PREVIEW OF THE TRAJECTORY OF MOROCCAN EXECUTIVES

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Abstract: The purpose of this paper is to shed a light on the career paths of women and men executives in the Moroccan context. Through an exploratory quantitative study, we will analyze the perceptions, experiences and the level of satisfaction of women and men executives according to their career paths, to explain the new forms of professional trajectories and to find out if there is a difference or not between Moroccan women and men executives' professional trajectory. Based on career theories and gender theory, the target population consists of women and men executives from all ages and different industries.
Keywords: Professional trajectories, career path, Gender, Gos theory.
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Introduction

The last decades of the twentieth century saw several changes; among them was the transformation of the nature of work and organizations with recent changes on the design of the career and its development, which emphasized the importance of development of work dealing with professional opportunities and choices that follow. (Deborah A. O_Neil Margaret M. Hopkins Diana Bilimoria, 2008)

Indeed, moving and changing reality of the working world, made the concept of career follow this change and pass classical career to new forms of career (career paths).This last is not only a progressive vision, but the consequence of opportunities and constraints build according to the individuals' skills. (Hall, 1976).

Thus the boundaries delineating careers within organizations become less tight and integrate external dimensions to them. The big break is announced (Bouffartigue, 2001) notably due to the rise of the immaterial and the feminization of the market. (Sahraoui, 2012). This made the light increasingly directed towards this category. However, a set of elements involved related to specific careers of female executives, which unlike male trajectories are still not defined, nor are the variables that influence them.

Our main goal is to understand the career path of Moroccan executives, and found out if there is a difference between Moroccan women and men

professional trajectory. To do this we will try to answer our main question which is formulated as follows: **How the professional trajectories are perceived by Moroccan women and men executives?**

The study will be divided into two parts. The first is based on career theories and gender theory as the theoretical anchor to understand the career paths of women and men setting and explain the career developments of the executives. The second is devoted to a field study in which we will present our sample of Moroccan women and men executives, methodology, and results of the scoping study.

1. Literature review: An explanatory approach of executive women and men's career path

The interest of this study is the fact that there is a lack of work done on the careers of executives with a non-defined model about women. The main purpose is to clarify the evolution of the concept of career, the emergence of its new forms and to understand the structure of career paths of women and men executives through career theories which present the organizational and individual referees that determine the direction of the career, and Gos theory that allows us to spot the differences between women and men within organizations.

1.1. The theoretical basis of the career

The roots of the word "career" go back to the old Latin word "carraria" (Gunz & Peiperl, 2007a) that developed into the French word, "carrière", meaning road or racecourse (Dalton, 1989). Although the word already had some figurative meanings in the 16 th century, it was not before the early 19th century that the term was first referred to, in the way it is still used today (Gunz & Peiperl, 2007). The term "career" is often interpreted differently depending on the author, his/her background and the context which it is used (e.g. Eaton & Bailyn, 2000; Greenhaus, 1987; Sullivan & Baruch, 2009).

1.1.1. The concept of career

The Oxford Dictionary defines career as a "smooth arena to the path of tanks", or "engage in a path," "occupation which has a stage, a progression."

The concept of career is more difficult to define and its contours are often blurred. When some restrict it to part of the professional development in a given organization, others have a much broader view including a set of experiences throughout life by economic and cultural context and the type of contract work or profession of employees. (Igalens, Roger, 2007, p. 186)

Based on that statement, when it comes to someone's career, it is taken into consideration the course of an individual throughout his professional life.

Several authors propose a chronological overview of the career, often related to age, seniority, and accumulation of internal and external professional experience to the company. For example, Miller and Form (1951) define the career as the succession of the various steps that a person occurs in the time: the installation, progression, stabilization and removal.

Today, career theories are experiencing real changes, despite economic disruptions in which the questioning of the career model is still not achieved. The career is still based on executives. Companies are based on the premise "executive = career."(Thierry, 1995).

Indeed, the theories of careers attempt to describe the evolution of executives within organizations. This evolution can be understood from the perspective of the organization and / or the point of view of the individual. The theories of careers allow us to understand the evolution of the individual within his organization and experiences, an evolution that differs from an organizational context to another and from one individual to another.

According to Roger (1992) and Bastide (2007) the career can be approached in two ways:
□ Objective approaches
□ Subjective approaches

1.1.2. The subjective and objective approaches of the career

These approaches rely mainly on psychological and sociological foundations. That's why in this section we will present these two approaches:

❖ **Subjective approaches of the career:**

Subjective approaches of careers, approach the career from the perspective of the individual. The most prominent theory of subjective approaches remains as advanced career anchors by Schein (1978). The career anchor could be associated with the values and motivations that the person is not ready to give up only if the individual has the strength to make a career choice. (Schein, 1996)

According to the author, the anchor of a person's career depends on the design that the person has of himself/herself according to his/her talents, abilities, values, and motivations.

Based on the theories of career anchors, Driver (1979) describes the types of paths that an individual can follow in his career.

- **Linear path:** refers to the traditional model, characterized by a set of vertical movements in the same field or the same company.
- **Homeostatic Path:** the path of a person engaged in the same organization for life.
- **Transitional Path:** characterized by instability, frequent changes and side movements inside and outside the company.
- **The Spiral Path:** is a long process characterized by cyclical changes every seven or ten years.

Other authors have focused on the study of career development based on growth stages experienced by the individual. Super (1957) identifies significant periods called career cycles. His model, taken in 1990, shows a biological growth curve which comprises the following phases:

- **The Growth:** its function exploration and testing from birth to 20 years: this period corresponds to the transition from school to the professional world. The individual crystallizes through his professional choices and his childhood fantasies.

- **The Establishment Phase:** from 20 to 45 years corresponds to the phase of maturity which is the period of completion, frustration or conciliation. It is a period of reflection on past experience and the anticipation of the future.

- **Maintenance and Disengagement Phase:** from 45 to 65 years: in this maintenance phase, individuals experience growth, stagnation or updating. It is a questioning period, or preparing for retirement. External factors outside work such as family, hobbies and health are becoming increasingly important.

This approach is focused on perceptions and representations of individuals in the construction of their professional trajectories. The next paragraph will present the objective approaches, based on the economic and sociological currents that observe career paths.

❖ **The objective approaches of career:**

The theoretical approaches of objective career are defined according to the organization and the opportunities given by the company to the individual to ensure his advancement.

These approaches analyze the various possible ways of the organizational evolution. Schein (1971) distinguishes between three types of organizational boundaries that determine the evolution: the hierarchical boundaries, the inclusion boundaries and the functional boundaries.

Based on these borders, movements within the structures differ. Schein (1978) distinguishes three types of movements: vertical movement which represents the ascent or descent of a person in the hierarchy of an organization, the radial movement which refers to the increase or decrease of the centrality of a person as well as overcoming the boundaries of inclusion and finally circumferential movement which happens between departments or divisions.

Kanter (1989), meanwhile, defines three types of careers.

✓ The bureaucratic career representing an upward progression in the hierarchy with accumulation of power, status and hierarchical position being the main references of the progress in this type of career.

✓ The professional careers, referring to individuals who demonstrate more expertise, acquire knowledge, skills and accept challenging and rewarding assignments. The progress in this type of career is in the expertise without the hierarchical position or status change.

✓ The last type of career is the entrepreneurial career. Individuals leading entrepreneurial careers are likely to increase their resources and territories without changing their status or hierarchical position.

Thus, new forms of careers path appear, which is the reason of the actual debate between the death of the classical career path and its continuity (Falcoz and Cadin, 2001). The next section will show us if the new approaches of the career definitely replace the old ones or if there is a form of continuity between old forms and new ones.

1.2. The new forms of the career path

In opposition to the classical career approaches that restrict the individual in space and time, new definitions of the career have emerged. These approaches have the advantage of being more convenient for the realities of the world of work. The career goes beyond the organizational framework and is not just an evolutionary vision but the consequence of opportunities and constraints, built in function of skills and individuals.

Several researchers claimed that the traditional, bureaucratic, or organizational careers were "dead" (Cappelli, 1999a; Gray, 2001; Hall & Associates, 1996). It seemed as if new, contemporary (Hall, 2002) career models needed to be developed to account for some of the observed changes more adequately. However, Hirsh and Jackson (1995) highlighted early on the importance of traditional forms of careers even in such new circumstances. Academics suggested a broad and stunning variety of new, contemporary types of careers, as shown in the following Table:

Table 1
Contemporary career labels

Contemporary career label	Authors
Authentic career	Svejenova (2005)
Boundaryless career	Arthur & Rousseau (1996b)
Career entrepreneurship	Korotov, Khapova, & Arthur (2011)
Chaotic career	Peterson & Anand (2002)
Chronically flexible career	Iellatchitch, Mayrhofer, & Meyer (2003)
Customized career	Valcour, Bailyn & Quijada (2007)
Disengaged and independent career	Guest & Conway (2004)
Hybrid career	Bailyn (1991)
Intelligent career	Arthur, Claman, Defillippi, & Adams (1995)
Kaleidoscope career	Mainiero & Sullivan (2005)
Nomad career	Cadin, Baily-Bender, & de Saint-Giniez (2000)
Post-corporate career	Peiperl & Baruch (1997)
Protean career	Hall (1976)
Responsible career	Tams & Marshall (2011)
Spiral career	Brousseau, Driver, Eneroth, & Larson (1996)
Sustainable career	Newman (2011)

Source: Gubler.M, 2011, Protean and boundaryless career orientations –An empirical study of IT professionals in Europe, P:50

The protean and the boundaryless career concepts have become the most prominent and influential of those models by far. (For a useful overview of some recent developments of contemporary career concepts, see Sullivan and Baruch, 2009).

1.2.1. The boundaryless and protean career

It corresponds to the new movements in the careers that are no longer only within organizations but outside and between organizations.

❖ **The boundaryless career:**

The boundaryless career type provides a model of career development that appears to have some advantages over traditional occupational or organizational models. In a changing environment, it encourages mobility, flexibility, the development of knowledge and networks, and the taking of responsibility for one's own career. It is also resonates effectively with the temporary organization structures and "knowledge workers" becoming characteristic of the new century. The organizational career is dead or dying, and boundaryless careers are representative not just of a creative elite of workers, but of the mainstream.(Kerr Inkson, 2008)

❖ **Protean career:**

When it comes to the protean career, Hall noted its emergence in 1976, as he saw the beginnings of a shift away from the organizational career to this new orientation. He defined this orientation as: a process which the person, not the organization, is managing. It consists of all of the person's varied experiences in education, training, work in several organizations, changes in occupational field, etc. The protean person's own personal career choices and search for self-fulfillment are the unifying or integrative elements in his or her life. The criterion of success is internal (psychological success), not external. (Hall, 1976, p. 201)."

1.2.2. Traditional versus Contemporary career path

Table 2 provides a summary of the key assumptions in the two types of career concepts. This overview shows how fundamentally the two conceptual strands differ. Traditional models assumed a stable, predictable work environment, in which individuals followed vertical careers with one or two employers over the course of their working lives. As long as they were loyal to the company, employees could rely on relative job security. The organization took care of the development of the firm-specific skills an individual would need, mainly through the use of formal training programs. An individual's performance would be rewarded based on objective success criteria, such as promotions or salary increases.

Table 2
Key assumptions of traditional and contemporary career concepts

	Assumptions of "traditional" career concepts	Assumptions of "contemporary "career concepts
Career environment	Stable, predictable, high levels of security	Unstable, unpredictable, low levels of security
Employment deal	Job security for loyalty (relational psychological contract: "old deal")	Employability for performance and flexibility (transactional psychological contract: "new deal")
Career trajectory	Vertical, mainly in one or two firms	Multidirectional, mostly in multiple firms
Skills required	Firm-specific	Transferable
Responsible for career management	Organization	Individual
Success criteria	Objective career success	Subjective career success
Training	Long-term: formal programmes	Short-term; on-the-job learning
Individual is committed to…	Organization	Profession

The article of Falcoz and Cadin, exposes this debate between the death of classical career or its continuity (Falcoz et Cadin, 2001). The question remains whether the new approaches of career replace permanently old ones, or if there is a form of continuity between the old forms and the new ones. Cadin et al. (2003) brings a new "career paths" approach which presents an interesting compromise between the takeover of the sense of career by individuals and the potential impact of organizations on careers.

Professional career trajectories according to Cadin et al (2003) are categorized as follows:

- **Sedentary Trajectory:** This path is the traditional organizational career. The person spends his whole life in the same organization. The career evolves upward mobility and/or horizontally, but always closes to the core business. Progress is assessed in terms of hierarchical status and salary.
- **Trajectory migrants:** This trajectory refers to a wide organizational trajectory; the individual has the same employer, but has several professions during his professional experience, with the feeling of passing a professional challenge.
- **Itinerant path:** professional career centered on a trade with several employers.
- **Border Trajectory:** individuals leading this career sail between employee status and professional independence. They redefine their professional identities based on projects in which they acquire many employers and may go through self-employment.

- **Trajectory without border:** this trajectory is characterized by significant even radical interruptions, transitions in several trades and in different statutes.

Based on that, if the general career has enjoyed a wealth of studies and in the interest of the research community; the specificities of women's careers have been implicit or ignored. Several researchers demonstrate inadequate models. The model's career (executives) was constructed in a masculine way, career specific, and the valuation models that correspond to men in which it was inferred that women could only fit into this kind of model.(Davidson, Burke, 1994). Cook, Heppner and O'Brien (2002) support this idea by arguing that the theories of career continue to reflect a world of men with clear boundaries between the family sphere and the work sphere.

Different theoretical frames have been mobilized to capture the career differences between women and men, to show gender theory (Fagenson, 1990) and more specifically the GOS approach (Gender Organization System). This will be treated in the following section.

1.3. The theory of gender and career paths of women and men executives

Indeed, the advent of women in the labour market has challenged the universality of the career's models. A new movement dedicated to women's careers attempts to understand and explain the specifics related to the evolution of women within the organization. The main point of rupture between the traditional career and women's career is the impact of the determinants of career development of women within companies. While opportunities for advancement are still present in the organization, women have the skills and desire to move forward, they leveled.

The GOS approach (Gender Organization System), is used to explain the diversity management style: it recognizes that women and men are different, but the organizational situations also influence the behaviour of individuals (Fagenson, 1990.1993).

In this approach, the individual and the organization cannot be understood separately from the company. In addition, when the individual, organization, or the system in which they are rooted change, all these components start changing (Fagenson, 1993).

Briefly, the GOS theory is the fact that the degree of competence differs according to gender and the situation of women within the organization, they are important as much as men.

Previous research has traditionally emphasized that the majority of women managers desire to have an interesting job, but shown little interest in the dimensions of the hierarchical ascent and power [Laufer, 1982], because women executives show a similar interest to men for "career" and its attributes, confirming the result of other surveys of young executives [Laufer, Fouquet,

2001; Pochic, 2003]. Indeed, women and men have similar motivations for the management position. On the other hand; they differ slightly in the way of "living" the post frame (personal development, consideration, work content and contacts). Executive's women are "very motivated" by these dimensions of work. Research on the importance of work shows that executives are the professional category which grants more importance of work, and women without children consider that work as important as men [Gardner, Meda Mokhtar 2003].

In Morocco, the rate of women executives is increasing, and the debate is open about if there is a difference between women and men's professional trajectories, which is the reason of conducting this exploratory quantitative study. In other words, we want to analyze the perceptions, experiences and the level of satisfaction of Moroccan women and men executives according to their career paths to reveal how they perceive it and if there is a difference between them or not.

2. Empirical part : Preview of the professional trajectory of Moroccan executives

Today, after the political world, it is the companies that are most concerned by executive's men and especially women's issues. Women are increasingly educated and are more motivated to work.

The Access of Moroccan women to the decision centers and institutions with political power (government and representative institutions) is recent, but now the movement is growing and significantly changing.

In the following section of our paper, we will present the employment situation in Morocco, our sample of Moroccan women and men executives, the methodology chosen, and the discussion of the results of our study.

2.1. Employment situation in Morocco

The following table presents some statistics about the employment situation in Morocco (the numbers are in thousands and rates in%) (see Table 3 In Morocco, the active population increased from 11890 to 12062 thousand for 2016 and 2017, for the same period the rate of female participation is 23.7% against a rate of 72.4% in 2016 and 71.9 %in 2017 for men. Therefore, women are more active in Morocco.

Depending on the degree, we notice that the rate of people without diploma decreased from 47.6% to 46.8% while the one of those having a degree increased from 47.5% to 48.3% correspondingly.

In 2016, 27.9% of the people of an age between 15-24 years are considered active, in 2017 this rate increases to 28.7%, for the people of an age between 25-34,in the same period the rate increases from 60.5% to 60.9%, for those of an age between 35-44, it also increases from 61.7% to 61.9%, but for those who are over the age of 45, we notice that it decreases from 45.4% in

2016 to 44% in 2017. We can conclude that the most active population in Morocco is the people of an age between 25-44 years. These statistics can explain the age composition of our sample.

In the next section, we will present our sample of Moroccan women and men executives and the methodology chosen.

Table 3
Indicators of activity and employment by place of residence

Indicators	Q1 2016			Q1 2017		
	Urban	Rural	National	Urban	Rural	National
Activity and employment (15 and over)						
- **Active population (thousands)**	**6786**	**5104**	11890	**6911**	**5151**	**12062**
- **Feminization rate of the workforce**	22.4	29.2	25.3	20.5	28.6	24.2
- **Activity rate**	43.4	54.6	47.6	43.1	54.9	47.5
. By sex						
Men	68.9	78.2	72.4	68.1	78.2	71.9
Women	19.0	31.5	23.7	19.4	31.4	23.7
. By age						
15 - 24 years	22.2	36.0	27.9	23.1	36.8	28.7
25 - 34 years	59.8	61.7	60.5	59.5	63.4	60.9
35-44 years	58.4	67.7	61.7	58.3	68.4	61.9
45 and over	38.5	57.7	45.4	37.1	56.4	44.0
. Depending on the degree						
Without diploma	38.1	56.9	47.6	36.9	56.9	46.8
Having a degree	47.6	47.1	47.5	48.1	49.4	48.3

Source: National Employment Survey, High Planning Commission (Department of Statistics).[1]

Methodology of the scoping study

Given the nature of research that aims to investigate the careers of women and men, we decided to conduct a quantitative survey of women and men executives in various sectors and all ages combined.

Based on the theoretical framework, we built a survey with 20 questions organised in two parts: the first one to present Executives' Perceptions and the second to understand the Trajectory of the Executives' Career Path.

The survey was created using Google forms, and then sent to all the executives of our surroundings by digital way. They, have, correspondingly, distributed it among other executives. The investigation lasted between September 2017 and November 2017. Our final sample of 172 executive respondents, included either women/men, built by convenience.

We subsequently exported the answers from the Google forms, and processed them using SPSS.

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[1]For definitions of concepts and indicators, refer to the glossary available on the HCP website: http://www.hcp.maData readjusted on the basis of new population projections based on data from 2014 RGPH

2.1.1. Sample characteristics

Based on the data collected, our sample of executives is composed of 51% women and 49% of men, 54% aged between 25 and 34 years, 45% between 35 and over 40 years. This actually represents the Moroccan active population. A total of 72% are married, 23% are single and 6% are divorced (see Table 4).

Table 4
Sample characteristics

Characteristics	Men		Women	
	N.	%	N.	%
Gender:	84	49	88	51
Age:				
[25-29]	22	13	20	12
[30-34]	21	12	30	17
[35-39]	17	10	19	11
[40-44]	11	6	13	8
> 45	13	8	6	11
Marital status :				
Single	24	14	15	9
Married	55	32	68	40
Divorced	5	3	5	3
Number of children:				
None	41	24	38	22
One Child	14	8	24	14
2to 3 children	29	17	26	15
Age of youngest child :				
-than 1year	4	2	9	5
1 to 7 years	17	10	27	16
8 to 18 years	8	5	5	3
+ than 18 years	1	1	2	1
Level of education :				
Baccalaureate	0	0	3	2
Baccalaureate+2 /3	17	10	18	10
Baccalaureate+4	8	5	29	17
Baccalaureate+5	35	20	30	17
> +5	23	13	24	14
Place of studies:				
Faculty	32	19	33	19
Business School	33	19	31	18
School of Engineering	23	8	11	6
Others	6	3	13	8
Activity area:				
Private	66	38	77	44
Public	18	10	8	5
Other	0	0	3	2

Approximately, 46% of women and men executives do not have children, 22% have one child and 32% have 2 or 3 children. 26% have a child aged between 1 and 7 years, 7% less than a year, and 10% over 8 years.

Over, 60% have higher than Baccalaureate + 5 degree, 42% between Baccalaureate + 2 and 4 and only 2% Baccalaureate degree only. More than 37% of our sample haved studied at a university, 37% in a business school, and 14% in an engineering school; 82% of them work in the private sector, 15% in the public and 2% in NGOs.

2.2. Data analysis and results

2.2.1. Research results

According to the purpose of the paper the main findings from the research are divided in two parts: the first one is about executives' perceptions and the second - about their professional trajectories.

❖ **Executives perceptions of the professional trajectory :**

Our study reveals that women and men believe that the main reason for choosing a job is the salary and then comes the evolution perspectives and the image and corporate reputation for men, and the quality of life in the company for women (see Graph 1).
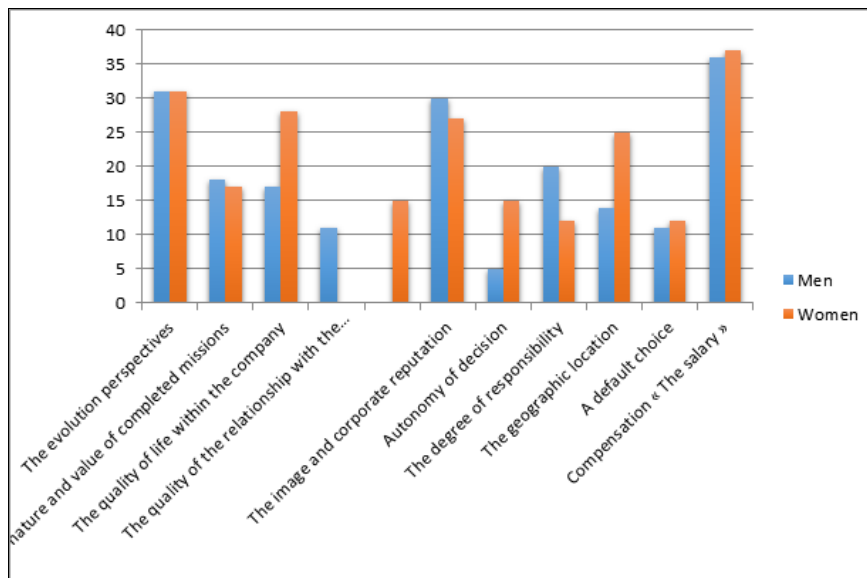

Graph 1. The reasons for the choice of work:

According to our respondents there is no exclusively male or female job. About 75% of them believe that (see Graph 2).
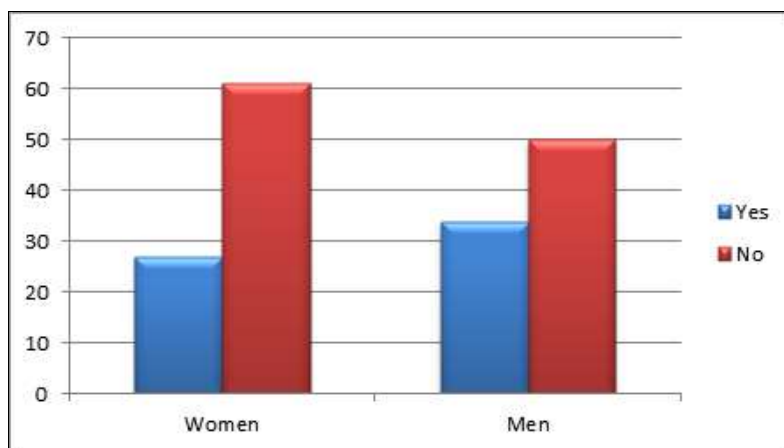
Graph 2. Existence of exclusively male or female jobs:

Our results reveal also that the organizational practices that constrain most life executives are: soliciting outside working hours; in the evening, on weekends, on holidays, unexpected emergencies and the scope of work schedules. For women, the major obstacles are prejudices, as to most of men, they feel that there is no particular obstacles, followed by the lack of ambition (see Graph 3).
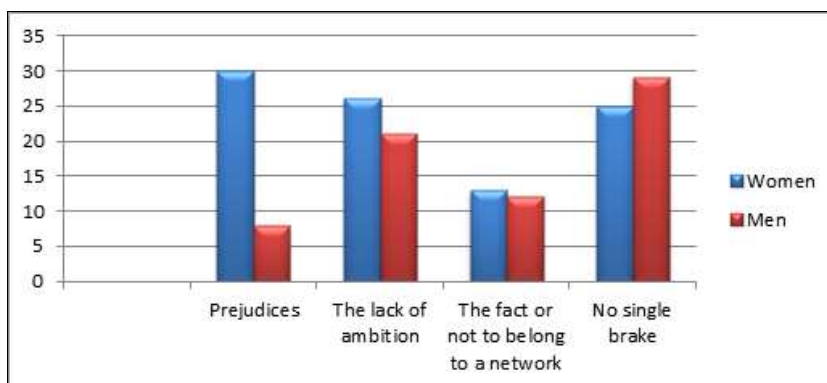

Graph 3. The main obstacles that executives face in the workplace:

❖ **The professional trajectory of the respondents:**

Over 19% of women and men begin their careers, 54% between 5 and 15 years of age of experience and 23% have more than 15 year career, 80% of our targets have joined the labour market right after their graduation, 50% have never been unemployed, 29% say they were at least once unemployed, 16% were been 2 to 3 times and only 2% over 3 times and all are women. When it comes to the time spent in current position, 40% of women and men have a

length between 1 and 5 years, 25% between 5 and 10 years, 16% over 10 years and 19% do not exceed one year in their current position.70% have changed their job, while 30% maintained their position. 52executives of the 70% changed their positions between 2 and 3 times and 44 people changed their position once (see Graph 4). Regarding the reasons for the change, the majority are motivated by increasing their salary and expertise.
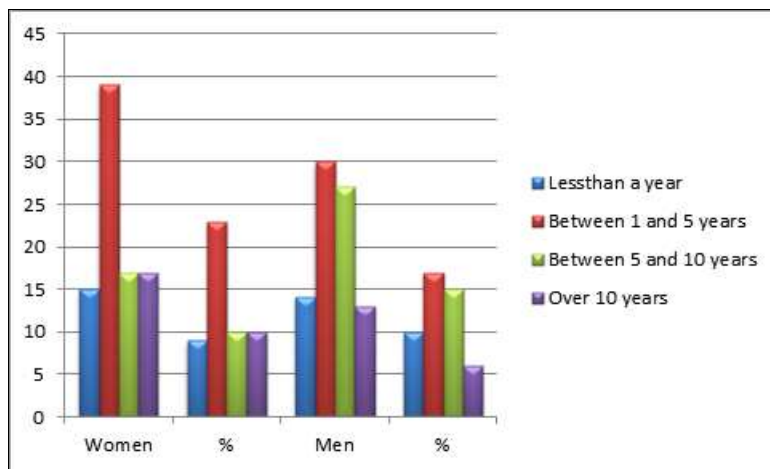

Graph 4. Time spent in current position

For discrimination, 61% had never experienced any type of discrimination while 39% have reported discrimination. 39% of those, who have experienced discrimination faced the discrimination in the grant of certain benefits and psychical harassment (see Graph 5).
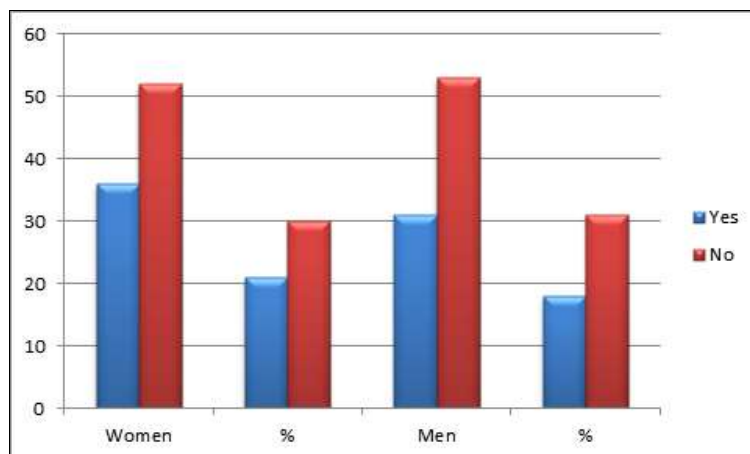

Graph 5. About discrimination:

More than, 74 % of them believe that professional life has an impact on privacy and agree that the most affected aspect is married life, and 46% feel part of the impact of the private life on the professional life and believe that privacy impacts the professional life positively (see Graph 6).
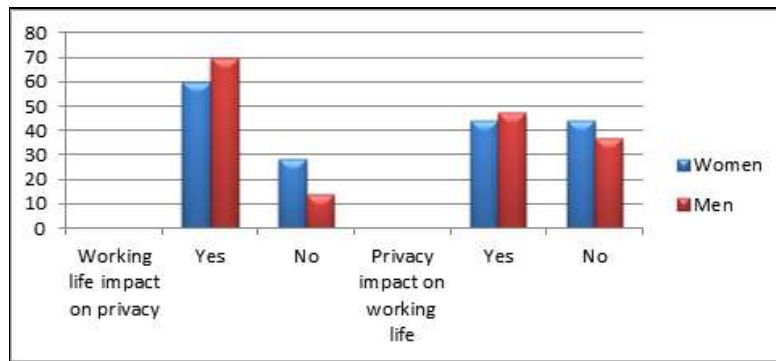
Graph 6. Impact of working life on privacy and Privacy impact on working life:

When it comes to the satisfaction level of their career, 58% are partially satisfied, while 30% are perfectly satisfied, and only 10% are dissatisfied (see Graph 7).
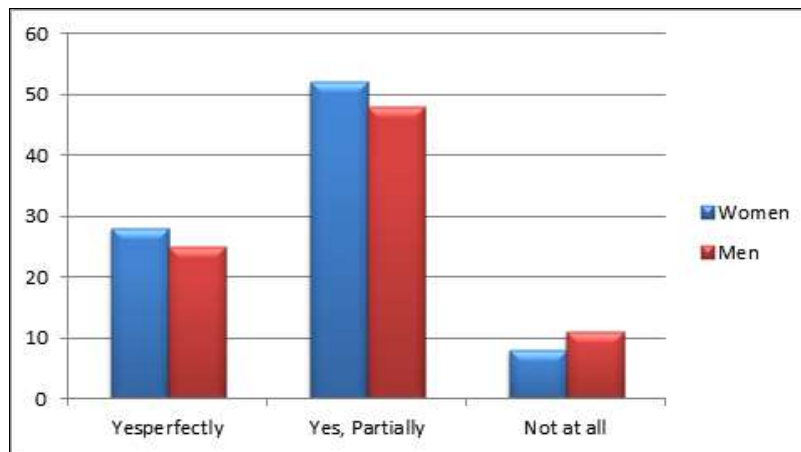
Graph 7. Satisfaction level executives of their careers:

2.2.2. Discussion of the results and synthesis
❖ <u>**The perception of careers among executives:**</u>
Women and men work to earn money. They don't believe that there are specific jobs solely for men or solely for women. Most of them believe that a man or a woman can work any job regardless of their gender.

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Women and men face obstacles in the workplace such as prejudices and lack of ambition. On the other hand, women and men executives face obstacles while they are outside of the workplace when their co-workers contact them on non work-related issues.

The Article of Jacqueline Laufer and Sophie Pochic "Careers feminine and masculine" argue that women and men acquire a similar perception of the executive career. Women executives here show a similar interest to men for "career" and similar motivations for it, they differ slightly in the way of "living", which can be explained by the fact that most of them are under the age of 35 years and don't have any children or have just one child, and the age of the youngest child is over 5 years. This confirms what we have already mentioned in the theoretical part of this study, that women without children have exactly similar motivations for work and management position.

❖ **The trajectory of the executives' career path:**

Approximately, 19% of women and men are beginning their careers, 54% between 5 and 15 years of experience and 23% have more than 15 year career. 80% entered the labour market right after their graduation. Most executives have never been unemployed, 16% have been unemployed 2 to 3 times and only 2% of women over 3 times. This tells us we are focused only on two careers cycles identified already defined by Super (1957):

- **The establishment phase:** which is a period of reflection on past experience and the anticipation of the future.
- **The maintenance and disengagement phase:** This is a questioning period, or preparing for retirement. External factors outside work such as family, hobbies and health are becoming increasingly important.

Regarding position change, most of them had experienced the change of work at least once in their careers, in order to increase their salary and expertise.

We estimated that the flow of trajectories of our respondents is a transitional path that according to Driver (1979) is characterized by instability, frequent changes as well as lateral movements inside and outside the company, or itinerant path: which is centered around a business with several employers according to the categorization (Cadin et al., 2003)

The majority of executives believes that professional life impacts on privacy and agrees that the most affected aspect is married life. More than 46% believe that the impact of private life on professional life is positive. This can be justified by the fact that the career model was constructed in a masculine way, career specifics, the valuation models correspond to men, it was inferred that women could only fit into such models (Davidson and Burke, 1994).

Conclusion

The interest of this article is to shed a light on the career paths of Moroccan women and men executives, and to have a relatively systematic understanding of the situation of male and female executives on many dimensions of the situation of frames.

Our goal here has been to try to formulate a number of lines of inquiry and interpretive assumptions that articulate "gender effect" and "position effect". Obviously, a number of findings cannot be related to articulating these two level analysis.

This survey, therefore, opens promising avenues that should be pursued. It should especially give gender the place it deserves in an analysis of the evolution of the management group, but not to separate this analysis - whether the impact of policy management careers or reports as working time - those that elucidate the changing dynamics affecting the organization as a whole. As a continuity of this research, we should also give women the place they deserve in an analysis of the evolution of the careers to admit the difference between them. And to try to construct a model of their professional trajectory which unlike men is still undefined.

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