

The impact of intersectionality vectors on the structuring of women manager's career paths - Contextualization study-

Asma AIT BOUNSSIYAL

PHD student

Cadi Ayyad University, Marrakesh, Morocco

Gmail: bounssiyalasma@gmail.com

Prof. Doha SAHRAOUI

Cadi Ayyad University, Marrakesh, Morocco

Gmail: doha.sahraoui@gmail.com

Prof. Soufyane FRIMOUSSE

Senior lecturer, IAE, Corsica

Gmail: frimousse_s@univ-corse.fr

1. Context and interest of the research:

Women's involvement in working life, recent changes in career design and its development are imperatives, among others, that made women managers the focus of attention, hence the need to study this category, understand it, acknowledge the differences between them, understand how their career paths are structured and detect factors that may influence them. **(Deborah A. O'Neil Margaret M. Hopkins Diana Bilimoria, 2008).**

That said, we have established a conceptual framework that traces the social, individual and organizational dimensions that impact women's career paths. Moreover, Morocco is a country where the economic and social realities are different, the history and economic situation of the country do not correspond to the analytical grids developed and tested outside its borders.

Hence our research aims to bring the vectors detected in the literature into line with the realities of the Moroccan context. Indeed, our literature review allowed us to detect the factors that can influence the career path of women executives, whether individual, social or organizational. Thus, this study will allow us to compare these conclusions with the Moroccan reality.

2. The theory of intersectionality as a theoretical anchor:

If the career in general has benefited from a wealth of studies and the interest of the research community, the specificities of women's careers have long been implicit or ignored. Several researchers demonstrate the inadequacy of models, conceptual frameworks and career definitions to women's specificities (Sahraoui, 2012). This has prompted the research community to try to understand and explain the specificities of their evolution within the organization.

Nowadays, it is inconceivable that a women's studies program focus only on gender. Textbooks and anthologies of the discipline can't afford to overlook the difference and diversity between women (although opinions differ on how best to approach these issues). It is time to reconsider the research topics under the light of these differences. Manipulating the strings of feminist research means addressing multiple identities and experiences of subordination (Kathy Davis, 2015).

Indeed, the analysis leads us to a more global and dynamic approach, which shows that traditional conceptions of oppression in society do not act independently of each other. That said, we have mobilized the theory of intersectionality, which will allow us to respond to the shortcomings of gender theory that reflects this interaction between organizational, individual and social dynamics. Since this

vision remains static, insofar as it is limited to the homogeneity of the social context and individuals, unlike the theory of intersectionality, which represents a more global and dynamic vision, and demonstrates that classical conceptions of oppression within society do not act independently, but they connect and reflect the intersection between these different vectors.

3. Methodology:

This study will be devoted to the contextualization of the conceptual framework through the theory of intersectionality and will be divided into two parts:

The first, will be a synthesis of the work that has been done in Morocco and that has trait careers in general and specifically those of women. In fact, it will allow us to approach the factors that can influence the structuring of women's career path on an individual and social level.

The second, relating to empirical contextualization, will be dedicated to organizational factors and carried out through the administration of a semi-directive interview guide to HRDs and DGs in large companies in Morocco. The latter's aim is to identify current organizational practices in Moroccan companies, gender-sensitive components among them and finally determine their impact on the structuring of women's professional trajectories.

4. Overview of the results of the contextualization study:

Women may have similar careers to men, just as they may have completely different trajectories. According to *Harel Giasson*, femininity interferes with professional trajectories. That said, the situation of women is rooted in a set of social phenomena that are not exclusively controlled by the company (sexual division of professional and domestic work within the family, images of "male" or "female" jobs).

Indeed, the researches that had already dealt with the executives' careers in Morocco, in general and women in particular, and the present study conducted among Moroccan HRDs and DGs, has enabled us to observe that the structuring of executive's women's career path in companies in Morocco can be impacted by a wide range of factors that would be individual, social or organizational.

4.1. Individual factors:

The socio-professional situation of parents remains very important in structuring the professional trajectories of women managers (the fact that women belong to a well-off and educated category, or other...), parents play an important role in reversing their daughter in a social trend. These conclusions are supported by the research of (Baudoux, 2000) which shows that parents provide the first benchmarks for structuring women's professional trajectories.

Thus, the individual level will integrate, the desire to move forward as well as self-efficacy. These two elements seem important for us in the Moroccan context, where the desire to progress in a company does not correspond to this specific context. On another hand, self-efficacy reflects the relationship between the company and its female executive, also the way that women perceive their own efficacy within the company.

Also, our study shows that marital status plays a crucial role in structuring women's trajectories. For example, the married woman suffers from career breaks due to maternity which may delay or even limit her career development compared to her male counterpart. Not to mention the essential role of the spouse, which sometimes conditions the professional trajectories of women managers, especially in our Moroccan context.

In addition, within the conflict between work and family, women must manage both dimensions, depending on their career objectives and the weight of the family sphere, by making choices according to criteria that seem decisive to them.

4.2. Social factors:

According to results of our empirical study, the image of women in management has evolved thanks to two main factors: better access to schooling and high attendance on satellite television channels. If for years, the body of the woman alone was a ban, the foreign television channels made it possible to introduce the image of the independent woman, dressed in Western style, with opinions and emotional life. This westernization of television programs also participated in the evolution of the image attributed to the working woman.

However, the status of women is changing but remains ambiguous. Between a financial constraint that imposes women's work on families, the increasing education rate for girls and an attachment to

the traditional values of the man who cultivates the economy and the women who run the household, it is difficult to find a balance.

Indeed, the results of our empirical research reveal several points concerning the image of women executives in Morocco. It is a positive, valued image of an individual who has successfully completed his or her schooling and has been able to integrate a working life in a high position. However, in addition to her responsibilities as an executive, there are also her family responsibilities. The image that society gives to women executives is conditioned by their success in their private lives. We accept his independence, his takeover, but not a complete autonomy from man and society.

4.3.Organizational factors:

Several studies that address the hierarchical advancement of women focus on organizational factors (Tremblay and Chênevert, 1998), or situation-specific factors (Belghiti, 2002; Brière, 2006), to understand the role of the organization in structuring the career paths of women executives.

In Morocco, the absence of institutional pressure, accompanied by sanctions, raises the question of identifying the factors that favor the adoption of equality practices and/or diversity in favor of women.

Indeed, in spite of the efforts of some companies to implement practices of work/family balance, feminization, diversity... these practices remain for many, individual and not institutional. They depend on key people who interfere in the establishment of a parity climate, in particular the HRD and top management, and are subject to the approval of the hierarchy, which, depending on its needs, but also on its conviction, may or may not give its approval.

Indeed, social stereotypes still exist in companies. Men always misunderstand woman authority and managers think that women are not able to exercise certain jobs because of their gender. Women experience sexual harassment problems within companies, without any sever legal protection or protection from the company itself.

That said, other factors must also be considered, such as the integration of networks or the establishment of sponsorship relationships, the involvement of the general management and the HR department in the implementation of practices in favor of women; namely recruitment , attraction practices, support practices, and labor/family conflict management practices... whose objective is to link the company to its external environment, integrate women and follow them in their careers within the company, and to reconcile the private sphere with professional responsibilities...

5. Conclusion:

Women are not a homogeneous category or missed men, women's professional identity is constructed according to the social environment and family constraints (Aubert, 1982). Women's careers are presented as a compromise between individual will and opportunities in the organization (Pigeyre, 2001).

While the personal determinants based on Turner's model (1960) make it possible to predict the meaning of the individual's career, in the case of the careers of Moroccan women managers, these determinants are not true or are otherwise true in the same way as the research previously advanced (Sturges, 1999, Kirchmeiyer, 1999). Indeed, to understand how the professional trajectories of Moroccan women executives are structured, we are obliged to make an intersection between the various factors, whether individual, social or organizational.

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