person I am today. I am also grateful to my two brothers for being perfect elder brothers to me. Even though we don't spend a lot of time with each other, I know from the bottom of my heart that my brothers will always be there for me when I holler. I would like to thank my boyfriend for supporting me and my dreams, and never trying to hold me back from what I want in life.

K.B.G.M Priyanwada
2017 December

Abstract

Women in developing countries are more likely to experience challenges than other individuals in the course of their everyday life. There is a continued inequality and defenselessness of women in all sectors where women remain unrepresented and oppressed. The struggle for mainstreaming women in politics and public administration continues to be a challenge in many contemporary democracies. In the context of Sri Lanka, the representation of women in public administration is relatively high, however their advancement at the public sector remain challenged. Given this context, this study examines the challenges of female administrators who are in the top positions in the district secretariat level in Sri Lanka. For this qualitative study, 20 female respondents in addition five male administrators in the Galle District were chosen to gather information on the factors that hinder women status in the public sector in Sri Lanka. The findings of this sturdy uncover the fact that women in public sector in Sri Lanka experience challenges in balancing work and family. Also this study reveals that the women have been experienced severe workplace challenges than their male administrators who have been considered as efficient and active to perform administrative tasks. Finally this study concludes that even though women have been experiencing challenges at their workplace and family life, still they remain active in the male dominated public sector.

Keywords

Sri Lankan Administrative Service, Women Representation, Challenges

Content

Tables

Abbreviations

SLAS - Sri Lankan Administrative Service

ILO - International Labor Organization

Chapter One

Women's Status in Sri Lankan Administrative Service: A Special Reference to Galle District

1.1 Introduction

The UN Fourth World Conference on Women in 1995 has identified the women's right to participate in the decision-making process at all levels as a precondition to achieve the inclusive and strong democratic governance. The participation of women in planning, budgeting and policy-making process helps to advance their status in their private and public lives. This has encouraged governments and other public and private institutions to ensure women's equal access and their full participation in political structures and decision-making bodies (Miranda, 2005). In the context of developing countries, women are more likely to experience countless challenges than other individuals in the course of their everyday life. The continued inequality and defenselessness of women in all sectors remain a serious threat to the future democracy. However, in many countries, including western democracies, the issues of gender in the public administration have been neglected or marginalized even though their presence is high in the public sector. To most, the bureaucracy is the system which prevents women to not enter into the public administration or led them to choose it at their own risk. In the context of Sri Lanka, although women in public sector remain high, still they experience socio-cultural hurdles in addition to institutional discrimination to climb in the ladder of public sector.

1.2 Background

Generally, public administration performs the functions of all three branches of government. To provide better services to the people, public administration formulates public policies. As a non-political body, the public administration operates as a business side of government. Therefore, it is important to incorporate women into all levels of decision-making of the public administration to achieve desired outcome of the government to promote sustainable peace and development. In contemporary democracies, women's representation in the

administration has become one of the significant social changes that facilitate the environment conducive to practice participatory governance. When it comes to political administration, during the past 20 years, although women held number of executive positions such as Head of State or Government, they have had limited opportunity to occupy the political position in the government and have had diverse challenges to fulfill their duties as a responsive administrative officer (Ferdous, 2014). In fact, women are still underrepresented group in many contemporary democracies including Australia, China, France, South Africa, United Kingdom and United States with an exception of Nordic countries.

Broadly speaking, women in administration bring rich grassroots knowledge and valuable social experience leading to substantial changes of perceptions in society. At global level, women in public administration face diversities of problems when they work in the male-dominated patriarchal societies. When they climb up their career ladder, women experience countless socio-cultural challenges in addition to institutional discrimination preventing them to advance their career paths in the public sector. The stereotype ideas that consider women as inferior to men is not yet changed, to most i.e. politicians, female administrators appear as a challenge and threat, so politicians do not encourage female administrators to occupy the executive positions (George,2011). Over the years, women have managed to increase their number in the service in terms of power and holding senior positions in public sector (Ferdous, 2014). The statistical records available indicates that during the period between 2006 to 2013 in 24 developed countries, the share of female civil servants has steadily increased from 16 to 77 per cent (The World's Women, 2015). This has proved the fact that women with strong leadership and management skills have shown their integrity and commitment when they were given opportunities to represent the executive positions in administrative sector (Miranda, 2005).

In the context of Sri Lanka, the current population is around 22 million and among them 53% are women. Among the total women population, only about 74.8% are economically inactive. According to the report of the Department of Statistics (2014) economically active population of Sri Lanka is 8.8 million, among them women serve only about 34.9% (Sri Lanka Labor Force Survey, 2014). The literacy rate of female is 92.6%, which is much more than in the other countries of Asia. According to the UNICEF data, it is also stated that 60% of the undergraduates are women, which means they become qualified to gain access to higher education at universities in Sri Lanka more than men. Women in Sri Lanka play an important role in all development domains and their contribution to the national economy is admirable (The Sri Lankan Women, 2014). However, representation of women in public sector in Sri Lanka still remains minimal.

The Sri Lankan Administrative Service (SLAS) constitutes one of the major pillars of Sri Lankan governmental system. Civil servants are working in the central and provincial governments deal with formulating and implementing public policies and programs. Civil servants are recruited through competitive exams conducted by the Public Service Commission at national level. However, top positions in the government such as Permanent Secretaries are appointed by the President (Sri Lankan Administrative Service, 2016). In the context of Sri Lanka, public sector employees are divided into three levels:

I.   National level: All the ministries and departments operating under the provisions of the central government.

II.   Provincial level: Ministries and institutions functioning under the provincial councils.

III.   Semi-governmental level

Modern Sri Lankan Administrative system is a legacy of British rule and its long history can be traced back to the year of 1802. That was the beginning of the Civil Service of the country and it was named as Ceylon Civil Service in 1833 based on the British Civil Service. Later on, it has been established as Sri Lankan Administrative

Service in 1972. At present Sri Lankan Administrative Service is executed as the senior civil service of the country (Nanayakkara, 2015). According to the Gazette of the Democratic Socialist Republic of Sri Lanka (2015) there are three classes in SLAS such as Grade I, II and III. Total administrative officers in Grade III (Entry Level) are 1300. Among them 700 are male and 600 are female. Grade II total administrative officers are 619. Among them 430 are male 189 are female. Grade I total administrative officers are 86. Among them 53 are male and 33 are female (Gazete of Sri Lanka, 2015). From this statistics it is clear that there is no discrimination at the entry level. But when they climb up in their career, the barriers, female administrators face, pose greater challenges than male administrators.

This study focused on the inner influences as unseen barriers for women career advancement in SLAS in Sri Lanka. However, women's representation in decision making position such as senior officials in the national, provincial public and semi government sectors have respectively risen to 25.9%, 23.5% and 22.1% by 2002, so that around 75 of decision makers in the country have been men over that time. The first woman secretary was appointed in 1995. The percentage of women district secretaries has declined to 8% in 2007. From 2002- 2015 the percentage of female district secretaries are 16% only. There is no any change of this percentage up to 2015. Divisional Secretaries have risen from only 1.6% in 1993 to 22.9% in 2006. The percentage of women in the Sri Lankan Administrative Service (SLAS) grade I gradually increased from 1.8% in 1979 to 27.2% in 2007, only 8.9% of the secretaries are women (The Sri Lankan Women: Partner in Progress, 2014). Though the entry level of SLAS is increasing, still women in the executive level remain underrepresented in SLAS. The total number of administrative officers who had been promoted to secretary posts in 2016 is 56. Among them 10 are women and rest 46 are male administrative officers (The Sri Lankan Women, 2014). Promotion of women to a high level of position in SLAS still appears premature. Promotion as an upward change of position, normally involving greater responsibility and different duties from those of the present position and is a move of an employee to a job within the organization which has greater importance and usually higher payment (Jayathilaka, 2016). In the context of Sri Lanka, compared with men, women'

promotion confronts more socio-cultural and institutional constraints. This is the real scenario of SLAS in Sri Lanka. Therefore, this research addresses an innermost perspective of women at work by a review of the factors that hinders their career advancement. This study reveals this situation through focusing the barriers women face at individual levels in their career. However, women's representation at decision making and leadership positions in administrative structures at the central and provincial levels is still not on par with men or equal with their educational and professional achievements. The International Labor Organization (2004) indicates that although women's share of total employment is around 47 and among them, administrative officers are just over 20 per cent that is less than half of this proportion. This includes senior level public servants, policy makers, ambassadors, scientists, university registrars, deans and media executives. Centre for Women Research in Sri Lanka raises a number of important analytical and policy relevant questions regarding underrepresentation of women at the highest level of administrative sector (Silva, 2008 / 2009). On the other hand, men in the public sector are three times as likely to climb to the top as women in the public sector. That is a very serious disparity in promotional prospects and such large disparities do beg the question of discrimination (Island, 2013). Social expectations and stereotypes are a major bottleneck that women have to deal with when working in higher positions. Society still has different expectations from men and women when it comes to deciding on occupations, positions and power. Public organizations have traditionally been managed by men and intricate system of practices, values and culture has evolved over time that mostly favor men. This masculinization of the formal sector was inevitable given the traditional gendered division of labor, where women were associated with responsibilities of the family and home and men with business, agriculture and governance (Wickramasingha and Jayathilaka, 2015). This study brings out the factors related to the position women in administration and reveals that women are equally capable to occupy the top most service of the nation. Following section, will present the background of the study to situate the research questions in the context of Sri Lanka.

1.3 Statement of the Problem

In the context of Sri Lanka, the status of women in the public administration has experienced a considerable evolution to which several factors had played a key role to make it happened. However, this does not account that the female administrators have been equalized to male administrators. In fact, they have been experiencing the differentiation of status in the public administration of Sri Lanka. The progress of women is strong at the entry level of administrative service. However, this progress does not bring significant changes to the society. There has been a gradual increase in the proportion of women in recent years, but certainly they have not caught up with men when it comes to the executive level of SLAS (Silva, 2008/2009). At the end of the 20th century, the representation of women in decision making at various levels in the public sector has increased by 20 percent (Department of Census and Statistics, 2000). According to the Ministry of Public Administration (2016), the 56 administrators have been promoted to the secretary post, but only 10 are women. Even though there is an increasing number of women in the entrance of SLAS, but still the situation of women's access to top executive positions remains limited. (Jayathilaka, et.al, 2016). Since women appear to be under represented in senior positions, it shows that they may face a "Glass Ceiling" (Blank, 1996). A research has found that the 'glass ceiling' does exist and there is direct and indirect relationship between the cultural and traditional aspects on the hindrance to women's career progression in Sri Lanka (Hettigoda, 2000). Though women also work like men, they may face lot of barriers while performing their duties. The barriers that prevent women to reach the executive positions have often been described by the metaphor Glass Ceiling, a transparent barrier which prevents women from moving up the corporate ladder in a certain point. This refers although women are now skilled enough to move to upper levels, at some point they are stopped by an invisible barrier (Bombuwela and Chamaru, 2015).

1.4 Research Questions

Even though there is a steady increase in the number of female administrators in the SLAS, the proportion of women occupying senior administrative positions have not

really changed. In fact, women in the senior positions continue to experience various challenges when they progressing in the management ladder. Accordingly, this research examines the following research question.

1. What challenges have been experienced by the Sri Lankan female administrators who have occupied in the senior positions in the Sri Lankan administrative service?

1.5 Research Objectives

1. To examine the status of female administrators in Sri Lanka

2. To investigate the socio-cultural and institutional constraints that pose greater challenge to the female administrators to perform their duties in the SLAS

1.6 Significance of the Study

Today, most of the people give a considerable attention to Glass Ceiling concept in competitive environment. Many research studies have focused on different themes with regard to women careers (Bombuwela and chamaru, 2013). This research has found the gap in the empirical knowledge available on glass ceiling in the context of Sri Lanka. Therefore, identifying the impact of glass ceiling on women administrators is significant to develop strategies to address and improve the policies to prevent such things to occur. It is important to know about the factors that determine women's representation in executive level of administrative service in Sri Lanka. Also the findings of this study help to encourage women and to increase their number in desired level. In addition, the government and concerned stakeholders can take necessary and effective measures to ensure the equal and equitable participation of women in SLAS (Silva, 2008/2009). Furthermore, findings of this study would be a better guideline for those who are in high positions to identify the women who are working as executive administrators. And also it is important for future research studies and future job holders as it provides more knowledge on glass ceiling that affect women's career.

1.7 Research Methodology

Research design is a plan that guides the researcher in the process of data collection, analysis, and interpretation of findings. According to Creswell (2003), research designs falls into three categories – qualitative, quantitative, and mixed methods. It is a framework to navigate the research journey in the selected field and finally execute the research plan. The research design followed, dominantly, in this study was "descriptive' research. The reason behind that to select descriptive analysis was not only to find out the challenges which faced by female Divisional Secretaries, but also to explore their experience with regard to their positions in the public administrative service. On the other side, it is important to use descriptive analysis to find out family life status, how they have balanced work life and family life at once with different types of family and work related issues. According to Creswell (2003), a qualitative study helps to listen the participants and to build a picture based on their experiences and perceptions.

There are at least three points that should be carefully considered while choosing an appropriate research method: answering to the research question, current state of knowledge and the nature of the variables involved in research (Aminuzzaman, 1991). Considering these three matters, this research has chosen qualitative method with a feminist orientation for the purpose of describing and exploring female administrative officers' experiences of their perceived barriers for upward mobility. The reason behind that, qualitative research is helpful to determine the meanings of people ascribe to problems and how they contextualize these factors.

The Unit of Analysis defines, what the case is all about, or what the case study is focusing on- such as an individual, a group, an organization, a city and so forth (Berg, 2009 cited in Harold 2012). In this research, researcher has chosen Grade I & Grade III female Divisional and Assistant Divisional Secretaries as unit of analysis. Divisional Secretary category was chosen as it is the most challengeable position among SLAS posts and it has huge responsibilities to fulfill within divisional level.

Researcher conducted interviews and focused group discussions to the peoples' perceptions and mostly their innermost feelings in terms of work life and family life challenges faced by female administrators in the second largest administrative district of Galle in Sri Lanka.

Before going to the field researcher has gone to the Ministry of Public Administration to collect recent data of Sri Lankan Administrative Service. They told that they did not have gender based information separately and they have published all the important data in their webpage. The director of SLAS branch told that there is a remarkable improvement of women representation in SLAS after 2006. Even though the situation is like this, most of them are staying at Class III only. They are not moving up on their career ladder. In current Sri Lankan Administrative Service doesn't have Class II. Class II and Class III is combined from June 2017 to December 2017. But still it does not legally confirm. The Director of SLAS branch told that the final decision will be decided by the ministry. Up to December, Class II and Class III have been combined. Therefore, there is no Class II in this time period. Furthermore, she has told that, among the SLAS positions, most challengeable job is Divisional Secretary. Normally SLAS service is started from Assistant Divisional Secretary. So researcher has decided to take Divisional Secretaries and Assistant Divisional Secretaries from Galle district to conduct the survey.

After the discussion with the supervisor, researcher has decided to take 20 respondents including 10 from Class I and 10 from Class III. I went to 10 Divisional Secretariats. They include Gonapinuwala, Karandeniya, Bope Poddala, Wackwalla, Waliwitiya, Nagoda, Wanduramba, Baddegema, Hikkaduwa and Balapitiya. Except those Divisional Secretariats, researcher has gone to the Chief Ministry- Southern Province at Galle.

Researcher has selected Galle district as thestudy area. It is situated in Southern Province. She took the contact numbers of all the female Divisional Secretaries and Assistant Divisional Secretaries in Galle District from the Chief Ministry. First of all, she has approached them through appointments. Among 20 Divisional Secretaries and Assistant Divisional Secretaries, only 10 administrators have given the direct

direct appointments. Some of them have directly refused the appointment. When the researcher contacted she was very angry, her voice was suddenly got tracked. After that she disconnected the phone.

This study requires to associate women closer to detect their inner feelings and perceptions to recognize their own experience to the situation. To fulfill the purpose of the study researcher carried out interviews with women administrators belonging to grade I & II in SLAS from Galle District. The intent of the study was to interview purposefully selected 20 women administrative officers. This allowed for a deeper understanding of actions in context, allowing the researcher to examine the complexity in human phenomenon and to reach a conclusion. Also this research obtained opinions from female administrative officers who work in public organizations in Galle District. Besides that, researcher has conducted interviews with two gender experts and 5 male administrators. The researcher used semi-structured, open-ended interview questions which provided the participants the opportunity for in- depth discussion.

This study has selected the Galle District as study area to explore the influence of glass ceiling towards to female executive officers in SLAS. Galle is one of the important districts out of 25 Districts in Sri Lanka. Galle is the second level administrative division of the country. It is the capital of the southern province. It consists 19 Divisional Secretariats Divisions Benthota, Balapitiya, Karandeniya, Elpitiya, Niyagama, Tawalama, Neluwa, Nagoda, Baddegama, Weliwitiya Divithura, Ambalangoda, Gonapinuwala, Hikkaduwa, Four Gravels, Bope Poddala, Akmeemena,Yakkalamulla, Imaduwa and Habaraduwa.

1.8 Limitation of the Study

The sample size in qualitative studies naturally is small. Due to this small number of participants, there is a concern that the findings may not be comparable or generalizable to the population of all female executive officers in SLAS. The findings cannot be generalized for all women executives from other sectors. Participants were drawn from Galle District only. So research findings of this study should not be generalized to the entire country. This study only discusses the socio-cultural and

institutional constraints faced by higher ranking (Executive Positions of Administrative Service) female administrators in SLAS. All respondents were very busy with their working schedule especially the higher level of executive officers. It was quite difficult to make appointments with them.

1.9 Chapter Outline

This study will be organized into six chapters.

Chapter one presents the introduction, background of the study, problem statement, research significance, research objectives and, research questions, limitation and methodological overview dealing with the research approach, study areas, sample size, sample design, source of data, and techniques of the data generation and method of analysis.

Chapter two reviews the existing literature with a focus of theoretical framework.

Chapter three provides the historical overview of Sri Lankan Administrative Service and women participation.

Chapter four presents the socio-cultural and institutional challenges faced by female administrators in Galle district.

Chapter five presents the summary of the entire work, and the concluding remarks of the research.

Chapter Two

Women and Glass Ceiling: Theoretical Perspectives

2.1 Introduction

First chapter has discussed the basic details about the research such as the background, research problem and objectives, statement of the problem, methodology and limitation of the study. This chapter reviews the existing literatures on challenges of women in public sector administration in contemporary democracies with especially focus on glass ceiling metaphor. This chapter also presents the theory used in this study. The theory which represents glass ceiling metaphor is discussed here. Analytical framework has been presented in the final part of the chapter.

2.2.Glass Ceiling in the International Context

Baxter and Wright (2000) have conducted a research on the basis of glass ceiling metaphor. The title of the research is "The Glass Ceiling Hypothesis: A Comparative Study of the United States, Sweden and Australia". This article has examined the existence of Glass Ceiling barrier in United States, Sweden and Australia. Glass Ceiling hypothesis states that it is not only the main obstacle to climb up in any organizational hierarchy. But also there are some more obstacles to be faced by women when they move up their career ladder. According to them, the glass ceiling is "a transparent barrier that kept women from rising above a certain level in corporations. Further, it shows that at lower level, women easily get promoted, but beyond that, it is possible for them to climb up in their career. Idea of glass ceiling implies that barriers to promotion intensify more for women than for men. The glass ceiling hypothesis argues that the women face more difficulties getting jobs and promotions in the upper level of hierarchy rather than lower level.

Carly and Eagly (2015) have done a research paper on "Women face a labyrinth: An examination of metaphors for women leaders". According to the findings of the research the labyrinth is the most useful metaphor for women leaders, although

there has been slow improvement in women's access to leadership, women continue to face challenges than men such as discrimination in pay and promotion, lack of access to leadership positions and power, having huge responsibilities for child caring and other internal work. The authors have discussed the strengths and weaknesses of these metaphors for describing women's present situation as leaders.

Bullard and Wright (1993) have done a study on "Circumventing the Glass Ceiling: Women Executives in American State Governments". This study found that women have created vital and different types of paths to reach the top administrative posts, especially in certain types of agencies and newly created organizations. However, much of their progress has been accomplished by avoiding rather than breaking the glass ceiling. This article addresses gender representation at the top levels of administration in American state governments. Their focus on women agency heads in state governments and they explored several common and uncommon characteristics of women and men who head the thousands of administrative agencies, large and small, of the 50 states in the country. According to the findings of this research women have made remarkable progress in obtaining top administrative posts in state governments. Besides their increased presence as executives in state government, women still have a tendency to direct particular types of agencies such as aging, library, personnel, and social services. Although reduction in number, a few types of state agencies (e.g., adjutant general, corrections, forestry) remain headed exclusively by men.

Akpinar (2012) has conducted a research titled "Career barriers for women executives and the Glass Ceiling Syndrome: The case study comparison between French and Turkish women executives". He described glass ceiling as an artificial barrier that prevent qualified women to reach their career ladder. It has found that corporate culture, careers encourages, age of women, personal compromises, support of family, education of family, feeling guilty and having a first baby are the barriers for French women executives. Beside that Turkish woman administrators have disturbed by the corporate (Country and Organization) culture, career support, age of women, personal issues, education of family, number of babies and having external help from a maid at home. This study argues that though the female

representation is getting relatively high in different sectors, still barriers to women's advancement continue to exist, including cultural norms, stereotypes, and employer policies and practices.

Nath (2000) has written an article, which named "Gently shattering the glass ceiling: experiences of Indian women managers". This paper examines the effect of social, organizational and personal biases on the movement of professional women in India. Women managers in India have been generally successful in rising to the executive set in Indian organizations. These women were successful because of the interaction of organizational and familial support, coupled with the individual drive for success each woman proved. This study focused on understanding whether Indian women have succeeded at passing through the glass ceiling and factors contributing to their success. This study mainly focused on some important factors such as the paradox of Indian women: mother goddess or burning bride, the duality of traditional roles for Indian women. According to this research, the Indian women have stepped out into a new era as they have formed a "new" labor force. This research reveals that the women in India have realized that they had to choose between home and work and now they have taken a fairly practical attitude towards the choice. They had a strong desire to maintain a balance having extended family and home help allowed the pursuit of a career much more than it does in the West.

Jackson and Callaghan (2009) have focused on the concept of ''glass ceiling effects''. These studies have described the weaknesses that women and people of color encounter in their journey for senior- level positions (e.g., CEOs). According to this study, women are in a position to understand glass ceiling as an invisible barrier that prevent women and people of color to reach the top position of their career. This study has identified societal, internal structural (organizational) and government barriers as the main constraints for women to move towards upward in their career.

Gulshan (2015) has conducted a research on "Female Upazila Nirbhai Officers in Field Administration of Bangladesh: Do They Face Challenges?" This study tried to find out the workplace and family life challenges perceived by the Upazila Nirbahi Officers (UNO) and common strategies used by female UNOs to perceive the challenges. According to the findings of the study, lots of challenges were arising from society

and organizational culture. But no any significant challenge was coming from political culture. Some major workplace challenges were found by the study. They are exercising power and authority in mobile courts, facing discrimination, requirements of harder work than male to prove capability to boss, barriers to join some religious ceremonies. Some findings of this research especially political representation and cooperation of officers did not match with the findings of other researches relate with UNOs. So there is a scope for future researchers to find out the impact of political culture towards to female bureaucrats serving as Upazila Nirbai Officers.

Afza and Newaz (2008) conducted a research on "Factors Determining the Presence of Glass Ceiling and Influencing Women Career Advancement in Bangladesh". According to the findings of the study, there are five factors influence the glass ceiling preventing women career opportunities and advancement at a certain stage. These factors are "management perception, work environment, work life conflict, sexual harassment and organizational policy". According to the opinion of the respondents, most significant factors for creating glass ceiling are management perception and work environment. Second most significant factors are organizational policy and work life conflicts.

Elnuti, Jia and Davis (2009) conducted a study on "Challenges Women Face in Leadership Positions and Organizational Effectiveness: An Investigation". According to the findings, 45% of the women believed that there were existing barriers prevent women from entering management positions and lower advancement. There were some barriers such as discrimination, family-life demands, prejudice, and stereotype ideas from the society. These barriers have causal link with leadership positions and organizational effectiveness. Moreover research findings indicate that women are perceived by most men as more sensitive and as a result of this, women fail to have equal opportunities in professional development and upward mobility in organization.

Kabir (2013) has written a book on "Women's Participation in South Asian Civil Service". This book is an effort to analyze the factors affecting for the successful advancement of women in the top positions in the civil services in India, Pakistan

and Bangladesh. According to the findings, participation of women in the civil service and in legislature is high in Pakistan and Bangladesh compare to India. Women administrators, especially in the higher positions, are still a very few in number. Majority of civil servants see that they have been experiencing discrimination due to the existing patterns of gender roles. Simultaneously male administrators believe that female administrators must choose one component between career and family.

Wiggins (1995) has written an article titled "Barriers to Women's Career Attainment". Main focus of this article was to explain the societal and work place barriers which impede the career success of female healthcare managers. It claimed that there are significant barriers or a glass ceiling for women's success in business. The glass ceiling is an invisible barrier that stops woman's career progress when she is just able to see a top management or policy related position within her reach. As a summary, this article explains that work and family role conflicts are barriers for women. They are well documented and appear to be built into the society. The role of wife, mother, and caregiver consumes women's time and energy, leaving them with substantially less available human capital than men with which to pursue career attainment.

2.3. Glass Ceiling in Sri Lanka

Keenawinna, Kast and Sajeevanie (2015) have conducted a study on "Impact of Glass Ceiling on Career Development of Women: A Study of Women Branch Managers in State Owned Commercial Banks in Sri Lanka". This study has identified the impact of glass ceiling on career development of women branch managers in state commercial banks in Sri Lanka. The data were collected from a 100 respondents by using random sample. The major findings of this study revealed that there was a negative relationship between corporate practices with women career development and family commitment with women career development. And there was a negative impact of glass ceiling on career development of women branch managers. This study basically focused on three concepts namely corporate practices, family commitments and stereotypes about women under the metaphor of glass ceiling.

According to the findings of the research, there is a weak, negative impact of glass ceiling on career development of women branch managers in state commercial banks in Sri Lanka. The findings of this research might be important to mitigate glass ceiling and to enhance women career development in state commercial banks.

Jayathilake (2016) has conducted a research titled "Women Managers and Their Personal Barriers for Upward Mobility in Private and Public Sectors". The study approached 40 Sri Lankan women administrators of private and public organizations for to understand their in their career. To analyze the data, grounded theory analysis method was used. Organizational support, working load and number of tasks, friendliness of nearest colleges and fellow managers' support are the factors that influence the advancement of women in their career in the context of Sri Lanka. This study showed that Department of Census and Statistics indicate that only around 20 per cent of employees who have reached the highest decision making positions in the public and private sector are women. Towards the end of year 2012, the participation of women in decision making at various levels in the public and private sector is very low and the women in the highest management levels have increased only by 20 per cent. The study found that charming progress in upward career mobility was hampered by the influence of personal factors on women in management.

Bombuwela and Chamaru (2013) have conducted a study namely "Effects of Glass Ceiling on Women Career Development in Private Sector Organizations: Case of Sri Lanka". The study was accompanied to find out the influence of Glass Ceiling on Women Career Development by taking sample as female executive employees who are working in private organizations. According to the findings, this research showed that the Glass Ceiling has 27.4 % influences on the Women Career Development among the Female Executive level employees working in private sector organizations in Sri Lanka. At the same time it reveals that the majority of the respondents exhibited satisfactory level of Women Career Development. According to the analyzed data of the study, it has confirmed that there is a negative correlation between Glass Ceiling and Women Career Development among the executive level female employees working in private sector organizations in Sri Lanka.

To summarize, "glass ceiling is an invisible, artificial barriers that prevent qualified individuals from advancing within their organization and reading full potential". Women face greater disadvantages in getting jobs and promotions in the upper level of the management hierarchies than at the bottom. Women in Asia have a strong aspiration to maintain a balance having extended family and home enabled the pursuit of a career much more than it does in the west. The barriers that women have to face have causal link with leadership positions and organizational effectiveness. In reality, the position of women has hardly changed substantially in recent years or even decades. Lots of literatures argue that, though there is a growing representation of women in politics and economy, they remain underrepresented in a male dominated society. Especially they are missing the top jobs. Foregoing literatures in Sri Lankan context are only focus on the women in private sector. As a result of that this research becomes distinct as this focuses on women in public sector.

2.4 Theoretical Framework

The concept of gender came into the society during early 1970s. Gender is the relationship between biological sex and behavior. This relationship explained by the theory of gender. It is very important to understand the difference between men and women with especial consideration of the workplace and family life. 'Gender' states to the roles of social construct, responsibilities, characteristics, personalities and prospects allocated to men and women. Gender roles differ between cultures and communities and over time. Though biologically men and women are differed it is not enough to explain why women are less access to power and lower standing than men (Kabir, 2013). According to Beckwith, gender emerges from stereotypes about male and female behavior; from characteristics and behaviors conventionally associated with women and men; from normative assumptions about appropriate behaviors of men and women; from assumptions about biological difference; and from social structures of power and difference.

In 1922, the concept of a stereotype was introduced into social science. Lippman described stereotype as classic picture that comes to mind when thinking about a particular social group (Macrae et al, 1996). A stereotype can be defined as a

cognitive method which related to our mind in order to make things easier from the complex situations. This definition of a stereotype, however, neglects the important issue of content. As a typical picture about a social group, a stereotype may be negative or positive, precise or imprecise, justified or unjustified. It is, though, the negative, the inaccurate, and the unjustified stereotypes that cause us most concern (Schneider, 1996). There is no any single theory that can exactly fit to draw a framework to find out the status of women who are working in executive level in Sri Lankan Administrative Service. This study intends to view the challenges of women in public administration through lens of social role theory and cultural dimension theory.

2.4.1 Social Role Theory

Social role theory was developed as a gender related theory during 1980s. This theory uses a structural approach to understand gender differences. This approach explains that family life and work life are the reasons for men and women to behave in different way a research study, used social role theory as theoretical framework found that in the organization, fellow colleges would be less satisfied and not supportive with a women leader. Social Role theory has been used in theoretical framework for studies about attitudes and effectiveness, in certain situation social norms that originates from a division of labor (Dulin, 2007). Social role theory (Eagly, 1987), argues that individuals incorporate a gender role depending on their gender and behavior according to the social role given them by the society. Eagly, the pioneer of this theory argues that gender roles are social constructs. It is believed that individuals integrate to a specific gender. The social roles and behaviors are expected through the evolution of society. This learning process starts in early childhood and continues subsequently. As per the theory, when women are expected to undertake roles which relate with cooperation and modesty, men are expected to assume roles which relate with dominance and assertiveness. There are five common patterns in this theory:

I. Women take more domestic tasks and have to balance home and workplace

II. Men have different attitudes towards working women

III.   Women and men often have different occupational roles

IV.   In occupations, women often have lower status

V.   Family influence significantly affect for women career

Social Role Theory faces the task of explaining the gender division of labor. If gender differences in human behavior originate mainly in the different social roles of men and women rather than in psychological differences that are inherent to women and men. It explains that women perform more domestic work than men and spend fewer hours in paid employment. It means they are performing dual careers. One career is in home and another is in workplace. At the same time, they have to respect their traditional family values also. Social Role theory explains that as strong women they should have the capacity to maintain both family and workplace in an effective way.

2.5.3. Geert Hofstede's Cultural Theory

When discussing regarding the field of social structure, we need to focus mainly for the well- known name Geert Hosted. He abstracted four dimensions on diverse range of cultures in different countries. Hofstede carried out fundamental study into the dominant values of the countries and the way in which they influence behavior in organization. Cultural theory comprehends of culture as a combination of values, norms and social relationships. It may be briefly explained by three distinct terms- cultural bias, social relations (pattern of interpersonal relations), and ways of life (a viable combination of cultural bias and social relations) (Kabir, 2013). Hofstede identified four dimensions that could clearly realized one culture from another. Later, he added fifth and sixth dimensions, they are:
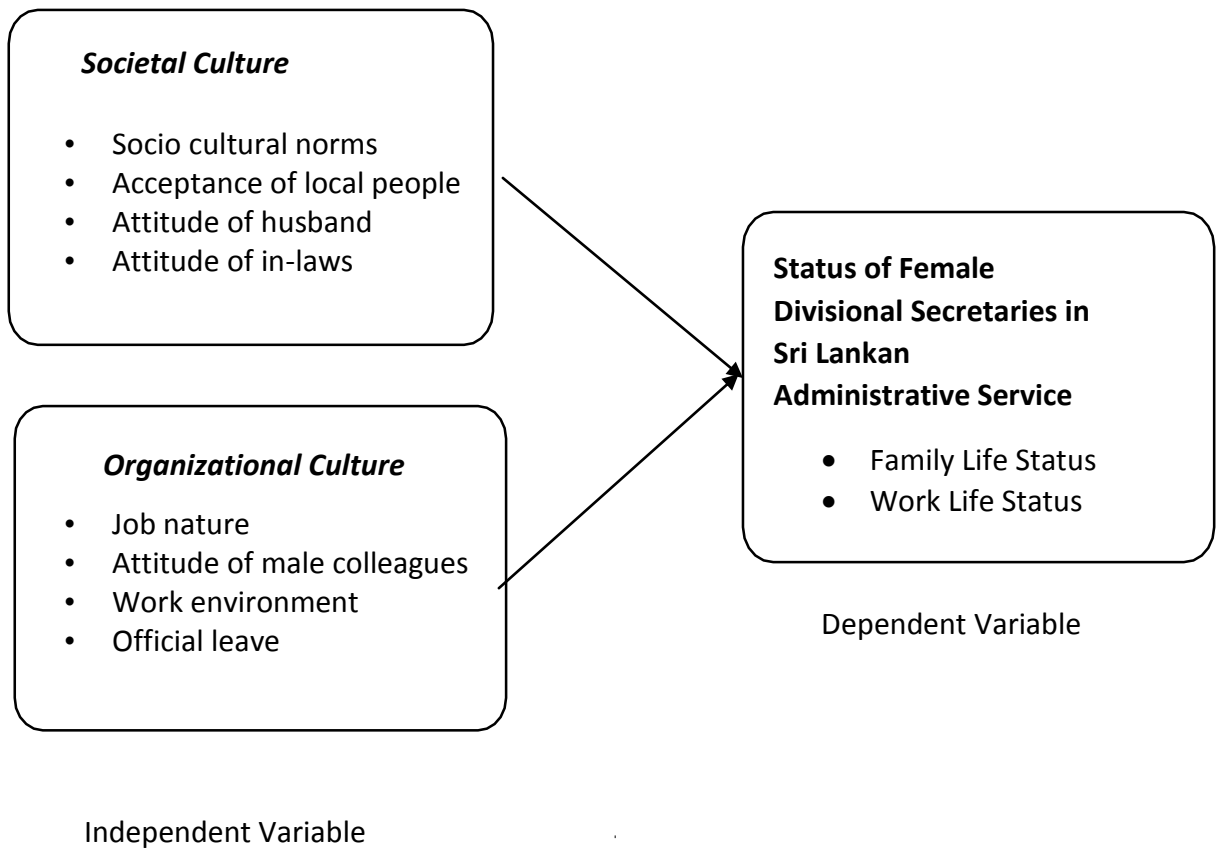
I.   Power Distance

II.   Individualism Versus Collectivism

III.   Masculinity Versus Femininity

IV.   Uncertainty Avoidance

V.   Pragmatic Versus Normative

VI.   Indulgence Versus Restraint

These six dimensions have given attentiveness to characteristics of a specific national culture and the different behaviors, activities, qualities, values and vital things which affect to society and organizations (Goolaup & Ismayilov, 2011).   This visualize the degree to which the executive people of any organization delighted with power and the lowest level people have to tolerate their superiors' unlimited power. Hofstede argues that power and inequality are extremely fundamental facts in any society. Moreover societies are different to each other and unequal from the inheritance (Hofstede and Mackove, 2013). According to Hofstede (2010) this refers to the degree of interdependence which a society maintains among its members. Most of the people in the society try to look after their own family instead of thinking about whole society. This is the issue about the term of 'I' and 'We'. Particularly collectivism always tries to give a positive image for the society. Most of the situations general people use to think that males are more talented rather than women. Though they are different from each other especially in appearance, both woman and man are human beings. The people who are living in masculinity society usually think that men are supposed to be more intelligent, tough and work oriented people. Whether the society is masculine or feminine it is more important to develop relationships and quality of lives. Both men and women should be modest and sharing their responsibilities and duties each other. It is not a problem of gender role to deal with the society and address society to use correct path and vision. Anyone in the world cannot say truly what will happen in future. Everyone is spending their life with uncertain situations. Most of the people who are living in uncertain cultures look for clear and vital predictions for the betterment of their organizations, institutions and firms. (Venaik and Brewer 2010, 1297). Feeling of uncertainty not only as personally affects, but also it is affected to other members of the society. It is not same like risk avoidance. There is no relationship between uncertainty and risk. It depends on the situation of the society. Uncertainty is a common situation of day today life and every day is started with uncertain without our knowledge.

By analyzing the various literatures and theory, the study has identified the following variables for the analytical framework which influence the dependent variable. The

study has merged the social role theory and cultural theory together to formulate the analytical framework of this research. The framework of this study based on the assumption of the barriers faced by female executive administrators in Sri Lankan Administrative Service are originated from two independent variables - societal culture and organizational culture with applicable indicators.

```
┌─────────────────────────────┐
│  Societal Culture           │
│                             │
│  • Socio cultural norms     │
│  • Acceptance of local people│
│  • Attitude of husband      │
│  • Attitude of in-laws      │
└─────────────────────────────┘

┌─────────────────────────────┐
│   Organizational Culture    │
│                             │
│  • Job nature               │
│  • Attitude of male colleagues│
│  • Work environment         │
│  • Official leave           │
└─────────────────────────────┘
```

Status of Female Divisional Secretaries in Sri Lankan Administrative Service

- Family Life Status
- Work Life Status

Dependent Variable

Independent Variable

The study was designed to come up with the answers of the questions whether the female executive officers face more challenges than male in family and workplace. What are those challenges and how do they address these challenges. Based on that, this study examines the challenges whether they influence the status of female administrators in SLAS. There are two indicators in dependent variable namely family life challenges and work place challenges. Family life is the life within household and how they live with their siblings and parents and guardians. It consists of the activities they participate in together, and the general way their life is carried out in their home, and with their family members. This research mainly focuses on working women and their environment that she interacts every day. A workplace is the physical location where an individual works for his or her living. Status is the situation, position or respect that someone has among the public or a particular group. This research use the term 'status' refer the difficulties and adverse situations the female administrators in SLAS face while they perform their duties.

Every society has its own widespread culture. According to A.W Green, society is the largest group in which individuals have relationships. In this study, by focusing on societal culture, it tries to find out the influence of dual career of women, attitude of husband and family influence towards into female executive officers in SLAS as barriers. Organizational culture is one of the important aspects of culture. 'Employees' as a part of the organization, organization culture affects to the behavior, perceptions and the actions of their working life. It is always a new technique for collective behavior when employees are coping up with each other. Organizational culture affects the way of employees to interact each other.

It is very important have a convenient and friendly work environment. Hofstede (2010) in his study on national culture asked one question from IBM respondents regarding the factors that were considered important to have an ideal job. To most of the male employees, high earning and advancement to high level jobs were important. At the same time, for female employees, good working relationships with supervisors and well cooperation with colleges were important to choose the job at IBM. This study mainly focused the way that male administrators perceive female administrators as colleagues. According to Hofstede, in masculine societies, the functions and responsibilities of men and women overlap less, and men are possible to behave aggressively while showing their success, being strong and fast, are seen as confident characteristics. However in feminine societies, there is a great deal of overlap between male and female roles. Every society has segregated the duties between women and men. Hofstede's study used the terms of male and female for indicating biological distinction and masculine and feminine for the socially and culturally determined roles. In Sri Lanka like many other oriental countries, men are reluctant to perform the household work and women are supposed to bound to manage the household responsibilities and it is considered as women's exclusive duty.

To summarize, according to Hofstede cultural dimensions, Sri Lanka was scored very low score in 10. It means, Sri Lanka belongs to feminine society. If it is like that, there should be more female administrative officers not only in the entry level but also in the decision making level in any sector. But still the major concern goes to men. The society has already committed some particular responsibilities to women such as housewife, child care, clothing, cooking etc. Women have more than enough capacity to reach higher levels of public sector. But present situation is something different.

2.6 Conclusion

This chapter has explained the related literature review, theoretical implications, and developing an analytical framework. The following chapter will explain the methodological framework used in this study in order to analysis the analytical framework.

Chapter Three

Introduction to Sri Lankan Administrative Service

3.1 Introduction

There has been a long history for Sri Lankan public service. With the establishment of the Ceylon Administrative Service (CAS) a new era began in the Sri Lankan administrative service in 1963. In 1833, the public service was freely prepared for all the citizens of the country on the basis of their qualifications. It was a milestone in public service of Sri Lanka. The civil service of the country is the spirit of any country. Until the emergence of the nationalist movement in the first decade of the twentieth century, the supremacy of the civil service was not challenged (Nanayakkara, 2015). The whole history of British rule in the country is highly linked with the history of Ceylon civil service. During the entirety of the 19th century, Ceylon Civil Service was fully governed by the officers of Britain with the cooperation of indigenous feudal administrators.

3.2 Civil service in colonial times

Civil Service was the backbone of the colonial administration in Sri Lanka. Ceylon Civil Service was the main mechanism of centralized power to control and administer the Ceylon administration. Until the emergence of the nationalist movement in the first decade of the twentieth century, its supremacy was not challenged. The civil service was formed on the basis of bureaucratic administration. As a result, it was an exclusive, centralized, regulatory, rigid and, at times, it comprised with the oppressive elitist group from the inception (Robson, 1955). It was the most important instrument that the Britain used to perpetuate its control over the Island. The early appointees were from social and economic circles having access to the patronage of the Secretary of State with the junior ranks being filled locally by the Governor. For the administration of the colony, British colonial rulers have recruited Sri Lankan intellectuals and most prominent people of the country for the success of

administration. But unintentionally they have used by the colonial rulers in order to fulfill their wishes and maintain colonial legacy in the country.

A major characteristic of the colonial civil service was the introduction of competitive examination for recruitment process in 1856. But it did not proceed well. Up to 1870 the examination was held in Colombo. But in 1880, it was decided by the colonial rulers to hold the examination in London and the entry was limited for Ceylonese who was successfully completed their education in England (Nanayakkara, 2015). However civil servants were recruited by using unfair and inefficient method. Even though, there was a competitive examination for recruitment, it was not a professional method of recruitment. As a result of this, it has developed not into an elite service with recognized people, but became a fundamental ruling caste. Among whole civil service under colonial legacy, provincial administration was the best from the functions. Government agents have done the administration work through hierarchy of local officials. They have reorganized some features of the civil service with including increased salary with the gradation of officers to prevent from engaging private sector and make sure to give priority to public sector.

In 1830s, Colebrook reforms provided some kind of consideration to civil servants for engaging their own plantations (Navarathne, Fernando, Elangasekere, 1989). It reflects that, even though the British maintained and developed benevolent hierarchical authoritarian administrative system, they have provided enough infrastructure, village centered export crop based plantation economy with the help of civil servants. The Civil Service is the most powerful and responsible mechanism that used by the Britain to control all over the world. In the beginning, junior ranks were filled by the local governor with an access to the support of the secretary of the state. However, the major change was brought into the civil service after the introduction of the competitive exam for the recruitment to civil service under the Northcote - Trevelyan Reforms in 1854 by Britain. Especially in after 1870, civil service was completely based on merit based system. According to that, any of the citizens of Sri Lanka can sit for the exam once and they had to complete basic requirements and the age limit. In that time period, civil service became the strength

of the country. British Empires did a great job by creating a Ceylon Civil Service for the whole country without any partialness. When Ceylon gained Independence, there was marvelous civil service established by Britain.

3.3 Civil service after Independence of Ceylon

After 1948, it was implemented as a hierarchical and centralized administrative system in Sri Lanka. Simultaneously the main concern of Sri Lanka as an independent nation was to formalized public service with the aim of development by effective and responsive public servants towards to the citizens. Further, civil servants were recruited from different social classes and this had influenced significantly in their behavior in the civil service. However, the elite Ceylon Civil Service came to an end with the establishment of unified administrative system in 1963. Furthermore, the unified administrative system brought to end to the Village headman system (Navarathne, Fernando, Elangasekere, 1989

When J.R Jayawardane became the President of Sri Lanka, he took decisions to articulate a unified administrative service in Sri Lanka. Unification is meant that absorption of one common group of the officers on the present Ceylon Service and other group consists with all other officers who have done administrative functions but not belong to Ceylon Civil Service. Before the creation of unified administrative service, the public service was shared by two classes of officers. The first comprised that public officers belonged to the Ceylon Civil Service, a single, dominating, elitist, generalist service. This elitist group occupied the top positions and they were transferrable across the departments. The second group comprised those departmental services such as Divisional Revenue Officers, District Land Officers, Land Developmental Officers, Assistant Commissioners of Local Government and Assistant Commissioner of Cooperative Development etc. However, the new system appears as a good opportunity for civil servants to mobilize their talents as individual as well as personnel in order to become effective civil servant of the country. As a result of the creation of a unified administrative service all the posts of different departments came into single administrative service. In early times, Wilmot. A.

Perera Commission was constructed six classes in Ceylon Civil Service. However, J.R.Jayawardene changed these six classes into five classes with including first class is the highest and fifth class is the lowest. The new classes I and II related to classes I and II of Ceylon Civil Service. The chief of the large departments were belonged to these two classes. Class III consisted with chief of smaller departments and deputies of larger departments. Senior administrative staff posts were belonged to class IV. Class V integrated with almost all the junior administrative posts of the civil service.

The Sri Lankan Administrative Officers carry high respect and dignity of the society. It is one of the most admirable and desirable jobs among the other public carriers. They are holding key positions of the Central Government, Provincial Government and Public Sector undertakings. Though it is a high respectable job, it is not easy to enter the Sri Lankan Administrative Service. It has open competitive examination to enter the service which including written test and viva voce. The basis requirement for applying the service is a university degree from a recognized university or institution by the University Grants Commission (Nanayakkara 2015). Appointing authority of the Sri Lankan Administrative Service is holding by the Public Service Commission and Administrative Authority is holding by the secretary to the ministry in charge of the subject of Public Administration. It is difficult to get entrance of Sri Lankan Administrative Service due to its recruitment process with difficult exams and interview process. For example, the following table has provided idea about the amount of selected candidates from open competitive examination in the recent years.

Year	Sinhala	Tamil	English	Total	No. Recruited
2009/10	25722	4373	548	30643	131
2010/11	11458	1429	158	13025	256
2011/12	12340	1092	91	13423	112

Table 1 : SLAS (open) candidates sitting the exam and total number of recruited

Source: Nanayakkara, 2015

In present, there are two main service categories namely senior executive and executive. Grade I, II and III belong to executive level and special grade belong to senior executive. There are three streams of recruitment namely open, limited and merit. 75% of candidates are selected from open stream, 25% are selected from limited stream and 5% are recruited merit service in the Sri Lankan Administrative Service. According to the Gazette of Sri Lanka 2013, the number of vacancies for the recruitment process depends upon the number of vacancies existing in the combined cadre (The Gazette of the Democratic Socialist Republic of Sri Lanka, 2013). Following section will discuss the basic qualifications for the recruitment.

Basic Requirements for Grade III

- Be a citizen of Sri Lanka
- Be a person of a good character
- Have a good mental and physical capability to serve in any part of the country
- A degree from a university or institution which is recognized and registered from the University Grants Commission.

This research focuses on the position held by the female officers of the Sri Lankan Administrative Service and the challenges facing by them in the execution of their duties. In order to carry out this research, female officers from Grade I and II were selected. There are several functions which belong to Divisional Secretaries as the head of the area.

3.4 Functions of Divisional Secretary

3.4.1 Functions which have given by the constitution

I. Recommends permits and license (cut down/strike out woods), for transportation of wood, animal, soil, and the mining and rock excavation,

II. Register the trade names,

III. Recommend the identity card, Issue birth certificate, marriage certificate and death certificate, Affairs about land management.

3.4.2 Human Resource Management

I. Organize training and educational seminars and direct firms and institutions for training,

II. Evaluate Performance,

III. Coordinate communication with personnel/staff.

3.4.3 Finance Management

I. Forecast expenditure and revenue of government,

II. Collect revenue such as Issue revenue certificate,

III. Register trade names, collect revenue tax of lands,

IV. Organize regional children's festivals, regional adult's festivals, regional disabled people's festivals, sports competition in office,

3.4.4 Evocation of religion and culture

Participate regional religious authority, Participate regional cultural authority, Organize national perahera, Evaluate children's Skills, Organize annual cultural concert, Organize official psalm concerts, Organize adult's cultural concerts and Organize official alms giving ceremony**.**

3.4.5 Environmental conservation and accomplish prevention of diseases

Organize regional Dengu committee, organize confirmation of houses and institutions, organize Shramadhana campaign, organize educational seminars and accomplish health clinic.

3.4.6 Project Management

Prepare development plans, implement regional projects and debriefing, Implement different fund projects, observation and debriefing, and register contractors.

3.4.7 Execute Policies

Participate in regional co-ordination committee, participate in regional agricultural committee, participate in regional privation committee and participate in regional environmental committee.

3.4.8 Social Welfare

Recommend and register social development and voluntary organizations, Participate in regional adult's domain, Participate in regional children's committee, Participate in regional female domain, Participate in rural development domain, Participate in youth social domain, Participate in disaster management committee, Provide educational donations for children who don't have parents, Provide lands for the people who are affected by natural disasters.

3.4.9 Practice Good Governance

Establish beneficial circles, Explore/ inquire people's ideas, Implement procurement committees, Establish technical evaluation committees.

3.5 Conclusion

This chapter discussed about the Sri Lankan Administrative Service focusing its history and present situation after the Independence. Further, this chapter focused on the roles and duties of divisional secretary in general and next chapter will discuss the empirical data that was collected from the field visit in Galle.

Chapter Four

Societal Challenges and Organizational Challenges

4.1 Introduction

The chapter 3 discussed the origin and growth of the Ceylon Civil Service since the British rule in Sri Lanka. This chapter concentrates on the challenges faced by female divisional secretaries in Galle district. This chapter is organized into three sections: socio-cultural challenges, organizational challenges and other influences to discuss about the countless hurdles faced by the female divisional secretaries in the context of Sri Lanka.

4.2 Socio-cultural challenges

4.2. 1 Perception of Society

Women face challenges in the workplace in every region of the world. Advancement of women's rights continues to be a challenge both within and outside of the professional environment. There are struggles for women laborers and professionals alike. Professional women still seek equal treatment and respect in the workplace and respect, expect credit for their ideas. Further, opportunities for advancement and job security remain palpable difficulties (Shettar, 2015).

In the context of women in Sri Lankan Administrative Service, female divisional secretaries have carried huge respect from the society. Still people have the tendency to see male Divisional Secretaries as the best administrators than female Divisional Secretaries. People are habituated to think that men are good enough for holding executive positions than female. Normally, Sri Lankan society believes that women are more emotional from their birth than male. So their attitudes towards to female Administrative Secretaries are not pleasant. Though the society is totally different from the past, still there are some serious concerns with regard to professional women. In the Sri Lankan traditional society, ancestors had not permitted women to get education. They saw girl's birth as a bad sign to the family. They thought that women were there to take care of children and the family. Now,

with the impact of globalization, the Sri Lankan society is in the process of changes and people have become more educated compared to past. A great number of female administrators have been working in SLAS at present. Though the situation is like this, still there are some unfair concerns regarding women.

Kumari[1]

Kumari is an Assistant Divisional Secretary in Galle. When she was recruited to the post, she did not have experience working with array of people. Therefore, she was very confused before going to that area. When she tried to talk with people, she understood that people did not trust her and tried to ignore her. Some point, she has felt so frustrated, contacting the office to send a male staff to the area. She has observed that people used to approach him friendly even they respected him. Even after his explanation to the public, as she is the head of the area, they still could not trust her as a female administrator to their area. She later came to know that most of the male divisional secretaries of that area were male administrators. She further continued that when she was having training in SLIDA, she had lots of practical activities in the field. Before that they had lectures. One of the lecturers of SLIDA was different type of person. When he entered the lecture room, he never sees the faces of audience directly. He gave his full concentration to male officers. Very simply, he did not care female administrators. Female administrators got upset due to his unfair behavior. In the break time, when he went to outside of the class room, he criticized about government procedure for recruiting a great number of female administrators. Before giving the break, the lecturer has instructed to them to make presentation by dividing to groups. After the break, first group started the presentation. It was conducted by one of the male administrator. Next presentation was carried by one of the female administrator. Then he got angry and told her to sit and asked a male administrator to present. At that time period almost all the female administrators got disappointed and filed a complaint against him at the Public

---

[1] This is a pseudonym, as are all other references to my field respondents

Service Commission. Then he did not get any opportunity to conduct any lecture in SLIDA up to now.

From the above case, it is clear that people did not like to see women as divisional secretaries although women work best to the public. But changing someone's attitudes is not an easy task. It will take time for them to build good thoughts and have some faith about female Divisional Secretaries. When it comes to the occupation, still society has different thoughts and attitudes towards women. In generally, society believes, though women are good enough to carry out their work, they cannot take reputed occupation with lots of responsibilities. A divisional secretary shared her experience as follows:

> I know that society has different and unpleasant concerns about female administrators. However, I never worry about those things, because I understand that people have different mindsets and they all are not well educated. Sometimes, they are not in a position to identify good and bad. I never try to change people's thoughts. Let them to think and talk whatever they like. But I am doing my best to the society and will do the same in future

Most of the people believe that women are emotional and showing more kindness to people without considering their average as SLAS officer.   The views reveal that socio-cultural background of public influenced the perception of public towards the female administrators. Another divisional secretary has revealed the following:

> As we all know SLAS officers and Divisional Secretary of the area are kind of a highly respectable job. But I am really not satisfied about the way of peoples' addressing. If there is male administrative officer or junior male officer they use to call them "sir". When my juniors and I were sitting in my office room, they use to call me and my juniors in same manner as "Miss". It is totally fine to call them as miss. But it is not good and acceptable to call me as "Miss". Might be they are addressing in this way unintentionally. But if we allow them to address to us in same way, it will hamper our dignity. We are not same like other government officers. We are carrying high respect from the

society. Though it is not visible, there is a huge gap between us and other government officers. We are maintaining some kind of standard in our carriers. But sometimes we are unable to maintain this due to peoples' behavior and activities.

However, the public has revealed that as follows:

When we go to take any kind of service from the AGS office, female secretaries use to show us their attitude and proudness. They always make us to come to AGS office again and again for small issues also. Without considering our ages some of them used to blame us in front of everyone"

Another respondent from the service receivers mentioned that:

Even though I am a woman, I do not agree to appoint a female as an assistant divisional secretary or divisional secretary post. Before three years back, one of my good friends was appointed as the assistant divisional secretary. Within very short time period, she has totally changed. She behaved like a President or Prime Minister of the country. She used to pretend that she is busy always. One day I saw that she was blamed to one of her staff member in front of people. I think, when some female get this kind of reputed job, they become arrogant. The above views uncover why many people retain unpleasant attitudes with regard to female secretaries

An Assistant Divisional Secretary shared her experience as follows:

Before I was getting promoted to Class I, I worked as an Assistant Divisional Secretary (Class III) in an area in Galle. At that time, the Divisional Secretary was a woman who was 40 years old. She is very arrogant person and married but no children. Her husband was in abroad without much connection to her. She lived in in government quarters. She was interested to have relationship with male officers, so she used to establish relationship with newly appointed young male officers. There were two newly recruited laborers at our office and then two days later of their appointment; one of them was taken as driver by her own. Anyone did not notice at once what

was happening there. He also did not know anything. Most of the time, she used to go outside with the new driver even for her personal matters. She never informs me when she takes leave. Because of her irresponsible work, I was getting lots of tension and pressure. I cannot share everything with my staff. People were coming to meet her and going back with empty hand and hopeless face. Some people were going out from the office with blaming to all staff, especially female officers due to her careless working pattern.

According to the views obtained at the field show that many people still do not like to see women as executive positions. They are not habituated to see them in that much reputed positions. For example, this experience was given by an divisional secretary in the district of Galle:

I am working in a division which majority of the people are Muslims. Lots of my staff members are also Muslims. People in this area are very different. They did not respect me. Even when they approach to my office, they did not like to see my face. I think they did not wish to see Sinhala person as head of the area. Even more they think, especially being a women and having a post like divisional secretary of the area is kind of a sin according to their religion. So they are not ready to accept me as their divisional secretary. But still I am working in the same place. This is my first appointment and second year of working after posting. I have already requested from the Public Service Commission to consider about my matter. I am looking for a favorable reply from them"

Many interviews with the female divisional secretaries confirm that there is a different perception for male and female administrators. A Divisional Secretary stated that:

When I trained in SLIDA, All the divisional secretaries and assistant divisional secretaries had two days' workshop at Colombo in last year. In first day, before we were having our lunch, I heard the voice of one house keeper. He told that, 'Oh, what is this? Why there are lots of women here? What government is going to do for civil service?' I was shocked when I overheard

his words. Due to that incident I did not had my lunch also properly. It means that they don't want to see us in executive positions of the civil service. It is very difficult to change the perceptions of people.

However, 45 years- old female Divisional Secretariat from Galle district stated that:

My status always depends on the perception of my service receivers. People of my previous posting are very supportive and they have enormous good qualities. They never go beyond my orders. When I got transfer to my present posting, people have written a letter to Ministry by dedicating my service to them".

It is clear that there are both good and unpleasant perceptions towards to the status of female administrators. There were 10 service receivers interviewed in order to know their perception about female administrative secretaries. Many of them had positive perceptions regarding female secretaries. Among them, there were disaster management officers, accounts officers, lawyers, teachers etc. It was asked if they have daughters, do they allow them to work as divisional secretary or assistant divisional secretary. All of them have given positive answer to the question. They all liked to see their daughters in executive positions. I have asked the reasons for the above answer. The majority of them stated that they can serve well to the people. From the above interviews, it reveals that the different culture, religions, attitudes of people influence the female administrators to perform their duties as an executive official in the context of Sri Lanka.

Further, the findings of this study assume that women are still get to access in many corners. They are influenced by the different ways such as culture, religion, and peoples' perceptions. The study has revealed that when women come to such kind of reputed job, some of them have become totally changed people. But they should be modest than previous. They should not forget that they have to serve the country by using their power and capacity. They should not consider this as a crown to neglect people. If they behave in that way, they will get support from the society. If they want to receive good comments from the society, they should develop modesty

by themselves and provide effective service to the people without cheating and blaming. Then only they can receive good comments from the society.

4.2.2 Family Support

In every culture and society, there are separated duties and functions for male and female expecting the certain behavior from each. In Sri Lanka, like many other developing countries, women are forced to manage household responsibilities somehow and it is reflected as women's own duty. It is true that the one of the most vital challenges for working women is balancing work and the family (OECD, 2014) When a woman join as assistant divisional or divisional secretary, she has devolved lots of work daily and she is not able to manage household duties well and she is getting support from the family members very rarely. Another important thing is that children are fully dependent on their mother. But the job of assistant divisional or divisional secretary is a 24 hours working job. If there is any emergency they should report to work without any excuses. Though it is late night or having a breastfeeding baby, they have to be there. As a result, the dual role of managing home and the workplace at a time is very difficult and uncontrollable to them.

Respondents provided similar type of answers with different stories regarding family support towards to their career. According to the findings they have to face lots of difficulties while performing their duties as a good mother, house wife as well as daughter in law. A female divisional secretary informed that

> As a mother of two small children I have lots of work to fulfill. But thanks to my mother and husband I am not getting that much stress at home even though I am having small children". We believe mother as the goddess in the home.

Another female officer stated that

> Mothers' responsibilities are totally differing from a father. Though I am working as Divisional Secretary I cannot forget that I am a mother of three children. But I think I have failed as a mother. When they need me, most of the times I was not able to talk with them".

Some respondents have taken those responsibilities as burden. But some of the respondents have taken those responsibilities as a pleasure. Today, most of the mothers are working outside the home than ever before. In spite of the rising number of working mothers in the workforce however, they still face tremendous challenges including the limited availability of daycare and less support from the family to manage their work life and family life. It is very important to manage and plan a daily routine for everyone, not only for the post of divisional secretary but also for every position whether it is government or private job. Otherwise it might become a mess while doing family and official work together. A female district secretary of three children stated that

> I have three sons. My husband, two sons and I are living at the home. We are staying at rent house. It is very difficult for sons to travel daily to scholl by themselves. That is the main reason we came here. But nowit has become huge problem. They are now matured. I feel that they will not do any wrong thing. But now the people of the society are not good as we think. If someone drag my children in to dark path, what is the importance of what we are doing for them now. I am living with lots of tension because of this. My husband is always telling me that do not think about that much. It will badly affect to my health. But as a mother I cannot stay without thinking about their future. It is easy to turn into wrong path. But it is very difficult to change into right path

All 20 respondents have mentioned that they face enormorous difficulties while working as secretray with the lots of responsibilities at work place and home. Another female divisional secretary indicated that:

> I am not a good mother or good wife. Even though I am good at work, I fail as a good mother and good house wife. I have good helper at my home. She is the one who does everything which I suppose to do at home. Due to my busy work shedule, sometimes I am unable to see the faces of my children even once in a day. I miss them so much. I and my children do not have strong relationship with each other due to my working style. But I am not ready to

miss any of my responsibilty as divisional secretary. I have a big division to lead. So I am very much concern about my work than home. I am fully free from family matters since my husband, my parents and helper are there to take care everything at home.

Some of the respondents have faced less difficulties because they are having good family environment around her. After the marriage, if they have to stay with husband's family, then the expectations are high from the family. It is not only from husband's parents but also from the relatives and neighbours of the husband. Some parents are not allowing their daughter in law to engage in this type of career because of busy working shedule and excessive influence from the political side as well as society. Most of the family expectations and responsibilities are attached with the mother. If there is any mistake of this responsibilities, she has blamed by the husband and in laws in most of the times. Family role of the women and men are totally differ to each other. The expectations from the men and women are totally different in the family. Most of the traditional in laws have lots of beliefs from their newly married daughter in law. Sometimes they are expecting lot from her which she cannot manage at a time. Especially newly married divisional secreataries will not be able to fulfill all the responsibilities and expectations from their in laws. As a result of that lots of indoor problems will created among them. At the same time some respondnets are facing lots of troubles due to poor management of family and work. She needs good managing skills in order to become a good mother, house wife and Secretary.

In modern societies many of the professional women bear the dual burden of managing a home and career. There should be enough infrastructures and mentality to help them to manage between home and work place. But help from husbands, gadgets to make housework easier, enough facilities are not yet in place. As a result of this, the working women in this generation have faced lots of heart diseases. Dual responsibilities have given extra burden to women and reduced their capacity to perform her role in any relevant field an effective way. We can name this situation as super-mom syndrome. As a result, women can be a super career woman and a super

mother. But it is a real puzzle for them to manage these both careers with having huge stress at the work place. On the basis of findings, almost all the respondents have mentioned that it is really challengeable for them to maintain work life and family life together. Even though their job is really hard, any of them are not ready to leave the job because of the family responsibilities. But they all have regretted because they cannot perform most of the roles and responsibilities towards to husband, children and in laws.

Female secretaries have to face number of challenges as a good mother, good house wife and good daughter in law. Another respondent said,

> I did not have time to talk with my children from one week. When I leave from home, they are in sleep. When I return to home also, they are in good sleep. I used to see their face while they sleep only. I was planning to resign my job in several times. But I cannot do it, because my parents and my children are depended on me. Though my husband is there, he never takes care about us. I have to do everything by myself. So it is really hard to me to maintain these both positions at once".

The study has revealed that how female divisional secretaries face uncountable societal challenges in the work place and family. It was affected by the perception of society, family support and the way of handling dual role as women. As we discussed about the societal challenges, the following section discuss about the organizational challenges faced by female divisional secretaries under the sub titles of views of management, nature of work other influences. When we consider the organizational challenges, we have to give more attention to the work environment because most of the challenges arise from the work environment including attitudes and behaviour of colleagues, subordinates and superiors.

4.3 Organizational Challenges

4.3.1 Views of Management

When it comes to the organizational challenges, views of management is very important to the success or failure of female secretaries. According to the respondent's viewpoint, they are discriminated by not only from the staff members but also from the superiors. In general view of society, managerial positions have been coded as men's career. These views are going around through the homes to work places. According to Herbert & Yost (1978), there is a strong influence on the behavior of people at work by the attitudes and views of the society as well as staff members in the work place. These managerial views are consisted with both positive and negative perceptions. 40 years- old female Divisional Secretariat from Galle district stated that:

> This is not about the difficulty or discrimination about my career. This is a huge appreciation and recognition in my life. In my previous posting, I was working as assistant divisional secretary. My previous posting was very rural. That area was frequently suffering from drought. So people were suffering from lack of the food and destroying the cultivated crops due to drought and elephants. Divisional secretary was a male person. Though he has to see the conditions of people, he never does his job an accurate way. He did not give fully concentration to the affected people by natural disasters. Instead of that he was playing games with politicians. Then people have filed a petition against him. Lots of highly recognized and important executive officers in Public Service Commission have come to inquire about it. After all we all had a meeting (kind of a discussion) with him. Deputy Director of the Public Service Commission was also there. He has appreciated my work during drought while giving bad comments to Divisional Secretary. I have received a certificate for my dedicated service. This much is enough for me. This kind of reputation will help me to climb up my ladder of success. This situation has provided me greater benefit for my promotion. When I had interview for Class I executive officer, the Deputy Director of Public Service Commission was in the interview board. He has highly recommended me to Class I. Later

on he has told me that he has highly recommended me because he has known the capacity and strength that I have in my career. He has motivated and told me that he expects more from me to the wellbeing of the society.

Another female administrator stated that:

I am really satisfied about my staff. We have achieved the best divisional secretariat award last two years continuously. It is all because of my staff. Their performances are tremendous. No one can challenge to them. Not only working, but also they are very cooperative. Two weeks ago they have organized a cricket match for all the departments of the office. They can improve their cooperation and mutual understanding between each other by this kind of programs.

However, a male staff member stated that

Most of the female administrators are working only to receive reputation and recognition from others. Or else they never put hard effort for working"

The above things have revealed that women executives face lots of difficulties due to their gender. At the same time, it reveals that women are getting good recognition by their superiors. But sometimes other staff members have given wrong explanations to women's good intentions and activities. So it depends up on the person to person rather than gender. Both of the men and women face difficulties while they perform their duties. It is true, when compare to men, women are facing lots of difficulties because of their gender. A female divisional secretary shared her experience as follows:

I never had good experience with male colleagues. They never try to help me, instead of that they always endure lots of burden to me. Whenever I need their support for official work, they were very cunning to avoid those works. It might be my weakness because I am giving much more consideration to staff members. As a result of that they are not caring my words. I know only one thing. That is they never care about me even though I am the head of the office.

If there is any emergency at late night in their office, men can easily reach to the office at any time without any difficulties. In case of women, it is not that much easy task. They have to face lots of difficulties as active and effective executive officer as well as good mother, daughter in law and housewife.

It has become three years that I have appointed as SLAS grade III executive category. Now I am working in rural area including five GN divisions. My previous posting was in rural area. I have faced some obstacles at that time because of the irresponsible work procedure of some of the male colleagues and some superiors. They very well know that I was new to this post and that area. Some matured officers in the office did not show me the respect. I was so embarrassed at that time. Though I was working there, I did only for the sake of working. At the end of the day I did not have any mental satisfaction. No one was there to share with my dark experience. I was living in quarters alone. Finally I have requested for a transfer. I had to move here and there several times to make my transfer. After one year of my request, I got my transfer to present posting. Compare to previous posting my present posting is fine with me. Finally I realized being a women and joining as secretary post is not an easy job.

Another female divisional secretary revealed that:

I see a lack of support from the staff. I need very active and cooperative work environment. I did my level best to the division as head of the area. But I have very little satisfaction due to staff members and peoples' activities

A female divisional secretary shared her experience as follows:

I think among the staff members, female are not that much supportive when compare to male staff. They do not like to see me as their head. Most of the female staff is not working well. I used to scold them. But they never care of me. There was a national program organized by the Ministry of Public Administration in last year. There were lots of executive officers in the office. Suddenly one of the chief officers has asked from me about other female officers. I was so helpless. I had nothing to say at that time. I told that most of

them were on the way to office. Due to transport problems they were unable to reach here quickly. After half an hour they went outside. When the program was about to start, most of the female staff entered the office. There were two former male Divisional Secretaries were participated as invitees. When I talked with them the gang of female staff came and interrupted to our discussion. At least they did not excuse properly. But they were talking with that former divisional secretary with very joyful mood. I am really fed up of working in this area. But because of few peoples' bad behavior I cannot leave others in the dark. Majority of the staff members are working with me very cooperatively. When I am in a serious discussion with my staff members, that careless female gang approach and try to disturb us. Initially I was getting angry easily with them. But now I habituated to their working styles. I used to remain silent now. That is the way of giving them unforgettable punishment. In present, they are not trying to disturb me. They also do their work properly. Sometimes they are trying to talk with me. But still I did not give proper chance for them to talk with me. Previously they have sent their documents by others. But now they are coming directly to me without shame. When they come to take my sign for documents, they try to talk with me nicely. At those times I am pretending like I have lots of work".

It has proved that support from the staff members are also totally depend up on their behavior. Anyone cannot say that it is happening because of gender. But the above information revealed that most of the junior female officers do not like to see women as Assistant Divisional Secretary or Divisional Secretary. It is because of jealousy. They do not want to see women in higher to their positions. Further, many female secretaries unanimously shared the view that 'male colleagues and people use to take advantage through our sensitivity and kindness to them" Another female divisional secretary revealed that:

Before I promoted to divisional secretary of this posting (SLAS grade I), I was working as assistant divisional secretary in another rural area. Divisional secretary was a male person in that area. He is very arrogant person. He did

not accept any of my activities which I have to do within my limits. He never motivates or give permission to me any kind of social work. Initially I thought that he did not give me any responsibility because I was new to that position. But later on I realized that he tried to ignore my work intentionally. One day I approached to him directly and ask from him about this. But he did not reply me. And he was pretending that he is busy. I really got upset. He did not like to see female officer in the executive position. That is the reason that he ignored me. Anyway I worked there five years with lots of tension and poor mental satisfaction. I could not get transfer at that time because it was my first posting"

Another female respondent stated that

After my posting to this division as divisional secretary, my boss of previous posting has contacted to my staff members and motivated them to go against to me. Some of the male officers have revealed to me about this. And I have instructed them not to go against to him and try to ignore him. He is very rude and not a good human. He does not like me because I have rejected his unconscionable activities. He wanted to take revenge for that. Because of that I am very careful while even present situation also. I know that my small mistake will give huge benefit for that type of people"

Even though female administrators are trying to do their best, negative comments are often passed among males: "what is this woman saying?" Sometimes, the males do not appreciate the efforts of females, because "women are always women"; no matter how educated they are, their reputations are still opposed by their male colleagues. Even with equal qualifications and achievements to that of their male colleagues, women are recognized less favorable in terms of their ability and accomplishments. Due to this stereotyping tends women have to face lots of disadvantages.

4.3.2 Job Nature

Job nature of divisional secretary is very tough. They should ready to work at anytime of the day. That is the nature of their job. They are receiving high respect from the society. In order to maintain this respect and image they must fulfill their roles and responsibilities towards to people. They should have ability to perform varied and difficult secretarial work involving independent judgment and requiring accuracy and speed interpret and apply regulations, policies and procedures applicable to the division, exercise tact and discretion in dealing with the public and in handling confidential or sensitive information, establish and maintain effective working relationships with others. A female secretary stated that :

> When I was working in hill area, it was really hard to me to continue my work daily. There was no transport facility in that rural area with big mountains. When I go to field I have to go by walking. It was tired and really bad time for me. The days when I go to field, I went home late. Again next day I have to go to field directly. It was my first posting. So anyhow I had to work there three years continually. Though the journey was really hard to me, I got huge satisfaction in there. People are very friendly and give their utmost support for me. So I had good mental satisfaction in there.

According to one of the male respondent's idea,

> As my experience in the 12 years of this posting, it is very difficult for women to cope up with this position. Women are weak from their birth. It is very difficult for them to prove their capacity as a woman especially in this type of position. There are lots of responsibilities come under the shoulders of Divisional Secretary. I think most of the women fail to perform their duties well. When compare to men they have to put more effort to prove their strength and capacity to their superiors.

Normally government officers have certain working hours. It means they have to work 8 hours from 8.30 a.m. to 4.30 p.m. daily. On the basis of respondents' view point, usually they are working 8 hours per day. But if there is any emergency such

as flood, landslides, they have to report to work immediately. A female secretary stated that

> During recent flood period i, I used to come to office by 5 a.m. And most of the days I returned home after midnight, even some days I returned home at around 3 a.m. So we do not have particular time period to work. I think we are the one who work a lot without considering about personal life as well as salary"

Another secretary revealed that:

> We never do strikes for salary hike or to decrease our workload. With lots of discomfort we try to do our best. Especially as women it is very difficult for us to work at any time at anywhere, because majority of female administrative secretaries are mothers. In my case I am really struggling with the time.

From the interviews, most of the female secretaries were mothers. So it is not easy for them to stay for a long time period with keeping their children at home in alone. Normally children also get habituated to see their mother after 4.00 pm. If they are late, then children are mentally getting upset. On the other side though female secretaries are staying after 4, they are not in a good mood. They used to call their children several times. Even though they are staying at office in physically, mentally they are at home.

4.3.3 Other Influences

This section mainly concerns about the political influence towards to female secretaries. There is a huge pressure coming from the political side towards to female divisional secretaries as head of the area. Though they are legally appointed to this post, they have to work with political leaders most of the times. Political leaders are representing on behalf of people. They influence the activities of female administrators. But most of the cases they are over reacting and pretending like they concern more about the general people. In order to visualize this most of the political leaders try to behave badly with female divisional secretaries by using

unpleasant words and activities. 35 years- old female Divisional Secretariat from Galle district stated that:

> I have to face lots of difficulties due to politicians. They told that they are having enormous problems after my appointment here. Every previous Divisional Secretaries were male administrators. I think all of them have worked according to their political orders. Though I am not that much experienced person, I never used to listen their stupid advice and ideas. Some of them tried to influence me. I knew most of the politicians do not like me from the beginning only. It is not a problem for me. If my honest activities give them that much trouble, they can do only one thing by using their dishonest power. That is making my transfer letter into another area. If I have to face that type of situation, I never discouraged or demotivated. I will accept it very happily, because I am not worrying about my seat, but I really worry about my career. This is something that everyone can't deserve. Very few people have got the opportunity to deserve it. So it is our responsibility to protect it.

Another female divisional secretary shared her experience as follows:

> Normally female divisional secretaries have to face lots of difficulties in their workplaces, because working as female divisional secretary is not an easy job. As a divisional secretary she has to face uncountable troubles after joining in here. There are lots of staff people under her guidance and supervision. It has been one month since she got promoted to Class I. Before that she was working as assistant divisional secretary in another area. But after joining this she has faced a huge trouble because of one of the political leaders. He came directly to her office without any permission. When the security guard was trying to stop him, he didn't care him and came to her cabin with angry mood. He was arguing with her very badly regarding a land issue. And before leaving from her room, he told that if she did not support him, he will make her to leave her job. Furthermore, he told that previous divisional secretary supported him a lot. But she is not supportive. He told that he cannot tolerate her further more. She is not giving injustice to others. If she was

supportive to him, then it was bad to innocent people who were affected by the land issue. At that time, she had to face lots of troubles due to politicians, but not from all the politicians. Some of the politicians are really helpful".

Most of the political leaders consider that women are easy to handle and they can take any kind of support from them to fulfill their unfair activities. As head of the area, female administrators face huge difficulties while working, because they cannot work like male administrators**.**

4.5 Conclusion

The study has revealed that women administrators face countless challenges including political constraints than the male administrators.

Chapter Five

Conclusion

5.1 Introduction

The study reveals a great number of challenges faced by women due to their gender in the administrative positions in the SLAS. Majority of the respondents agreed that they face more challenges rather than male colleagues. The socio-cultural constraints such as negative perceptions of society and lack of family support influence women to advance their career in the SLAS in Sri Lanka. The organizational challenges include barriers in exercising power, long hours' work, lack of support and respect from male colleagues and staff members and political influences.

5.2 Key findings

One of the major finding of the study is, socio cultural values and customs are badly affected as work life challenges for female divisional secretaries. Some people in the society see working women as bad. Even though there are lots of female Administrative Secretaries, still there are some bad concerns about them from the society. Sometimes they have to face discriminations in public due to their gender. The study found that obedience of the staff members varies for men and women. Normally most of the staff members have less respect towards to female administrators. When compare to female junior staff members, male staff members are obedient to them. Most of the staff members like to work with male divisional secretary rather than female divisional secretary. There is a perception that women are week and they have no courage to control the supportive staff. Even though women do a lot in their career, still they receive less respect and attention from the staff and society. In addition, this study has found the following findings at the field.

I. Women administrators have to face number of challenges from politicians.

II. Sometimes politicians used to blame and criticize their character.

III. Perceptions of service receivers influence the status of female Divisional Secretaries. Almost all the respondents have told that service receivers are

the silent, however when they see any mistake repeatedly by female officers, they will not remain silent.

IV. Furthermore, the study has found that women are having difficulty while playing the dual role as Divisional Secretary and mother. Very few women secretaries enjoyed their weekend with family.

Traditionally they have to play an ideal role as a mother. But most of the women fail to perform this dual role of women in fruitful way. When they succeed as a mother, they might be failed as a Divisional Secretary and vice versa. The study found that most of the women administrators are facing difficulties in child caring. Most of the respondents have mentioned that, it is very difficult to find reliable maid to take care of the children. Even though most of the female Divisional Secretaries are living with their own parents, they are old. It is difficult for them to take care of children by using their full capacity. They need freedom in their ages. If their daughters have put the burden on the shoulders of old aged parents, it is not accepted. Solution for this situation is to find out a maid for their houses. Finding maid is not a big task. But finding a reliable and caring maid is impossible in present society. Even their charges are also high in now days.

Gender role expectations from the society are high from the women. As a good house wife, mother and daughter in law, she has to perform well in house to achieve the love, affection, attraction, and support from everyone in the family. It is not an easy task. The expectations from the family are huge than they expected. So while managing the home and office, most of the times she is not able to fulfill those expectations from the family, especially from them in laws. Then it might create lots of problem in family life with husband and wife due to the unnecessary argument by mother in law and daughter in law.

5.3 Recommendations

The study has come up with some recommendations for challenges which faced by female Divisional Secretaries in the workplace and family. The post of Divisional Secretary is not an easy job to handle. As chief of the area, she has to fulfill lots of responsibilities. So their problems should not be overlooked rather than that it should give more concentration from the government through flexible policy recommendations.

I. Providing self-defense training for women by the government. Training programs are very much needed not only for the women administrators but also for whole society including politicians, higher executive officers etc. It is much important to change their mindsets and provide important idea about female Divisional Secretaries and their admirable service to the society. Government should take necessary procedures for proper training for all the affected parties with discussing the Public Service Commission. It is important to have active involvement of the different NGOs for the sake of the wellbeing of female administrators.

II. It is mandatory to provide 24 hours' available transport service to them for their boundless citizen service. As women it is difficult to travel at any time by her. There should be a transport facility with reliable driver which she can go without any hesitation or disturbance.

III. There should have an internal code in every organization to ensure the security of women workers and it is important to assure their protection in a secured environment.

IV. Government should take initiative for installing safety devices and CCTVs at the workplace, undertaking police verifications, security guards etc.

V. It is very important to have an understandable and supportive staff in order to precede the work in an effective way. Arranging a supportive working environment at office is helpful to women administrators to manage dual responsibility at office and home. Government should take initiative to provide flexible and considerable working hours for female Divisional

Secretaries. There should have legal procedure to appoint male assistant as a supportive hand to them. This type of support is very much essential especially an emergency situations and night time working activities.

VI. Day care centers should be established in every divisional secretariat near to the office for taking care of babies. It will be easy and good to have day care centers nearly because if there is any emergency, they can reach to the day care centers easily.

5.4 Conclusion

This study was designed to find out the challenges faced by women administrators in the SLAS. It reveals that female divisional secretaries face lots of issues related with family and work. It is not an easy job to manage family and work together as women. They are taking care of lots of things as an effective divisional secretary and good mother. There are number of responsibilities on their shoulders to have good care. Anyhow if they fail to balance their work life and family life together it will badly affect not only her personal life but also organizational performance.

Many women who are at Divisional Secretary positions seem to be quite willing to climb for provincial level senior positions. But still most of them are in a dilemma whether to go beyond from this level or not. The societal and organizational pressures in this type of posts are really embarrassed. In generally, society believes that women are the followers of their husbands. As a result, women have to play dual role in the society as a mother and working women. Therefore, it is very important to adopt some policy measures to reduce the problems faced by the female divisional secretaries. The motivational training program for government officers and political representatives should be arranged to change their mindsets about women. In order to build up gender sensitivity, government should organize awareness raising campaigns and programs for the community to fill their minds with positive comments regarding women. So it is a huge responsibility of the government to take necessary actions and initiatives for women to precede their work life and family life in a peaceful manner.

References

Acker, Joan and Donald R. Van Houten. (1992). *Differential Recruitment and Control: The Sex Structuring of Organizations* in *Gendering Organizational Analysis,* edited by Albert J. Mills andP. Tancred. Newbury Park.

Acker, Joan. (1987). *Sex Bias in Job Evaluation: A Comparable Worth Issue.*

Akpinar. C. (2012). *Career barriers for women executives and the Glass Ceiling Syndrome: the case study comparison between French and Turkish women executives*. 2nd International Conference on Leadership, Technology and Innovation Management, Istanbul, Turke.

Aminuzzaman, S. (1991), *Introduction to Social Research,* Bangladesh Publishers, Dhaka

Baxter and Wright (2000), *The Glass Ceiling Hypothesis: A Comparative Study of the United States, Sweden and Australia,* University of Wisconsin–Madison, Gender and Society, Vol. 14, No. 2.

Blank, R. M. (1996). *Report of the committee on the status of women in the economics profession*. American Economic Review, 86(2), 502-506.

Bombuwela, P. M. and De Alwis A. Chamaru (2013)*, Effects of Glass Ceiling on Women Career Development in Private Sector Organizations – Case of Sri Lanka,* Vol. 5, Issue 2.

Brush, Lisa D. (1999). *Gender, Work, Who Cares? Production, Reproduction, Deindustrialization, and Business as Usual in Revisioning Gender,* edited by Myra Marx Ferree, Judith Lorber and Beth B. Hess.

Bullard, A.M and Wright, D.S (1993), *Circumventing the Glass Ceiling: Women Executives in American State Governments,* Public Administration Review, Vol. 53, No. 3.

Carli, L. L and Eagly, A. H (2015), *Women Face a Labyrinth: an Examination of Metaphors for Women Leaders,* Gender in Management: An International Journal, Vol. 31, No. 8.

Cooper, Marianne. (2000). *Being the Go-to-Guy": Fatherhood, Masculinity, and the Organization of work in Silicon Valley*. Qualitative Sociology 23(4).

Dulin, A. M (2007). *A Lesson on Social Role Theory: An Example of Human Behavior in the Social Environment Theory*, Advances in Social Work Vol. 8 No. 1.

Eagly, A. (1987). *Sex differences in social behavior: A social role interpretation*. Hillsdale, NJ: Erlbaum.

Federal Glass Ceiling Commission. (1995). Good for Business: Making Full Use of the Nation's Human Capital. U.S. Department of Labor.

Ferdous, J. (2014). Women in Bangladesh Civil Service: Stumbling Blocks towards the way of participation, 3(5): 177-182, science publishing group.

Fried, Mindy. (1998). *Taking Time: Parental Leave Policy and Corporate Culture*. Philadelphia, PA: Temple University Press.

Fyall, R and Gazley, B. (2015). *Applying Social Role Theory to Gender and Volunteering in Professional Associations, International Journal of Nonprofit Organizations*, Volume 26, Issue 1.

George, J (2011). Women in Administration in India, Journal of International Women's Studies. Vol. 12:1.

Goolaup, S and Ismayilov, T (2011). *The influence of power distance on leadership behaviors and styles - Case studies of Japanese and French companies operating in Sweden.* Umea School of Business.

Gunasekara, U.L.T.P & Rathnayaka , G.K. (2015). *Unseen Barriers for Women Careers Advancements in Sri Lanka.* Proceedings of Academics world 13 th International Conference, Colombo, Sri Lanka.

Gulshan, K. A. (2015). *Female Upazila Nirbai Officers in Field Administration in Bangladesh: Do They Face Challenges?* North South University, Dhaka, Bangladesh.

Hettigoda, A.H (2000), *An Inquiry Into the Hidden Barriers to Progress of Sri Lankan Women Executives, a Research Paper Submitted to the Post Graduate Institute of Management*, University of Sri Jayawardenepura, Colombo.

Hofstede, G & Hofstede, G. J., & Minkov, M. 2010. *Cultures and Organizations*. New York: McGraw-Hill.

Jayathilake, V.K (2016). *Women Managers and their Perceived Barriers for Upward Mobility in Public and Private Sectors with Special Reference to the Selected Services*

in Sri Lanka, International Journal of Scientific Research and Innovative Technology ISSN: 2313-3759 Vol. 3 No. 2.

Kabir, S.L. (2013). *Women's Participation in South Asian Civil Services: A comparative analysis of India, Pakistan and Bangladesh*: A. H, Development Publishing House, Dhaka.

Kanter, Rosabeth and Moss. (1977). *Men and Women of the Corporation*. New York: Basic Books, Inc.

Keenawinna, Kast and Sajeevanie (2015), *Impact of Glass Ceiling on Career Development of Women: A Study of Women Branch Managers in State Owned Commercial Banks in Sri Lanka*, 2nd International HRM Conference, Vol.2, No.1.

Macrae, C. Stangor, C. and Hewstone, M. (eds). (1996). *Stereotypes and Stereotyping*, London: The Guildford Press.

Manrai, L.K and Manrai, A.K (2011). *Hofstede's Cultural Dimensions and Tourist Behaviors: A Review and Conceptual Framework,* Journal of Economics, Finance and Administrative Science.

Martin, Patricia Yancey and David L. Collinson. (2002). *Over the Pond' and 'Across the Water': Developing the Field of "Gendered Organizations* .Gender, Work and Organization: 9(3).

Metcalfe. B.M. (2010). *Developments in gender and leadership: introducing a new "inclusive" model", Gender in Management*: An International Journal, Vol. 25, Issue8.

Miranda, R.L.T. (2005). *Impact of women's participation and leadership on outcomes,* EGM/EPWD/2005/EP.7.

Moazzam, I (2013). *The Glass ceiling effect. What is holding women back?* Tribune News Paper.

Mills, Albert J. (1992). Organization, Gender, and Culture in Gendering Organizational Analysis). edited by A.J. Mills and P. Tancred. Newbury Park.

Naff, K. C. (1994). *Through the Glass Ceiling: Prospects for the Advancement of Women in the Federal Civil Service,* Public Administration Review.

Nanayakkara, V. K (2015). *Sri Lanka Administrative Service (1963-2013): A Fifty Year Legacy,* SLJDA, 79-93.

Nath. D, (2000). *Gently shattering the glass ceiling: experiences of Indian women managers*, Women in Management Review, Vol. 15 Issue: 1, pp.44-52.

Pierce, Jennifer L. (1995). *Gender Trials: Emotional Lives in Contemporary Law Firms*. Los Angeles: University of California Press.

Payne, L. (2002). *'Gendered Jobs' and 'Gendered Workers': Barriers to Gender Equality in Gendered Organizations,* College of Social and Applied Human Sciences, University of Guelph.

Schneider, D. (1996). *Modern Stereotype Research: Unfinished Business*, in Macrae,C.

Shettar, M.R. (2015*), A Study on Issues and Challenges of Women Empowerment in India,* Journal of Business and Management (IOSR-JBM) e-ISSN:2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 4.

Silva, K.T, (2008/2009). *Why women rarely make it to the top?* Reflections on a new study investigating factors inhibiting career advancement of women in Sri Lanka, Book Review, Sri Lanka Journal of Social Sciences.

Smith, P. (2012). *Connections between women's glass ceiling beliefs, explanatory style, self- efficacy, career levels and subjective success*, School of Psychology, University of Wollongong.

Stangor, C. and Hewstone, M. (eds) *Stereotypes and Stereotyping*, London: The Guildford Press.

Wiggins, C. (1995*). Barriers to Women's Careers Attainment*, Journal of Health and Human Services Administration, Vol 17, No.3.

Wickramasingha, M and Jayathilaka, W. (2015). *Beyond Glass Ceilings and Brick Walls Gender at the Workplace. Women in Business and Management*, International Labor Organization.

Sri Lankan Administrative Service, (2016), Available   at https://www.careerfirst.lk/blog/2016/03/25/sri-lanka-administrative-service. Accessed on 2017. 03.18.

Sri   Lanka   Country   Profile.   (2016).   Available   at http://www.indexmundi.com/sri_lanka/. Accessed on 2017.02.17.

Sri Lanka Labor Force Survey Annual Report. (2014), Department of Census and Statistics,   Available   at http://www.statistics.gov.lk/samplesurvey/LFS_Annual%20Report_2014.pdf. Accessed on 2017.03.17.

The Gazette of the Democratic Socialist Republic of Sri Lanka. (2015). Available at http://pubad.gov.lk/web/index.php?option=com_content&view=article&id=162&Itemid=193&lang=en. Accessed on 2017.03.20

The Sri Lankan Women, (2014). Department of Census and Statistics, Available at http://www.statistics.gov.lk/. Accessed on 2017.03.15.

The Sri Lankan Women: Partner in Progress. (2014). Available at http://docplayer.net/24860863-The-sri-lankan-women-partner-in-progress.html, Accessed on 2017.03.15

Do women and minorities in Sri Lanka face glass ceilings in employment? (2013), Island news paper, Available at http://www.island.lk/index.php?page_cat=article-details&page=article-   details&code_title=78492   Accessed   on   2017.03.17.

Appendix

Interview Questions

01. Age

02. Current grade in Sri Lankan Administrative Service

03. Workplace

04. Position

05. University

06. Marital Status

07. Husband's occupation and workplace

08. Do you have kids?

Yes

No

Work Place Status

09. When you are working, is there any responsible person in your house to take care of your children? (DV)

10. Do you think female administrative officers face more difficulties than male administrative officers in their workplace? (DV)

11. If yes, what are those challenges?

12. What is your average daily working hours as executive female officer in SLAS?(DV)

13. Do you think existing socio, cultural values (male dominated society, gender discrimination, stereotype ideas consider women inferior to men etc.) create female administrative officers more challenges? (IV 1)

14. Do you think female administrative officers have the ability to stay calm and cool in the hostile situations? (DV)

15. Do you think you have to work harder and put more effort than your male colleges to prove your capacity as a female executive officer?(DV)

16. Have you face any difficult situation because of your gender while you are performing your duties? (DV)

17. Do you think the perception of service receivers affect for the status of female administrative officers? (DV)

18. Do you think female executive officers face more difficulties in coordination of government programs than male? (DV)

19. Are you receiving enough support from your male colleges? (IV 2)

20. Do you think you have supportive environment in your workplace? If the answer is yes what kind of supports you are receiving form your workplace, if the answer is no what would be your expectations from the workplace? (IV 2)

21. Do you think female administrators (SLAS) face more hurdles while implementing new decisions? Please elaborate with your experience (DV)

Family Status

22. Do you think female administrators face more difficulties than their male colleges to maintain their responsibilities in the family? (DV)

23. What are the difficulties are you facing while maintaining your family responsibilities? (DV)

24. Do you think gender role expectations of society (expectations of in laws towards the daughter in law) create some more pressure to you? (IV 1)

25. Do u think your husband is supportive? If yes how does he share the household responsibilities with you? (IV 1)

26. Do you think your in laws are supportive for your career? Please explain briefly (DV)

27. Are they satisfied with your performance as a daughter in law? Please elaborate with more ideas (DV)

28. How often can you manage time to spend quality time with your kids and family? (DV)