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# Survey on gender equalities in the veterinary sector in Mongolia



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## Executive summary

Similar to most sectors in Mongolia, there is an apparent under-representation of women in leadership positions in the veterinary sector. This inequality in senior management is also referred to as 'glass-ceiling', a metaphor summarising obstacles for women to reach top positions in their profession. To investigate reasons for this glass-ceiling and to better understand beliefs and perceptions about gender equality in the veterinary sector, the Animal Health Project conducted a questionnaire survey among 220 veterinarians across Mongolia (50% female). Survey participants were asked to rank 21 statements from 'strongly disagree' to 'strongly agree'. These likert-scale items were complemented with questions about their preference for male or female bosses and participants were given the opportunity to express their opinions in a couple of open ended questions.

The majority of participants (62.7%) expressed that they prefer having a male boss, but it is worthwhile to note that 25% of participants, without any prompting, made a statement that qualifications and skills are more important than gender when it comes to leadership positions. Results of the 21 statements revealed overall significant but small differences between opinions of men and women and there was little evidence of serious gender inequalities. The survey participants agreed that indeed women are interested in management positions and the majority expressed, that women who strive for careers can be successful and do a good job. However, women confirmed more difficulties be appointed for senior positions, even with equal skills and qualifications, and women perceived a salary gap between men and women. Another hindering factor were disadvantages because of eventual motherhood.

Factor analysis, a method which identifies patterns of how participants scored the different questionnaire items, found three main factors which were summarised according to statements included in these factors as 'gender stereotype', 'resilience' and 'resignation'. Interestingly the groups scoring highest in gender stereotype were young men up to 39 years old. Women scored highest for the 'resilience' and 'resignation' factors.

The survey identified interesting facts that should be addressed to improve gender equality and ensure that women make full use of opportunities to further their careers. Improved access to childcare facilities and protection during maternity leave may encourage women to pursue careers. Gender sensitive leadership trainings for veterinarians would increase understanding of qualities needed for good leadership and may give more women the necessary confidence.

## Introduction

It has been widely agreed, that persisting gender inequalities hamper sustainable development and economic growth (United Nations, 2014). Compared to many developing and low-middle income countries worldwide, Mongolia compares well in achieving MDG in various gender related indicators, especially education, health and economic empowerment (Hausmann et al., 2012). Indeed from 2010-2014, education statistics suggest a reversed gender gap with around 60% of University graduates being female, while equality is achieved in primary and secondary education (National Statistical Office of Mongolia, 2013). However there is a pervasive under-representation of women in senior official and management positions in most sectors (World Bank, 2012). Therefore despite equality in education, unequal power relations between women and men persist, last but not least due to suspected gender role stereotypes in society. In the private economic sector the genders gap also exist but seems less obvious, which suggests that better education of women allows them to successfully establish businesses. This is mainly true for small businesses, but large businesses remain headed by males. A recent review on gender inequalities in the labour force found more men seeking self-employment and marked differences in professions and careers pursued by women and men (World Bank, 2012). The same report highlighted that women spend about twice the amount of time on household and care work than men, resulting in double burden for employed women. Moreover the study identified significant gaps in earnings that cannot be explained by education or experience.

The most striking inequality is in political decision making with only 4% and 14% of Members of Parliament being female in 2009 and 2013, respectively. Further, only 3 Minister and 2 Deputy Minister positions are occupied by women, and there are only 3 female State Secretaries. Also there are not many female governors of aimags, cities, soums and districts. As a consequence women's needs and perspectives may not be adequately addressed in far-reaching policy decisions. Female under-representation in leading economic and political position is prevalent in many countries, developing and developed. This inequality in senior management is also referred to as 'glass-ceiling', a metaphor summarising obstacles for women to reach top positions in their profession.

Through social research projects, a great diversity of causes, summarised in Table 1, has been proposed for glass ceilings.

Table 1: Proposed causes for glass-ceiling

<b>Causes for glass-ceiling</b>	<b>Source</b>
Gender differences as a by-product of natural selection over the last 20'000 years	Browne,2006, Buss, 1995
Social role and expectation states theories explain ongoing prejudice against women in the workplace (evaluation bias)	Weyer, 2007
Women being denied access to the old boys' club, tokenism, shadow jobs, lack of mentors, lack of role models	Fassinger, 2008
Maternal wall: prejudice against mothers	Crosby, 2004
Men and women searching for satisfying careers differently	Olsson, 2002
Gender differences in life goals, values, abilities and competitive behaviour	Hakim, 2006
Different needs between women and men: women prefer career trees while men like to climb career ladders	O'Connor, 2001
Prejudice toward female leaders (stereotyping): men are agentic (assertive, ambitious, independent), women more communal (nurturant, helpful, sympathetic). Agentic attributes are considered necessary for leadership.	Eagly and Karau, 2002; Fernandes and Cabral-Cardoso, 2003; Koenig et al., 2011
Women leaders are less favourably evaluated when showing agentic behaviours	Eagly and Karau, 2002

Of the factors in Table 1, gender stereotyping which assigns men agentic qualities and women communal qualities has been most studied and there is agreement that it remains a key factor hindering women access to senior management positions. Interestingly these stereotypes do not seem to have changed in the last 20 years. But what has changed, is the qualities considered important for leadership with a shift from agentic to androgynic combining feminine and masculine characteristics. And studies indicated that women seem to better adapt to these changing requirement.

A study conducted among women in Australia investigated beliefs of women about glass-ceiling and identified different response patterns which were summarised as resignation, acceptance, resilience and denial of the glass ceiling phenomena (Smith et al., 2012).

Since the 1990-ies in many parts of the world veterinary medicine, a traditionally male dominated profession, has attracted more female students and has led to a female majority of graduate veterinarians. Also in Mongolia the veterinary sector used to be a typical male domain, which was reinforced until 1990 with quotas for female and male students per aimag. As a consequence, up to 1990, an estimated

80% of veterinary students were male (*to be confirmed*). In the 1990-ies the quota system was abolished and resulting in an increasing trend of female veterinarians graduating. Figure 1 summarises graduation numbers at the only Mongolian formal veterinary education institution, the School for Veterinary Medicine (SVM) at the Mongolian State University of Agriculture MSUA.

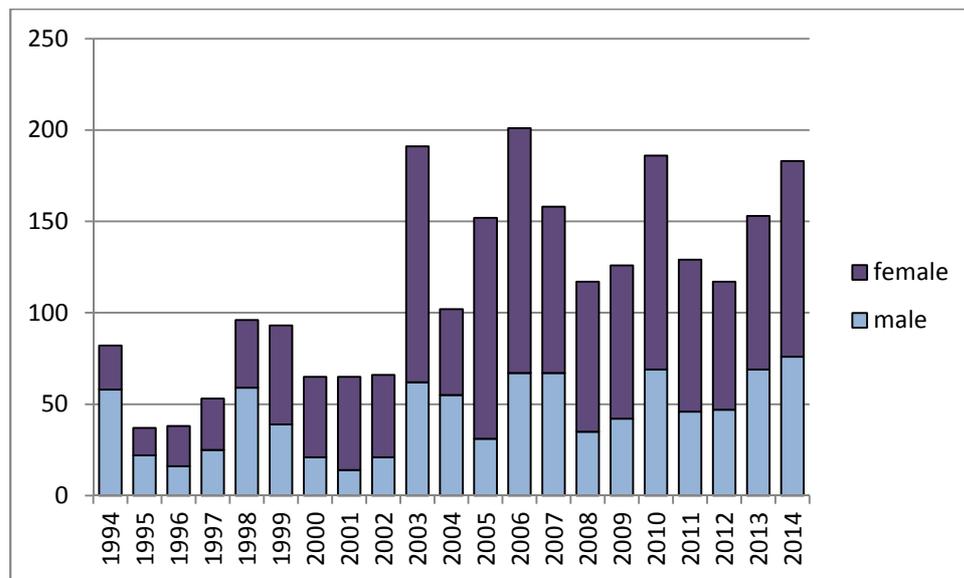
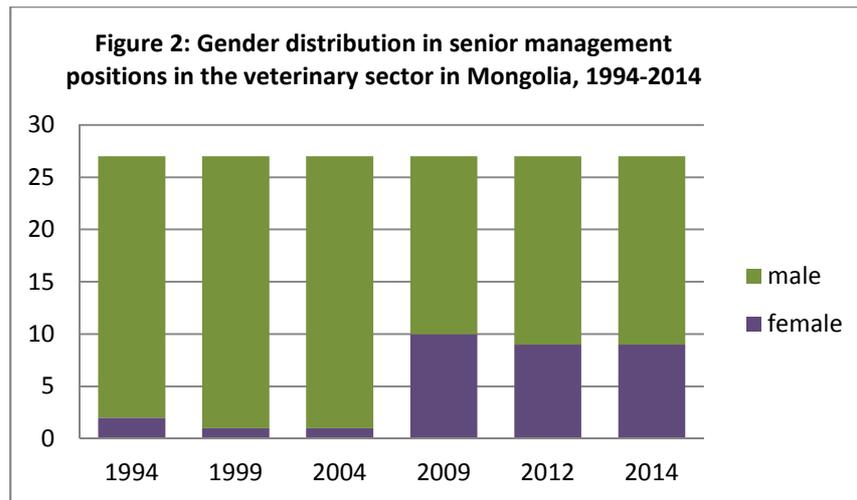


Figure 1: number of female and male graduates from 1994 to 2013 (source: School of Veterinary Medicine, 2014)

Despite an increasing proportion of female graduates, and taking into account that it takes approximately 15 years from graduation to reach senior positions, there remains a female under-representation in mid- and high-management positions. Figure 2 summarises female representation in leading position in different veterinary institutions in Mongolia (5 central level organisations and 22 aimag/city veterinary departments). These figures suggest that females in management positions have become more prevalent over the last 10 years, but that women still face barriers to be appointed. When considering only the 5 central level institutions, the maximum of females in senior positions from 1994 to 2014 was maximum 1 out of 5 (20%) at the time.



Source: AHP survey 2014

### Study objectives

The aim of this study was to investigate perceptions about gender equality among female and male veterinarians in Mongolia. The objectives were to investigate preferences for male or female line-managers, general perceptions about gender equality in the veterinary sector, and potential factors that may lead to female under-representation in senior positions.

### Material and Methods

A questionnaire survey was conducted among 221 private and official veterinarians in Mongolia during summer 2014 (see Annex 1 for questionnaire). Respondents were recruited during regional veterinary conferences and other major veterinary events. The questionnaire was developed based on the Career Pathway Survey tool developed by Smith et al (2012) which originally was developed to assess women's beliefs about glass ceilings. The questionnaire consisted of different statements that were scored on a 5-level likert scale from strongly disagree (score of -2) to strongly agree (score of +2). For the AHP survey selected statements from the Career Pathway Survey tool were adapted to the Mongolian context and complemented with additional statements that were considered relevant by AHP staff. Also the survey was conducted among men and women in order to identify possible differences in perception and beliefs about gender roles between men and women.

The statements included in the questionnaire addressed different themes, which were:

### General items

Depending on the question, agreement or disagreement can be interpreted as denial of glass ceiling or gender inequalities.

- There are equal number of women and men in senior management positions in the veterinary sector
- There is no gender discrimination in Mongolia
- Women and men have to overcome the same problems at the workplace
- For the same job done equally well, men get paid more

### Acceptance items

These items investigated reasons why women don't want what men want, basically why they are happy not to pursue career leading to senior positions. Statements in the questionnaire were:

- To women motherhood/family is more important than career development
- Women are not interested in senior management

### Resignation items

These items investigated reasons why women give up or fail to get promotion. Statements in the questionnaire were:

- Women in senior positions are more likely to be criticized for being too soft or too hard
- It is more difficult for women to be appointed for senior management positions, even with equal skills and qualifications
- Employers prefer hiring men because women may go on maternity leave

### Gender stereotypes

Agreement with these statements indicates importance of traditional social gender roles and prejudices against women in leadership.

- Men are more capable of making critical decisions
- Men have a better understanding of the wider context and worry less about details than women
- Women leaders suffer more emotional pain than men when there is a crisis within their team
- Women struggle more to separate work and private life

- Men are more productive at work and therefore get promotion easier

### Resilience items

These items investigated beliefs on how women can and will be successful in senior positions. Agreement with these items by men and women would indicate a high level of equality.

- Women who have a strong commitment to their career can go right to the top
- Women who are given opportunities to lead, do a good job
- A supportive spouse/partner makes it easier for a woman to have a successful career
- Women's nurturing skills help them to be successful leaders

### Importance of networking

These items aimed to assess the importance of social networks in pursuing careers and highlight eventual differences between male and female networks.

- Men are better at supporting each other than women support each other to progress in their career
- The more women are appointed in senior positions, the easier it will be for the next generation of women to have a career
- Fear of jealousy of other women prevents women from pursuing careers

Data were entered into an EpiInfo 7 database and analysed with SPSS statistics 21 software package (IBM, US). Gender differences for each of the 21 investigated items were explored with descriptive statistics and significance of differences between answer scores was tested with parametric and non-parametric tests. To identify patterns of how people scored the different statements factor analysis was conducted using principal axis factoring with varimax rotation with Kaiser normalisation. For each respondent the Bartlett score for identified factors was calculated and distribution of scores in age groups disaggregated by gender were examined with descriptive statistics.

## Results

In July/August 2014, a total 221 Mongolian veterinarians completed the questionnaire, one respondent was excluded because less than half of the questionnaire was filled in. Of the remaining 220 respondents, 114 indicated their sex and there were 107 women and 107 men, therefore exactly a 50:50 distribution. The age of respondents ranged from 23 to 68, with an average age of 44.7 years. Figure 3 shows that in all age groups the distribution of sex was very similar. Respondents represented 22 different aimags, however with large differences of respondents per aimags with a range of 1 (Umnugobi) to 35 (Khovd).

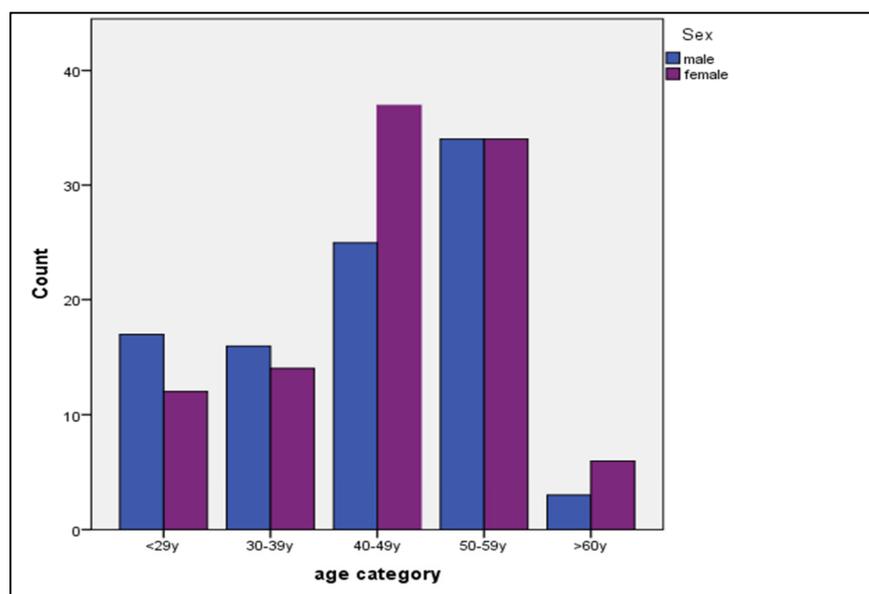


Figure 3: Demographics of respondents included in questionnaire survey

The majority, 64.7% of respondents, currently have a male boss, but 54.3% reported to have had a female boss at some time in the past. The majority (62.9%) reported to have a preference for male bosses, 20.4% had a preference for female bosses and 16.8% were undecided by selecting both options or not giving an answer to that question. Including comments, 50 respondents (22.6%) actively indicated that gender should not be a deciding factor to achieve management positions but that skills are important (24.3% of female and 22.1% of male respondents). There was also no significant association of age category and actively commenting on 'gender equality', however there was a larger proportion of veterinarians actively mention equality among older veterinarians (26.5% of veterinarians aged 50-59 years and 44.4% of veterinarians aged 60 years and over).

Respondents were also asked to explain why they had a preference for male or female bosses. As mentioned above, almost  $\frac{1}{4}$  expressed that gender does not really

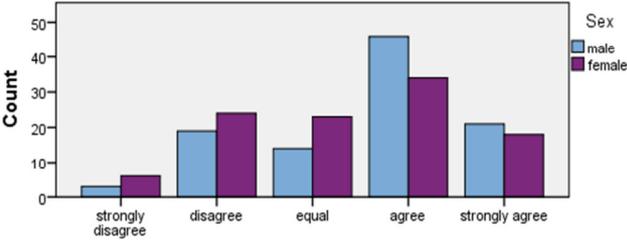
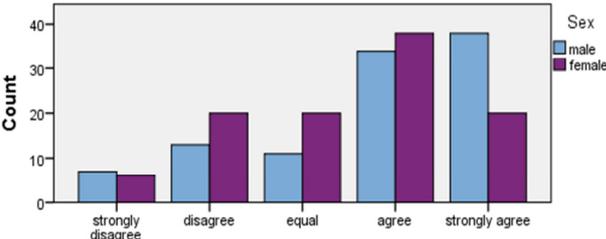
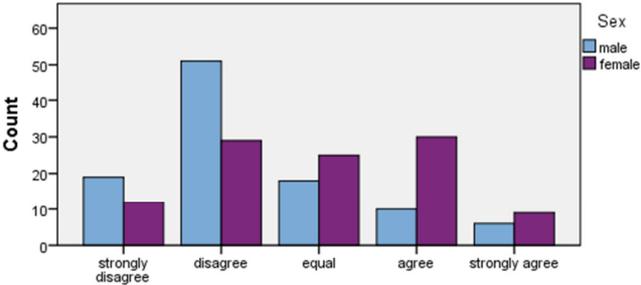
matter. There were comments that simply explained personal preferences, but other comments clearly indicated clear stereotyping (Table 2).

Table 2: Summary of reasons for preferring male or female bosses (in brackets number of times an explanation was mentioned)

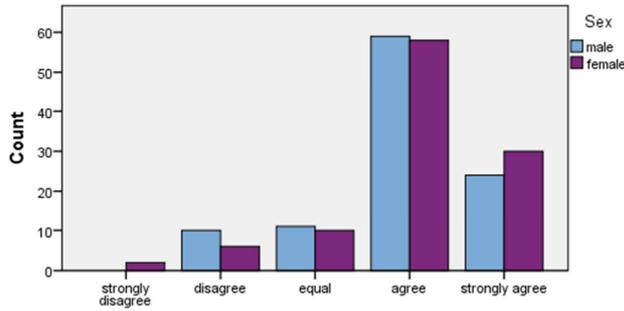
Preference for male boss	Preference for female boss
<ul style="list-style-type: none"> <li>• Veterinary work is hard for women (8)</li> <li>• Decision making skills (12)</li> <li>• Honesty (3)</li> <li>• Social skills, balanced (7)</li> <li>• Communication skills (12)</li> <li>• Leadership/management (5)</li> <li>• Tower of strength (5)</li> <li>• Women more involved in trivias and gossip (6)</li> <li>• Men better suited (3)</li> <li>• Men are responsible, diligent, meticulous (7)</li> <li>• female boss is more stressful for the workers</li> <li>• do not mix personal life and office work</li> <li>• it is difficult for women, but it is possible</li> <li>• I do not know about female boss</li> <li>• I do not want female boss</li> </ul>	<ul style="list-style-type: none"> <li>• Women understand situation better (4)</li> <li>• Women are less affected by financial conflict of interest (2)</li> <li>• Women are more responsible, meticulous (5)</li> <li>• Women are more educated and hard working (2)</li> <li>• I feel better with female boss</li> <li>• Women are more organized (2)</li> <li>• Women are more flexible and creative(5)</li> <li>• Honesty, follows principles (3)</li> <li>• Social skills, familiar with women's problems (2)</li> <li>• Decision making skills (2)</li> <li>• Communication skills (2)</li> <li>• If woman's personal character is not narrow-minded, it is not a problem.</li> <li>• Woman might be more soft and energetic, and well organized</li> <li>• Men are too ambitious</li> <li>• Because I am woman</li> </ul>

## Descriptive summary statistics

Table 2: Overview of survey results for each questionnaire item, disaggregated by gender

General statements about gender equality	Descriptive statistics of scores ranging from -2 (strongly disagree) to +2 (strongly agree)
<p>1. There are equal number of women and men in senior management positions in the veterinary sector</p> 	<p>Mode: agree (f:agree, m: agree)            Median: agree (f: equal, m: agree )            P-value gender:0.07</p> <p>Men agreed slightly more with this statement than women, but there was no significant difference.</p>
<p>2. There is no gender discrimination in Mongolia</p> 	<p>Mode: agree (f:agree, m:strongly agree)            Median: agree (f: agree , m: agree)            P-value gender:0.03</p> <p>The majority of women and men agreed that gender discrimination is not a problem, however men assigned significantly higher scores.</p>
<p>11. For the same job done equally well, men get paid more</p> 	<p>Mode: disagree (f:agree/disagree, m: disagree)            Median: disagree (f:equal , m: disagree ), P-value gender:&lt;0.01</p> <p>There was a significant difference about salary perception between women and men (p&lt;0.01). Men were under the impression that pay levels are equal, whereas women were less convinced about this.</p>

**13. Women and men have to overcome the same problems at the workplace**

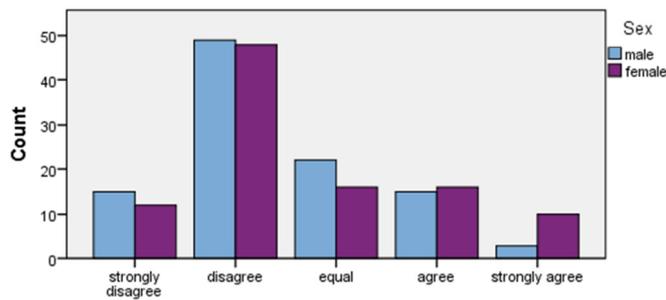


Mode: agree (f: agree, m:agree )  
 Median: agree (f: agree, m: agree )  
 P-value gender: 0.52

Women and men agreed that both sexes have the same problems to overcome at the workplace

**Acceptance items**

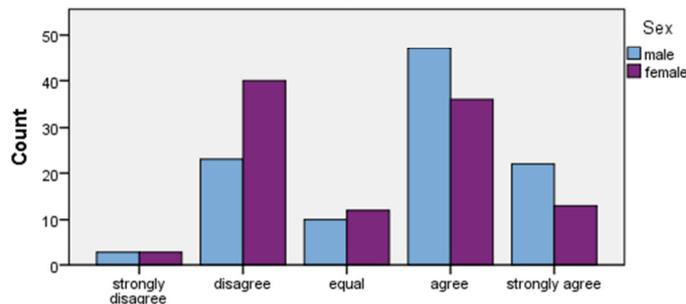
**3. Women are not interested in senior management**



Mode: disagree (f: disagree, m: disagree )  
 Median: disagree (f: disagree, m: disagree )  
 P-value gender: 0.18

Everybody agreed that indeed women are also interested in management positions.

**7. To women motherhood/family is more important than career development**

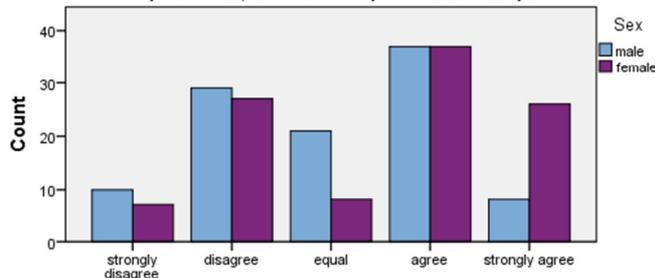


Mode: agree (f:disagree, m:agree)  
 Median: agree (f:equal, m:agree)  
 P-value gender:<0.01

Women's opinion about this statement were split, indicating that for about 50% of women motherhood does not take precedence over career, men had a more traditional view on this.

**Resignation items**

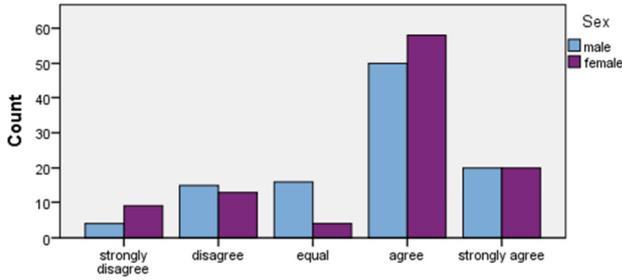
**4. It is more difficult for women to be appointed for senior management positions, even with equal skills and qualifications**



Mode:agree (f:agree, m:agree)  
 Median: agree (f:agree, m:equal)  
 P-value gender:<0.05

Female were significantly more affirmative (p<0.05) that it is more difficult for females to get management appointments, indicating gender inequality of opportunities.

10. Employers prefer hiring men because women may go on maternity leave



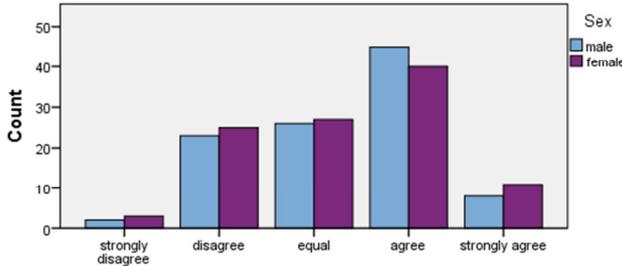
Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:0.96

Women and men agreed to the same extent that employers prefer hiring men because women may go on maternity leave.

8. Women in senior positions are more likely to be criticized for being too soft or too hard



Mode: agree (f:agree, m:agree)

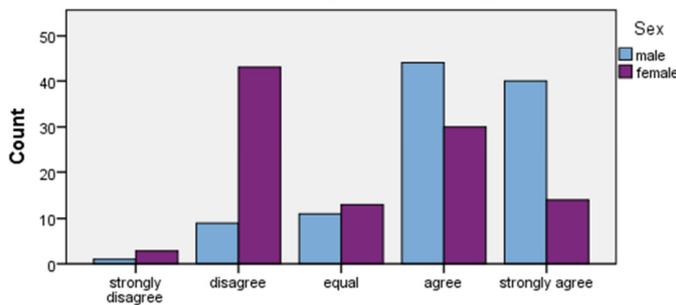
Median: equal (f: equal, m: agree)

P-value gender:0.8

Men and women both tended to agree that women are more likely to be criticized for being too soft or being too hard, suggesting that women might be more scrutinised.

**Gender stereotypes**

5. Men are more capable of making critical decisions



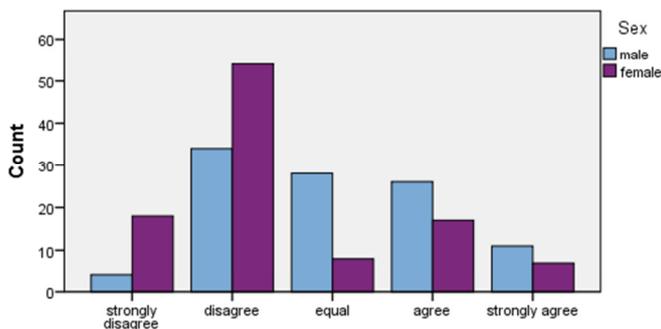
Mode: agree (f:disagree, m:agree)

Median: agree (f: equal, m: agree )

P-value gender:<0.01

Women tended to disagree with the statement that men are better at decision making. The difference was highly statistically significant (p <0.01), suggesting strong gender norms by men.

18. Women struggle more to separate work and private life



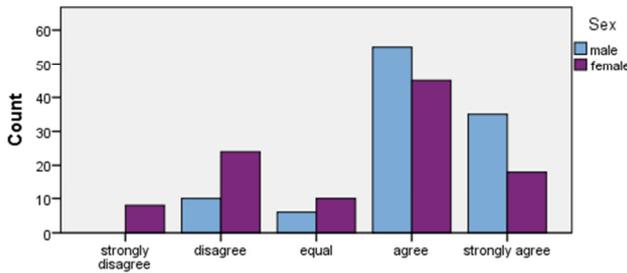
Mode: disagree (f:disagree, m:disagree)

Median: disagree (f: disagree, m: equal)

P-value gender:<0.01

Women disagreed stronger than men and women in being able to separate work and private life.

6. Men have a better understanding of the wider context and worry less about details than women



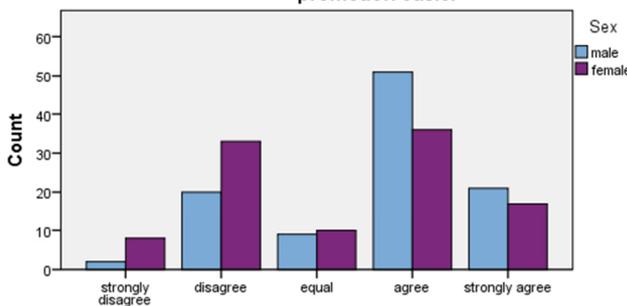
Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:<0.01

The majority of respondents agreed that men are more concerned with wider context and women tend to focus on details. However, women were much less affirmative of that statement than men (p<0.01).

9. Men are more productive in their work than women and therefore get promotion easier



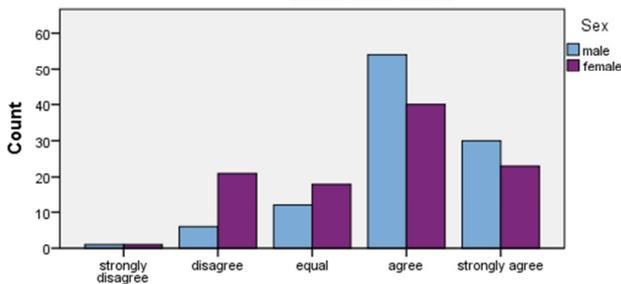
Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:<0.05

Women and men significantly differed in their agreement with this statement (p<0.05) with men more likely to agree that men are more productive in their work.

17. Women leaders suffer more emotional pain than men when there is a crisis within their teams



Mode: agree (f:agree, m:agree)

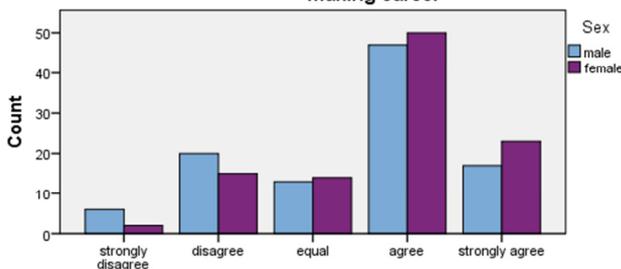
Median: agree (f:agree, m:agree)

P-value gender:<0.01

Men agreed significantly stronger with the statement that women are more prone to emotional pain than men in crisis situations

## Networking

12. Men are better at supporting each other than women support each other in making career



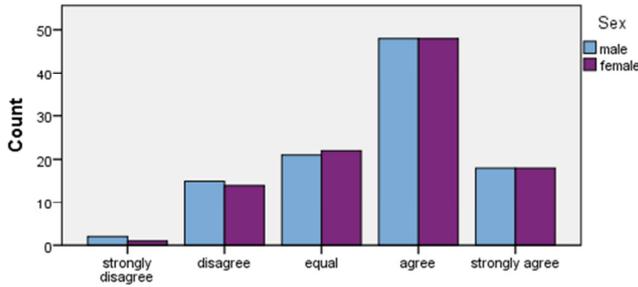
Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:0.08

Women and men agreed that men have a stronger supportive network for career development.

21. Fear of jealousy of other women prevents women from pursuing careers



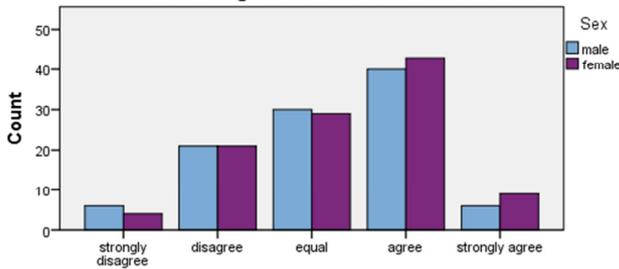
Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:0.82

Men and women agree that fear of jealousy of other women may prevent them from pursuing careers.

19. The more women are appointed in senior positions, the easier it will be for the next generation of women to have a career



Mode: agree (f:agree, m:agree)

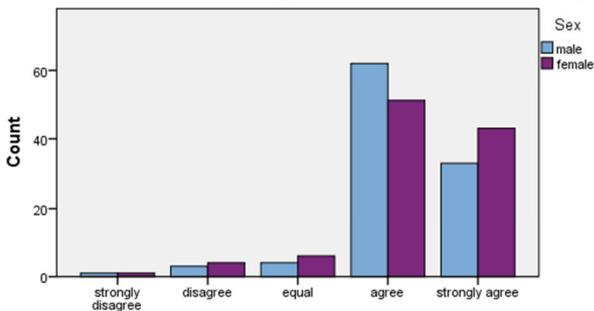
Median: equal (f: equal, m: equal)

P-value gender:0.39

Men and women agreed to the same extent that women in senior positions can have a positive effect for future female careers.

**Resilience**

14. Women who have a strong commitment to their career can go to the top



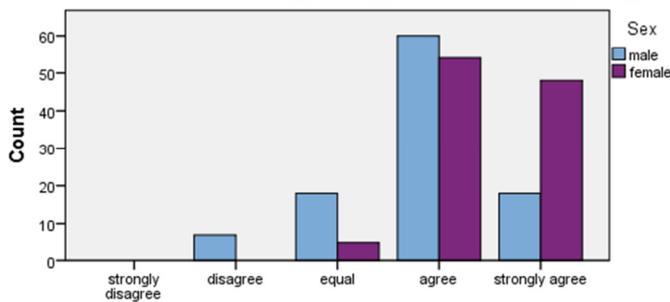
Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:0.6

Women and men were very affirmative that women with strong commitment to their career will be successful.

15. Women who are given opportunities to lead, do a good job

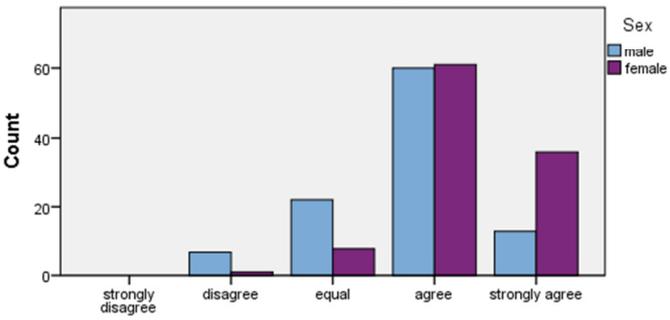
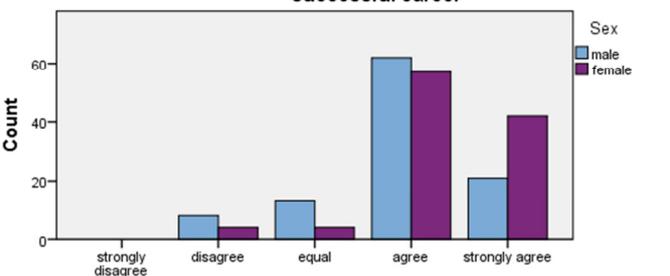


Mode: agree (f:agree, m:agree)

Median: agree (f:agree, m:agree)

P-value gender:<0.01

Women and men agreed that women in management positions to a good job, with women expressing stronger agreement to the statement.

<p><b>16. Women's nurturing skills help them to be successful leaders</b></p>  <table border="1"> <caption>Data for Item 16: Women's nurturing skills help them to be successful leaders</caption> <thead> <tr> <th>Response</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>strongly disagree</td> <td>0</td> <td>0</td> </tr> <tr> <td>disagree</td> <td>8</td> <td>2</td> </tr> <tr> <td>equal</td> <td>22</td> <td>10</td> </tr> <tr> <td>agree</td> <td>60</td> <td>60</td> </tr> <tr> <td>strongly agree</td> <td>15</td> <td>38</td> </tr> </tbody> </table>	Response	Male	Female	strongly disagree	0	0	disagree	8	2	equal	22	10	agree	60	60	strongly agree	15	38	<p>Mode: agree (f:agree, m:agree)  Median: agree (f: agree, m: agree )  P-value gender:&lt;0.01</p>
Response	Male	Female																	
strongly disagree	0	0																	
disagree	8	2																	
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agree	60	60																	
strongly agree	15	38																	
<p><b>20. A supportive spouse/partner makes it easier for a women to have a successful career</b></p>  <table border="1"> <caption>Data for Item 20: A supportive spouse/partner makes it easier for a women to have a successful career</caption> <thead> <tr> <th>Response</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>strongly disagree</td> <td>0</td> <td>0</td> </tr> <tr> <td>disagree</td> <td>10</td> <td>5</td> </tr> <tr> <td>equal</td> <td>15</td> <td>5</td> </tr> <tr> <td>agree</td> <td>62</td> <td>58</td> </tr> <tr> <td>strongly agree</td> <td>22</td> <td>42</td> </tr> </tbody> </table>	Response	Male	Female	strongly disagree	0	0	disagree	10	5	equal	15	5	agree	62	58	strongly agree	22	42	<p>Mode: agree (f:agree, m: agree)  Median: agree(f: agree, m: agree)  P-value gender:&lt;0.01</p> <p>A large majority of women and men agreed, that a supportive spouse/partner is beneficial for career development, with women agreeing significantly stronger.</p>
Response	Male	Female																	
strongly disagree	0	0																	
disagree	10	5																	
equal	15	5																	
agree	62	58																	
strongly agree	22	42																	

### Factor analysis

The compiled data was then subjected to factor analysis to identify patterns of how individuals scored the different questionnaire items. Through factor analysis, clusters of replies to the different statements were identified. KMO and Bartlett's test of sphericity showed that the dataset is suitable for factor analysis. However the identified factors only explain about one third of the overall variance of the dataset, which may indicate that opinions are not extreme or that other items, which would help to explain more of the variance, were not included. Nevertheless, the 3 main factors identified highlight important patterns of beliefs and can be summarised as 'gender stereotype', 'resilience', and 'resignation'.

The table below summarises which items were categories in the 3 main factors.

<b>Factor 1: Gender stereotype</b>	Loading (>0.4 considered high loading)
Men have a better understanding of wider context	0.649
Men are more capable of making critical decisions	0.641
Men are more productive in their work	0.597
Women struggle more to separate work and private life	0.544
Women suffer more emotional pain in team crisis	0.504
To women motherhood/family is more important than career	0.496
<b>Factor 2: Resilience</b>	
Women who are given the opportunity to lead do a good job	0.771
A supportive partner makes it easier for women to have successful career	0.490
Women's nurturing skills help them to be successful leaders	0.488
Women who have a strong commitment can go to the top	0.342
Women and men have to overcome the same problems at the workplace	0.322
<b>Factor 3: Resignation</b>	
It is more difficult for women to be appointed for senior management positions, even with equal skills and qualification	0.552
Men are better at supporting each other than women support each other in making career	0.458
Women in senior positions are more likely to be criticized for being too soft or too hard	0.455

For each survey participant the Bartlett factor score for each of the 3 factors was calculated and statistically significant differences between male and female were found for all 3 factors. Figures 4 to 6 show the distribution of the factor score by gender in the different age groups.

For factor 1 'gender stereotype', statistics show that men scored higher on this factor than women, the difference was statistically highly significant ( $p < 0.01$ ) (Figure 4). The differences between men and women were especially striking in the younger generations up to 39 years old.

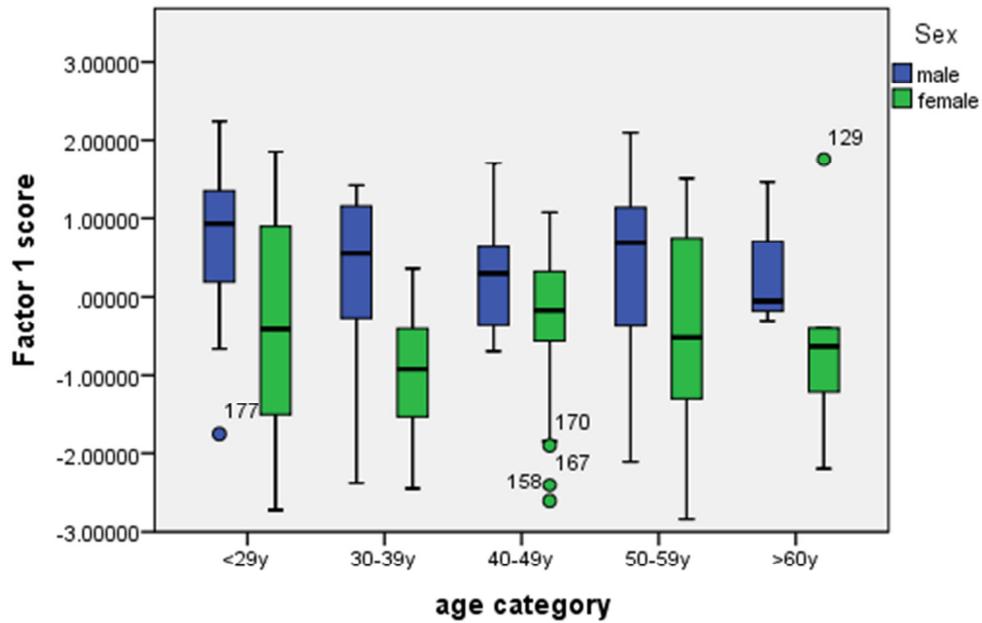


Figure 4: distribution of scores for Factor 1 ‘prejudice’ by age group and sex.

For factor 2 ‘resilience’, women scored significantly higher ( $p < 0.01$ ). Figure 5 shows the distribution of scores for men and women in the different age groups.

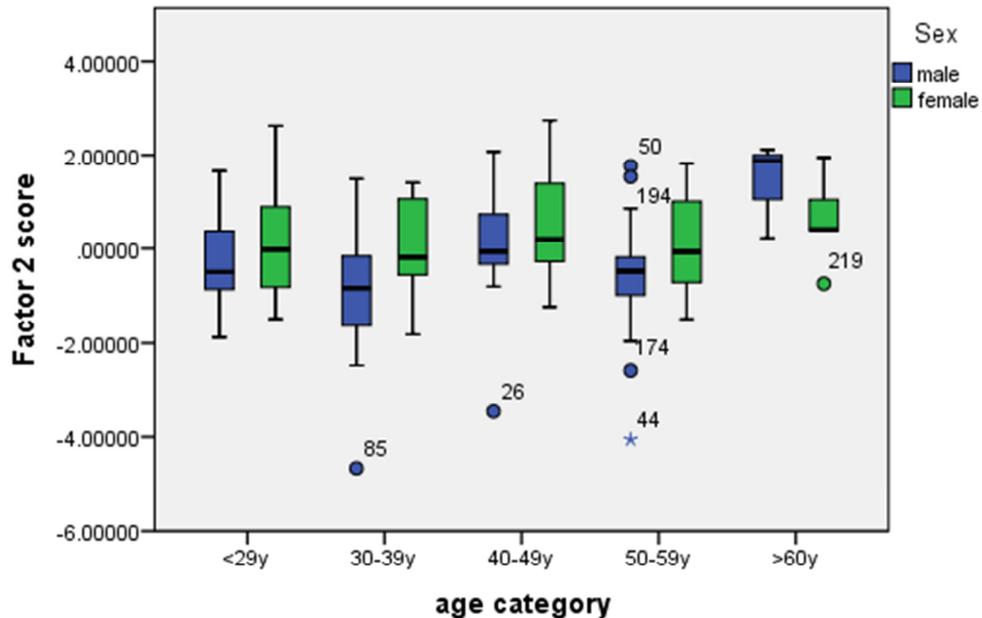
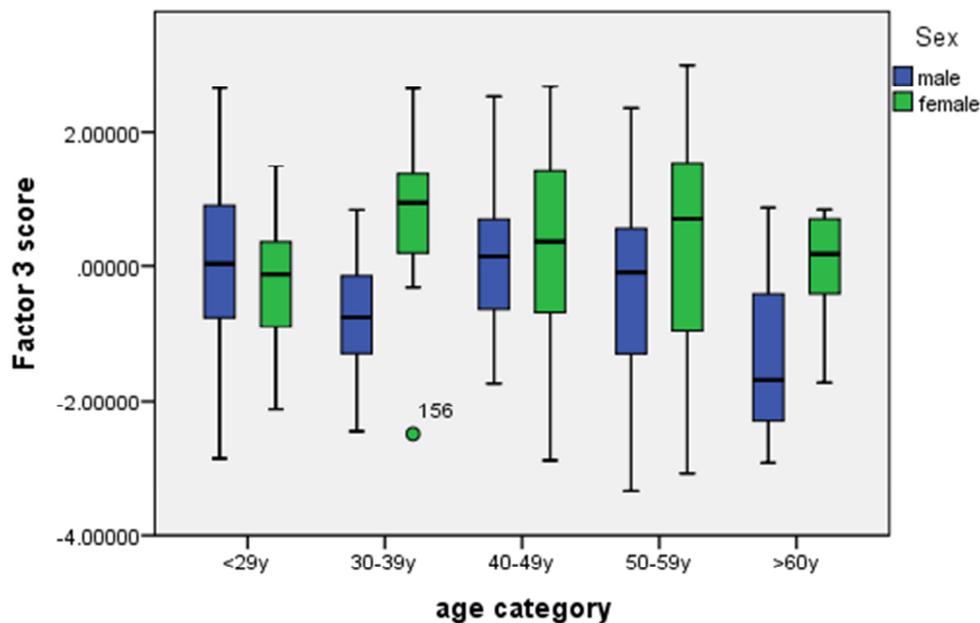


Figure 5: distribution of scores for Factor 2 ‘resilience’ by age group and sex.

For factor 3 ‘resignation’, women tended to score higher, with differences getting especially large in the older age groups ( $p < 0.01$ ), which may reflect personal experiences made by these women.



## Discussion and conclusions

This is the first survey conducted among veterinarians in Mongolia investigating perceptions and beliefs about gender equality. Data collected in conjunction with this survey shows that women are under-represented in senior management positions in the veterinary sector, especially when considering that for the last 15 years the majority of veterinary graduates were women. This can be interpreted as a clear indication that a glass-ceiling is present in Mongolia. However the results to the different items also indicate that gender inequality may not be a major problem or is not perceived as such. For most questionnaire items the difference of answers between women and men was small and it is positive to note, that about 25% of participants, without any prompting, made a statement that qualifications and skills are more important than gender when it comes to leadership positions.

Nevertheless the survey identified interesting facts that should be addressed to improve gender equality. The survey participants agreed that indeed women are interested in management positions and the majority expressed, that women who strive for careers can be successful and do a good job. This shows that possibilities are there and that female leaders are accepted. The survey also investigated factors which may hinder career progress for women. The fact that women and men agreed for many items, even when they were not in favour of women, could reflect a certain level of lack of aspiration among women. Another important factor could be that the male network is stronger and that resentments because of successful career seem

more common among women. However women also pointed out, that it is more difficult for them to be appointed for senior positions, even with equal skills and qualifications and also highlighted that there seems to be a salary gap between men and women. Other hindering factors were related to motherhood and the results show that having a supportive partner or spouse is considered an advantage. Motherhood and family is important for women, however with about 50% of women disagreeing that it is more important than career. On the other hand there was a general agreement that men are more likely to be hired for senior positions because women might go on maternity leave. Therefore providing possibilities to relieve women's burden of family responsibilities and provide better childcare opportunities and better protection during maternity leave, might encourage more women to seek promotion despite motherhood, and employers to hire these women.

Even though differences in answers between participants were not extreme, factor analysis showed that, especially among younger men, gender stereotypes still seem to be present. The finding that gender stereotypes are common also among younger men, challenges the common perception that gender bias is mainly a problem in the older generation. Whether the veterinary sector is different from other sectors is difficult to say and comparative studies across sectors would be needed to investigate this. To address existing gender prejudices, management and leadership skills should be included in the veterinary curriculum. This would build confidence in women that they too can assume leadership roles, and would prevent gender discrimination in the veterinary sector. Another way to address these perceptions, especially among the current workforce, could be leadership and management trainings for veterinarians where recent changes in necessary skills for management are addressed in gender sensitive ways. This may encourage women to step up themselves and ask for promotion where justified. Such trainings could for example be organised with the Mongolian National Veterinary Association as part of their continued professional education programme.

A different group identified through factor analysis expressed support for women in leadership positions and seems convinced that this is possible, this group was summarised as 'resilience' towards an apparent glass-ceiling. While women had higher scores for this factor, also men were well represented in this group, showing that they indeed value skills more important than gender.

And a third group of people expressed feelings of resignation about women achieving leadership positions, interestingly the majority of older women were in this group, probably reflecting their own experiences.

This survey specifically targeted the veterinary sector, but other sectors could also be assessed in a similar way. A distinct advantage of the questionnaire is its simplicity, resulting in a high response rate since it does not take long to fill in. Having a limited number of open-ended questions is important as it allows participants to express their views. Most importantly however, including several statements addressing different topics, such as here resilience, resignation, acceptance and denial of glass-ceiling, ensures that the issue is investigated from different angles. Depending on the target group, some of the questions might need to be changed or other topics included, according to the objective of the survey. The approach presented here is low cost if the necessary statistical skills to conduct factor analysis are available in the group. Such a survey can be a useful quick assessment of gender perceptions and beliefs about gender roles and may inform development of future gender action plans or provide important input to design more detailed gender studies.

## References

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- World Bank (2012). Mongolia: Gender disparities in labor markets and policy suggestions. *World Bank report 77508*.



To what extent do you agree or disagree with the following statements? Please tick the appropriate box.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
13. Women and men have to overcome the same problems at the workplace					
14. Women who have a strong commitment to their career can go right to the top					
15. Women who are given opportunities to lead, do a good job					
16. Women's nurturing skills help them to be successful leaders					
17. Women leaders suffer more emotional pain than men when there is a crisis within their teams					
18. Women struggle more to separate work and private life					
19. The more women are appointed in senior positions, the easier it will be for the next generation of women to have a career					
20. A supportive spouse/partners makes it easier for a women to have a successful career					
21. Fear of jealousy of other women prevents women from pursuing careers					
Do you have any comments about these questions?					

Is there a need to promote gender equality in the veterinary profession?    Yes |  |    No

Please explain:

The findings of this survey will be published in the National Veterinary Journal.  
Thank you very much for your collaboration!

## Annex 2: Questionnaire Mongolian

Энэхүү асуумжийн зорилго нь мал эмнэлгийн салбарт эрэгтэйчүүд, эмэгтэйчүүд удирдах албан тушаалд дэвших адил тэнцүү боломжтой эсэхийг эрэгтэй, эмэгтэй малын эмч нараас асууж тодруулахад оршино. Хувийн мэдээллийн нууцыг хадгалах бөгөөд таных гэж танигдахаар мэдээллийг олон нийтэд дэлгэхгүй.

Хүйс: Эр  Эм  Нас:

Та аль аймгаас ирсэн бэ?:.....

Таны одоогийн дарга эрэгтэй юү, эмэгтэй юү? Эр  Эм

Та эмэгтэй даргатай байж үзсэн үү? Тийм  Үгүй

Та эрэгтэй даргатай байхыг илүүд үздэг үү, эсвэл эмэгтэй даргатай байх нь дээр үү?

Эр  Эм

Яагаад?.....

Дараах тодорхойлолттой хэр санал нийлж байна вэ? Зохих нүдийг тэмдэглэнэ үү.	Бүрэн зөвшөөрч байна	Зөвшөөрч байна	Тодорхой санал байхгүй	Зөвшөөрөх гүй	Огт зөвшөөрөх гүй
1. Мал эмнэлгийн салбарын удирдах албан тушаалд ажиллаж буй эрэгтэйчүүд, эмэгтэйчүүдийн тооны харьцаа тэгш					
2. Монгол Улсад хүйсээр ялгаварлах үзэл байхгүй					
3. Эмэгтэйчүүд удирдах албан тушаал сонирхдоггүй					
4. Ижилхэн ур чадвар, мэргэшилтэй ч эмэгтэйчүүд удирдах албан тушаалд томилогдоход хэцүү					
5. Манлайлах чухал шийдвэр гаргахдаа эрчүүд илүү чадвартай					
6. Эрчүүд юмыг өргөн хүрээнд хардаг, эмэгтэйчүүдийг бодвол жижиг сажиг зүйлд зовних нь бага					
7. Эмэгтэйчүүдийн хувьд эх хүн байх/гэр бүлээ халамжлах нь албан тушаал ахихаас илүү үнэ цэнэтэй					
8. Удирдах ажил хийж байгаа эмэгтэйчүүд хэтэрхий уян зөөлөн, эсвэл хэтэрхий хатуу чанга гэж шүүмжлүүлэх магадлал ихтэй					
9. Эрчүүд эмэгтэйчүүдийг бодвол ажлын бүтээмж өндөртэй тул албан тушаал амархан ахидаг					
10. Эмэгтэйчүүд хүүхэд гаргаж чөлөө авах эрсдэлтэй тул ажил олгогчид эрэгтэй хүнийг ажилд авахыг илүүд үздэг					
11. Ижил ажил хийсэн ч эрчүүд эмэгтэйчүүдээс илүү цалин авдаг					
12. Албан тушаал ахихад эмэгтэйчүүдийг бодвол эрчүүд бие биендээ илүү дэмжлэг үзүүлдэг					

Дараах тодорхойлолттой хэр санал нийлж байна вэ? Зохих нүдийг тэмдэглэнэ үү.	Бүрэн зөвшөөрч байна	Зөвшөөрч байна	Тодорхой санал байхгүй	Зөвшөөрөх гүй	Огт зөвшөөрөх гүй
13. Ажлын байранд эрчүүд, эмэгтэйчүүдийн өмнө ижил асуудал тулгардаг					
14. Ажлаа сайн гүйцэтгэж байгаа эмэгтэйчүүд удирдах дээд албан тушаалд хүрч чадна					
15. Эмэгтэйчүүдэд манлайлах боломж олговол сайн ажилладаг					
16. Эмэгтэйчүүдийн сурган хүмүүжүүлэх төрөлхийн чадвар амжилттай манлайлагч байхад нь тусалдаг					
17. Хамт олноосоо ирэх шүүмжлэлд эрчүүдийг бодвол эмэгтэй удирдагч илүү эмзэг ханддаг					
18. Эмэгтэйчүүд ажил, хувийн амьдралаа ялгаж салгахдаа тааруу					
19. Удирдах албан тушаалд эмэгтэйчүүд олшрох тусам дараа дараагийнх нь эмэгтэйчүүд албан тушаал ахих боломж нь улам хялбар болно					
20. Эмэгтэйчүүдийн хувьд хань нөхөр нь халамжтай бол удирдах ажил хийхэд илүү хялбар					
21. Бусад эмэгтэйчүүдийн атаа жөтөө эмэгтэй хүнийг албан тушаал ахихад нь саад болдог					
Дээрх асуултуудын талаар ямар нэг санал байна уу?					

Мал эмнэлгийн салбарт хүйсийн тэгш байдлын асуудлыг дэвшүүлэн тавих шаардлага байна уу?

Тийм |  | Үгүй |  |

Тайлбарлана уу:

Энэхүү судалгааны үр дүнг ‘Мал эмнэлэг’ сэтгүүлд нийтлэх болно.

Хамтарч ажилласан танд баярлалаа!