**How to make it? Breaking the Glass ceiling in Morocco**

**Abstract:** Women and Glass ceiling are the problematic of the century for companies. Breaking the glass ceiling is one of the means to reach performance and be competitive. Researches try to understand how companies and women make it and reach high levels in Management. In Morocco, breaking the glass ceiling is very important for economy and development. Even if the cultural barriers are very strong, some women are able to make it, and break the glass ceiling. This article, based on careers theories, tries to explore and analyze the trajectories of these Moroccan women who are part of the top Management.

**Key Words:** Glass Ceiling, Morocco, Women’s Career, Top Management.

**Introduction:** The Glass ceiling is the barrier which block women in their advancement. Many researches focus on the business case of Women presence in leadership positions. The aim goal is to proof that firms win when they break the glass ceiling.

In order to break it, firms need to understand first deeply women’s career. For many years, researches focused on comparing between women and men’s careers (Super, 1957, Kirchemeyer, 1999). Another approach was to consider that all women’s careers were similar just because they belong to the same gender. Nowadays, an increasing number of researches analyze differently this problematic: they do not follow the same trajectory just because they are women. Just as men, they make different choices, according to their situation, personality, and priorities. Their careers are even more singular when we consider different contexts. Morocco, the context of this research presents cultural specificities that have an impact on the trajectories of women managers.

The main question when women break the glass ceiling in the Moroccan firms is: how do they make it and which trajectories have they taken to achieve it?

Based on theories of women's careers, the objective of this article through an empirical research is to analyze the careers of women managers who have managed to break the glass ceiling in Morocco.

**1.** **Career trough the sex gender**

If the career in general has received a flurry of studies as well as the interest of the research community. Specificities of women's careers have long been implicit or ignored. Several researchers have shown the inadequacy of models, frameworks and definitions specific to women’s career. The model's career has been constructed for male gender, specific career assessment models correspond only to men, it was considered that women could only be integrated into such models (Davidson, Burke, 1994). Cook, Heppner and O'Brien (2002) support this idea by arguing that theories of career continue to reflect a world of men with clear boundaries between the domestic sphere and the professional sphere. However, the literature shows that the barriers are deeply reduced between these two spheres when it comes to women.

To understand the ins and outs of women's careers, we must return to the story of the integration of women into the labor market. Indeed, if the man has always been working, women have recently left the domestic sphere to the professional sphere. A cultural and social construction results (Bourdieu, 1998), the economic structure been designed by males for males. Understanding women’s career leads us to revisit the history of this structure and its impact on the evolution of women in business.

* **From French feminism to gender studies :**

The integration of women into the labor market was carried out in stages. Initially, the principal activity of women was motherhood and housework (Wailly, 2004). Both world wars challenged the segregation of duties, and allowed the integration of women into the labor market as work force to replace men.

From the 60s, the pattern of women's work started to emerge. The feminist protests of the 70s will definitely anchor female labor in the economy.

This forced immersion of women in the labor market was accompanied by the development of research on this issue. Thus, faced with the feminist movement, and from starting from the 60s, the number of jobs has grown notably in the United States, and in industrialized countries.

Three types of sociological approaches did constitute the groundwork for the research on women:

✓     **Approaches that emphasize gender differences**: men and women are considered differently, this approach stresses on the need to take into account the specificities of women.

✓     **Approaches based on the critique of domination:**  that highlights the different mechanisms of oppression against women. The thesis defended here is that the historical construction and social reproduction are explanatory factors determinants of domination in the workplace for women. Bourdieu (1998) in his book on male domination explains that *"*  *the thought is fundamentally dominated by men, while women can’t even think of their oppression or write their stories".*

✓     **Egalitarian approaches**:defend the idea that inequality between men and women are built, resulting of actors, resources and strategies. In the workplace, this indicates that the current inequalities could be explained by the lack of qualification, the weight of family responsibilities and the lack of integration in the professional world. It is in this sense that gender studies were developed in the United States, jobs cause the difference between men and women as well as the social construction and cultural frameworks. This approach is the basis of all theories focused on women careers.

* **Theoretical frameworks for women’s career**

One of the most commonly used theoretical frameworks for understanding the differences between men and women’s career is gender theory (Fagenson, 1990), more specifically the GOS approach (Gender Organization System). Davidson and Burke (1994), Belghiti (2002) summarize the various theoretical approaches of women’s career:

✓***The first approach to understand inequality between men and women is "***  ***gendered centered:*** This approach focuses on the differences between men and women . The basic argument of this approach is that sex, whether due to biological origins or social influences, determines most of the skills, abilities and other characteristics explaining behavior. Different visions derived from this approach. The first one argues that women have fewer managing skills and abilities than their male colleagues, a state of mind that leads to stereotyping and following *"Think manager, think male!* *".* The second, by contrast, argues that women have different skills and even better than men, which justifies their use in the right positions.

✓ ***The approach by the structure or organizational situation (The Organizational position or approach)***  ***:*** This second approach argues that differences in managerial behavior of men and women are due to differences in organizations. This perspective argues that the differences in women’s managerial style could be due to the characteristics of organizations. People's behavior can change depending on the situation.

✓  ***The third approach, called "***  ***gender-organization-system "(GOS) was used to explain the diversity of management style***  ***:*** It adopts aspects of both previous approaches, recognizing that men and women are different, but the organizational situations also influence the behavior of individuals (Fagenson, 1990, 1993). In this approach, the individual and the organization cannot be understood separately from the company. In addition, when an individual, organization, or system in which they are rooted change, all these components also change (Fagenson, 1993).

Many of the researches that have dealt with women's careers include part of the theory of GOS and reflect the interaction between organizational dynamics, individual and social. But we could easily distinguish between the Anglo-Saxon works that were interested in determining career and French studies, which have focused on the lives of women and their identity construction through their career and family family. Women’s career *"*  *is a search for identity, an identity based on renunciation nor any power and any career or the radical identification with the male model, in other words an identity based on dialectic between equality and difference*  *"(Laufer,* 1982, *p.81).*

**1.2.3.** **Anglo-Saxon research on women’s career**

Following the basis of Anglo-Saxon works, Super (1957) was one of the first researches the differences between women and men’s career. For the author, women can have career just as men, but women do not have clear idea about their career choices that depend heavily on their marital status. Zytowski (1969) suggests three factors that influence women's careers   : Women's age at the time of entry into the labor market, the extent and degree of participation in that market.  Marshall (1989) demonstrates the absence of a female identity in research on careers for women, and calls for a new theoretical construction to understand women’s career.

Larwood and Gutek (1987) suggest a list of five elements that we should pay attention to in women's careers   : Career preparation, career opportunities available in society, the influence of marriage and pregnancy, children and age. For Rosen et al. (1989), the career motivations and needs of challenge are the same for men and women. But women have fewer opportunities than men to share ideas and get feedback from their superiors. Lee (1993) reinforces the idea of a new approach to understanding women's careers. The author offers various models through which women integrate and manage their careers and family obligations. This categorization implies that some women clearly separate work and family, a sphere supersede other. While some women are heavily involved in both spheres, others choose a particular type of work and family style that allows them to combine the two easily. For the author there is not *"one best way* *",* each style has its advantages and disadvantages and is suitable for one type of women and not the other.

Hackett (1997) identifies several factors that affect women's careers   : The influence of parents, role socialization by gender and perceived self-efficacy. These factors determine if women opt or not for a certain occupation and sector. Gottfredson (2005), talks about the social roles including education which keep women confined out of several occupations such as: technical and power oriented functions precisely the one that lead to the advancement and leadership positions.

Whitmarsh et al. (2007), studied women's careers in both groups   : A group that performs in sectors that are dominated by women and another group called gender neutral. Despite differences in occupations, the results of these studies converge on the determinants of women’s career. The most prominent is the choice of career centrality which operates on the basis of self-efficacy (Bandura, 2002), messages conveyed by society, and the weight of family responsibilities. The authors stress on the double women's Day (Second Shift), after completing their day's work, they must perform other tasks and responsibilities within their homes.

**1.2.4.** **French researches on career women**

Mostly Anglo-Saxon studies treat the factors of women’s career. Other studies, generally French, take interest of female managers in companies. In 1979, Laufer developed the typical profiles of women managers   :

✓     **The eminence brain:**  This profile has a high status, and is known in his field for his expertise. She is attached to an influential power and involved in decisions informally.

✓     **Secretary extended**  **:** Has a high position in an administrative or financial. It is confined to the roles of preparation of records and is not involved in the decision making.

✓     **The university extended**  **:**  has an orientation in intellectual work, due to her specialized knowledge. She holds a high position of study and research.

✓     **The technician**   : Has technical knowledge and her hierarchical position is mediated by the technical expertise and defines the boundaries of its sphere of action.

Based on these profiles, career typologies were developed by the author. These types of careers differ depending on the relation women take with femininity and the role that they can play in their carrier goals, women can have similar careers to men, as they can have completely different trajectories (Harel Giasson, 1999). Femininity interferes with career paths.

In an analysis of women's identities within organizations and their relationship to work, Belle (1999) suggests that women are compared within two dimensions   : The professional sphere and personal sphere. Their career is built on the basis of the possibilities offered by the organization, and the prioritization of a sphere or the other. Based on the interaction between these dimensions the author proposes a categorization   :

✓     **The mummy manager:** Women executives listed in this category, assign priority to their family, work is managed according to family constraints.

✓     **The ambivalent**  **:** Between duty and desire, as the case may be attributed to the domestic sphere or in the sphere of work. The work is seen as an obligation, the family as a desire or vice versa, and the choices can be reversed to a second career stage.

✓     T**he organization’s wife:** The organization is at the center of the aspirations of the company, the woman fully integrates the obligations and opportunities offered by the organization. Unlike the mummy manager, in this case, it is the domestic sphere, which is organized according to the work.

✓     **The divided:** Occultation of privacy next to a professional project. This model career is a prism between two incompatible models.

All works on women’s careers converge to the conclusion that women are not a homogeneous group or missed men (Aubert, 1982). They know that firms are a place of power predominantly owned by the male gender. Games of power between men and women build their professional identity. The social context and the domestic sphere have an impact on the career they carry out.

* **Women’s career success:**

When it comes to women's careers, both successful and career plateau are mutually exclusive and complementary. Whatever the direction taken by the career, there is a constant: women are not progressing as well as men, but they live their career plateau as a success (Sturges, 1999). They include other criteria in evaluating their career success; hierarchical advancement is part of the evaluation of success, but not a decisive one.

 The limited number of women in decision-making positions in the world demonstrates the glass ceiling faced by women at work (Davidson, Burke, 2011). This situation is theorized by economists. Recent researches are conducted to explain the segregation of realizing why employers prefer to hire either men or women for certain jobs, and why women prefer some other positions (Rodhain; Belghiti, 2001).

These authors argue, as a human capital, female staff is a lower level, given the capabilities it brings to the market, more expensive and more often absent than male staff. The theory of labor market segmentation distinguishes between the primary and secondary sectors, the static and dynamic jobs, as well as the formal and informal sectors. Depending on the competition and the levels of remuneration offered by the firms in each sector, women find themselves in confined in certain activities. Other models, including those of Becker and Arrow (1972, 1973) explain that discrimination against women is not only a decision based on maximizing profits. They believe that the productivity of women and men are equal, but male employers are looking to increase their non-monetary utility by favoring other men in employment.

 The theory of statistical discrimination, initiated by Phelps (1972), it is about to explains discrimination in the job market due to imperfect information. It argues that employers, in the absence of reliable information on the qualifications of employees, use of easily observable characteristics such as sex, race, age and tend to favor the dominant group. This behavior led to discrimination in favor of men, given the statistical trends observed.

If there is abundance of economic explanations of segregation, we can point out their limitations because of the theories mobilized based on the inferiority of the female staff qualifications. Today, in fact, women have the same qualifications as men but do not have access to decision-making positions.

Kirchemeyer (1999) suggests that comparing the careers of men and women is like comparing apples to oranges *"*  *Women's Vs Men's managerial careers*  *: Is this case of Comparing apples and oranges*  *?" The* same formula that leads to career success for men has no impact on the career success of women.

Studies show that the subjective success is more representative for the concept of women’s career success (Henning and Jardim, 1978, Nicholson and West, 1988). For women, professional career is one component among others in a successful life. This implies an interesting job, challenges, and the ability to balance work and personal life (Asplund, 1988; Marshall, 1984; Powell, Mainiero, 1992, Sturges, 1999, Bastid, 2007).

Dann (1995), shows that women have less success than men because of career breaks. However, the perception of career success remains the same. The author concludes that women enjoy their successful career based on different criteria than those used by men. Lemire and Saba (2002)   reveal a sense of subjective career success higher than men, even if they occupy lower positions. Nevertheless, women have the same aspirations as men salary, promotion and status.

Based on a study conducted by (Sturges, 1999) on career success for men and women, the author presents to the following categorization   :

✓**Climbers****:** Describe their success in terms of external criteria including salary and promotions. Their definition of success is close to the traditional definition. Their goals are set and they have developed clear strategies to achieve these goals. Climbers take pleasure to work and appreciate the organization in which they operate. They have a very high competitive spirit and do not attach great importance to internal criteria of success as the fulfillment or realization. This category is only represented by men.

✓**Experts****:**  For experts, career success is linked to the acquisition of a high level of expertise in the organization. Their success is the result of organizational recognition of their expertise. Progress for them is a way to acquire more expertise and competence. This category is dominated by women respondents.

✓**The influencers****:** The goal for influencers is to leave a trace within the organization. The purpose is not hierarchical advancement in itself, but the influence that comes with the position they occupy. The internal criteria of success are important, particularly achievement which is connected to what they can accomplish in their business. The recognition is also important not for the value but for the influence it provides. This category includes almost as many men as women.

✓**The auto-realizeur****:** The objective lies in realization and self-fulfillment through work. Career success is understood and expressed in terms of internal criteria of success, including family work balance. Hierarchical position, status and salary are not a priority. Career success is closer to personal fulfillment. This category is dominated only by women.

At the end of the study (Sturges, 1999) noted that no woman is in the category of climbers. According to the author, while the career is perceived by men as a competition where success is the result of a competitive game where the winner takes all the market, the perception is quite different for women. Career for women is built, milestones and targets to achieve. The challenge is not to be the winner but not to be left out. Women according to Sturges (1999) were more likely to describe their careers with references to valuation criteria and recognition. The content of the work is crucial to the success of the hierarchical career. Women perceive external success criteria differently from men. The salary and advancement are important but not central. These criteria represent for women an acknowledgment signal from the organization, a way to gain more influence and have the opportunity to do more interesting work. Sturges (1999) joined previous studies and concluded that career success is perceived by women globally, as component of a successful life, while for men career success leads to success of life.

Kirchmeyer (1998), based on a survey of 292 managers, concludes that human capital factors have more impact on men’s career success, while gender roles have a greater impact on women’s career success. The mentor’s support and relationships with peers have more impact on men’s career success on both sides objective and subjective, while for women these determinants affect only the subjective dimension. The family status, have no differential impact on the success of men or women (Kirchmeyer, 1998). A second study conducted by the author in 1999 which focused on the population of graduates of MBA, leads the author to the conclusion that men and women have the same salary and the same hierarchical positions but after a period of 8 years. Kirchmeyer (1999) concludes that there would be differential effects between the factors of successful men and women. The same formula that leads to success for men does not lead to the same results for women. The author suggests exploring other categories of factors such as work and organization. Other dimensions could be integrated to a better understanding of career success.

Sturges and Guest (2004) draw attention to such changing lifestyles frameworks towards the Work family balance. Work/Family conflict is increasingly important in the lives of managers today. Bastid's thesis (2007) discusses the similarities and differences between the perception of career success of men and women. First, the men consider their career more proactively than women, and second, the interaction between private and professional is more important for women. For Bastid (2007), while men describe their career in terms of salary and advancement, women describe it more in terms of work family balance.

The affirmation of Coffey (1994) on the importance of spending long hours at work for career success remains true. The dedication and the long hours spent at work are crucial for career success (Bastid, 2007). Tough spending long hours at work and reconciling work and family is not easy for executive women, in this sense their perception of career success will depend on what is manageable for them.

Different approaches have been developed to understand why women are as satisfied as men with lower wages and positions, and why they are more satisfied than men with equal acquired.

Following these studies, we find that career success differs between men and women. Nevertheless the factors of this difference in perception remain subject to debate. The major conclusion is   : If the progress is greater for men than women, the perception of success remains the same. The predictive power of traditional factors of career success is low when it comes to explaining the women’s career success. Some authors (Sturges, 1999   , Kirchmeyer, 1999, Heslin, 2005) suggest revising the definition of career success when it comes to women. These differences between men and women are traditionally explained by two theories   :

✓  **The Davis Model (1959):** In this approach, people evaluate their evolution compared to their reference group (evaluation of internal assets), it leads to a perception of either superiority or inferiority. On this basis, some authors   (Kirchmeyer, 1998, Sturges, 1999) conclude that women feel inferior to men in the careerist model adopted and therefore feel satisfied even with lower achievement than men. Women would compare to other women (the reference group) to assess their internal assets. The feeling of discontent appears if another woman had acquired more, however, when man do the situation is considered as normal.

✓ **The theory of relative privation:** (Crosby**,** 1976), this theory suggests that dissatisfaction and discontent are relative and not absolute.

If there are differences between men and women in terms of career success and perceived success, they are due to differences in values ​​and motivations related to career success. Sturges (1999), women’s need in career are different from men. Women are increasingly seeking recognition, building relationships in their work, while for men the career is a competition where "the winner takes all the market" in the words of Heslin (2005). Sturges (1999) suggests that women are aware that the model of career success based on raises and salary is inaccessible to them, they then adopt a notion of success that would be more feasible for them.

 For women, career stops when advancement opportunities are always present in organizations, because of the glass ceiling. From our review of the literature we can conclude that the way to break the glass ceiling is not clearly pre-defined. Several options could be taken, and factors of advancement are sometimes mutually exclusive. These options are even more ambiguous when it comes to dealing with careers of women managers in Morocco. Culture has more impact on the shape careers in a country that saw its first generation of female managers just a decade or less ago.

To answer these questions we undertook an empirical research with women executives who broke the glass ceiling in order to analyze their careers and their experiences of women managers.

**2. How to make it: The case of female managers in Morocco**

Although the problem of Western women's careers may seem far from Moroccan priorities, women matter for the Moroccan economy. The feminization of employment was increased to 21, 8% late 90’s and 27% in 2007.

A package of reforms was implemented to allow a real evolution of the situation of women in Morocco. Thus, the education index of gender parity achieved in 2008/2009 is 89% in elementary education, 80% in junior high, 97% in high schools and 90% in higher education.

Nevertheless, the evolution of women’s situation in Morocco is not only related to economical matters. The Moroccan women are prisoners of all the cultural, religious and social dimensions, which are the strongest obstacles against any change of the status of women. The evolution of the situation of women is still new but the pressure to force these changes is intense Nouamane Guessous (1993).

Under the influence of international organizations, the economic imperative and ratified Conventions, women are now, for the Moroccan government, a key driver of development.

In this context, the feminization of management positions becomes imperative for Moroccan companies. However, Moroccan women represent 11% of governance members.

Moroccan companies are now obliged to meet these requirements and integrate women equally with men. Similarly, Moroccan companies have always aspired to modernity (Mezouar, 1998). The integration of women in Moroccan companies fits in the quest for modernity, and this is in line with legal requirements.

If it’s clear that Moroccan Women and companies have to break the glass ceiling, it is still necessary to know women’s career in order to implement appropriate practices to promote them in Morocco. In this sense, our empirical research will analyze women’s career, those who break the glass ceiling in Morocco.

* **Methodology:**

To respond to our initial problem, the methodology is inductive based on qualitative interviews. The exploratory nature of the Moroccan context, but also the weakness of models of women’s careers, has led us to this methodology. We constructed an interview guide for women managers, based on our review of the literature. The aim goal is to take the basic items while allowing freedom to executive women to talk about their careers.

 We conducted interviews with women who are in leadership positions in six major Moroccan companies: Department Head, Division Head or Head of Department. In every business, it has been named a correspondent to put us in touch with the profiles and facilitate contact. We then contacted these women directly to arrange appointments.

All interviews were recorded and transcribed. We conducted 35 interviews with female managers. Transcripts resulted in 245 pages word "New York Times" size 12, 1.5 line spacing. We have coded interviews, based on theoretical frameworks for closed codes and open codes for the new items. We have used N'Vivo. As a first step, we coded 10 interviews, in an initial grouping of topics based on categories from our conceptual framework, then by analogy to the open codes. In a second step, we have coded the 25 interviews remained. We also performed a double coding enabled us to 85.3% of liability.

* **Results analysis**

It appears that characteristics of our sample are fairly homogeneous. Women managers are mostly married with two children on average. They come from the upper classes, fathers are active and educated, and mothers are housewives. Spouses also hold important positions. Women managers encountered mainly led their career in the same company and accumulate an average of 15 years of professional experience.

Thematic analysis of the careers of women managers has led us to distinguish three categories of career-related profiles of the women concerned that we denote by: Resigned, experts and careerists. These categories consist of nine sub-categories, which are further subdivided into 27 items. We present these different categories of items shown.

* ***The resigned:*** Resigned represent a class of career, defined primarily by corporate HR policies, and priority given to the domestic sphere. The category of resigned is defined by:

**A progress related to the organization:** which translates into positive organizational policies for gender equality, and also a personality marked by a certain fatalistic view of life. Resigned paths were determined by the organization policies encouraging promotion of women. They are in positions of responsibility because it is in the evolution of things. It is their company that decided their evolution. These women have adapted to the needs and changes without seeking to understand more or better opportunities.

*"so I was financial accounting then I went to management as assistant to the CFO. Then I came to the Directorate General of PDG as an assistant for ten years, after that I joined the HR department as head of department management.”*

**Being lucky is important for resigned careers:** women have not chosen objectively their business, but are found in these companies and these routes by chance. The choice was made on the basis of very subjective criteria that are not in direct contact with the progress, as the proximity of the business, or an ad in a newspaper.

*"*At first when I agreed to work for ....... it was especially close, I had no car! and then there was a good, we worked in a good mood*”*

**Fatalistic personality:** Women in this kind of trajectory have a fatalistic personality. They are constrained without wanting to exceed, they are aware that they could move more but integrate social, and resign themselves to them. They cannot manage important responsibilities while managing their family household tasks. They manage to better their family responsibilities and advance in their career as well as allow the organization.

***"Hey it's a shame, I wanted to finish my career in beauty as they say but it was a little lame towards the end but it’s not a big deal”***

**Family Low support environment:** Resigned try somehow to overcome the lack of support around them to make their professionally tasks. They juggle between these constraints and their responsibilities at home that they cannot let down.

***"I have not missed school and I have not chosen a small degree, no, but I have to get married and I sacrify my dreams, here I am”***

***'We are trying to manage, lying sometimes a little to our surroundings, small white lies, it is there, it is not there, but that's how it is for women'***

* **The experts:**

The experts are a type of career where advancement was guided by the research of learning and expertise. Women who find themselves in this kind of progress do not necessarily want to reach positions of Management, but the expertise and learning they seek to, is combined with this kind of posts.

The experts are the most important part of our sample; they represent the perfect balance between career and private life. The category of experts is built around four determinants:

**The desire for learning:** Women managers in this category are motivated by training within and outside the organization. They are fully invested in their organizations and in projects to be pursued, they identify with their jobs and their organizations.

***"I'm going to do my job even if I have to stay until 3am, because I am someone if I commit myself to do something I'll do"***

The desire of learning and expertise led these women to want to lead new projects constantly. They change positions and wish to implement new things as they gain expertise. They have broken the glass ceiling, not to have management positions, but because they were looking for newness in every step they crossed.

***'In fact, I have the impression that after every six months I must change, I like the beginning when nothing is set up, when you have to build everything and then enjoy the moment where everything goes alone and just after I ask then what's new? and I'm looking for something new to make '***

**Moderating hierarchical advancement:** In this type of trajectory, women managers limit advancement and are aware of all the constraints which may be responsible in accepting such responsibilities. However, they do not attempt to access more responsibility, but to increase their expertise. This fear of advancement is even stronger when it comes to multinational firms, veiled women and pregnancy. In Multinational firms, advancement is the equivalent of expatriation: Women are aware of the constraints that would result from a departure from family abroad, and they therefore limited, their advancement themselves because they could not go abroad while leaving their families, or stop the career of their spouses, get a promotion.

For veiled women, the ambiguity related to the management of veiled women is built by all women. They limit themselves their progress to avoid constraints and barriers that are related to their sails.

***" If I take the management position, I must give the max, it will be at the expense of other things, my children, my family, something I cannot manage. And I do not know maybe the veil is also a constraint.*** '

In case of pregnancy, the experts prevent their companies for not "betraying" the business. To manage motherhood they couldn’t take more responsibilities.

***"I said be careful, I'm pregnant I do not want to take more responsibility immediately Because I'm already gone through a bad experience so I wanted a little temper on it '***

**Get accustomed to others:** The experts in relation to their positions operate in a world of men. Mechanisms of the glass ceiling, including stereotypes and networks are barriers that women must overcome permanently. They are forced to adapt to this world decision makers, where, in general, they represent the first generation of women. They opt for the communication to be accepted. They include teams of men communicating and trying to kiss the old rules without compromising their femininity.

***"I put them at ease, without imposing the fact that I am a woman, it is a choice, I am with them, I feel good with them, I made sure that they accept me and they include me in the group with them. '***

**Family Support** which refers to: spousal support, parental support, identity cleavage. This subcategory is common between the experts and careerists. Support environment, is the element that makes the difference between the categories of experts and careerists compared to the resigned. While resigned only receive little support from their environment, careerists and experts have strong support that allows them to handle the work family conflict. The majority of respondents are married, the spouse's role is crucial. In both cases experts and careerists, the spouse is presented as an exceptional person who fully understands their private constraints, and supports them in their career.

***"My husband has done the same school. And he's proud of everything I've done. I'm lucky he is very understanding”***

In the case of careerists and experts, parents play a key role in the careers of women managers. Family or in-laws play a double role. First they take all family responsibilities when women managers are absent, and allow psychological support that children are supervised by their grandparents. They represent the true relay for women managers between professional responsibilities and strong family constraints. Second, the proud of parents about daughters trajectories, is a source of motivation for them. Self-efficacy of experts and, careerists is essentially related to their parents. The parental approval is a sign of success in the private sphere.

***'My parents I see they are proud of me. I'm sure they are, in fact for them if I do not move is that there is a problem. Especially before there was a lot of traveling, abroad etc. Now they say maybe my career has stagnated”.***

* **Careerists:** The careerists are an advancement path where women plan and decide the future direction of their careers. The goal is to break the glass ceiling whatever happens. They have strong support from those around them as the experts, but they always try to go further, to excel. However, they are not in the negative model of career that eliminates the private sphere. Women in this category are on both business and private, manage their privacy and with the same method and rigor that they do with their professional lives. Their successful model allows no fault nor the professional sphere or the private one, and they are not willing to make sacrifices on a sphere or the other, but rather, concessions without changing goals.

**Get imposed:** Planning a career, set goals, and desire to move forward personality fighter. To deal with stereotypes and to integrate a predominantly male world, careerists are required by the skill and perseverance. They prove their competence; they deserve their position and present themselves as an asset to their businesses and for their team. They persevere despite the constraints, and sometimes innovative take initiatives to overcome barriers and achieve their goals for advancement.

**Managing career:** career planning, goal setting, desire to move forward, swinging the personality of women managers who pursue this type of career, planning their careers and leave no room for chance. The choice of the company is part of a plan decided at the outset, their career is the result of a set of logical and reasoned choice, whose goal is the advancement. They enhance their skills and achievements and inform internal and external all these opportunities.

**Discussion:**

In our research, we move as the first result that women's careers as managers within Moroccan confirm still a classic. The majority of respondents and have spent their entire career in the same company, or in some rare cases started by one or two companies before spending a large part of their career in the same organization where they are still evolving.

If the personal determinants based on the model of Turner (1960) predict the direction of the career of the individual, in the case of female Moroccan manager’s careers, these factors do not check like the advanced researches (Sturges, 1999; Kirchemeyer, 1999). Generally, the careers of these women matches the work of Aubert (1982), which remain valid: Women are not a homogeneous category or men missed, the professional identity of women is built according to the social environment and family constraints (Aubert, 1982). Women’s career is as a compromise between individual will and opportunities within the organization (Pigeyre, 2001). This compromise, in our research has three possible variations: The resigned, experts and careerists.

**The resigned:** The resigned is a woman whose career anchor is an anchor of security (Schein, 1978, 1996). Profiles leading this type of career are loyalty to organizational rules in a perspective of long-term employment. They are also consistent with social norms and highlight the domestic sphere and submit the professional dimension to the constraints of the private sphere. This profile matches the first profile of Laufer’s categorization (Laufer, 1982) "submit to the difference." They have to accept the choice between career and private life, and resign themselves to the social pressure. This profile also joined the Profile of "mummy manager" presented by (Belle, 1999), where the woman gives priority to the family, and for whom the work is managed according to family constraints.

The resigned nonetheless arrive to break the glass ceiling, and if they manage to do this is through the organization and the opportunities offered by it. The company rewards their loyalty.

**The experts:** The experts represent a career profile, where women are constantly learning. Their goal in the organization is to conduct innovative projects and increase their knowledge. Referring to the categorization (Schein, 1978, 1996), the anchor of these women is technology. Career choices of experts, is based on the love of the dexterity and excellence in the workplace, regardless of vertical promotions and power issues. These women also prefer to build projects and build new ideas. This profile is similar to the second type of career by Laufer (1982): "the recognition of difference." It also corresponds to the "experts" categorization of Sturges (1999). One can also argue that the way the experts manage the balance between personal and professional spheres approaches the profile "ambivalent" presented by Belle (1999), where women on a priority basis, attach importance to either the professional sphere or the private sphere.

The experts presents themselves as consultants (Sturges, 1999), and this status based relationships with their employees. They include a man's world with communication, and accompany their teams by providing advice and emotional support. The progress of experts is largely due to their research training. Reach high positions is not an end in itself, these women are only slightly interested in the problems of supervision or management positions, but advancement allows them to carry out new projects and increase their field expertise. For these women to focus on learning itself as the best balance between the desire to make a career, have a family life, and to adapt to a world of men.

**The careerist:** This third type of career fits the profile described by (Sturges, 1999): climbers. Women managers set goals and have developed clear strategies to achieve these goals. Their career anchor is the managerial anchor (Schein, 1978, 1996), which is characterized by the exercise of power and leadership. They put forward their external success criteria and display clear objectives to achieve the highest positions in the hierarchy. Careerists take pleasure to work and have a high competitive spirit. Despite the presence of careers devoted to the organization, these women are not “organization’s wife” within the meaning of (Belle, 1990), in our research careerists refuse the logic of career choice and privacy. They succeed equally well in both areas and are working with the same method and rigor they manage their careers to manage their family.

Indeed, in the analysis of the portrait of women managers must take into account the social context Morocco. If resigned and the experts, accept concessions on their professional lives to keep the balance between their professional and their private sphere, careerists cannot afford to compromise on their family life. Their professional success would not be considered a success of life in the absence of the domestic sphere, they then manage both spheres. This profile approaches the 4th type of career described by Laufer (1982), where women claim the difference, and they reject the choice of private life or career.

Careerists are fighting for their teams and managers as needed in the traditional sense. Progress depends careerists themselves and to a lesser extent the company. Careerists fight, have the desire to advance, and are aware of issues of power and struggles within the company. They implement strategies and actions to achieve their goals, and are responsible for managing their privacy and to adapt their professional ambitions.

**The omnipresence of work / family conflict**

Marital status of women managers interviewed highlights the work / family conflict (Greenhauss, Beuttel, 1985). There are several controversial researches on the impact of marital status and the number of children on the advancement of women. Our results are consistent with those of (Burgess, Tharenou, 2002) which suggest that the majority of women leaders are married with children, but also the results of (Briere, 2006) which led to the same conclusion with Moroccan women managers in public administration.

If the personal determinants can predict the direction of the career-offs between family and working life conditions the career choices of women managers in Morocco.

The social role of women in Morocco imposes homemaking and family responsibilities as primary responsibility. However, parents toward girls seem to play an important role in overthrowing a social trend. Parents encourage their daughters to invest in the professional sphere, they also allow flout social responsibility by supporting these responsibilities themselves, and especially mothers who are mostly housewives. These results also join results of (Briere, 2006). (Baudoux, 2000) show that parents can provide initial benchmarks for the Advancement of Women.

Women are also optimistic about their husbands who support them in their careers and in their progress. However, motivations of supporting are different. If, for some it is financial need, for others it is unconditional and is part of a personality described as exceptional. The few single women met, they argue about their choice of future spouse fully integrates the acceptance condition of their career choices and patterns of work that result. These results are consistent with those of several authors on the role of the spouse in women's careers (Adler, Izraeli, 1988, Omar and Davidson, 2001; Briere, 2006).

Work and family conflict presents itself as a dialectical contradiction in the lives of women managers. It is rooted in the social construction of mental and individuals in society (Bourdieu, 1998), and these are the same people, including close relatives of women who support these responsibilities to enable women to invest all a man in their professional careers.

Arguably, the work / family conflict for women managers in Morocco join the Turkish trend of researches. In fact, many Turkish authors (Carikci, 2002) favor a non-Western perspective to the understanding of work / family conflict in some Mediterranean societies where family solidarity and the presence of domestic help relieve women.

However, women should manage both dimensions, depending on their career goals and the weight of the domestic sphere they opt for choices based on criteria that seem crucial to them. These choices are similar to the model (Mainiero, Sullivan, 2005). These authors present three criteria that underlie the choice of women engaged in a career (Authenticity, Balance, Challenge) and take the form of answers to the following questions: (Mainiero, Sullivan, 2005):

'-Authenticity: Is that the choice I make allows me to be in agreement with myself, with my core values? -Balance (Balance): If I make this career choice is that I can balance the different areas of my life into a coherent whole?

- Challenge (challenge): If I make this career choice would I be challenged enough? "(Bastid, 2007, p.382)

According to these criteria, women make choices about the priority of a sphere or the other and how each sphere will be managed. Whatever choice is made, it appears that: The perception of work / family conflict and identity’s cleavage are a constant. Perception of work / family conflict managers (Hoobler, Wayne, Lemmon, 2009) is a real obstacle for women.

The second concerns the constant identity’s cleavage (Belle, 1990) of women managers. These women feel guilty for not being able to give more time to family size. This feeling of guilt joined several researches done in the field (Adler and Izraeli, 1988), because even when women are able to manage different areas, they feel guilty.

**Perceived affective dimension**

Perceived affective dimension encompasses a set of elements that have been identified during our interviews that appear to be important by women managers. This dimension corresponds to a sensemaking (Weick, 1983). The "sensmaking" builds a logical contexts ambiguous. The construction of meaning involves several processes (Framing, enactement) that allow individuals to make sense of their actions and the experiences through interpretive frameworks they have. Through these frames, individuals develop new representation more suitable for describing the world. This dimension is built for our research around of: perceived organizational support, the presence of female role models and the tale of the great company.

The Tale of the company exceptional Igalens (2008) in his article on the talent of the griot, discusses the contribution of storytelling to live new emotions to employees to enable them to understand their reality differently. Compared to our results, women tell the story of their families "like no other" in their careers "like no other" through which their professional ambitions have been realized: A modern version of 'Alice in Wonderland. "They are propelled into a world they do not know the rules and they are the first conquerors, they try to decipher the codes, and this story can draw a virtual path to follow in the labyrinth of hierarchical advancement. Omnipresent belief in God and faith in divine reward "Niya[[1]](#footnote-2)" can feed this story and justify subsequent actions, choices and decisions.

**Conclusion:**

Our research presents a new categorization of women’s career. They break the glass ceiling, but for different reasons, and in different levels. They could be resigned, experts or careerists. These careers are mostly like the western typology, but different when it comes to managing the work family sphere. The way they perceive it, and depending on their goals, their family support, they chose different ways. This categorization could be interesting to international firms operating in oriental contexts. HRM could be adapted to this new typology, when it comes to oriental contexts where women could never let down their family obligations.

As every qualitative research, this typology needs to be confirmed by quantitative methods to generalize the results. Also, the quantitative methods could be interesting for having cartography of women’s career trajectories in Morocco.

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1. Niya is ana arabic word that reference to faith in god and good destiny. [↑](#footnote-ref-2)