



The Place of Women in Places of Decision in the Public and Private Sector: Case of Senegal

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The sole author designed, analyzed, interpreted and prepared the manuscript.

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ABSTRACT

The issue of greater representation of women in decision-making bodies is a recurrent issue in corporate governance in general and in the management of diversity in particular, which companies are now confronted with. On the other hand, in Senegal, there is little written on the question but a lot of debates and good political intentions.

The purpose of this article is to show from an empirical study that women still have failed to move beyond the "glass ceiling" that prevents them from reaching the highest positions. Through our study, based on a methodology of a qualitative and quantitative nature, we carried out semi-structured interviews (10), then administered questionnaires (60 and 39 selected) to some members of the decision-making bodies of companies in Senegal. .

The results show that preconceived ideas remain far from the reality on the ground. They especially underline that the presence of women in decision-making bodies can have a positive influence on the performance and governance of organizations.

Keywords: Places of decision; women; representativeness; corporate governance.

1. INTRODUCTION

For many years the place of women in decision making institutions is a key element of critical research and discussions. Several studies took a look at the issue of improving the representation of women in managerial bodies. Previous undertaken research viewed only ethical, moral, and social issues while the participation of women in the economy is a mandatory political mandate for the development of all sectors of the society [1-8]. Above that political vision, the question of gender and professional equality between men and women remains a strong issue in debates regarding the economy and management through various concepts such as diversity or the social responsibility of enterprises viewed as major bodies that influence the life of the community.

In spite of the demographic and economic importance of women and their professional achievements, statistical data pointed the fact that women are underrepresented in decision making bodies [9-16]. Lately, that weak representation of women at the managerial level is a key issue in political debates at the parliament and throughout critical studies. Various key studies questioned the weak representation of women in governing bodies or board of directors¹.

The issue of promoting gender diversity within the company aims to balance men-women relations and fight against current inequalities. Diversity in governing bodies is more than a social or ethical issue, but rather a key part of any company's competitive agenda [17-26].

One can notice by observing the political arena since the beginning of the 2000s new laws aimed at imposing equality and equity between women and men within the governing bodies, specifically the boards of directors. In the last decades, European companies had very few women on their boards until some governments decided to take a proactive view by imposing quotas by fiercely asking top management to include more women in their board of directors in order to achieve equality in the promotion of gender

diversity [27-31]. In 2003, Norway passed a law requiring all listed companies to keep forty percent 40% of seats in governing bodies to women. As a result, companies unable to meet this legal mandate have been dissolved. As such, the issue of gender equality in governing bodies is a social issue that goes beyond the scope of organizations. Once again, this question is a key element in the dynamics of democracy since the government authorities have decided to promote professional equality and equal pay between men and women [32-39].

According to a study by Eurostat (2014), women, despite their academic results and their diplomas, remain outside management and keep lower-level jobs in the hierarchical system of traditional companies.

The unequal balance between men and women in management positions in governing bodies is a current issue in the world of politics, research, science, and at the economic level. The situation is worse across the board where women occupy fewer leadership positions. Economic; socio-cultural and religious factors undermine the place of women in governing bodies and prevent them from reaching the social ladder and making progress. Despite relatively positive improvements in recent decades, women cannot overcome the glass ceiling that denies them access to senior positions left to men. A small number of women sit on the decision-making bodies of various organizations [40-50].

In Senegal, this phenomenon of underrepresentation of women in governing bodies remains a major issue even though a law was adopted by parliament in 2010.

Hence the research question of this present work: Are women sufficiently represented in decision-making places in Senegal?

This study aims to show the level and degree of representation of women in decision-making bodies within Senegalese companies, in particular to resolve inequalities and promote diversity.

Our objective for this research work is to identify the factors limiting women's access to leadership. Moreover, this study intends to overcome the socio-cultural obstacles which limit the access of women to the various boards of directors; but also to provide new responses to managers, politicians and stakeholders to

¹ La loi n° 2010- 11 du 28 mai 2010 instituant la parité absolue Homme-Femme applicable au niveau de toutes les institutions totalement ou partiellement électives prescrit que les listes de candidature soient alternativement composées de personnes des deux sexes, sous peine d'irrecevabilité.

promote a better understanding of the issue of the under-representation of women in governing bodies.

This research work consists of two parts. In the first, we expose the theoretical framework of our research, by giving a definition to the concepts that make up our subject through a review of the literature on the work in relation to our problematic. In a second chapter we present the empirical framework of our work, by presenting first the methodological approach, then the main results and finally their discussion, before ending with the recommendations.

2. WOMEN INSIDE THE BOARD OF DIRECTORS OF ENTERPRISES: TOWARDS THEORETICAL APPROACHES

The current economic context is governed by laws that restrict gender equality and professional equity in spite of the development of various concepts regarding social responsibility and sustainable development, but remained opened to the dynamics of the representation of women in governing bodies, an issue that company managers have to take into account [51-56].

Theoretical arguments validating the normal representation of women in governing bodies are abundant. In Senegal, the GII² gender inequality index remains high with a value of 0.523, ranking it 125 out of 162 countries in 2018. The Constitution (promulgated in January 2001) is based on the principle of gender equality. In addition, Senegal has ratified the main international and regional conventions relating to women's rights, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Maputo³ Protocol.

² The 2010 Human Development Report introduced the GII, which reflects gender inequalities in three dimensions - reproductive health, empowerment, and economic activity. Reproductive health is measured by maternal mortality and adolescent birth rates; empowerment is measured by the share of parliamentary seats held by women and the level of schooling in secondary and higher education for each sex; and economic activity is measured by the labor force participation rate of women and men. GII can be interpreted as the loss of human development due to the inequality between the achievements of women and men in the three dimensions of II.

³ The country has ratified various international instruments promoting equality between women and men, including: CEDAW, Convention on the Rights of the Child, African Charter on the Rights and Welfare of the Child (ACRWC), Protocol to the African Charter of human and peoples' rights

However, there is a lack of harmonization between national legislation and international commitments⁴.

2.1 Is the Access of Women to Governing Bodies a Moral or Economic Issue?

One has to acknowledge that the historical African reality is far different from the European one. But the Twenty First Century let emerge a common destiny for every woman whatever their race or sociological background. As such, women have nowadays access to education and more or less higher education.

When the Senegalese government achieved its international sovereignty the first women high school graduates enrolled at the university but they currently have access to all the economic sectors without leadership and managerial positions in enterprises and in the political life of their communities. Political power imbalances and sociocultural biases undermine the access of women in governing bodies. The Women capacity to control public resources remains marginal even though one can notice little progress in this field [57-60].

The place of women in decision making bodies depends on their economic role which can be measured by their presence in very structured organizations, administrations and informal activities. The women underrepresentation in governing bodies is a current phenomenon that remains constant even though a law adopted in 2010 promoted the importance of gender equality. According to a report on households², women represent 52% of the population; they constitute 39% of the active population at the national level and perform 90% of household duties and 85% of agricultural tasks. Women constitute also 70% of the workforce in the informal sector, 15% of the workers in the public sector and 35% of the staff in the formal private sector. The illiteracy rate is close to 70% among women [61-64]. Therefore they constitute an

relating to the rights of women in Africa (Maputo Protocol), additional act relating to equal rights between women and men for sustainable development in the ECOWAS region, Vision 2020 of ECOWAS, the Solemn Declaration in favor of equality between women and men in decision-making bodies and at the level of elective positions, AU Agenda 2063, the SDGs (including SDG5 on gender equality and women's empowerment).

⁴ There are still discriminatory laws and regulations in domestic law / the persistence of social norms and traditional practices harmful to women in particular.

important economic workforce but women are still trying to overcome strong sociocultural obstacles. So, improving the place and role of women in governing bodies by eliminating any sexual biases remains a key vision for the government in its vision of leading the development of women participation in the political, cultural, and economic life of their community. Therefore, even if most of Senegalese women are illiterate; (rate 70%), women organizations are still and fiercely fighting for improving women access to governing bodies⁵.

2.2 Ethical Issues In Promoting Women Leadership in Boards of Directors

The concept of gender applied to women leadership in governing bodies is a key element of social justice. The Senegalese legislative process undertaken by the government is adequate with the international agenda favorable to gender equality in governing bodies. In 2010 The Senegalese government adopted a law in 2010 instituting absolute gender equality in democratic organizations where members are partially or totally elected. But the 2010 law was purely political because it does not apply to banks and enterprises. Women are denied access to governing bodies because of the lack of adequate diplomas but women organizations are still fighting to improve wider access to governing bodies. Women literacy and access to higher education and professional training will help them get managerial positions. One should in the process improve women level of training and education through relevant literacy.

Here is the objective of the Western Africa Local office of the Non-Governmental Organization Plan International in its famous report entitled for more representation of Girls and Women in Governing Bodies published in July 2016 in Dakar. This report on Women leadership in Western Africa put up front the causes and solutions to the issue of underrepresentation of women in decision making bodies while asking for better representation of this minority.

It remains constant that the place and role of Senegalese women were improved along the years and progress was achieved with gender equality in institutions where members are

⁵ Direction de la Prévision et des Etudes Economiques (DPEE) / Comptes Nationaux, 2009-2011.

elected such as the parliament therefore widening the women access to governing bodies. Noticeable social and political progress was observable in Senegal because nowadays women are more present in governing bodies and they have more access to public financing and gender equality is mandatory in institutions privileging the total or partial election of its members. Beyond the political agenda of the Senegalese government, one can notice that progress was possible due to the great job achieved by women organizations such as **Senegalese Women Council COSEF**, the Committee against Violence to Women **CLVF**, Western Africa Women Association, the African Women Association for Research and Development, etc.

More women in governing bodies lead to more consideration for women. The axes of the Priority Action Plan (2019-2023) of the Emerging Senegal Plan (PSE)⁶ integrate gender for inclusive, equitable or egalitarian participation of actors in the development process. Senegal has a National Strategy for Gender Equity and Equality II (SNEEG)⁷ until 2026 to achieve equality between women and men in areas and sectors. It aligns with the Sustainable Development Goals (SDGs) (2030). This strategy is budgeted at nearly 16.8 Million EURO, however the mobilization of funds remains a major challenge for its execution. The law⁸ on parity⁹ passed in 2010 provides for "absolute parity between men and women [...] in all elective institutions" and "lists of candidates alternately composed of persons of both sexes", on pain of inadmissibility¹⁰. Thus, during the 2017 legislative elections, 41.82% of deputies in the hemicycle were female, which is far more than the world average (24.1%) and the sub-Saharan average (23.8%). However, this parity is not respected at all levels; the 2014 local elections only recorded a total of five women elected for 557

⁶ A reference framework for gender-sensitive public policies

⁷ The SNEEG is planned for a period of 10 years

⁸ It expresses its vision: "to contribute to making Senegal an emerging country with a united society in a rule of law, without discrimination, where men and women have the same opportunities to participate in its development and to enjoy its growth».

⁹ Thanks to the law on parity passed on May 14, 2010 by the National Assembly, adopted by the Senate on May 19 and promulgated on May 28, 2010, Senegal has since 2012 found itself with 64 women out of 150 deputies in the Assembly. , or 42.7%.

¹⁰ <https://www.jeuneafrique.com/mag/735976/societe/senegal-une-parite-a-lassemblee-mais-pas-a-tous-les-niveaux-politiques/>

municipalities. In addition, access to education remains very unequal: 11.1% of adult women have reached at least secondary education compared to 21.4% of men. The Family Code adopted in 1972 constitutes the basis of legislative and regulatory texts that discriminate against women¹¹.

An important literature review and relevant debates mentioned a better representation of women in governing bodies. Important progress was achieved these past decades in terms of gender equality but relevant strategies need to be undertaken because women are still underrepresented in governing bodies and have underpaid jobs. Many companies do not have women in their boards of Directors and concentrate few women managers.

In spite of the positive evolution during these last decades women still cannot go beyond the ceiling glass that restricts their access to more dignifying managerial positions. Obstacles for access of women in governing bodies remain constant and diminish their opportunities in finding relevant managerial jobs.

But since many years, measures favoring a bigger representation of women in decision making bodies are undertaken in various countries around the world. In the beginning of the years 2000 one can notice new legislative procedures consisting in imposing gender equality leading to mathematical equality between men and women in terms of representation inside governing bodies. Every country has its own legislation but various countries opted for quotas while Senegal adopted gender equality.

3. WOMEN IN SENEGALESE COMPANIES BOARDS OF DIRECTORS: STUDY RESULTS AND FURTHER DISCUSSIONS

Throughout our research we judged it was necessary to adopt a qualitative approach. In spite of diverse definitions of qualitative research, most of authors agree on the fact that this

¹¹ *The minimum age of marriage which is set at 16 for girls and 18 for boys (article 111 CF); • The choice of the household's residence which belongs exclusively to the husband (article 153 CF); • The exercise of paternal power by the father in his capacity as head of the family (article 277, paragraph 2 CF); • The subsistence of "marital power" over the woman (article 152 CF);*

method aims at mostly describing a social phenomenon. Our goal of understanding from the elements of the field led us to opt for grounded theory in the analysis of communications data. In fact, citing Glasser and Strauss (1965-1967), Tidjani et al. [65] assert that grounded theory is an approach to qualitative analysis that uses a set of systematized procedures to inductively develop and derive a grounded theory on the facts concerning a given phenomenon. Grounded theory is therefore particularly suited to our logic of discovery and understanding.

In the founded theory, we have three coding stages namely open coding which aims to identify concepts from the content of the interviews; axial coding which makes it possible to group together the concepts identified during open coding in the form of categories having a higher level of abstraction than that of the concepts taken individually; selective coding, on the other hand, consists in identifying a central category and the relations which link it to the categories identified during axial coding in order to arrive at a theoretical model, or in the identification of new relations between variables.

At the end of the open and axial coding, we identified several disparities and categories presented in the tables and figures and the following results with their dimensions and their roles in the process of improving the representativeness of women. in the decision-making positions.

4. METHODOLOGY

4.1 Methods in Collecting and Analyzing Data

We therefore adopted a constructivist approach which stipulates that scientific knowledge, through observation and categorizations is a subjective construction far from reality. Through the constructivist logic, knowledge is a representation of a cognitive activity because it implies a knowing subject and constructs a reality surrounding him (Le Moigne, 1995).

We have chosen abduction as a reasoning method along with field research. Abduction consists in elaborating empirical observation which links a general rule to a consequence by allowing to find that consequence if the elaborated rule is judged to be true. We will show that our approach respects the theoretical

proposals made by David¹² in terms of research methods. Pierce stated that « *Abduction is the only kind of Synthetic reasoning method which is able to generate new ideas [...] ».*

Throughout our study based on a mixed, qualitative and quantitative methodology, we were able to conduct semi-structured interviews. Of the 20 interviews we administered, only 10 came back to us in a workable state, and we worked on that. for questionnaires; we have administered (60, with 39 exploitable on arrival) to certain members of the governing bodies of various Senegalese companies. Through this sample, we interviewed 20 women holding a post-graduate degree from Bachelor to Doctorate level, including 14 women representing mathematically 70% work in the public sector while 6 women representing 30% worked in the private sector - occupant management positions.

While using The Sphinx Lexical Software and Google Questionnaire we also administered a three part structured questionnaire. The software Sphinx allowed us to collect data from our introductory questions and analyze the data collected in order to confirm or infirm primary hypotheses. The Google questionnaire is a software that allows the researcher to send questions by email by facilitating answers given by responders.

Thus we administered a questionnaire addressed to all members of decision making bodies and to the employees of companies; they belong to three rubrics: identification, women representation in governing bodies, and obstacles to the access of women in governing bodies. It is therefore important to posit the various research hypotheses.

- H1.** Women are underrepresented in companies' boards of directors
- H2.** Women have difficulties in accessing governing bodies
- H3.** With the same diplomas and competences women and men do not have an equal salary
- H4.** The presence of women in governing bodies has a significant impact in the governance and the performance of a company.

¹² David. A, *logique, épistémologie et méthodologie en science de gestion, conférence de l'AIMS, Mai 1999.*

4.2 Results on the Feminization of Senegalese Companies Boards of Directors: Stakes and Realities

In terms of results this study shows through crossed staff as in various illustrative tables, that women are underrepresented due to many factors that contribute to this phenomenon. But beyond biases, one can notice independent factors from public policies and popular will.

Table 1 represent the crossed results between the variables regarding the level of study and women staff; these results demonstrate that 35% of responders have a Bachelor degree, 25% a post bachelor degree, 20% the License degree, 5% a degree from the National School of Administration, and 5% a doctorate.

Among interviewed women 35% hold a post bachelor degree so we can assume and conclude that that most of them hold a graduate degree.

➡ chart crossed sector of activity * number of women

Table 2 represents the crossed results between the activity sector and the women staff variables. This table indicates that there are 20 women in the research sample among whom 14 representing 70% that relate to the public sector and six women 30% from the private sector.

We can conclude a strong presence of women in the public sector. This result is due to the fact that most private companies are not willing to hire women because of their frequent absences (Maternity leaves, family expenses, etc...).

The Section B deals with the representation of women in governing bodies.

➡ Cross table Total number of members * Number of women in decision- making bodies.

A Table 3 on annex is a crossed analysis of the total number of members and women staff in governing bodies. When we crossed those two variables we obtained the number of persons affirming that there is at least one woman in their governing body. Thus 5 among them stated that there 10 persons in their governing body and only 3 of them are women see Table 3.

This table shows women representation in different decision making bodies in various companies. We realized that in most of the enterprises women are not that present. We also

remark that the majority of interviewees affirmed that in most of the governing bodies companies one can find between 1 to 4 women members. Thus we can conclude that we have rarely more than 4 women in companies governing bodies.

➤ Women Satisfaction

We asked women interviewees the following question: Are you satisfied of women representation in your governing body? 54% of interviewees estimated that they are little bit satisfied; 32% answered that they were satisfied while 13% estimated that they were very much satisfied. The following figure illustrates these results.

Women are not that present in decision making bodies. We can conclude that half of the

interviewees estimated that they are little satisfied regarding women representation in governing bodies.

➤ Women Level of Engagement in Governing Bodies

The following question was asked to interviewees: What is the level of engagement of women in your governing bodies?

87% of them answered that women are as much engaged than men; 8% estimated that women are more engaged than men while 5% thought that women are less engaged than men in governing bodies. The following figure illustrates the results that we obtained:

Answers illustrated in Fig. 2 demonstrate that the majority of interviewees think that women are less engaged than men in governing bodies.

Table 1. Chart crossed Level of Study * Women _ Staff

Level of Study	Women _ Staff	Percentage
DEA	5	25 %
Doctorat	1	5 %
ENA	2	10 %
Licence	4	20 %
Maîtrise	7	35 %
Master 2	1	5 %
Total	20	100 %

ENA: National School of Administration Licence: Bachelor Degree Maitrise: Post Bachelor degree Master 2: Master Degree

Table 2. Cross Table Sector * Workforce _ women

Sector	Workforce _ women	Percentage
Private	6	30 %
Public	14	70 %
Total	20	100%

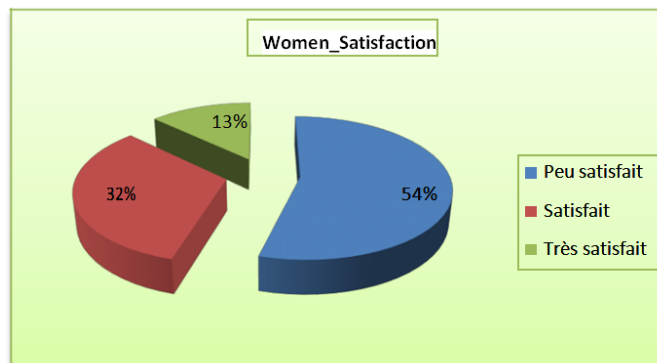


Fig. 1. Women Satisfaction Degree of Percentage

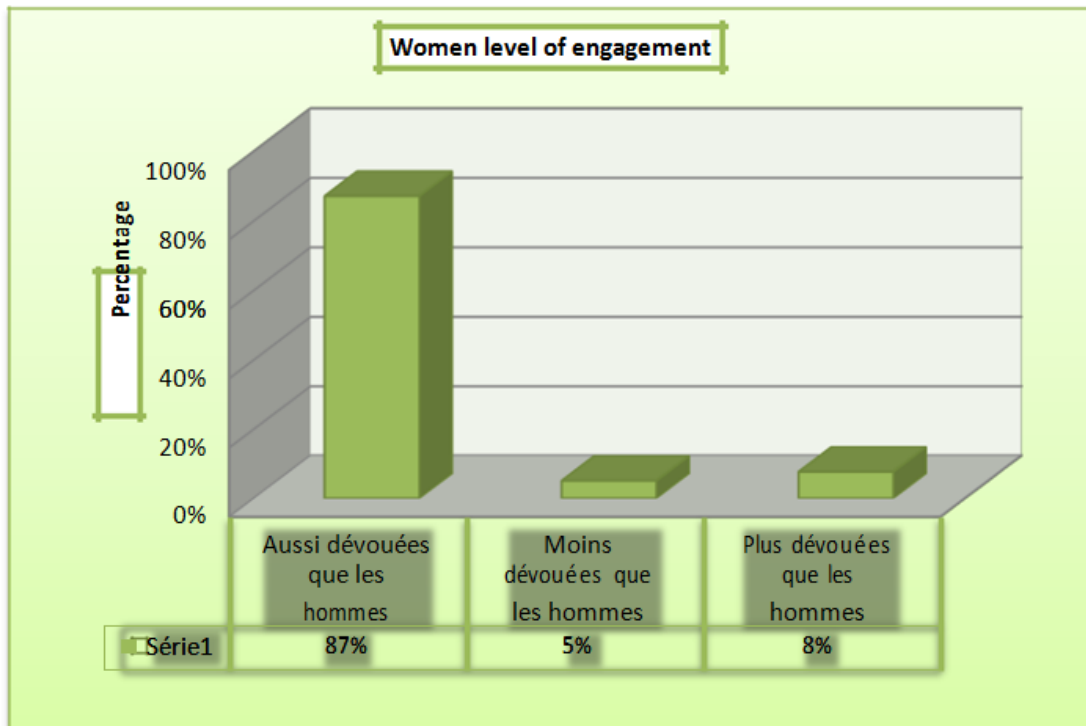


Fig. 2. Women Level of Engagement Percentage in Governing Bodies

➤ Profile/Competence

The variable Profile/Competence represents the following question: Do you think that women have the necessary profile and competences to access governing bodies?

5. RESULTS

All interviewees 100% answered that women have the adequate profile and competences to access governing bodies.

Results in Fig. 3 illustrate the fact that women as their men counterparts have the necessary profile and competences to access decision making bodies.

➤ Women and Men Balance

The following question was asked to interviewees: Do you think that governing bodies must respect the right balance between women and men?

67% of responders were not favorable to the respect of balance between men and women in governing bodies and 33% were favorable to that concept of balance between women and men. Results can be found on Fig. 4 in the annex. According to those results one can find out that

half of the interviewees are not favorable to the balance between men and women in governing bodies. According to the interviewees, governing bodies should only take into account women competences and not gender. The balance between men and women in governing bodies is not something mandatory and we should always privilege competence.

➤ Positive Discrimination

This section of the study relates to answers given by responders regarding the implementation of positive discrimination in decision making bodies. A weak majority of responders 51% estimated that they are not favorable to this issue while 23% answered favorably YES. 10% are Highly Favorable to this issue while 15% did not answer the question. Results are illustrated in Fig. 5 in the Annex.

Positive discrimination has to do with members competences. If case men and women who are competing for a position in governing bodies have the same profile and competence, one should privilege women for accessing those seats. This idea is not shared by most of the responders 51% who estimated that competence and achievement should be the only parameters

to measure or evaluate for access to governing bodies.

⇒Coaching/Training

The following question was asked to interviewees: Do you agree with voluntary measures taken by enterprises to encourage balance between men and women in governing bodies? Most of the responders affirmed that the best solution would be to train and coach women who have the adequate profile and competence. The majority of responders 97% agree to that proposal. 67% totally agree while 33% partially agree. Only 3% did not agree at all. Fig. 6 Annex.

The majority of interviewees agree to the fact that it is to implement measures to coach and train adequate candidates to achieve a right balance between men and women in governing bodies.

⇒Equal Salary

The following question was asked to interviewees: Do you think that equal diplomas mean equal salary for men and women?

67% of responders affirmed that the answer is YES while 33% answered NO. Results regarding this variable are illustrated in Fig. 7 in the Annex.

So the majority of responders estimated that when men and women have the same educational degrees and competences they

should have equal salary. Nonetheless it is important de precise that in real life one can realize that equal salary between men and women is not applied in governing bodies. In the public sector for example a married man with/or Without kids have more fiscal benefits, pay less taxes and get a higher salary after tax.

⇒Influence

Regarding the question about women influence on performance and governance of companies interviewees 55% of responders affirmed that a bigger representation of women in governing bodies has a significant influence on enterprises governance, 28% mentioned the influence of women representation on efficiency while 13% affirmed the influence of women representation on performance. Fig. 8 illustrate the results in the Annex.

Responders affirmed that the presence of women in governing bodies has a more impacting influence on governance rather than efficiency and performance of companies. This statement can be explained by the fact that performance is measured through numbers or statistics and it is easier to estimate women influence on governance which is in fact the way we manage or rule an enterprise.

⇒Degree of Efficiency

92% of responders estimated that when we have more women represented in governing bodies or more women managers the latest were more

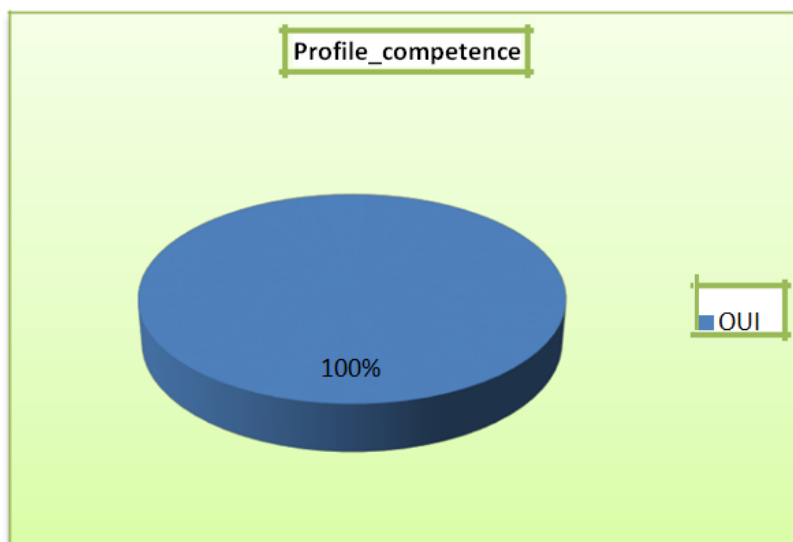


Fig. 3. Profile and competence variable answers percentage

efficient. 77% affirmed that women would be rather more efficient, 15% estimated that they would be really efficient while 8% believed that women will not be efficient if they represent the majority in governing bodies or if they were running the companies as managers. Results are illustrated in Fig. 9 in the Annex.

One can realize that Single women or older women are more efficient than married women. So we can state that women can be more efficient if they run the companies or if they represent the majority in governing bodies.

In **Section C** We took a look at obstacles that go against the access of women in governing bodies. A lot of obstacles were identified but the results of our study show two major statements are defended by interviewees.

First, Women are less available for work than men because of their social duties; 95% of responders affirmed that this statement is true: 67% totally agree to this statement, 28% partially agree while 5% do not agree at all. Results are illustrated in the following Figure. Everyone truly acknowledges the fact that social charges are the major obstacles for woman managers. It is usually very difficult for women to balance private life with professional life. That is why in case of obstacles women would rather avoid difficulties and run back to take care of their family.

➤ Business Networks

69% of interviewees agree to the second statement and estimated that women are less represented in business networks. Fig.11. Annex.

A relative high number of responders put up front the fact that women face enormous difficulties to belong to the right business networks which have a strong relationship with Hiring Committees and agencies. Multiple companies' internal or external networks are created and allow women to portray their experiences and perform strategic networking. Thus, networks are key elements for accessing governing bodies while professional achievement remains the best way to better strategic networking processes.

➤ Women - Interest

The following question was asked: Are women interested to governing bodies?

92% of interviewees responded YES while 8% answered NO. Results are illustrated in Fig. 12 in the Annex.

➤ Quotas

The following question was asked to interviewees: Do you think that the absence of quotas policies can weaken women access to governing bodies?

Results show that 59% answered YES while 41% responded NO. More than half of the responders affirmed that the absence of quota policies truly weakens women access to decision making bodies. It is not mandatory to implement quota policies if we do not have adequate women profiles. So women need to fight in order to integrate governing bodies and not just wait for the implementation of a quota policy which will increase the numbers and will not impact the quality parameter.

➤ Enterprises Social Responsibility ESR

The variable Enterprise Social Responsibility represents the following question:

Do you think that enterprises social responsibility practices can be a solution in reducing gender inequalities in governing bodies?

The results show that 74% of responders agreed with that statement while 26% disagreed.

Results are illustrated in Fig. 14 in the Annex.

When the innovating practices regarding the concept of enterprises social responsibility is applied to the issue of professional equality it sure can ease the balancing of power between men and women in governing bodies specially when individuals consider those practices as coherent and efficient and if they actively profess its implementation and adoption by all sectors of the society.

Throughout the study we had defined Four hypotheses, we will try to confirm or infirm them.

Hypothesis 1: *Women are underrepresented in governing bodies*

Results illustrated in Table 3 regarding the crossing of the total staff with women staff in governing bodies show that women are underrepresented or benefit from a weak representation in decision making bodies. Five

(5) persons among the interviewees affirmed that their governing body is composed of 10 members and only 3 of them were women. These results confirm Hypothesis 1. This women underrepresentation in governing bodies can be explained by the weak presence of women in enterprises in general and consequently women are underrepresented in companies governing bodies.

Hypothesis 2: Women Face Difficulties in Accessing Governing Bodies

This hypothesis was verified through the results of our study because a lot of obstacles weaken the access of women to governing bodies. We identified five major obstacles in our study and two of them represent the recurrent and major answers given by responders. The first obstacle is related to social charges while the second has to do with the weak engagement of women in business networks.

Hypothesis 3: Equal diploma and competence does not mean equal salary

Results illustrated in Fig. 7 show that 60% of responders affirmed that if men and women have the same diplomas and the same competences they have the same salary. These surely results infirmed Hypothesis 3.

Nonetheless one should realize and acknowledge that a small sample of interviewees put up front their thoughts about that issue and this might be true for them. One can also acknowledge that this is not the case if we relate to real social and professional practices. In the public sector for example a married man with or without a kid has more fiscal benefits because he pays fewer taxes at get paid more.

Hypothesis 4: The presence of women in governing bodies has a significant influence in enterprises governance and performance

Results illustrated in Fig. 8 show that the presence of women in governing bodies has an influence on governance and company's performance. But this influence is more significant on governance rather than performance. So we can confirm Hypothesis 4. Company's Performance is measured in terms of quantitative data and we were unable to verify the answers give by responders because their answers mostly related to the governance of

enterprises which only shows how a company is managed and ruled.

6. DISCUSSIONS AND RECOMMENDATIONS

This study on the place and role of women in governing bodies in Senegal helped us to understand and put an emphasis on obstacles that women face in accessing decision making bodies and holding managerial positions whether in public or private institutions. Promoting women managerial positions will ease the professional situation of other women at work. In order to perform this study we needed to talk about women world of work, their training and experiences rather than politics.

6.1 The Many Difficulties in Setting up an Analysis Environment

When analyzing the results, this study revealed to us that women are underrepresented in almost all governing bodies and companies boards of directors. This women underrepresentation can be explained by the fact that women are facing many socio cultural and political obstacles that totally weaken their access to decision making bodies. In this study we intended to offer a new analysis agenda, one centered in the implementation of a women training process and program to increase their professional opportunities to participate in decision making by favoring access of girls to education until they reach higher education. The capacities of women to manage and lead public and private institutions must be presented as a natural phenomenon view women managers as role models. More measures need to be undertaken to allow women to balance private and professional life by putting up front an equitable balance of familial responsibilities and tasks between men and women. In order to achieve that goal pone need to posit few Recommendations.

6.2 Proposal for the Improvement and promotion of better Education and Work Conditions for Women

This study intended to unravel the obstacles to gender equality by putting up front new analysis parameters. One needs to implement a formal process to train and coach girls from kindergarten to the university with specific measures. To achieve this objective, it remains

necessary to promote within companies a new vision and work ambition allowing women to access decision-making bodies in all management positions.

A formal entity need to be created for:

- Implementing new voluntary improvement policies to help girls' access relevant educational opportunities and benefit from Life Long Learning.
- Put into place strong procedures in identifying and hiring women with great profiles and competences to create a secured database for potential employers.
- Reduce gender inequalities regarding salary by promoting equal pay through new policies and ambitions reflected in career plans well defined by Human Resources and applicable to all equally
- Learn to reconcile private and professional life while respecting gender differences and therefore rights
- Implement positive discrimination by including at least 50% of women in the list of possible persons to hire or nominate

It remains also necessary to take into account the use of cultural networks; social networks constitute for women a relevant arena to help women make their voice heard, promote women achievements and successes and marketize their skills and competences. Many employers use social networks such as YouTube, LinkedIn, Google and Facebook etc.

Companies need to adopt the concept of Enterprises Social responsibility to achieve a more egalitarian professional life that favors gender equality and fight against unequal pay, underrepresentation of women in governing bodies, and the ceiling glass phenomenon in every company.

7. CONCLUSION

Our study looked at the place of women in decision making bodies in Senegal. Additionally, we intended to find out why women are underrepresented in governing bodies. In order to efficiently perform this critical analysis we chose few enterprises in Senegal and gave them a questionnaire.

This study was structured into two parts composed of two chapters. The theoretical part and conceptual one took a look at the definition

of concepts and to literature review regarding the representation of women in governing bodies. The second part related to the empirical context. This part looked at the research methodology, the data analysis, the presentation and interpretation of results; the verification of hypotheses and finally the recommendations.

Finally, the obtained results revealed that women are underrepresented in governing bodies through companies secteur privé et public, soudain des entreprises in Senegal. That underrepresentation of women can be explained by the fact by weak and irrelevant educational achievement of women due to the higher level of their illiteracy which is more than 70% and their weak presence in enterprises contrarily to their men counterparts. Women are still grossly underrepresented on corporate boards globally, and progress in changing this trend remains slow. This is revealed by the Women in the Boardroom report¹³, which describes the efforts and progress made in more than 60 countries to increase the number of women occupying board seats. The report also presents the perspectives of the three non-executive directors from Australia, Spain and the United States on how board diversity is progressing in their regions of the world. Highlights include: 1- Women hold 16.9% of board seats worldwide, an increase of 1.9% from our previous edition. 2- Women hold only 5.3% of board chairman positions and 4.4% of CEO positions globally. 3- Women occupy 12.7% of CFO positions worldwide, almost three times that of CEO positions.

This situation can also be explained by the existence of many blocking factors that do not ease the access of women to governing bodies. Our results point also to the fact women are as well engages as men for managerial and decision making positions. Nonetheless Certain obstacles such as the difficulty to conciliate private and professional life and also the weak and the weak integration of women in business networks do not ease the access of women to decision making bodies and this process does not allow them to overcome the effects of the ceiling glass. The majority of responders who

¹³ *Data-driven change ; Women in the boardroom : A global perspective. Global Center for Corporate Governance, Sixth edition*© 2019. For information, contact Deloitte Touche Tohmatsu Limited. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Risk/gx-ccg-women-in-the-boardroom-a-global-perspective4.pdf>

were interviewed are favoring the implementation of a quota policy for women in governing bodies.

But it remains important that a quota policy does not make sense if women do not have the adequate and relevant profile and competences. We already have a quota rule in decision making political bodies but for other social sectors adequate profile and competences are the major rules before any gender consideration¹⁴.

The managerial function and importance of this study relies in the fact that it will be a basis to make stakeholders and decision makers aware of the dynamics of the place of women in governing bodies throughout all companies.

This study will also allow us to widen our critical understanding of gender diversity beyond ethical, social, and legislative matters to take into account the economic and managerial stakes.

Above all this study brought new critical lenses in understanding the current issues related to gender diversity policies in companies. Finally, this research addresses and engages the need for companies and States to implement a new agenda process in the promotion of equality between men and women, and to integrate it into their hiring policies. . Better, they must pass to the level such that the question will arise more on the greater representation of women in decision-making positions.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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¹⁴Thanks to the law on parity passed on May 14, 2010 by the National Assembly, adopted by the Senate on May 19 and promulgated on May 28, 2010, Senegal has since 2012 found itself with 64 women out of 150 deputies in the Assembly. , or 42.7%.

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ANNEXES

Table 3. Cross table Total number of members * Number of women in decision-making positions.

Effectif	Effectif des femmes dans les instances de décision								Total répondants				
	1	2	3	4	5	6	8						
Effectif total des membres dans les instances de décision	3	4	5	6	7	8	10	12	14	18	48	55	69
	1	0	1	0	0	0	0	0	0	0	3	0	0
	0	0	0	1	0	0	0	0	0	0	0	3	0
	0	1	0	0	0	0	0	0	0	0	0	0	1
	0	1	0	0	0	0	0	0	0	0	0	0	0
	0	3	3	1	1	0	0	0	0	1	0	0	0
	0	2	5	4	0	1	0	0	0	0	0	0	0
	0	1	0	1	0	0	0	0	0	0	0	0	0
	0	1	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	1	0	0	0
	3	0	0	0	0	0	0	0	0	0	0	0	0
	0	3	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	1	0	0	0	0	0	0	0	0	0
Total répondants	5	12	9	8	1	1	1	1	1	1	37	37	37

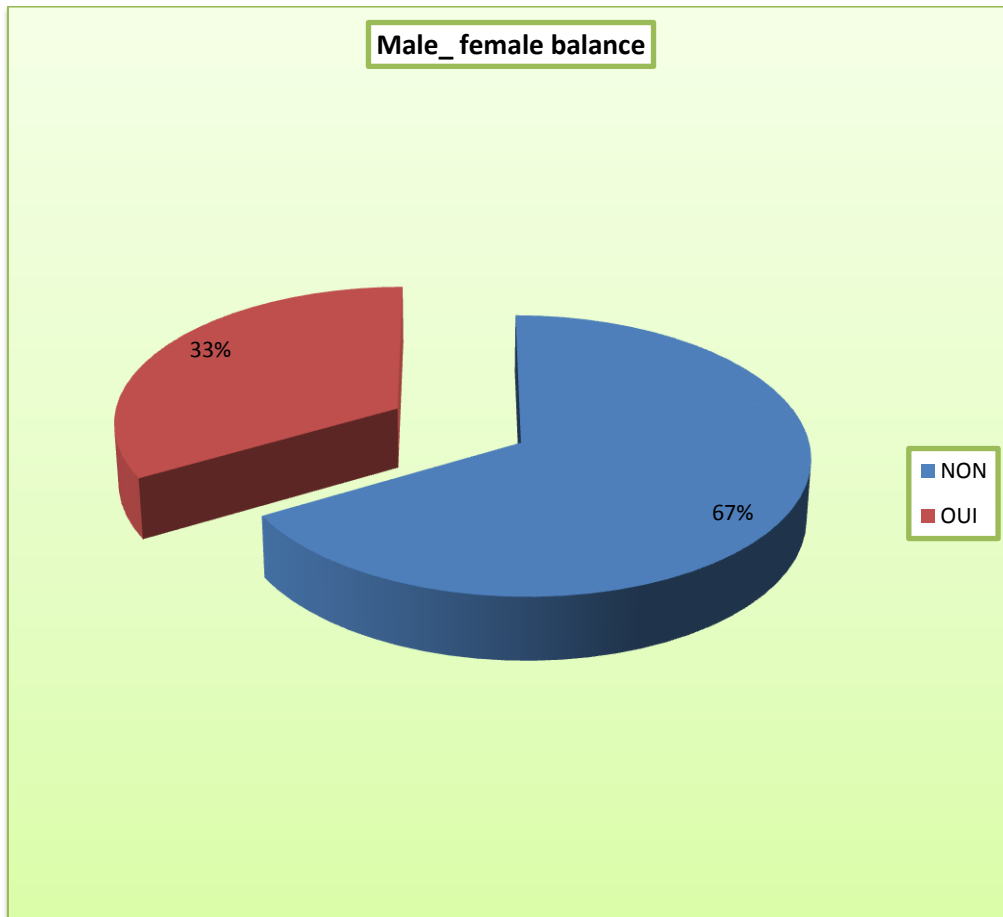


Fig. 4. Distribution in% of respondents according to the male-female variable

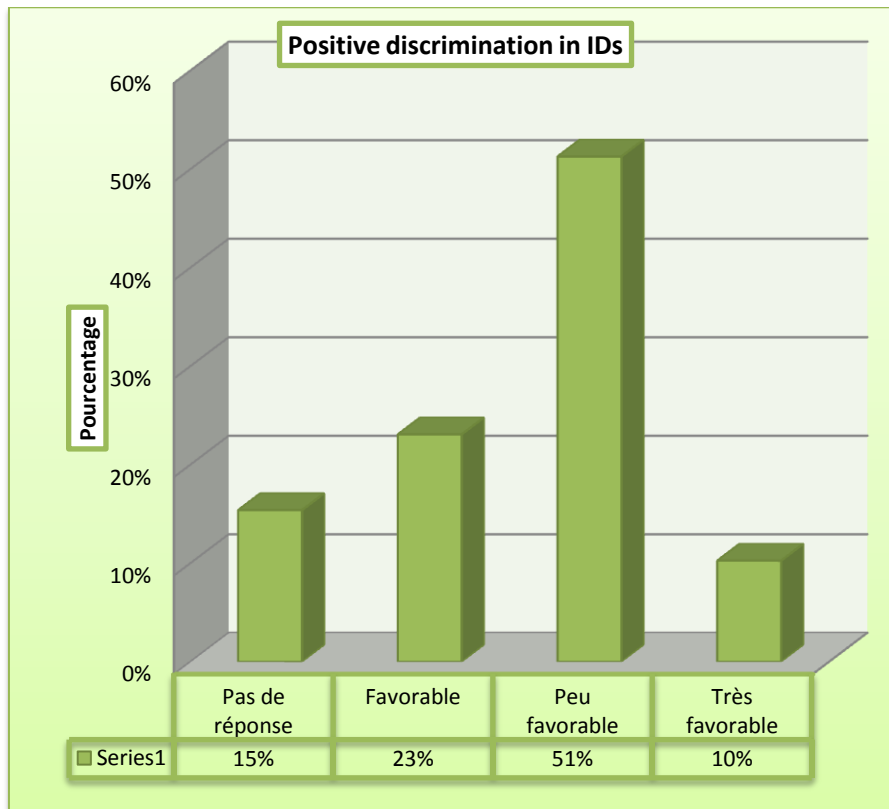


Fig. 5. Representation in% of respondents according to the positive discrimination variable

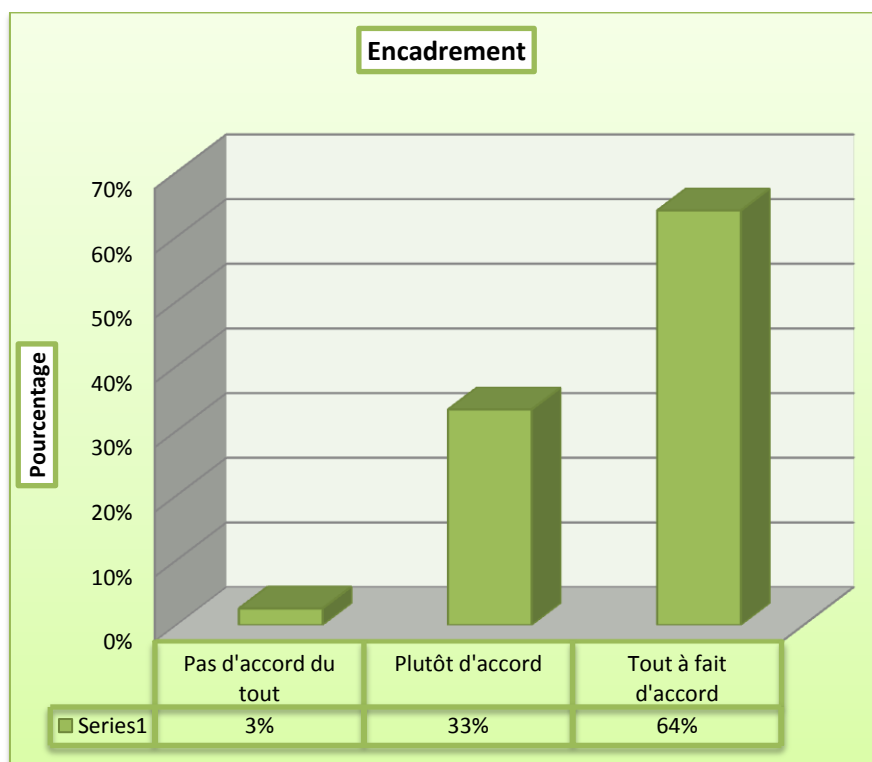


Fig. 6. Representation in% of respondents according to the supervision variable

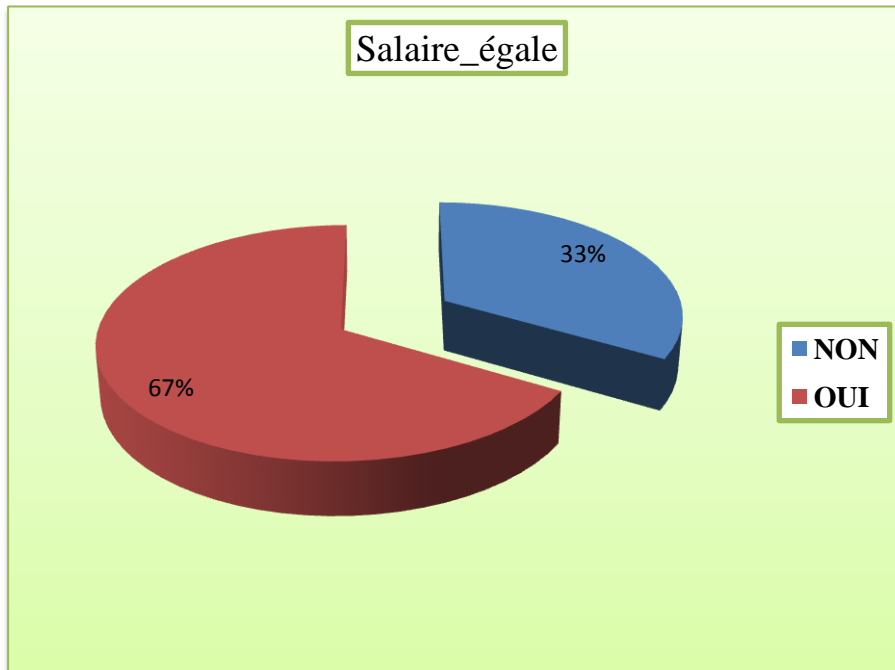


Fig. 7. Representation in% of respondents according to the equal salary variable

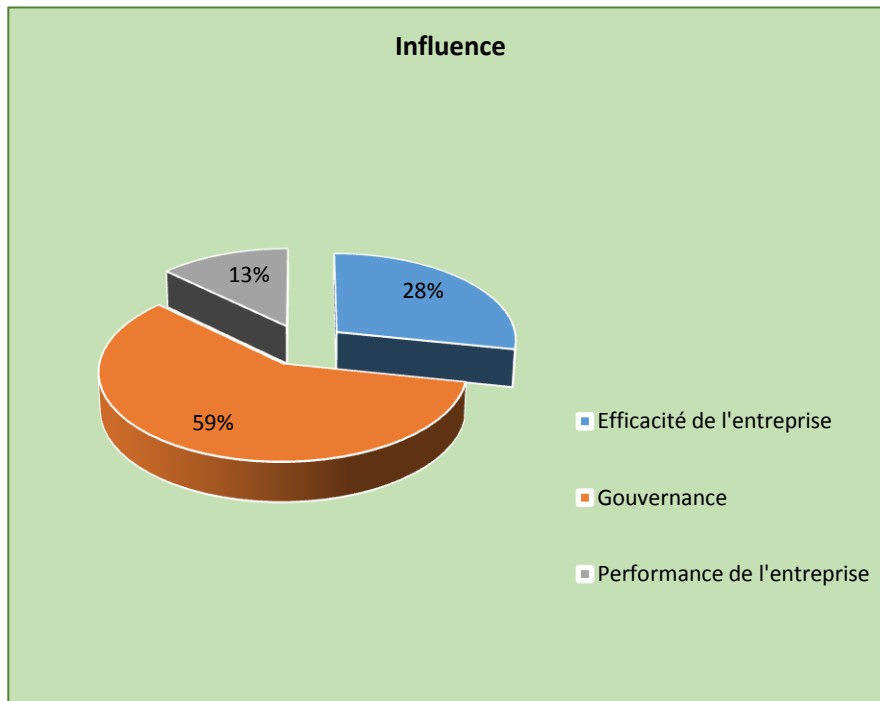


Fig. 8. Representation in% of respondents according to the Influence variable

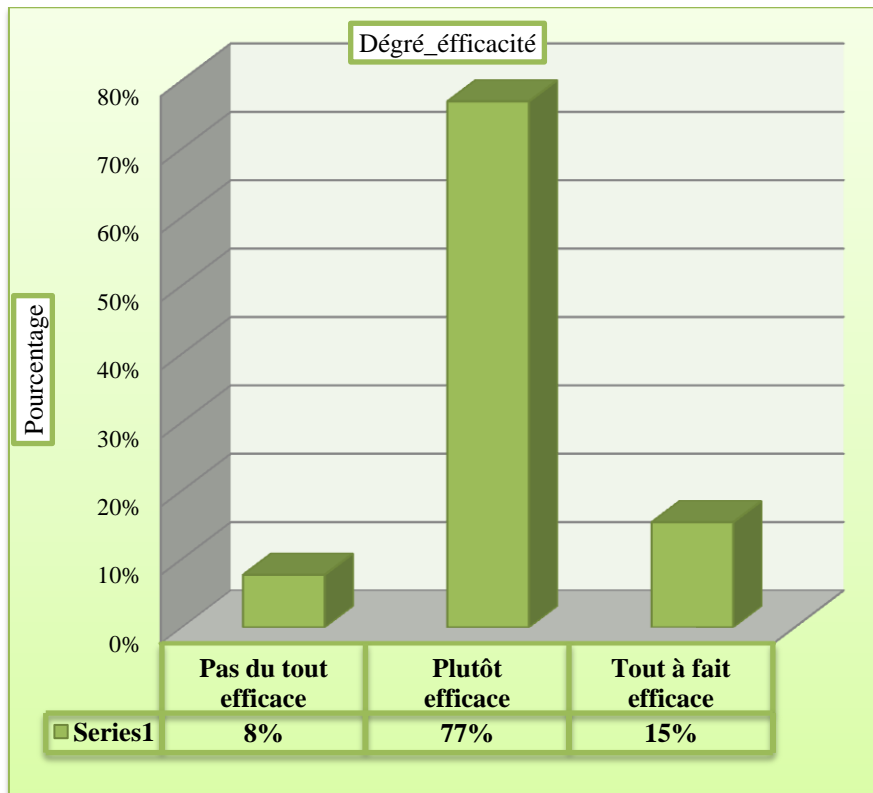


Fig. 9. Representation in% of respondents according to the Degree-efficiency variable

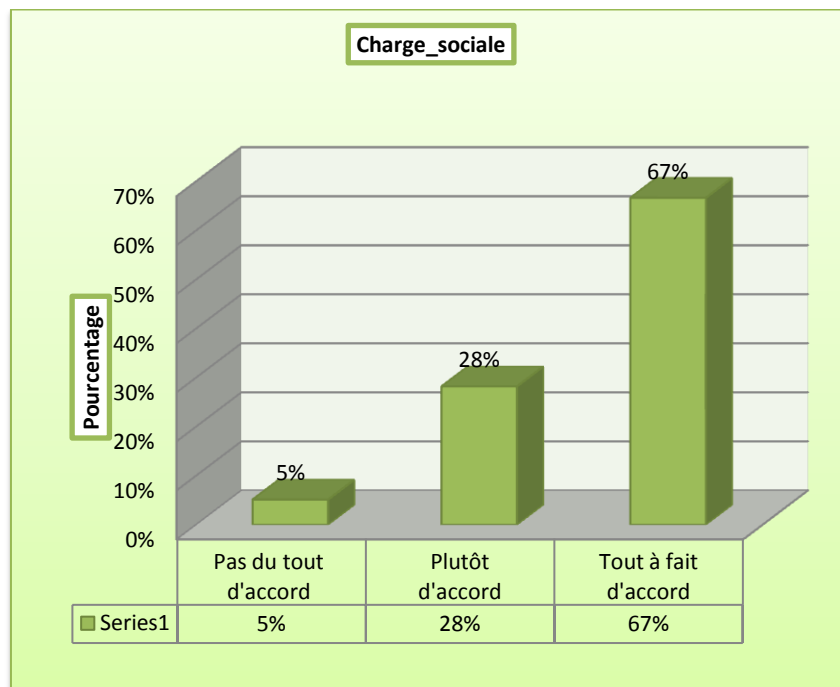


Fig. 10. Representation in% of respondents according to social charges

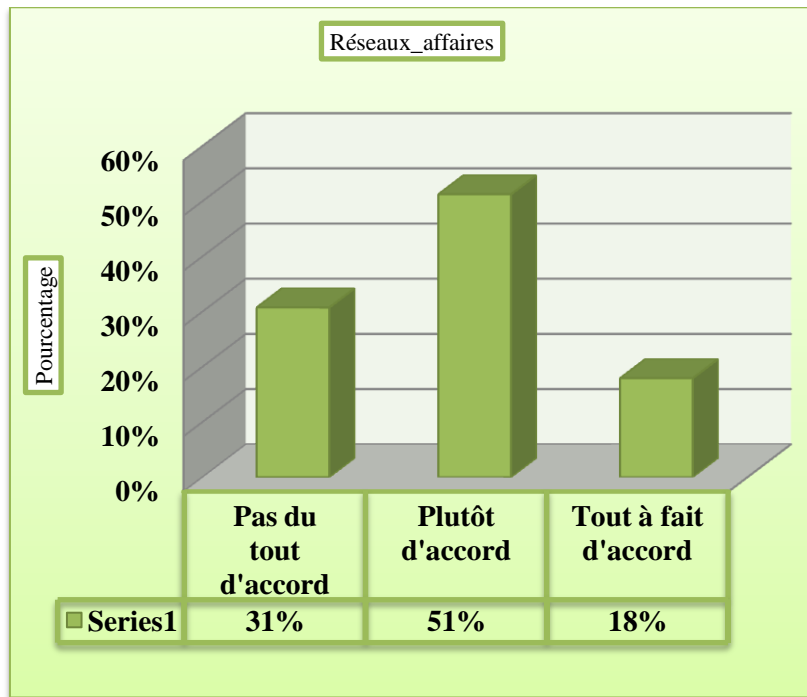


Fig. 11. Representation in% of respondents according to the business networks variable

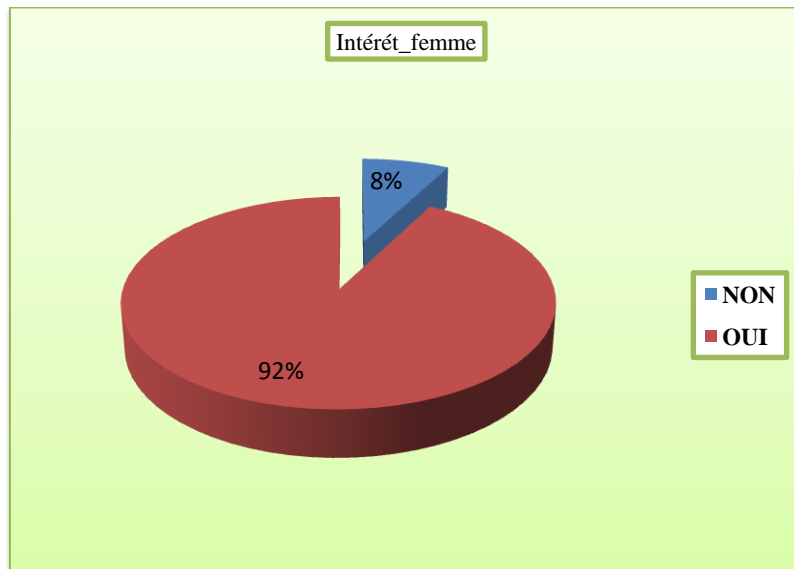


Fig. 12. Representation in% of respondents according to the interest-woman variable

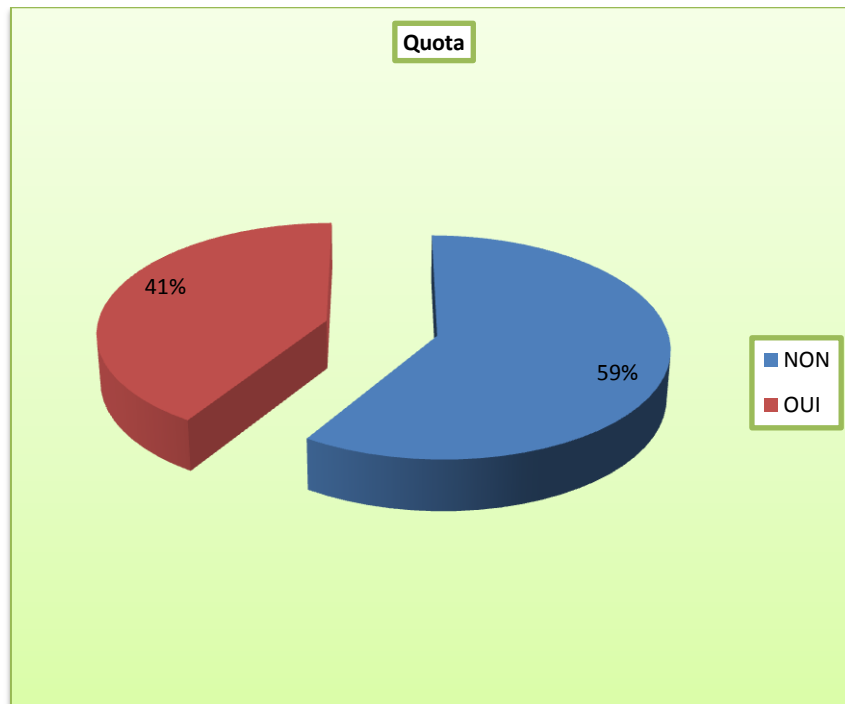


Fig. 13. Representation in% of respondents according to the variable Quota

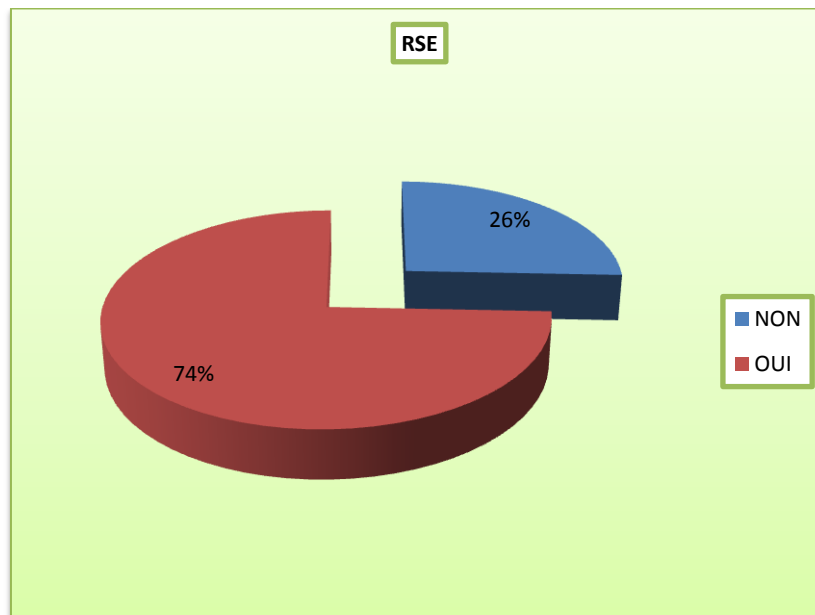


Fig. 14. Representation in% of respondents according to the CSR variable

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