Professional status of women in female-concentrated industries in the City of Yaoundé – Cameroon

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Abstract: This paper analyses the professional status of women within female concentrated industries. Based on a mixed study where quantitative and qualitative data were collected from two industries located in Yaoundé, the paper affirms that even within industries where women constitute the majority of employees, they are marginalised. Three aspects of the professional status of women within these companies reveal this marginalisation. Firstly, women occupy a number of professions that is lower than the number of professions where men are present. Secondly, women are recruited in less skilled jobs. Thirdly, women are less represented in management positions. This marginalisation of women within a female bastion is socially constructed within the company by considering gender as a criterion during recruitment and by having a policy that favour men entrance within traditional female sectors.

Keywords: Cameroon; female-concentrated industries; marginalisation of women; gender in recruitment.


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1 Introduction

The labour market is an environment characterised by a separation of jobs and occupations amongst men and women. Employment indicators clearly show that women and men do not occupy the same jobs and, women as well as men usually work in professions where their own sex constitutes a majority (Levesque, 2002; Bielby and Baron, 1984). This separation has been observed since the entry of women in the labour market and persists until nowadays, despite advances related to the situation of women in the labour market where they have registered during the last decades, access in traditional male sectors, and growth of women employment rate (Charles, 2011; Caraway, 2007).
This social phenomenon that persists across decades and even centuries, is observed through two main realities: the gender dominated occupations and the gender concentrated occupations. Gender dominated occupations are occupations where one gender represent at least 80% of the occupations. While gender concentrated occupations are sectors where one gender has more than 1.5 times the mean percentage (Anker, 1998). According to the gender and the rate of representation in jobs and occupations, they are four types of situations where gender segregation is observed: female dominated situations, female concentrated situations, male dominated situations, and male concentrated situations. The female dominated and concentrated situations are constituted by few occupations that form the backbone of female employment. These occupations are jobs requiring caring, household related skills and absence of a supervisory role (Anker et al., 2003). These types of jobs are more frequent in services and agricultural sectors and less present in the industrial sector that appear as a male dominated sector (ILO, 2012a).

Gender division of labour market or sex segregation is observed at the level of the global labour market (Anker, 1998) and at the level of specific labour markets such as the African industrial workforce where industrial companies, for the majority, fall under gender dominated industries. In Sub-Saharan Africa in general, and in Cameroon in particular, statistics show that industrial companies can be divided into three categories: gender dominated companies (female-dominated and male dominated) and gender concentrated companies, on one hand and mixed companies on another hand.

In Yaoundé, the political capital of Cameroon and, the second city after Douala in the country that owns a modern developing economy characterised by an embryonic industry and a widespread service sector, occupational sex-segregation is strong enough. There is, firstly, a numerical sex inequality amongst staff and secondly, a big representation of companies where there is a strong sexual segregation. While the industrial workforce is composed of about 3,146 workers, men make up 2,576 employees, and women are lagging behind with 570 employees. They thus form 8.11% of the staff. This percentage is unevenly distributed within the 18 branches in which the city’s industries are grouped. Women’s employment rate in the branches of industrial sector varies between 75% and 0%. In fact, in some industries, female staff is important, while in others, it is a minority or women are absent. An analysis of this industrial sector clearly shows in Yaoundé, are located some male dominated industrial companies while; there is not a female dominated industry in this city. Women work in female concentrated companies or in companies where they constitute a minority.

The industries with significant female staff are a minority in the industrial sector made up of about 57 companies producing in 18 activities. Within these 57 companies, only four small and medium enterprises recorded a higher female population than men. They are concentrated in two branches of activities: the manufacture of pasta, and the branch of textiles and clothing. In these sectors, women make up to 72, 33% and 75% of staff respectively. Other industries recorded a majority of male staff whose employment rate ranges between 68.80% and 100%; female representation varying between 0% and 33, 2%. Thus, in the industrial sector of Yaoundé, companies fall under different groups: female concentrated industries, male concentrated industries, and male dominated industries. It is an industrial sector where sex segregation is very strong.
Table 1  Distribution of permanent staff in industrial enterprises by activity and gender (year 2010): Yaoundé

<table>
<thead>
<tr>
<th>Workforce activity</th>
<th>Number of enterprises</th>
<th>Male workforce</th>
<th>Female workforce</th>
<th>Total workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakery, pastry, biscuit</td>
<td>11</td>
<td>723</td>
<td>323</td>
<td>1,046</td>
</tr>
<tr>
<td>Pasta manufacture</td>
<td>2</td>
<td>23</td>
<td>62</td>
<td>85</td>
</tr>
<tr>
<td>Dairy products</td>
<td>1</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Processing and preservation of fruits and vegetables</td>
<td>2</td>
<td>304</td>
<td>0</td>
<td>304</td>
</tr>
<tr>
<td>Beverages</td>
<td>1</td>
<td>284</td>
<td>0</td>
<td>284</td>
</tr>
<tr>
<td>Textile and clothing</td>
<td>2</td>
<td>22</td>
<td>68</td>
<td>90</td>
</tr>
<tr>
<td>Sawing and woodworking</td>
<td>3</td>
<td>25</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>Wood products (excluding furniture)</td>
<td>5</td>
<td>37</td>
<td>0</td>
<td>37</td>
</tr>
<tr>
<td>Printing and publishing</td>
<td>9</td>
<td>129</td>
<td>28</td>
<td>157</td>
</tr>
<tr>
<td>Basic chemicals</td>
<td>1</td>
<td>46</td>
<td>0</td>
<td>46</td>
</tr>
<tr>
<td>Soap and detergent</td>
<td>2</td>
<td>193</td>
<td>35</td>
<td>228</td>
</tr>
<tr>
<td>Rubber and plastics products</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Non-metallic mineral products</td>
<td>2</td>
<td>29</td>
<td>8</td>
<td>37</td>
</tr>
<tr>
<td>Fabricated metal products</td>
<td>9</td>
<td>584</td>
<td>4</td>
<td>588</td>
</tr>
<tr>
<td>Electrical machinery and appliances</td>
<td>2</td>
<td>48</td>
<td>4</td>
<td>52</td>
</tr>
<tr>
<td>Furniture manufacturing</td>
<td>2</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Electricity production and energy carriers</td>
<td>1</td>
<td>86</td>
<td>33</td>
<td>119</td>
</tr>
<tr>
<td>Recycling</td>
<td>1</td>
<td>17</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>57</td>
<td>2,576</td>
<td>57</td>
<td>3,146</td>
</tr>
</tbody>
</table>

Source: Institut National de Statistiques (2010)

Female-concentrated industries, although statistically minor in the secondary sector of the formal economy of the city, is a very promising field for research concerning gender issues as various results of research carried out around the world on female-dominated sectors have proven. Female dominated and concentrated sectors are a field of study explored since many decades. Indeed, the female-dominated industries like economic sectors numerically dominated by women have been studied several times. The main topics on which the research have focused are: the place of men within these sectors (Williams, 1988; Simpson, 2004), the comparison of wages of men and women (Blau and Kahn, 2007), and leadership in the female-dominated enterprises (Sundin, 2000). These studies contributed to highlight the resilience of the marginalisation of women in the labour market (Reskin, 1993), investigate on different sub-economic areas: private and public sectors (Wharton, 1989), agriculture (Howell and Reese, 1986) and industries (Wallace and Chang, 1990; Wharton, 1986).

This article appears as a continuation of the scientific works that have been carried on this field of research. It aims at making an analysis of women’s professional situation by focusing on the statistical distribution of women in the various departments, professional
categories, and management positions on one hand. In addition, on another hand, factors related to employers and companies that favour the occupational sex distribution within companies are also studied. The analysis of women’s situation is realised by answering the following questions: what is the configuration of women in occupations, jobs and departments? Which image does female leadership take in female dominated industries? How do the companies’ leaders explain the configuration of female leadership and access to jobs? What is the perception of the gender distribution within companies by human resource managers?

2 Methodology

In order to answer the above questions, a study was conducted in two industries: one engaged in textiles and clothing, and another one working in the manufacturing of pasta. These companies are those that accepted to collaborate for the realisation of the study. The companies were selected on the list of industries located in Yaoundé that is produced by the National Statistics Institute. This institution performs each year, a survey on companies. Initial access to participating companies involved several hierarchical levels, including the contact of hierarchy. The two human resource managers who volunteered to participate in this study were informed about the purpose and methods of research and the confidentiality in the treatment of the data.

Mixed methods were used to collect and analyse data. Quantitative and qualitative methods that are combined in this document are complementary. These methods have been used sequentially. Firstly, quantitative methods help to have access to general trends that describe the situation of women. Secondly qualitative methods used after the quantitative research, allow for the comprehension of practices within companies, which contribute to the construction of the distribution of staff and, the perception of human resource managers regarding occupational segregation.

3 Data collection

3.1 Collection of quantitative data

This paper uses statistics from the human resource departments. In each company, the human resource department has a list of all personnel where information on each worker is recorded. Among the information available concerning workers, those taken into consideration are: sex or gender, jobs and occupations, department, and professional category. Information was collected for 73 women working in the two companies.

3.2 Qualitative data

Consistent with this approach, the use in-depth interviews was considered the most appropriate method of data collection. This allowed respondents to express, in detail, their own points of view on the mechanisms and functioning of the companies under study, which influence the occupancy status of women. Indeed, in-depth interviews were conducted with two men, human resource managers. The respondents were all Cameroonians. The interviews were all conducted face-to-face in the workplace of
respondents by the researcher. Interviews ranged from 30 minutes to 60 minutes. All interviews were recorded, transcribed and interpreted with open coding, followed by selective coding.

4 Data analysis

4.1 Quantitative data

Quantitative data were analysed with methods of descriptive statistics where average and percentage were calculated to capture the marginalisation or integration of women in companies under study.

4.2 Qualitative data

The data were subjected to content analysis theory (Bardin, 1977). This step included the transcription and analysis of various interviews. Each interview transcribed verbatim was read carefully. After, the interviews were segmented in meaning unit. During the analysis of the corpus, similarities and differences in the data were looked at. At this stage, several thematic categories were created for example: recruitment experiences, and perceptions of women occupancy status.

5 Findings and discussion

5.1 Situation of women in the departments and professions of industries

The organisational chart of the industrial enterprise is the visual representation of its functional structure. It presents the industry as an organisation that has a multiplicity of interconnected subdivisions. The main subdivisions or sections of industry vary considerably from one company to another. The main subdivisions encountered in companies where the survey was conducted are: head office, administrative and financial affairs division, technical division, and communication and sales division. Within the administrative division are concentrated finance and human resources departments. The technical division includes the manufacturing units commonly called “factories”. Sales and communication divisions deal with the sales and related activities, and communication. The head office coordinates the company’s activities.

An observation of the distribution of the staff in different divisions reveals that women are not present in all divisions or departments of the companies. They are present in head office, administrative and technical divisions. In the administration as in the head office, women occupy a handful of workstations among the multitude of jobs offered and, they work daily in collaboration with men. In these departments, there is a spatial mixity, a reality not found in other services where the spaces are highly segregated. Indeed, in the technical services, the presence of women is quite remarkable. They are found in almost all of the production chain from the supply to the output. Women occupy nearly all the workstations. It is a female bastion. In the sales division, women are absent. This service is only occupied by men. They are those that distribute and sell the products. Sales division appears thus as an island, a male bastion located in a female environment. These
various data reveals the existence of services and spatial gender segregation within female concentrated industries. Thus, the numerical weight of women in industrial enterprises does not reflect a spread or a female presence in all directions, an integration of women in some branches that belong to the industrial sector but the existence of some services such as the technical direction that offers a large number of traditionally female jobs where women are heavily concentrated.

**Figure 1**  Women in industrial departments

![Pie chart showing gender distribution in industrial departments.](image)


With this diversity of services, the industry employs in a range of professions (secretariat, encashment, accounting, factory labour, commercial agent etc.). A global observation of the workforce in the various fields of the industry by gender reveals that in female concentrated industries located in Yaoundé, women occupy jobs that are commonly occupied by women worldwide as secretary and encashment. In USA, cashiers and secretaries are amongst the five female dominated occupations (Wirth, 2001). In jobs that are commonly occupied by men or where certain mixity or gender integration is observed in the labour market as human resource management, accountancy, women are absent. Men only, in female-concentrated industries in Yaoundé, occupy some occupations that are mixed in other industries and even feminised as human resource. Thus, horizontal occupational segregation is observed through the confinement of women in certain sectors of the company inside glass walls.

With the concentration in female traditionally jobs and occupations, women are employed in a range of occupations lower than that of men. They are present in four occupations: secretaries, cashiers, engineers, factory workers. While men are met in five professions: engineers, accountants, sales agents, human resources, and supply. Among the eight professions listed above, one of the two sexes occupies seven professions. This description suggests that women generally work in jobs where their sex constitutes a majority, and they do not always hold the same jobs as men. Some jobs seem dedicated to women and others for men. Companies recruiting mostly women are workplaces where professional gender segregation is strong: women working in some jobs and men in the other jobs. Within the profession occupied by both men and women, men represent the majority. Thus, even in female dominated industries, men constitute a majority in occupations employing both men and women. These various realities (male bastion, male numerical majority in some jobs, and male bigger range of occupations) suggest that even though there is a numerical superiority of women in female concentrated industries, marginalisation of women persists.
Occupational classification varies from one state to another and from one company to another. Yaoundé is a town located in the part of Cameroon colonised by France. Companies in this town classify occupations according to the French model where occupations are classified into four groups based on the skill level of the job. The criteria used to classify jobs or occupations are: the content of the activity or its complexity from the standpoint of work organisation, autonomy and initiative proposed by the employer in the exercise of the task, the required technical expertise to perform the tasks assigned and training and/or experience necessary for the position. The International Labor Office (ILO) also uses these criteria. According to this international organisation, occupations are classified in four groups: occupations skill level 1, occupations skill level 2, occupations skill level 3 and occupations skill level 4 (ILO, 2012b).

When observing the staff working in these various categories, it is noticed that men and women are present in these professional categories. However, the situation of women is less advantageous than that of men. The gender distribution by professional categories shows that women are a minority in the upper and middle socio-professional categories (skill levels 3 and 4) that involve the performance of complex technical and practical task and decision making. They constitute 33.37% of occupations of skill level 3 and skill level 4 while 66.66% of the staff of these socio-professional categories is men. In the lower grades, they constitute the majority. They form about 75% of the workforce in skill level 2, and 83.93% of skill level 1 occupations. Occupations of skill level 1 and skill level 2 are generally subordinate jobs. By definition, they are occupations that involve the performance of simple and routine physical or manual task and, operating machinery.

The huge representative of women in these professional levels reveals that they are confined in jobs where they do not participate in the conception and decision making. Women in their daily job are either submitted to execute instructions and directives given by someone else or engaged in routine tasks. In the factories, they are the majority of factories workers where they work under instructions of engineers that are mostly men.
Indeed, except the case of women employed as engineers, others are not integrated in conception jobs. They are in jobs that can be described as sub-category of a job or an assistant occupation that do not have any managerial or supervisory characteristics. In administrative services, they are secretaries, an assistant occupation.

**Figure 3** Women and men within professional categories

These figures indicate that within these companies, although some women have entered upper professional categories that have good salaries, the majority of women still occupy lower professional categories.

An analysis of the situation of women in the two companies reveals slight differences. In the pasta production company, few women were encountered in occupations that involve conception while in the clothing company; no woman is used in such occupations. All those working in upper professional categories are men.

Thus, women experienced a vertical marginalisation in female dominated industries even though some women are present in managerial occupations.

### 5.3 Women in management

The industry has a multitude of management positions. We can mention general manager, deputy manager, heads of department or directors, office managers, factory supervisors etc. In the female-dominated industries, a handful of women occupy management positions. Moreover, the more the management position is higher lesser women are present. They occupy positions at the bottom of the ladder of hierarchy. They are supervisors in factories. At the top of management, they are absent. There is no woman occupying the position of director or general manager. In female concentrated industries, women have not yet broken the glass ceiling. They are well under the power of men who occupy key positions in the company. Men are the only gender or sex that exercises as director, has authority and power within companies employing mostly women. Thus, men are those who are engaged in decision making for women. The industry looks then as an
environment where a huge female population works under the supervision of few men. This figure particularly appears in the factory where women who make up almost all of the staff, are working under the authority of a man who manages the technical directorate.

The fairer sex although constitutes a numerical majority in these companies’ remains in the classic position of women in social organisations: social cadets. Female-concentrated industries appear as firms with a quantitative and numerical integration of women, on one hand, and a qualitative marginalisation of women on another hand.

Figure 4  Women and men in management position

The structure of this staff is built, and constructed by various logics amongst which, some in-doors company logics as demonstrated by the results of the qualitative study whose results are presented below.

5.4 Qualitative marginalisation of women in female-concentrated industries: a social construction appreciated positively by human resources managers

The qualitative marginalisation as quantitative integration of women in female-dominated industries is a social fact constructed by some social factors but also by some social actors that have authority and power within companies through the recruitment process.

5.5 The recruitment process, an element of the distribution of staff by gender in industries

Recruitment that is a medium or a long term investment is conducted in a way that considers the production of goods within industries as a process submitted to various logics: laws of contents, materials, and human resources. For the manufacture of a good, specific raw materials are used. In the manufacture of pasta, or the school uniforms, for example, some well defined and selected raw, semi-finished or finished materials are used. This logic is also applied to human resources. The corporate cultures of various
industries developed at the time of the establishment of the company, defined not only the material needed but also the human resources to recruit (Panczuk, 2006). Thus, some products are perceived to be mounted by men while others are treated as female productions or simply as productions that can be managed by both sexes as stated by this head of human resource services: “we are specialized in the sewing of school uniforms; And it is a female activity, sewing is easily done by women” (Ousman, human resource head of department in Textile and Clothing Industry).

With this corporate culture, recruitment is subject to various rationalities: competence criteria and the cultural considerations of the company. The recruitment process consists to choose between many candidates, one that will occupy a job that is created, maintained or transformed. It is the result of the natural correspondence between the candidate’s personality and culture (the core values) of a company. In the recruitment process, the company’s culture plays an important role as professional and rational criteria, related to the ‘sheet drive’. Thus to the usual and known recruitment criteria (age, education, work experience, potential and motivation of the candidate) are added the key values of the company. Selections are linked to cultural compatibilities and not only technical competence.

Thus defined, one can deduce that the level of education determines the position of women in labour market in general and specifically in industries when the corporate culture matches with the values of gender equity and competence. Thus, employability is not only related to the characteristics of demand on the labour market but also on the job offers. The number of women in a company appears to be submitted to two laws: the law of the competence and the law of the corporate culture.

When observing the recruitment procedures of female concentrated industries located in Yaounde, it appears clearly that these companies are organised with a corporate culture not respecting gender equity values and even having some discriminatory measures regarding to gender. This discriminatory culture is observable through the preference of a gender at some occupations and gender equality in other occupations. This sex-selection is generally done before the publication of job offers and it is published. Indeed, at the publication of the job offers, the employers clearly mention the gender or sex of the candidates or employees needed. Some job offers that the human resource managers presented to us confirm this idea. One of them is written as follows: “recruitment of cashier, profile needed: woman with an A level in accounting and a certificate in accounting and management”. In addition, a second job offer was written as follows: “jobs of administrative and financial manager. Profile: man with a master degree in financial management or accounting with at least five years of experience”. And, a third one was written as it follows: “recruitment for a supply manager. profile: master degree graduate in logistics management”. All these job offers were found in the textile and clothing company.

Indeed, on the various job offers published by the industries, it is clearly noticed that some occupations are opened to women, others to men and a little part to the two genders. Thus, chances to have a job or an occupation are not the same for men and women. Because, for the majority of jobs and occupations, sex is taken into account as declared by this human resource manager:

“I can say that we take the criterion of sex into consideration for the majority of the jobs and occupations. There are just few jobs that we do not precisely want a man or a woman. But generally, we know about the sex before launching the job offer and the recruitment process. Because in our company there are some
occupations and job that can be better handled by a man or a woman.”
(Ousman, human resource head of department in textile and clothing industry)

Sex is considered as a criterion in the selection of workers because human resource managers and the company in general have some perceptions on female and male performances, as stated by this head of human resources department: “sex is a criterion that determines the choice of an employee for a job. Women’s preference for a job like that of secretary is reliable to several reasons: the common presence of women in this profession, the affable attitude of women when welcoming visitors, duration and reduced physical effort required by this job” (Georges human resource head of department in pasta production industry).

Another human resource manager explains the space devotes to sex in recruitment in these terms: “men are preferred in commercial jobs and sales because we can not only have a company made up of women. A company consists entirely of women that will be complicated. Women are not very stringent. If they are in all the services, the work will be very flexible. In addition, women have family constraints that do not allow them to be always available. The presence of men makes the company a little more rigorous and the work more efficient” (Ousman human resource head of department in textile and clothing industry).

These interviews extracts reveal that female employment is not only related to their training, skills, but also to their role in the family structure as revealed by Laufer (2001) and the perception that companies have about their skills as presented in some studies carried out by Caraway (2007). In these various studies, it was described that factory managers link gendered perceptions to particular jobs and particular machine operations that suit male and female workers. In addition, those speeches reveal that sexual discrimination and segregation in jobs and occupations are considered as output of optimisation policies.

The human resources department is attached to this practice to a point that he does not intend to change mechanisms for the situation of women in the company. Being convinced that the situation is already good as it is reflected in the perceptions of human resource managers.

5.6 Perception of qualitative marginalisation of women by human resources departments

This position of women as social juniors in companies where they form a majority is described as a nice situation according to the human resources managers that do not perceive the qualitative marginalisation of women within their companies. For them:

“Women are in the company, they do their work and are paid properly. There is no problem. In our company, the women are recruited in factories since many decades and they do their job very well. We cannot employ men and women at the same jobs as soon as they are jobs for women and jobs for men. There are things we cannot ask a woman to do. Women do not control because they were born to do some work in the company and not ordering. The authority is for men.” (Ousman human resource head of department in textile and clothing industry)

This perception is embedded in companies to the point that the human resources managers support and do not think there is any improvement that suppose to be done to ameliorate the professional status of women. “We cannot have a company where there
are only women. We must insert the men so that things may work. With the number of women we have, it’s not important to have a women’s promotion policy” (Georges human resource head of department in pasta production industry).

Social perceptions revealed that in the company, there is not an application of a gender mainstream ideology and low sensitivity to the promotion of the fairer sex. Industries are still working with logics that exclude establishment of a gender mainstream program, the current situation being perceived as advantageous for women.

Let’s say that these perceptions are not only constructed within the female concentrated industries. Human resources managers have been exposed to sex-selection practices during their training programs as they affirm:

“During my training program, I was not taught in the university to select candidates for recruitment by considering their sex. But during the various internship I did during my training, I noticed that sex was taken into consideration even in companies where the sex criterion is not mentioned in the profile. I remember in a company where I did my internship, sex was not mentioned on the job offer even though the company wanted to recruit a man. After the interview, the best candidate was a woman but she was not employed because the company needed a man at that post.” (Georges human resource head of department in pasta production industry)

6 Conclusions

The objective of this article was to analyse the professional situation of women in female-concentrated industries in Yaoundé, the political capital of Cameroon using mixed research methods. This study has highlighted the status and the position of women within industries in particular and in the labour market in general by describing the characteristics of female professional status in female-concentrated industries. Quantitative methods have described the professional situation of women in these companies as a situation that is characterised by: confinement in traditionally female jobs, low representation of women in high professional categories and in leadership positions as well as their absence in some services. These features are quite close to the characteristics of women in the male-dominated business as revealed in the work of Meynaud (1994). The fundamental differences between the male-dominated industries and female-concentrated industries regarding to the employment situation of women are situated at the level of statistical variables, the characteristics being similar: spatial gender segregation, and confinement in glass walls and under glass ceiling.

Qualitative methods that have been carried through semi-structured interviews to human resource managers, revealed that this marginalisation of women in companies where they are statistically integrated is the result of stereotypes forged from the women’s role in the family (welcoming visitors, assisting men), and customs in the labour markets. Women are massively recruited because the fairer-sex is perceived as the most suitable for the jobs (sewing and preparation of pasta). However, women are absent in some services because the male presence is seen as important within a company.

Female-concentrated companies are then, organisations under the law of marginalisation of women through two factors: the recruitment of women in jobs that are
Professional status of women in female-concentrated industries

an extension of women’s domestic occupations and the integration of men in the company as guarantee of order, authority and discipline. Gender division of labour in the society extends itself in these companies and it hampers the integration of women in industries by excluding them from some occupations and limiting women’s access to management positions.

Female-concentrated industries like male dominated sectors are thus presented as spaces where actions in favour of integration of women as building capabilities of human resources managers and companies leaders on gender issues, should be conducted for the better empowerment of women in the labour market. This is to get managers from sexist paths.

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