

# « THE INVOLVEMENT OF MALAGASY WOMEN PARLIAMENTARIANS IN GOOD GOVERNANCE TO PROMOTE THE DEVELOPMENT OF WOMEN»

**RANDRIANARIJAONA Maeva**

*Doctoral Student in Management Sciences*

*Ecole Doctorale en Sciences Humaines et Sociales, Equipe d'Accueil Doctorale en Dynamique des  
Organisations de Gestion et Management  
University of Antananarivo, Madagascar*

**ANDRIANARIZAKA Hantatiana Henimpitia**

*Doctoral Student in Management Sciences*

*Ecole Doctorale en Sciences Humaines et Sociales, Equipe d'Accueil Doctorale en Dynamique des  
Organisations de Gestion et Management  
University of Antananarivo, Madagascar*

**RANDRIAMIHARISOA Mamy Alpha**

*Maitre de Conférences*

*University of Antananarivo, Madagascar*

## SUMMARY

Good governance is characterized by participation and accountability, efficiency and fairness. It ensures the rule of law and ensures that political, social and economic priorities are based on broad consensus and that the voices of the poorest and most vulnerable can be heard in decisions about the allocation of resources needed for development. Since the use of human resources productively is essential for development, the role of women as men should be given as much attention. Women's leadership can be useful to them in parliament in establishing good governance and, at the same time, promoting women's development. But the question is how will women parliamentarians by establishing good governance promote women's development? The full integration of women into development does not escape gender-based marginalization. Women parliamentarians in addition to these roles can advocate for and defend their interests in marginalized society. The aim is therefore to highlight the ability of women parliamentarians to establish good governance for women's development. They can apply their leadership styles to participation in analysis and decisions and controls to adhere to developments across key sectors around which socio-economic political life revolves.

**Keywords:** *Women- Leadership- Parliament- Good Governance- Development*

---

## INTRODUCTION

Madagascar faces the challenges of entrenched traditions that discriminate against women, a wide gap between available national capacities and the requirements of the country's subscription to international conventions, persistent weakness in women's capacities to benefit from opportunities for participation and control, and an environment marked by great vulnerability and weakness of women. Women should be present at all levels of decision-making. Her place in decision-making is inescapable, but until now she has been minimized and ignored by herself and by society. Women do not escape marginalization, which is the main obstacle to their development. The gender and development approach (GAD) is the most recent theoretical approach in the field of women and development. It stems from efforts to understand both the traditional inequality between women and men and the failure of many development projects aimed at women.

For **Isabelle Fortier (2008)**,<sup>1</sup> women are entitled to full participation, and society needs the female principle to balance and complement the male principle. Women and men are equal but different, biologically and behaviorally. These differences pave the way for complementarity in management.

Over the past decade, efforts to promote gender have multiplied in Madagascar. In particular, the country has put in place various instruments for the promotion of women, with a view to increasing the representation of women in decision-making bodies. But gender promotion is not only limited to women's access to power but must also aim at improving the conditions in which women in the country evolve, as a lot of effort is waiting for the country in this field. The different Constitutions that have followed one another also advocate the principle of gender equality.

The parliament is responsible for drafting, adopting and amending laws, but also for controlling the executive. The strategic decision is taken by the parliament representing the people, especially the finance law which determines the state budget, it can also propose laws if necessary and carries out controls on the execution of all laws. It is therefore unavoidable to talk about development without going through the parliament, which is the intermediary between the state, the executive and the people.

Parliamentarians play important roles as legislators, representatives of the people at the international or national level and controllers of government action. The presence of several women in this decision-making body can contribute to the establishment of good governance. But the problem that arises is to know: How can the involvement of women parliamentarians in the establishment of good governance improve the development of Malagasy women?

Through their leadership styles, women parliamentarians can participate in the establishment of good governance and at the same time promote the development of women.

In this vision, the concept of management and feminine leadership is a necessity. To enable all people to overcome these obstacles, these notions can be considered as strategies. They allow women to undertake a personal development and then of others and even of her constituency as in the case of women parliamentarians. The notion of management and feminine leadership develops the characteristics of women and its use is very relevant in decision-making. This means that the presence of as many women and men in a decision-making body makes the decisions taken relevant.

The objective of this work is therefore to highlight the leadership styles of women parliamentarians in order to establish good governance that will improve the development of women. Good governance means in a sense allowing everyone to benefit from the results of actions undertaken by the State. Women parliamentarians with an effective leadership style will be able to intervene to allow Malagasy women to have access to work and entrepreneurship.

Therefore, a demonstration test will be conducted, from the analysis of the nature and intensity of women's involvement in parliament in terms of good governance to the evaluation of improvements in women's development. The use of the analytical and statistical methods is necessary for the realization of this work, in order to solve the problem. The use of these methods obliges to resort to certain techniques that also favored the collection of data necessary for the drafting of this thesis.

Thus, an opinion poll of some sixty women parliamentarians elected in the last four terms will make it possible to evaluate their positions with respect to good governance to promote women's development.

## CONCEPTUAL BASE

Since public documents relating to economic decisions are often inaccessible, good governance through the consolidation of transparency aims to correct this problem. Communication plays a key role in this. It consists of communicating and informing the populations concerned about future or current projects. It is about the transparency of decision making and financial operations. On the other hand, it is a political communication that is one of the universal functions of political systems, which implies the commitments of the executive power, namely the government towards the citizens, concerning all political and economic decisions that may affect spending.

Transparency in public spending implies a free flow of information about all government budgets, i.e. accountability for how public funds are spent. However, we can distinguish two levels of transparency, firstly, internal transparency in the procedure for the execution of public expenditure and secondly, external transparency, transparency towards the population concerned.

Internal transparency refers precisely to the respect of the separation of powers between the authorizing officers and the public accountants in the execution of public expenditure. This means that their functions are clearly distinguished: on the one hand, the authorizing officer prescribes the expenditure by giving the order to pay an expense to the public accountant; on the other hand, the public accountant ensures the assumption of

<sup>1</sup> Isabelle Fortier HEC Montréal/Gestion « Les femmes et le leadership » 2008,104p

responsibility in the accounting and collection, the management of the treasury and, finally, the accounting management. The purpose of this separation of functions is to avoid any temptation to embezzle public funds, to mitigate the forms of complicity or connivance that could influence fraud or even theft, and finally to control the relevance of the expenditure to be made or already made.

External transparency requires a report to the population concerned, whether in terms of revenue or expenditure. It is achieved by providing all the necessary information to enable citizens to participate in public decisions while giving their opinion by means of appreciation or even criticism of a particular development program. Budgetary transparency therefore implies a public consultation on the state budget at the lowest level before being made available to senior officials (e.g., national assemblies), thus defining the public expenditures that must be prioritized for them to be effective.

All over the world, corruption exists from the simplest to the most complex form and is practiced from the lowest to the highest levels of government. However, in poor countries, it is affected in a specific way. In the absence of social inequality, the payment of bribes only reinforces this inequality and affects more particularly the poorest people. Although leaders are willing to embrace reform, corruption remains a major challenge to achieving political, economic and social goals. Thus, corruption is a sign of poor governance that must be addressed.

Etymologically, the notion of participation refers to the fact of taking part in a collective action, of associating to be together bearers of projects, proposals, claims. It is based on the freedom of expression and association to better express needs, to give opinions on the implementation of policies and to assess public services.

Parliaments have a law-making function. They have the right to propose legislation. In systems of parliamentary government, this right is often given to the government since it represents the majority in parliament and the likelihood of the law being passed is greater in this case. As a rule, a relative majority is sufficient to pass a law. Parliaments are therefore characterized above all by their function of articulating and expressing the political will.

Democratic governance, which is nothing other than good governance, presupposes first of all transparency in the management of public funds and respect for democratic values, such as equality, freedom and social justice, as well as the principle of tolerance and political pluralism. Generally, the resources of the state come from the taxes paid by the taxpayers. The principle of transparency is thus one of the crucial rules of state budget management. In addition, the fight against corruption is also one of the most important pillars of good governance.

In a democratic society, social justice lies in the effective application of the law in an equal manner. In other words, the rule is that the law is the same for everyone, i.e. it is applicable to both public authorities and citizens. It is in this vision that we are interested in the participation of women in the establishment of good governance.

The full integration of women in development will only take place when the human resources that women represent are no longer wasted; when health and other social services are applied to the issue of integration; and when a system of education, training and employment that benefits women is put in place.

The integration of women into the development process is of paramount importance for economic success. If the work potential of women is neglected, it will be seen that not only the development initiative as a whole will suffer, but also that children and family life in general will be subjected to unnecessary efforts and tensions.

According to **E. Fourès<sup>2</sup> (2010)**, women are different from men as a result of socio-cultural and historical conditioning. The essential issue for them is to get out of an internalized attitude of submission, resulting from this process. The author invites them to develop a feminine leadership, specific and distinct from the male leadership standard. Thus, leadership for women is the exercise of power by women in a different way.

Women's leadership anticipates crises and takes action. It is more human, more balanced and more equitable. Women are more focused on the results to be delivered than on themselves. And this female leadership is characterized by the fact that women are much more effective in execution and decision making. They also have more courage. They are also much more unifying because they take into consideration the interests of different groups and do not divide. Finally, women demand quality in their work. Finally, for **Cherret de la Boissiere Anne<sup>3</sup> (2009)**, the seven keys to female leadership are authenticity, empathy, intuition, creativity, kindness, sharing and peace.

The management styles appropriate for women are first of all for Kurt Lewin<sup>4</sup>, Group Dynamics and Command Styles; the democratic leadership that relies on semi-directive methods and encourages group members to make

<sup>2</sup> « Le leadership au féminin » d'Eléna Fourès, éditions Progressor, 2010, 146 pages

<sup>3</sup> CHERRET de la BOISSIERE Anne. Leadership au masculin et au féminin. Collection Stratégies et Management. Dunod, 2009 - 240 pages

<sup>4</sup> Desreumaux, A. Théorie des Organisations, ed. Management, 1998.

suggestions, to participate in discussions and to be creative. This group has more friendly and warm relationships and the departure of the leader does not affect the continuity of the work; then the laissez-faire leadership: does not get involved in the life of the group and participates at the strict minimum in the different activities. This results in a situation where the group is constantly looking for information and instructions from a leader who is not very involved.

The metaphor of the glass ceiling is used to refer to the invisible barriers that explain why women, with equal skills, are often excluded from high-level positions of responsibility. It is as if an invisible ceiling prevents women from climbing the ladder. There are several reasons for this. Firstly, the weight of gender stereotypes and norms; secondly, the notion of ambition and competitiveness, which is more valued and recognized as a male characteristic; thirdly, women's availability and non-mobility, which reduces them to the status of mothers and housewives and therefore the supposed difficulty of reconciling professional and personal life; and fourthly, less access to networks and mentors, with women benefiting from fewer mentoring relationships than men. This phenomenon can be explained by the need to maintain norms, to perpetuate the social order related to gender. Women have difficulties to fight against this fact, because it is based on social norms, implicit values<sup>5</sup>.

Wanting to shed light on the feminine leadership styles applied by women parliamentarians in order to establish good governance allowing for the improvement of the development of Malagasy women, the analyses will turn to the involvement of women parliamentarians in good governance and the development of Malagasy women. By analyzing respectively their positions in relation to good governance as well as their leadership styles, and the effect of these on the development of women.

## RESULTS

### Women parliamentarians and good governance

The women parliamentarians and good governance component will be presented in this section, along with all the opinions that support it. In order to respect the postulate, we proceed to the inter-item correlation to ensure that there are minimal correlations between the items or variables of analysis. The KMO index allows us to know the existence of this correlation.

**Table 1: KMO Index and Bartlett's test on the construct of women parliamentarians in relation to good governance**

<b>Kaiser-Meyer-Olkin Index for the measure of sampling quality.</b>			.870
<b>Bartlett's test of sphericity</b>	<b>Chi</b>	<b>square approx</b>	547,000
		<b>ddl</b>	190
		<b>Significance</b>	.000

Source: Author, 2020

This table indicates that the KMO index is .870 which varies between 0 and 1; tends to 1, the quality of the inter-item correlation is significant and suitable; with a significance of Bartlett's test at .000 well below .05.

**Table 2: Total variance explained on the construct of women parliamentarians in relation to good governance**

<b>Total variance explained</b>			
<b>Component</b>	<b>Initial eigenvalues</b>		
	<b>Total</b>	<b>% of variance</b>	<b>% cumulative</b>
<b>1</b>	3,098	45,67	45,67
<b>2</b>	2,211	17,32	62,99
<b>3</b>	1,252	9,86	72,85
<b>4</b>	0,787	4,21	77,06

Source: Author, 2020

<sup>5</sup> Laufer J., « L'accès des femmes à la sphère de direction des entreprises : La construction du plafond de verre », Rapport Darès, octobre 2003



The factorization of the items requires the use of 3 factorial axes or 3 groups or even constructed if we examine the table of the total variance explained which informs us on the number of factors to be retained, falling under the Kaiser criteria whose eigenvalues

These constructs are sufficient because they allow to express globally 72.85% of the total variation of the information.

The identification of the different items constituting the three constructs of the motivation of the female MPs is derived from the exploratory factorial analysis or EFA, more precisely the matrix of the components on the items. Each group associates item weights greater than 0.5 and allows us to deduce that the first construct is composed of 6 items relating to the meaning of good governance, the second construct is defined by 6 items relating to the perception of good governance and the third construct is composed of 8 items expressing female leadership in parliament.

Cronbach's Alpha values of 0.881, 0.712 and 0.749, all close to 1, confirm the reliability of the items defining each group.

**Table 3: Grouping and reliability of items on the construct, women parliamentarians and good governance**

	<b>WOMEN PARLIAMENTARIANS AND GOOD GOVERNANCE<sup>6</sup></b>		
	<b>Meaning of good governance</b>	<b>Perception of good governance</b>	<b>Female leadership in parliament</b>
<b>Number of items</b>	6	6	8
<b>Cronbach's Alpha coefficient</b>	0,881	0,712	0,749

Source: Author, 2020

### **The notion of good governance among women parliamentarians**

Good governance is the conduct of all development strategies and economic policies with the aim of eliminating poverty. This is one of the main motivations of women parliamentarians<sup>7</sup>

#### **Meaning of good governance**

It is important to note that half of the women parliamentarians interviewed<sup>8</sup> for this thesis stated that the criteria for good governance are effective management of resources, proper use of budgets, compliance with implementation schedules, and application of the relevant policy and the existence of oversight. They added that for more good governance, it is better to fight against female poverty and that the general parliamentary budget is gender sensitive and strategies implemented, including some positive discrimination.

The table below shows that the effective management of resources, the proper use of budgets, the respect of implementation schedules, the application of relevant policy and the existence of control are the items that define good governance. Women MPs express their agreement with these constructs with respective percentages of 58.3%, 53.3%, 51.7%, 60.0% and 56.7%. The results of the opinion poll also show that more than half of the women parliamentarians surveyed, i.e. 55%, fully agree that good governance is defined by transparency in the management of affairs.

**Table 4: Opinions of women MPs on the construct items, meaning of good governance**

<b>Opinions Criteria for good governance</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Somewhat agree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>TOTAL</b>
<b>75- Effective management of resources</b>	11,7%	5,0%	13,3%	58,3%	11,7%	100%
<b>76- Application of relevant policy</b>	13,3%	15,0%	5,0%	53,3%	13,3%	100%
<b>77- Existence of a control system</b>	10,0%	11,7%	16,7%	51,7%	10,0%	100%
<b>78- Good use of budgets</b>	11,7%	15,0%	6,7%	60,0%	6,7%	100%
<b>79- Adherence to implementation schedules</b>	6,7%	11,7%	6,7%	56,7%	18,3%	100%
<b>80- Transparency in business management</b>	13,3%	5,0%	13,3%	13,3%	55,0%	100%

Source: Author, 2020

<sup>6</sup> Cf annex 3

<sup>7</sup> Cf annex 2

In summary of all that has been described, the result of the chi-square test of independence of assessment through the opinions of women MPs on the items of the construct on the meaning of good governance establishes a highly significant dependence.<sup>9</sup>

### Women MPs' perception of good governance in the country

After knowing the meaning of good governance for women MPs, it is now necessary to know their perception of the reality of good governance in the country.

The results are clear on the fact that the criteria perceived as the basis of good governance by women parliamentarians are practically invisible or even non-existent in reality, if we refer to the results of the survey presented in the table below, which immediately express that more than the majority of respondents reject the existence of such criteria expressing good governance.

**Table 5: Women MPs' perception of good governance in the country**

Opinions Perception of good governance	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	TOTAL
81- Effective management of resources	11,7%	61,7%	11,7%	6,7%	8,3%	100%
82- Effective management of resources	13,3%	8,3%	55,0%	10,0%	13,3%	100%
83- Existence of control	15,0%	56,7%	8,3%	11,7%	8,3%	100%
84- Good use of budgets	15,0%	56,7%	6,7%	10,0%	11,7%	100%
85- Adherence to schedules	13,3%	10,0%	50,0%	10,0%	16,7%	100%
86- Transparency in management	65,0%	6,7%	18,3%	5,0%	5,0%	100%

Source: Author, 2020

We can then notice that 61.7%, 56.7% and 56.7% of the respondents respectively do not really agree that good governance rhymes with the efficient management of resources and the good use of budgets as well as the existence of control. The only facts where they do agree somewhat reflect that good governance means the application of relevant policies (55%) and respecting schedules (50%).

The chi-square test of independence of the opinions of the women parliamentarians on this construct establishes a very significant dependence and led us to carry out this illustration<sup>10</sup> through the factorial correspondence analysis or CFA of the results obtained and to confirm the information awakened.

### Reality of good governance

To better illustrate the reality of good governance in the country in relation to the perception of women parliamentarians of what good governance should be, by reading and comparing the average scores of the items defining the meaning of good governance and perception, in the table below, we deduce from the spread values that the average scores are identical (equal to 3) only for the application of relevant policies and compliance with timetables.

**Table 6: Concept and perception of women parliamentarians on good governance**

	Meaning of good governance	Perception of good governance
	Average score	Average score
75- In your opinion, does good governance mean the government's ability to manage resources effectively?	3,00	2,00
76- In your opinion, does good governance mean the implementation of relevant policies?	3,00	3,02
77- In your opinion, does good governance mean the existence of control?	3,00	2,00
78- In your opinion, does good governance mean good use of allocated budgets?	3,00	2,00

<sup>9</sup> Dependence is highly significant.  $\chi^2 = 83.99$ ,  $ddl = 20$ ,  $1-p = >99.99\%$ .

<sup>10</sup> The dependence is highly significant.  $\chi^2 = 191.14$ ,  $ddl = 20$ ,  $1-p = >99.99\%$ .

79- In your opinion, does good governance mean respect of implementation schedules?	3,00	3,07
80- In your opinion, does good governance mean transparency in the management of state affairs?	3,00	1,00

Source: Author, 2020

### The position of women parliamentarians in relation to the search for good governance

Between experience and training, women and men are not equal when it comes to management, including political decisions. Women considered to have little professional and political experience find it difficult to gain easy access to decision-making positions.

In addition, family constraints are the main obstacle for the majority of women to benefit from training and therefore affect their competence and motivation. In contrast, men are better trained and more experienced, and have more capacity and freedom of right and easier access to opportunities and positions of decision making and responsibility.

However, despite these negative judgments about women's managerial capacity, they have many qualities and forms of leadership that they can bring to bear in their roles in parliament.

### Women's leadership in parliament

The third construct in the study of good governance is women's leadership in parliament. By the same analysis approaches as we have already seen above, we notice according to the results of the ANOVA <sup>11</sup>table below, with a significant p-value of 0.000, the significant differences in the variation of the average scores relative to the 11 items of the said construct of women's leadership and leads us to the grouping of these items of the construct on women's leadership in parliament.

**Table 7: ANOVA of items in the construct on women's leadership in parliament**

	Sum of squares	ddl	Mean square	F	Sig
Between individuals	276,000	59	4,000		
Within- population	Between items Residual Total	7 413 420	10,000 1,000 1,000	7,000	,000
Total	905,000	479	1,000		

Source: Author, 2020

The results of the survey conducted on the opinions of women MPs according to the table below express in a general way that more than half of the interviewees accept the basic concept of women's leadership in parliament related by empathy, intuition but especially creativity, organization and sociability, flexibility and ease of communication.

**Table 8: Opinions of women MPs on items of the female leadership construct in parliament**

Opinions Leadership representation	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	TOTAL
87- Empathy as leadership	15,0%	13,3%	50,0%	10,0%	11,7%	100%
88- Intuition as leadership	8,3%	15,0%	55,0%	11,7%	10,0%	100%
89 Creativity as leadership	10,0%	13,3%	8,3%	56,7%	11,7%	100%
90- Rigor as leadership	10,0%	13,3%	15,0%	10,0%	51,7%	100%
91- Flexibility as leadership	15,0%	3,3%	11,7%	11,7%	58,3%	100%
92- Ease of communication	8,7%	11,7%	9,7%	11,3%	58,7%	100%
93- Sociability as leadership	10,0%	10,0%	13,0%	13,7%	53,3%	100%
94- Organization as leadership	10,0%	10,0%	20,0%	6,7%	53,3%	100%

Source: Author, 2020

### Degree of involvement in good governance

In terms of the leadership capacity of women parliamentarians, according to the frequency table below, 53% of the women surveyed said that their leadership capacity was sufficient. At the same time, these statistics are

<sup>11</sup> Overall average = 3,57

confirmed when 51% of the women MPs express the view that in order to establish good governance, increasing the number of women in parliament is more than necessary and that, on the other hand, women's leadership in parliament is also considered by 57% of the women MPs to ensure good governance.

**Table 9: Degree of involvement of women MPs in good governance**

Degree of involvement in good governance	Frequency	Fréquence
How would you rate the leadership capacity of women MPs?	Not at all sufficient	15,0%
	Not sufficient	15,0%
	Quite sufficient	10,0%
	Sufficient	53,0%
	Quite sufficient	6,0%
Do you think that good governance requires an increase in the number of women in parliament?	Strongly disagree	10,0%
	Disagree	15,0%
	Somewhat agree	16,0%
	Agree	6,0%
	Strongly agree	51,0%
Do you think that women's leadership in parliament will ensure good governance?	Strongly disagree	16,0%
	Disagree	11,0%
	Somewhat agree	13,0%
	Agree	11,0%
	Strongly agree	46,0%

Source: Author, 2020

The trends in the opinions expressed above are generalized by the different p-values in the table, all of which are significant, i.e., all of which are below the 0.05 risk of error, derived from chi-square tests of uniformity or of the equalities of the different percentages of each of the modalities of the variables measuring women parliamentarians' involvement in good governance.

**Table 10: P-values of the tests of significant differences between the frequencies of the items relating to women's leadership capacities, the increase in the number of women to establish good governance and women's leadership as a source of good governance**

	95- How would you rate the leadership capacity of parliament will ensure good governance ?	96- Do you think that good governance requires an increase in the number of women in	97- Do you think that women's leadership in parliament can ensure good governance?
p-value	0,000	0,001	0,000

Source: Author, 2020

## THE INVOLVEMENT OF WOMEN PARLIAMENTARIANS IN THE ESTABLISHMENT OF GOOD GOVERNANCE CAN IMPROVE WOMEN'S DEVELOPMENT.

First, we studied the correlation or dependency between the two matched samples formed by the opinions of women parliamentarians on good governance as the main reason for running for office and its impact on women's development in general, using Wilcoxon static tests.

The result of this test, shown in the table above, provides a significant p-value of 0.000 revealing this dependence.



**Table 11: Statistical tests on good governance; reason for candidacy and women's development**

	132- In your opinion, will good governance have an impact on women's development?
	11 Is the pursuit of good governance a reason for running for office?
<b>Z</b>	-3,000
<b>Sig. asymptotic (two-sided)</b>	,001

Source: Author, 2020

The Pearson correlation coefficients and Spearman's Rho, an indicator for evaluating the dependence of two numerical and ordinal variables on opinions, all show positive values of 0.875 and 0.842 close to 1 and significant (p-values lower than 0.05), affirming the correlation and demonstrating the fact that the more women's candidacy for parliament is conveyed by the search for good governance, the more they are assured that good governance is one of the determining factors in the development and empowerment of women.

**Table 12: Correlations between good governance and women's development**

	11- Is the search for good governance a reason for your candidacy?	132- In your opinion, can good governance have an impact on women's development?
11- Is the search for good governance a reason for your candidacy?	1 Pearson correlation Sig. (two-tailed) Spearman's Rho Sig. (two-tailed)	,875 ,022 ,842 0,007
132- In your opinion, will good governance have an impact on women's development?	,875 ,022 ,842 0,007	1 1,000 .

Source: Author, 2020

In addition, our results of analysis by the same Wilcoxon test on women's leadership in parliament as a source of improvement in women's development and women's leadership in parliament as a vector of good governance still establishes the significance of the correlation between these two items by the value of the p-value of 0.000 below the risk of error of 5%.

**Table 13: Wilcoxon statistical tests on women's leadership in parliament as a source of good governance and improvement of women's development**

	131- In your opinion, can women's leadership in parliament improve women's development? - 97- Do you think that women's leadership in parliament can ensure good governance?
<b>Z</b>	0,579
<b>Sig. asymptotic (two-sided)</b>	,000

Source: Author, 2020

The Pearson and Spearman's Rho correlation coefficients of positive values in the following table, equal to 0.811 and 0.804 respectively, also analyzing the dependence between the two previous items express the significant correlation.<sup>12</sup> We can therefore say that the greater the impact of women's leadership on good governance, the greater the impact of this leadership on women's development.

**Table 14: Pearson and Spearman's Rho correlation on women's leadership in parliament as a source of good governance and improvement of women's development**

<sup>12</sup> The associated p-values are all below 0,05

	97- Do you think that women's leadership in parliament can ensure good governance?	131- Do you think that women's leadership in parliament can improve women's development?
97- Do you think that women's leadership in parliament can ensure good governance?	Pearson correlation Sig. (two-tailed) Spearman's Rho Sig. (two-tailed)	1  1,000 .
131- In your opinion, will women's leadership in parliament improve women's development?	Pearson correlation Sig. (two-tailed) Spearman's Rho Sig. (two-tailed)	,811 ,000  1 .

Source: Author, 2020

In addition, to better consolidate the validity of the hypothesis, we proceeded to develop a simple regression model analyzing the impact of the number of women MPs in parliament in the search for good governance on the strategies for its implementation by women's leadership.

The value of the coefficient of determination or positive correlation R-two of 0.785 significant by the value of the associated p-value of 0.000 deduced from the table below, formulates in a general way that 78.5% of the variability of the opinions of women parliamentarians on the relevance of women's leadership are explained by the variability of the number of women in parliament.

**Table 15: Summary of the model on good governance and increasing the number of women in parliament**

Model	R	R-two	R-two Adjusted			
				ddl1	ddl2	Change in F
1	,886	,785	,724	1	58	,000

Predictors: (Constant), 96- Do you think good governance requires increasing the number of women in parliament?

Source: Author, 2020

The significance of this model is noted if we refer to the value of the significant p-value resulting from the analysis of variance or ANOVA between the two variables studied.

**Table 16: ANOVA on good governance and the increase in the number of women in parliament**

Model	Sum of squares	ddl	Mean square	F	Sig.
1 Regression	15,000	1	15,000	45,000	,000
Residuals	19,000	58	,000		
Total	34,000	59			

Dependent variable: Female leadership in parliament

Source: Author, 2020

**Table 17: Coefficients in the simple regression model of good governance strategies across the membership of women parliamentarians**

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	95.0% confidence interval for B	
	B	Standard deviation	Beta			Lower bound	Upper bound
1 (Constant)	2,000	,000		11,062	,000	1,000	2,000
96 Do you think that good governance requires increasing the number of women in parliament?	,432	,051	,546	6,000	,000	,387	,477

a. Dependent variable: Female leadership in parliament

Source: Author, 2020

The distinctive elements of the table of coefficients below for the variables in our simple regression model allow us to reaffirm the significance of the dependence by referring to the value of the significant p-value 0.000 and the limits of the confidence interval established at 95% for the variable number of women parliamentarians, which are all strictly positive and therefore non-zero and signify the presence of the number of women parliamentarians in their strategies for establishing good governance through women's leadership. The Beta coefficient expresses the overall explanatory power of 54.6% of the number of women parliamentarians on the relevance of their strategies.

Finally, the correlation matrix below expressing the values of the correlation coefficients of the opinions of women parliamentarians through their involvement in democracy, the evolution of women's freedom of expression in the country and the number of women in politics, taken two by two, allow us to translate through the positive values of the correlation coefficients, all close to 1 (0.687; 0.772; 0.843 for Pearson's coefficient and 0.643, 0.743 and 0.812) for Spearman's Rho coefficient) the reciprocal and significant<sup>13</sup> effects of the opinions of the women MPs on the three items. We then come to the idea that the more the involvement of women MPs in leadership, the more the evolution of the number of women active on the professional scene and the more their evolution in the field of entrepreneurship in the country.

**Table 18: Correlations between women's leadership capacity, the evolution of the number of active women and the evolution of their numbers in the field of entrepreneurship**

		95- How would you rate the leadership capacity of women parliamentarians?	135- How would you rate the change in the numbers of women working?	136- How would you rate the change in the numbers of women entrepreneurs in the country?
95- How would you rate the leadership capacity of women parliamentarians?	<b>Corrélation de Pearson</b> <b>Sig. (bilatérale)</b> <b>Rho de Spearman</b> <b>Sig. (two-tailed)</b>	1 1,000 .	,687 ,000 ,643 ,000	,772 ,003 ,715 ,003
135- How would you rate the change in the numbers of women working?	<b>Corrélation de Pearson</b> <b>Sig. (bilatérale)</b> <b>Rho de Spearman</b> <b>Sig. (two-tailed)</b>	,687 ,000 ,000 ,000	1 ,000 1,000 .	,843 ,001 ,812 ,001
136- How would you rate the change in the numbers of women entrepreneurs in the country?	<b>Corrélation de Pearson</b> <b>Sig. (bilatérale)</b> <b>Rho de Spearman</b> <b>Sig. (two-tailed)</b>	,772 ,003 ,000 ,003	,843 ,001 ,812 ,001	1 1,000 .

Source: Author, 2020

<sup>13</sup> The 6 p-values of Pearson tests and Spearman's Rho are all less than 0,05.

The preceding results from our various analyses validate our hypothesis: "The involvement of women parliamentarians in the establishment of good governance can improve women's development."

## CONCLUSION

Good governance allows everyone to benefit from the results of actions undertaken by the State. The decisions taken in parliament will guarantee the establishment of good governance which will be characterized by transparency, communication and the fight against corruption. Parliamentarians make public the choices and dilemmas of the people that policy makers face. They also have a duty to be open and transparent to the people. The establishment of good governance depends largely on the ability of the parliamentary institution to monitor and control the actions of the government. Women parliamentarians with an effective leadership style will be able to intervene to allow Malagasy women to develop, especially on the economic level.

Female leadership is the set of qualities perceived for each woman that allows her to influence a group of people in order to reach a well determined objective. The concept of management and female leadership develops the characteristics of women and its use is very relevant in decision making. The presence of as many women and men in a decision-making body makes the decisions taken relevant.

By knowing their roles and their capacities to impose themselves in parliament, the involvement of women parliamentarians in the establishment of good governance can improve the development of women.

## BIBLIOGRAPHY

1. **Anne Françoise BENDER et Frédérique PIGEYRE**, « Carrière des femmes entre opportunités, contraintes et choix », 2008.
2. **Bernard MANIN**, « Volonté générale ou délibération ? Esquisse d'une théorie de la délibération politique », *Le Débat*, n°33, 1985.
3. **Cherret de la BOISSIERE**, « Leadership au masculin et au féminin », Collection Stratégies et Management. Dunod, 2009.
4. **Cristol DENIS**, « Histoires de femmes », Développement du leadership féminin, *Revue internationale de psychosociologie et de gestion des comportements organisationnels* 46/2012.
5. **DAGENAIS et PICHE**, « Femmes, féminisme et développement ». McGill - Queen's University Press. 1994.
6. **Dominique MEDA**, « Le temps des femmes. Pour un nouveau partage des rôles », 2008.
7. **Desreumaux**, « Théorie des Organisations », ed. Management, 1998.
8. **Eléna FOURES**, « Le leadership au féminin », éditions Progressor, 2010.
9. **Isabelle FORTIER**, « Les femmes et le leadership » HEC Montréal/Gestion 2008.
10. **LAUFER**, « L'accès des femmes à la sphère de direction des entreprises : La construction du plafond de verre », Rapport Darès, octobre 2003
11. **Patrick NGUYEN HUU**, « Connaissance de l'assemblée N°5, Les principales étapes de la procédure législative », Octobre 2000.
12. **Sylvain, URFER**, « Le doux et l'amer. Madagascar au tournant du millénaire, Foi et justice », coll. Questions actuelles, Antananarivo, 2003.
13. **Simone DE BEAUVOIR**, « Le deuxième sexe, tome II : L'expérience vécue », Collection Blanche, Gallimard Parution : 28-10-1949.
14. **Rapport national sur le développement humain de Madagascar**, « Genre, développement humain et pauvreté », Déc 2003, 203p

## ANNEXES

### ANNEXE 1

#### Opinions des députés femmes sur les items du construits rôles des députés au niveau national

Roles of MPs at the National Level Opinion Scores	Opinion Score	
	Average	Standard deviation
37- In your opinion, the role of MPs is to represent the voice of the people?	4,27	0,120
38- Do you think the role of MPs is to listen to the grievances of the population?	3,00	0,786



39- According to you, the role of the deputies is to propose and vote laws?	4,00	1,000
40- Do you think the role of MPs is to defend democracy?	3,00	0,893
41- Do you think that the role of MPs is to act as intermediaries between citizens and the public administration?	3,00	0,904
42- According to you, the role of MPs is to develop their constituency?	3,00	0,890
43- According to you, the role of MPs is to control the government's action?	3,00	0,912

Source: Author, 2020

## ANNEXE 2

### Les opinions des députés concernant leurs raisons de candidature

	Mean	Standard deviation
7- Is seeking personal development a reason for running for office?	4,00	0,980
8- Is the search for democracy a reason for your candidacy?	3,00	0,9230
9- Is the desire to develop other women a reason for your candidacy?	3,00	1,000
10- Is the will to develop the constituency a reason for your candidacy?	3,00	0,859
11- Is the search for good governance a reason for your candidacy?	3,00	1,000

Source: Author, 2020

## ANNEXE 3

### Matrix of components of items on the variable "women parliamentarians and good governance

	Component		
	1	2	3
75- In your opinion, does good governance mean the government's ability to manage resources effectively?	,675	,000	,000
76- In your opinion, does good governance mean the implementation of relevant policies?	,543	,000	-,093
77- In your opinion, does good governance mean the existence of control?	,536	,000	,000
78- In your opinion, does good governance mean good use of allocated budgets?	,776	,000	,028
79- In your opinion, does good governance mean the respect of implementation schedules?	,654	,000	,000
80- In your opinion, does good governance mean transparency in the management of state affairs?	,523	,000	,000
81- In your opinion, is the government capable of managing resources efficiently?	,000	,754	,000
82- In your opinion, are relevant policies applied in Madagascar?	,039	,670	,000
83- In your opinion, is the management of state affairs controlled?	,000	,780	,000
84- In your opinion, are the allocated budgets used wisely?	,000	,714	,000
85- In your opinion, are the implementation schedules respected?	,098	,540	,000
86- In your opinion, is there transparency in the management of state affairs?	,000	,538	,000
87- In your opinion, is empathy a necessary leadership style for women in parliament?	,000	,721	,000
88- In your opinion, is intuition a necessary female leadership style in parliament?	-,049	,000	,653
89- In your opinion, is creativity a necessary leadership style for women in parliament?	,000	,000	,564
90- In your opinion, is rigor a necessary leadership style for women in parliament?	,000	,000	,723
91- In your opinion, is flexibility a necessary leadership style for women in parliament?	,000	,000	,872
92- In your opinion, is communication skills a necessary leadership style for women in parliament?	,000	,070	,548
93- In your opinion, is sociability a necessary leadership style for women in parliament?	,000	,000	,557
94- In your opinion, is organizational skills a necessary leadership style for women in parliament?	,000	,000	,570

Extraction method: Principal component analysis.

a. 3 components extracted

Source: Author, 2020