

# A Validated Human Resource Management (HRM) Model For Advancing Gender In The Leadership Hierarchy In The Managerial Sphere Of HRM With Resultant Benefits Of Organisational Success

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**Abstract:** *This is one of the few research studies that develops, tests and subsequently proposes a Human Resource Management (HRM) model for the advancement of women in the leadership hierarchy in the HRM domain with resultant benefits of organisational success in the Mauritian workplace. The conceptual theoretical HRM model was developed by an in-depth review of literature, investigating relevant theoretical and empirical aspects of HRM pertinent to the case of women in the HRM domain Mauritius has often been described as an economic miracle and has the most successful economy in Sub-Saharan Africa but gender inequality remains an unfulfilled intent. This resonates classically in the domain of Human Resource Management that even though having a compelling feminised image with women being the numerical majority, they remain concentrated in lower-level positions, with men predominating at senior levels and this is akin to the situation of women in the HRM domain internationally. The efficacy of this conceptual HRM model was gauged by carrying out a questionnaire survey from 106 women in the HRM domain from the different sectors of Mauritius. The empirical data was analysed by using statistical tools such as Correlation and Ordinal Regression Analysis. The causality and regression analysis resulted in seven ordinal regression models that culminated in the new & innovative HRM model that leads to the advancement of women in the HRM domain, reduces hurdles and barriers they experience, enhances their job contribution the cumulative effect of these variables in the long run would generate organisational success in the Mauritian workplace. The HRM model generated is an original contribution to the HRM and gender advancement literature and though it was validated by women in the HRM domain in Mauritius. It definitely can be extended to advancing different types of women in the work-force both in Mauritius and internationally.*

**Keywords:** Advancement of women in the leadership hierarchy in the HRM domain, HRM model & Organisational success

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## 1. Introduction

### 1.1 HRM Model for advancing women in the leadership hierarchy in the HRM domain with resultant benefits of organisational success

A Human Resource Management model can be understood as a mechanism that is adopted by organizations so as to effectively manage human resources with the intent of achieving strategic objectives thereby generating outcomes of competitive advantage and resultant benefits of

organizational success. Actually, the concept of HRM models emanates from definitions, theories and principles of Human Resource Management. Some of the notable definitions of Human resource management (HRM) are it is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. (Armstrong & Taylor, 2014) & HRM is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people (or human talent) working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006; Mathis & Jackson, 2008; Snell & Bohlander, 2011).

The literature on HRM abounds with many models. Two of the most popular HRM models are the Harvard model and the Guest model. The Harvard model was developed by (Beer et al., 1984), it originated in the US and is also known as the foundational basis of HRM. This model in essence focuses on HR outcomes of employee commitment, competence, congruence, cost-effectiveness that would lead to long term consequences such as individual wellbeing, organizational effectiveness, social wellbeing. The Guest (1997) model focuses on HRM outcomes such as employee commitment, quality, flexibility, behavioral outcomes such as effort/motivation, cooperation, involvement, organizational citizenship and organizational performance outcomes such as high productivity, quality, innovation, low absence, labor turnover, conflict, customer complaints that would lead to organizational outcomes of enhanced profits and return on investments (ROI). In light of the above this study want to develop, test and propose a new and innovative HRM model as a much-needed panacea for advancing women in the leadership hierarchy in the managerial sphere of HRM. It does so by investigating the interrelationship between the entire gamut of theoretical and relevant empirical aspects of Human Resource Management (HRM) and its scope in gender advancement in work-settings with resultant accrued benefits of organisational success. The envisaged HRM model was empirically tested & validated by ordinal regression tests and correlation. It anticipated the following outcomes such as advancement of women in the HRM domain, reducing hurdles and obstacles thus promoting work-life balance, enabling women to have an enhanced and meaningful contribution in their jobs and the cumulative impact of these outcomes would in the long run lead to organizational success.

The international situation of women in the HRM domain has been described as a classic case of gender discrimination as well as being considered to be a job that is most suited to women's inherent nurturing nature, with women clearly desirous of pursuing careers in the sphere of HRM (Ackah and Heaton, 2003; Gooch, 1994) with vast numbers of women working in the profession and studying HRM globally with the profession having a compelling feminised image and this is akin to the situation of women in the HRM domain in Mauritius. In the same vein as understood from the (ILO, 2019) study as cited in (Mckinsey & Company, 2018) report which emphasises that despite being unable to reach top-levels in organisations, women are increasingly filling up managerial positions more rapidly than men especially in high income developed countries. They are also increasing their human capital by pursuing tertiary level education. Correspondingly, studies highlight organisations with authentic gender diversity, particularly at senior levels display high levels of organisational success in terms of heightened organisational performance and significant profit increases.

The report also found that, at national level, an increase in female employment is positively associated with GDP growth. Furthermore, gender diversity in leadership teams was not only associated with better equity outcomes, but women CEOs were more likely to champion diversity practices and equity issues. These findings are based on an analysis of data from 186 countries for the period 1991-2017 (ILO, 2019; Glass & Cook, 2018). In light of these

developments there is a growing need for enhancing gender diversity in the workplace and the need for more women leaders, while also enhancing the competitiveness of modern-day workplaces. Thus, assigning women to top positions in the HRM domain offers a workable solution for enhancing gender diversity within a managerial function most ideally suited to women that could offer opportunities to facilitate the rise of women in the managerial domain of HRM (Reichel et al., 2010) In light of these considerations, it becomes paramount that the situation of women in the HRM domain should be remedied.

Mauritius is a small island of 720 square miles, located in the south-western Indian Ocean to the east of Africa. It has often been described as an economic miracle with the most successful economy in Sub-Saharan Africa and has a high human development country context. Despite such positive connotations gender equality, remains an unfinished agenda in Mauritius. In 2021, Mauritius ranked in the lowest- performing third (110th among 156 countries) on the Global Gender Gap Index (World Economic Forum, 2022) and this unequal status of women is reflected in the HRM profession which is affirmed by the secondary data available on women in the HRM domain. Furthermore, as Mauritius is a resource scarce economy there is an urgent need for skilled human capital to enhance the competitiveness of all workplaces essential for national progress.

Therefore, the need for a new HRM model to ameliorate the situation of women in the HRM domain assumes much significance. Furthermore, the dual nature of HRM wherein HRM has the potential to improve gender inequality and create better conditions of employment for women and the other that HRM is inherently gendered represents a dichotomy and a research deficit in the HRM literature as far as gender is concerned that will be resolved by developing a genuine and authentic model for advancing gender in the HRM domain while also enhancing organizational effectiveness and this study is headed in this direction (Atkepe,2020).The feminised nature of the HR profession has been the subject of much academic attention since the 1980s to the present day (e.g., see Bolton & Muzio, 2008; Brandl et al., 2008; Gooch, 1994; Legge, 1987; Reichel et al., 2020; Roos & Manley, 1996) However the gendered nature of the HRM occupation and the reasons for the marginalization of women in the HRM domain have not been sufficiently debated. The author postulates that there is need to demystify what authors refers to as the gender hiddenness (Ainsworth & Pekarek, 2020) of the HRM profession to bring it to the fore-front and also to have theoretical discussions as to how the HRM managerial science can be more meaningful and relevant to the women who are employed within this domain and this would only be possible by developing a new HRM model. Therefore, this paradox with regard to women in the HRM domain needs to be resolved and this study aspires to remedy their conditions by proposing, developing and testing an HRM conceptual model HRM that could be a much-needed panacea for women in the HRM domain.

As there is no empirical in-depth study on women in the HRM domain in Mauritius, secondary data such as staff profiles of the HR cadre in public sector and membership of the Mauritius Association of Human Resource Professionals has been used so as to understand the situation of women in the HRM domain in the country. The methodology used in this study were secondary data analysis & quantitative approaches such as questionnaire survey. Furthermore, statistical techniques such as Correlation analysis, Ordinal Regression Analysis have been used to analyse the survey data with the ultimate aim to validate the HRM model from women in the HRM domain from the various occupational sectors of Mauritius.

## 2. Gender in the HRM domain: An international perspective

Priola & Brannan (2009) highlight that the conception of gender exists in all interfaces, behaviors and practices that are manifested within workplaces, social and cultural contexts with gender essentially being perceived as a tool or structure for exacerbating inequality between women and men (Harewood, 2014) and characterised by power and norms which all favor men (Thierry, 2006) as cited in (Calinaud et al., 2021). Several researchers for instance (Wirth, 2004; Adler, 1995) have emphasised that there has been a widespread concern over the last two decades about the question, ‘why are there so few women in senior management globally?’ While progress on the overall number of women in senior leadership continues, this year’s research shows it is concerningly slow, with this rate just 34% of senior leadership positions will be held by women in 2025 (Grant Thornton, 2023).

Accordingly, as per the World Economic Forum’s Global Gender Gap report, it will take another 132 years to address the global gender gap (WEF, 2022). This unequal situation of women is clearly echoed in the domain of Human Resource Management wherein the world-wide situation of women in the HRM domain, has been described as a classic case of gender discrimination (Reichel et al., 2010; Gooch, 1994; Legge, 1897) mainly due to the fact that despite the compelling feminised image of the HRM profession it is primarily perceived as unfavourable to women’s progression and advancement due to, women’s concentration in administrative roles, unequal wages and the lack of women in upper management (Costa & Gianecchini, 2007; Hardin, 1991; MacKay, 1986; Monks, 1993). Nevertheless, there exists a large representation of women working in the occupation (Cohen, 2015) and according to Ulrich, Younger et al. (2013), women account for about 62 percent of HRM employees worldwide. Furthermore, the feminized nature of the HRM profession is a continuing ongoing trend such that in the last 15 years (from 1997 to 2012), the percentage of males in HR has dropped from 70 percent to 38 percent, and females increased from 30 percent to 62 percent. Furthermore, recent findings indicate for e.g., 2020 data from the US Bureau of Labour Statistics (2021) highlight that 74.3% of HR workers and 76.8% of HR managers are women. In the UK, women account for 87.5% of HR administrative occupations, 67.7% of HR and IR officers, are women and 9% of HR Managers or Directors are women (Office for National Statistics, 2021) as cited in (Ainsworth & Pekarek, 2020).

Globally the Grant Thornton (2020) study highlights that around (40%) of senior women are most likely to occupy the position of HR director, but here also they are still heavily out-represented by men, who make up 60% of HR directors thus highlighting that there is still a gender bias across all senior roles in the HRM domain. The (ILO) global report highlights that in the sphere of Human Resource Management women comprise 51.8% of the support management functions, reaffirming that women remain clustered in support functions even in feminised domains such as human resource management attributing this to “glass ceilings” and “glass walls”, these have been described as phenomena that block women from reaching the highest levels within organisational hierarchies (ILO, 2019, p.40).

Correspondingly, there are two opposing debates with regard to women in the HRM domain where the traditional perspective is that the HRM domain is perceived as a matriarchal stronghold, supposed to nurture and administrate, while giving few opportunities for power, strategic work and advancement that (Legge, 1987) qualifies as the ultimate subordination of women and a paradox. Whereas the more recent debates have contrary views which postulate that advancing women in the HRM domain offers the strongest link to advancing women to higher levels in a managerial domain that is most suited to women’s inherent nature and is



considered as an ideal job for women (Reichel et al., 2010). Moreover, much of the HRM literature has not focused on analysing the field as being either an opportunity for women to achieve career equality in management or as “traditionally the female ghetto of the corporate world” (Ridgeway, 2011, p. 99) which is a contradiction considering the increasing numbers of women in the profession. Relatedly, it becomes important to highlight that there is a scarcity of research addressing gender issues in management within developing countries (Tlaiss, et Kauser, 2011b, 2010a) as compared to the western developing countries and Mauritius is no exception to this trend, as there are practically no in-depth studies of women in the HRM domain in the country.

## **2.1 Gender in the HRM domain in Mauritius**

Mauritius has a good competitiveness index and has been positioned as the leader in competitiveness in Sub-Saharan Africa and is among the most successful economies in Africa. It ranks 45th globally according to the Global Competitiveness Report 2016-2017 released by the World Economic Forum. Moreover, the country has a long history of impressive investment in human development. However, in contrast according to World Bank rankings the situation of Mauritius is retrogressing as far as the gender gap is concerned with the global gender gap index of Mauritius increasing from 0.65 index in 2007 to 0.68 index in 2022 growing at an average annual rate of 0.34%. (World Bank, 2022).

The gender gap is manifested in terms of a gender leadership crisis at top levels that can be considered to be a paradox considering that Mauritius has a high human development index with a near gender equal status in education from primary to tertiary levels. These rankings clearly indicate that this increasing human capital of women is clearly not translating into the labour market especially at higher levels in both the private and public sectors of the country and is the case of women in the HRM domain as affirmed by the secondary data available. As per the HR Directory of Ministry of Public Service & Institutional Reform (2022) which is the apex body englobing all the public sector organisations in the country. The composition of the HR cadre in the public sector in Mauritius is in majority female that makes up 78 % of the HR Cadre and 45% of entry level positions such as Human Resource Executive Grade is mostly populated with women.

However, at upper levels the share of women as compared to men narrows down and the top most positions such as HR Director and Deputy Director Human Resource Management are taken up by men. There is no clear-cut empirical data available on the number/gender of HR Managers employed in the private sector. The membership profiles of the Mauritius Association of Human Resource Professionals (MAHRP) highlight that there are more male HR managers (65%) than females (35%) who mostly work in the private sector and around (25%) of the MAHRP members that work at top management level are mostly males and about (80%) of the members that includes males and females have postgraduate MBA qualifications. This again reaffirms that women in the HRM domain remain clustered in lower-level positions, despite possessing good human capital and this situation is similar to the international situation of women in the HRM domain (AHRPM.mu, 2022).

Furthermore, Mauritius is a resource-scarce economy which is crucially dependent on its human resources as a key factor of economic development thus the ongoing emphasis on human capital development and education with the main aim being to create a skilled labour force which will contribute positively to long-term growth and development (Gokulsing & Tandrayen-Ragoobur, 2014). As seen from this perspective Mauritius can only lay claim to its human resources, of which women comprise more than about half of its work-force, it thus

becomes vital to enable women in the HRM domain to advance and progress in their organisations. Women in the HRM domain certainly have the potential to transit to higher positions, and it is their legitimate aspiration which should be nurtured by organisations so that it leads to women being equal to their male counterparts, which leads to a better quality of working life, competitive advantage, business excellence, organisational success and is beneficial to the country (Faugoo, 2015).

### **3. The use of the entire vehicle of HRM for the development of the HRM model as a panacea for women in the HRM domain in Mauritius**

In current times HRM has become a well recognised field of academic inquiry and area of management practice (Ainsworth & Pekarek, 2020). HRM has both theoretical and prescriptive dimensions implying that HRM explanations, definitions, characteristic's, practices & policies can be prescribed to organisations, and employees within them, though there maybe variations between the rhetoric's and operational realities of HRM (Gratton et al.,1999) as cited in (Armstrong, 2009a). Armstrong neatly encapsulates the overall purpose of human resource management is to ensure that the organisation is able to achieve success through people and endeavors to augment organisational performance and organisational capability by maximizing the contribution of all human resources towards organisational goals (Armstrong, 2009a; Armstrong 2006b). This forms the essence of the model that believes that HR aspects when prescribed and applied to women resources can lead to their advancement and this has a bearing on organizational success

Atkepe (2020) elucidates that all aspects of HRM need to be interrelated with each other if they need to have any impact in reducing gender discrimination. This principle will be applied for developing the HRM model whereby the entire HRM system such as HRM definitions, philosophy, HRM characteristic's, principles and policies and empirical findings from studies that have used HRM as a vehicle to advance women will studied and investigated (Dickens, 2006; Harel et al., 2003). Thereafter all these aspects will be amalgamated and will constitute integral components of the conceptual original, comprehensive, utilitarian conceptual HRM model and eventually this model was tested by women in the HRM domain and proposed for the advancement of women in the HRM domain with resultant accrued benefits of organisational success in the Mauritian work-context. Thus, conclusively this research study examines the association between three main variables that are the i) entire gamut of HRM which are the independent variables ii) the consequent advancement of women in the HRM domain and iii) resultant accrued benefits of organisational success that are the dependent variables. The following HRM aspects were used to develop the model:

#### **3.1 Viewing, treating and managing women in the HRM domain as valued assets.**

Most of the recent HRM literature emphasises the viewing, treating and managing of human resources as valued assets and this concept was originally advanced by Beer et al. (1984), as cited in (Armstrong, 2009a, 2006b), which entails treating people as valued assets or human capital. Armstrong & Taylor (2014) has conceptualised Human resource management (HRM) as a wide-ranging and consistent approach to the employment and development of people based on a philosophy about how people should be viewed, treated and managed. HRM is concerned with improving organisational effectiveness through people, but is equally concerned with the ethical treatment of people in harmony with a set of moral values. Such definitions of HRM as prescribed to women in the HRM domain, would imply that organisations would adopt a philosophical approach by viewing, treating and managing women in the HRM domain as valued assets and ensure that they are treated in harmony with moral and ethical principles that

is mostly not the case with women in the HRM domain in present times. This aspect of valuing the women work-force has also been highlighted by Mckinsey and OECD studies that emphasises the necessity of valuing women and the need for more women in leadership positions (Armstrong, 2009a, 2006b; Mckinsey, 2019; OECD, 2020). Along the same lines the ILO (2020) study on 'Empowering women in the workplace emphasized the importance of valuing women and also came up with progressive HR policies to value women in the workplace that in essence emphasized the importance of equality, equal pay for equal work, promoting work-life balance, fostering women in business and management and building a future of work that works for both women and men

### **3.2 The strategic integration of women in the HRM domain as a means to enhance their status and prestige with it also being a route to reach top management.**

The strategic participation and involvement of the HR department and the HR director is considered as the means whereby HR can contribute towards organisational effectiveness. The level of strategic integration depicts the HR director's important hierarchical status in an organisation. It describes the scope of the involvement of the position holder with business strategy planning and interface with top management (Brandl et al., 2007). The (SHRM, 2021) reports findings from the [HR Staffing and Resources 2021: XpertHR Survey Report](#) conducted with 417 employers across the U.S. highlights that the HRM reporting structure has changed such that in many organisations majority of the heads of the HR departments report directly to the CEO, president or owner. As understood from this perspective if the HRM departments and their representatives report to the CEO, president or owner this would thus give the HRM department a much-added status and power and if more women are strategically oriented this would enhance their credibility and visibility giving them more status and influence and can also be a route to reach top-levels.

### **3.3 The use of soft HRM approaches**

Soft HRM approaches enhance opportunities for training & development, provision of child-care and flexible working facilities that would be useful to women in the HRM domain (Truss, 1999). Interestingly empirical findings from studies carried out by Truss (1999) in organisations based in the UK highlight that the use of soft HRM was indicative of more women at senior levels, with more having had opportunities to participate in training and had found the training beneficial, and few felt that their career options were hindered due to gender. There was also evidence to believe that a preference towards the soft HRM model was associated with improved chances for women to progress in their careers. It would also be most likely that organisations following the soft HRM model would introduce a range of work-life HR policies so as to enable women to cope with their family and caring responsibilities and thus remain attached to their employing organisation while being able to handle family responsibilities (Steele, 1992) as cited in (Towers, 1996)

### **3.4 Developing women's human capital (HC) and the use of Human capital measurement (HCM) techniques and metrics**

The defining characteristic of HCM is the use of metrics as a means to managing people that regards them as assets and emphasises that competitive advantage is achieved by strategic investments in those assets through a host of HR practices and processes. Women's human capital development and measurement are means to measure the contribution of women in the HRM domain and thus also create an awareness of women's contribution to the business (Armstrong, 2006b). The (ILO, 2020) report highlights the importance of human capital development of women by promoting education, training and professional development of women as this plays a vital role towards gender equality and women's empowerment.

Furthermore OECD (2020) study emphasises that instituting a culture of human capital measurement is paramount to promote women's advancement to leadership positions.

### **3.5 The use of formal merit-based HRM**

Mastracci & Arreola (2016) postulate that gendering and workplace social processes are established in HRM practices such that they tend to uphold inequalities between women and men and thus it is important that all HR practices should be gender neutral and bias free. Babcock & Laschever, (2003) study emphasised the importance of formalisation of HR practices as this could mitigate gender inequality at the point of hiring, first by applying gender-neutral criteria for recruitment to overcome potential managerial reluctance to invest in female staff, and second by setting equal starting salaries and not engaging with men's attempts to negotiate higher starting salaries. Furthermore, they highlighted the need for HR decisions to be based on merit so performance would be the main criterion in decisions about admission, mobility and career advancement, that would result in both men and women having equal chances for career progression and the ability to have enhanced performance. Therefore, HR decisions related to HR practices such as selection, mobility and promotion should be based on formal established roles and criteria that are fully transparent (Aktepe, 2020). It is thus important to have formal merit-based, gender-neutral or gender-sensitive HRM practices to overcome gendered institutional HRM practices that are harmful towards women (Stainback et al., 2010; Reskin 2003).

### **3.6 HRM departments must actively promote gender equality and monitoring of Equal Employment Opportunity (EEO)**

Armstrong (2006b) postulates the importance of ensuring EEO in HR practices such as Recruitment, Interviews, Training & Performance Management and emphasizes the values expressed in an overall statement of HR policies may explicitly or implicitly refer to the provision of EEO. Furthermore, under the purview of the EEO policy and under the umbrella of the relevant legislation and codes of practice, employees of under-represented groups should be provided with and given positive training so that equal opportunity employment can be achieved which can be useful to women who have traditionally been discriminated. Boxall (2007) highlights that employer's institutionalising such practices should ensure that they constitute an overall approach to human resource management. It is important that HR professionals be committed to the active implementation of the equality policy and promoting a culture that supports the equality policy by overseeing the integration of the equality policy into all aspects of the HR policies and organizational practices (Raghavi and Gopinathan, 2013). Therefore, it becomes very important that HRM departments play an important role in the monitoring and implementation of EEO and gender equality (Bennington, 2006) that would favor the advancement of women in the HRM domain.

### **3.7 The provision of women-friendly HRM**

Studies elucidate that women-friendly HR practices that promote work-life balance and flexibility are the main consideration for women that envisage career progression, promotion and desire to stay in their jobs, thus they will eventually be seeking companies that have family-supportive human resource (HR) practices (Chiu & Ng, 2001a, 1999b). Callan (2007) argues, an organization-wide culture change and a line manager that supports family-friendly policies is important to address work-life imbalances for women. Furthermore, a diverse workforce can help businesses enhance competitiveness, by fostering an organizational culture that promotes a diversity-supportive work environment wherein work-life balance and flexible working policies are a priority (Calinaud, et al., 2021).



### **3.8 The use of HR practices such as Recruitment, Training & Development & Performance Management such that job contribution can be enhanced.**

Most studies emphasise the important role of HR functions in enhancing the job contribution of women (KPMG, 2015; Foley et al., 2020) and the need to remove gender bias in all HR functions and emphasized the importance of leadership training to help move more women into leadership roles in the future.

### **3.9 The important role of line managers and top management**

The McKinsey and Company (2019) global study in partnership with LeanIn.Org. with close to 600 companies that participated in the study. The study highlighted that Senior leaders/CEO's/Top management set the priorities in organizations and when they're engaged and involved with gender diversity and inclusion. This has a positive trickle-down effect towards gender diversity with their managers being more likely to support diversity efforts, and employees are more likely to think the workplace is women-friendly and inclusive. This enhances the desire to stay in their jobs which can be very helpful to women in the HRM domain. This has been affirmed by studies on female HR professionals that highlights that the integration of job and family is often a major worry for women (Gooch, 1994).

Thus, all these HRM aspects were amalgamated and constituted integral components of the conceptual original, comprehensive, utilitarian conceptual HRM model that was tested by women in the HRM domain.

## **4. Research Framework, Statistical tools, Sample & Ethics**

The HRM model, was empirically tested by the use of a questionnaire survey consisting of the different aspects of HRM as based on the review of literature. The questions were put on a Likert scale ranging from Strongly agree (1) to Strongly disagree (5). The questionnaire was pilot tested before implementation by a sample of MBA students to ensure relevance and validity and to assess if it was meeting the needs of the research. The women in the HRM domain from the various sectors of Mauritius, who participated in the questionnaire survey were mostly asked to tick responses in order of preferences.

The sampling technique used for this study was snowball sampling that uses a referral approach to reach particularly hard-to-find respondents. As it was extremely demanding to get the women to agree to participate in the questionnaire survey due to various reasons such as lack of time, permission needed etc. The researcher made initial contacts with a small group of women HR managers and then used them to establish contacts with others, who were then used in the study. The women selected for this study were women working in the HRM domain, from the different sectors such as the public-service, banks, textiles, construction companies, private, investment, insurance and information technology companies thus resulting in a good representative sample of women in the HRM domain. The women taking part in this research were assured about confidentiality and anonymity and they were also informed about the purpose of the research.

In addition, general questions were asked to all the research incumbents about length of service, position in the organisation, age and qualifications etc. A total of 150 questionnaires were sent as an attachment by e-mail and 106 filled-in questionnaires were returned. The questions concerning monthly income, official e-mail & personal e-mail and residential address were left optional to be filled. In light of the fact that there are not many women in the HRM domain, the sample size of 106 women in the HR domain has been validated for the present study. The

age of the respondents ranged from 20 to 60 years and majority of the respondents were in the age group of 40 to 49 years. Most of the respondents were degree holders followed by postgraduate degree holders as second position. To affirm and validate the HRM model, this study uses the Spearman's rank-order correlation & Ordinal Logistics Regression (OLR) techniques. In the present study, the Spearman rank-order correlation is used on 5-point likert scale variables (ranging from strongly agree to strongly disagree). In general, the Spearman's rank order correlation can range between positive and negative values, where:

+1 implies a perfect positive [correlation](#) between ranks

-1 implies a perfect negative correlation between ranks 0 implies no correlation between ranks.

According to Clef, 2013 the Spearman rank correlation can be used to examine whether two [ranked variables](#) co-vary positively or negatively. Hyun (2004) postulates that the terms “multivariate analysis” and “multivariable analysis” are often used interchangeably in the social science literature. Essentially, multivariate analysis refers to the prediction of an outcome variable (or dependent variables) using multiple variables (or independent variables). Thus, multivariable methods are used to explore causal relationship between two or more independent variables and one outcome or dependent variable. In general, a regression model serves two purposes, firstly, it predicts the value of the outcome variable for new values of the predictor variables, and secondly, it describes the relative contribution of each independent variable to the dependent variable while controlling for the influences of the other independent variables that maybe represented as equations showing the relationship between independent and dependent variables. Finally, this culminated in carrying out regression and causality analysis between independent and dependent variables and 7 ordinal regression models were generated.

## 5. The results of the regression and causality analysis generated seven ordinal regression models

In the first case, the advancement of women (Advancement) in the HRM domain is designed to predict the impact of (i) strategic integration of women (Integration), (ii) human capital measurement techniques (HCM), (iii) Soft HRM (SHRM), (iv) women's human capital (WH capital), (v) Line and Top management commitment (Commitment), (vi) formalised, merit-based and effective HR practices (Merit-based), (vii) gender equality and HR departments (Equality), and (viii) women as valued-assets (Valued-assets) and the below seen model is developed.

**Model 1:** Advancement of women in the HRM domain = f {Integration, HCM, SHRM, W H capital, Commitment, Merit- based, Gender Equality and HRM depts, Valued-assets}. Interestingly the regression results confirm significant and positive impact of the following: HCM, WH Capital, Formalised and merit-based HR practices, Gender Equality and HR departments and Women as valued assets on the advancement and progression of women in the HRM domain.

In the second case the impact of HR practices, including, (i) Recruitment & Selection, (ii) Training & Development, (iii) Performance Management, (iv) Equal Employment Opportunity (EEO), and (v) Women-friendly HRM (WFHRM), are assessed on the advancement of women in the HRM domain (Advancement) and the model seen below has emerged.

**Model 2:** Advancement of women in the HRM domain = f{Recruitment & Selection, Training & Development, Performance Management, Equal Employment Opportunity, WFHRM}.

Interestingly, the regression results confirm significant and positive impact of Women-friendly HRM (WFHRM) on the advancement of women's in HRM domain.

In the third case to explore the factors that influence reduction in hurdles that they face and/or improving work-life balance of women the following model is formulated. Note the predictor variables used are the same as model 1.

**Model 3:** Work-life balance = f {Integration, HCM, SHRM, WH capital, Commitment, Merit-based, Equality, Valued-assets}. The results confirm significant and positive impact of soft-HRM practices (SHRM), Line and Top management commitment (Commitment), and Gender equality and HRM departments on the work-life balance of women.

In the fourth case to explore the factors influencing work-life balance of women in the HRM, the following predictors are assessed such as Recruitment & Selection, Training & Development, Performance Management, Equal Employment Opportunity, WFHRM) as the model seen below.

**Model 4:** Work-life balance = f {Recruitment & Selection, Training & Development, Performance Management, Equal Employment Opportunity, WFHRM}. Fourthly, the regression coefficients and significance tests for each of the FIVE dimensions mapping HR practices, the results confirm significant and positive impact of Recruitment & Selection and Equal Employment Opportunity by HR departments on the work-life balance of women.

In the fifth case, a model is designed to predict the impact of (i) strategic integration of women (Integration), (ii) human capital measurement techniques (HCM), (iii) Soft HRM (SHRM), (iv) women's human capital (W H capital), (v) top management commitment (Commitment), (vi) formalised, merit-based and effective HR practices (Merit-based), (vii) gender equality concerns (Equality), and (viii) women as valued-assets (Valued assets), on women's contribution to their job (Job Contribution) with the model as seen below.

**Model 5:** Job Contribution = f {Integration, HCM, SHRM, Hcapital, Commitment, Merit-based, Equality, Valued-assets}. The regressions results highlight a positive influence of Human Capital Measurement techniques, Formalised and Merit based HR practices and Equal Employment Opportunity and HR depts. on the job contribution of women.

The sixth case, the influence of HR practices, including, (i) Recruitment & Selection, (ii) Training & Development, (iii) Performance Management, (iv) Equal Opportunity, and (v) Women-friendly HRM (WFHRM), are assessed on women's contribution to their jobs and the model is as seen below.

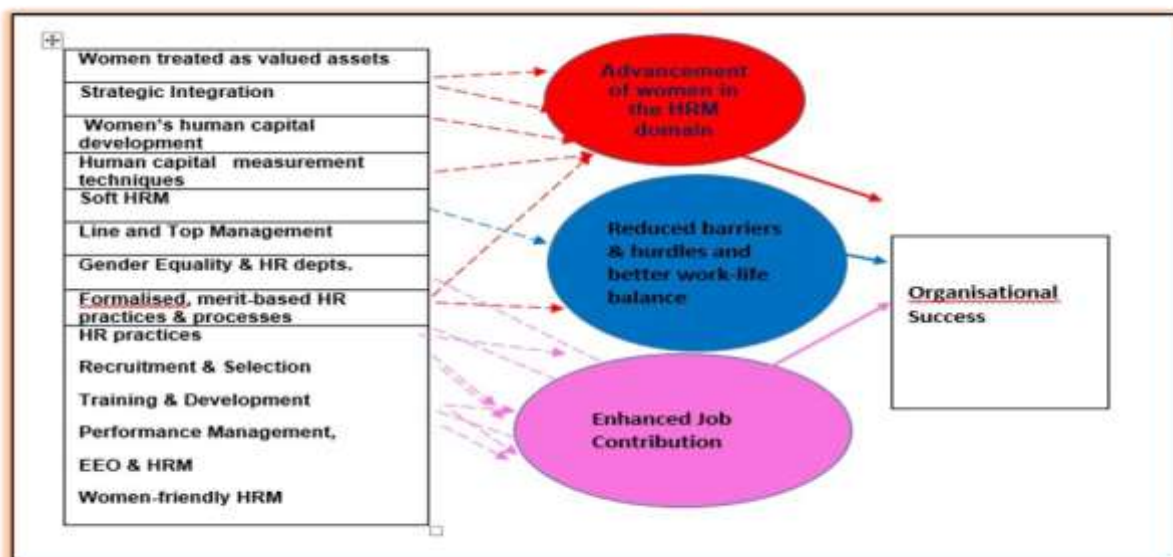
**Model 6:** Job Contribution = f {Recruitment & Selection, Training & Development, Performance Management, Equal Opportunity, WFHRM}. Very interestingly, the regression results confirm significant and positive impact of all FIVE dimensions on the dependent variable representing women contribution to their jobs.

The seventh model is devoted to assessing whether, (i) women's advancement in HR domain (Advancement), (ii) reduction in hurdles and/or improving work-life balance of women (Work-life balance), and (ii) women's contribution to their job (Job contribution) eventually contributes to organisational success.

**Model 7:** Organisational Success = f { Advancement, Work-life balance, Job contribution }  
 Very interestingly, the results confirm significant and positive impact of all THREE predictors variables on organisational success.

## 6. Analysis and Implications of the Seven Ordinal Regression models

The summarization of the Seven Ordinal regression MODELS confirm the following: The first aspect: i) The advancement of women in the HRM domain can be made possible by the use of several HR approaches and practices such as Human Capital measurement, developing women’s human capital, formalized and merit based HR practices, viewing, treating and managing women in the HRM domain as valued assets, women-friendly HRM and organisational variables such as gender equality implementation and monitoring by HR departments. The second aspect is ii) the provision of work-life balance that reduces hurdles and barriers is possible by virtue of soft HRM approaches, line and top management commitment and gender equality implementation and monitoring by HR departments, the use of Recruitment & Selection strategies that enhance equity and fairness towards the employment and advancement of women in the HRM domain, putting on offer family-friendly policies during the Recruitment & Selection process, HR departments must play a significant role in the implementation of EEO that not only work towards providing equal opportunities in employment, but also caters to the well-being of its employees by providing women-friendly HRM. The third aspect is iii) enhancement of job contribution that can be enhanced by HCM techniques, merit based and formalized HR practices, gender equality provision and monitoring by HR departments and the provision of HR practices related to R&S, T&D, Performance Management, EEO implementation by HR departments and the provision of women-friendly HRM. The achievement of organizational success is dependent on i) the advancement of women ii) provision of work-life balance that reduce hurdles and work-family conflict iii) third aspect is job contribution and the following emergent FINAL model has been developed and validated by the regression results as seen below. The arrows depict the positive causal impact of predictor variables on response variables.



**Figure 1: Human Resource Management (HRM) model for the advancement of women in the leadership hierarchy in the managerial sphere of HRM with resultant benefits of organisational success in the Mauritian workplace (Author Faugoo, 2022)**



## 7. Conclusions

The emergent HRM model above is a unique contribution to the HRM and gender body of knowledge and covers the gap in the existing literature on this topic and come at a juncture where there is a growing importance being given to women's leadership in the world of work by policy and decision makers and other stakeholders. Subsequently this would create conditions suitable for the advancement of women in the HRM domain by generating a healthy discourse on the need to use this HRM model for the advancement of women in the HRM domain, that is considered as an ideal job for women and gives scope to enhance opportunities for the advancement of women in at least one major managerial domain and this would lead to a rise of women in the HRM domain in the country. This will also provide a deep knowledge base to HR managers, line managers, CEO's, policy makers and women advocates as how to better serve and meet the needs of all human resources while being conscious that persistent discrimination against women cannot be eradicated as a quick fix approach but needs sustained models of knowledge such as the new HRM model developed by the researcher. The researcher also aspires that this model be dwelt upon further by doing more research so that it is authentic and can be extended to other types of women in the work-force and as more and more women are entering the work-force, the author believes that such a model is urgently needed in modern day workplaces in Mauritius and internationally.

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