

THE FEMALE IN ORGANIZATIONS: A MANAGEMENT STUDY IN THE PHARMACEUTICAL INDUSTRY SECTOR

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ABSTRACT

The objective of this study was to analyze the perception of women in managerial work according to pharmaceutical industry managers based in the cities of São Paulo and Rio de Janeiro operating in the region of Minas Gerais. This is a field study with a qualitative and descriptive approach. A semi-structured interview script was used to collect data, and the subjects of this survey were ten district managers. The results show that the management of people is punctuated as the main activity developed in the exercise of the function. No salary differences were found between men and women in the pharmaceutical companies surveyed. The clothing, that is, the care with the visual, as well as the understanding, sensitivity and care with the people were pointed out as a way to feel feminine in the managerial career. The managerial function was described as unisex and / or asexual and the way of managing is associated to the profile of each one. The availability for trips to the service was pointed out as an ideal activity for the men, but that does not prevent them from exercising the managerial function.

Keywords: Female. Gender. Management. Managerial Function.

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RESUMO

O objetivo deste foi analisar como está o feminino no trabalho gerencial na percepção de gestoras de indústrias farmacêuticas sediadas nas cidades de São Paulo e Rio de Janeiro que atuam na região de Minas Gerais. A amostra foi composta por dez gerentes distritais. Trata-se de um estudo de campo com abordagem qualitativa e descritiva e. A gestão de pessoas é pontuada como principal atividade desenvolvida no exercício da função. Não foram apontadas diferenças de salário entre homens e mulheres na indústria farmacêutica. O vestuário, cuidado visual, utilização de compreensão, sensibilidade e cuidado com as pessoas foram apontados como forma de se sentirem femininas na carreira gerencial. Descrevem a função gerencial como unissex e/ou assexuada e a forma de gerenciar está associada ao perfil de cada. Foram apontadas como uma atividade ideal para os homens as viagens. Ficou claro que essas atividades não as impedem de exercer a função gerencial.

Palavras-chave: *Relações de Gênero, Gerência, Feminino nas organizações.*

1 INTRODUCTION

Gender relations have been gaining space both in the scientific and working worlds. According to Melo, Mageste and Mendes (2005), the reason for this movement consists of several factors, starting with the growth of women's participation in feminist movements beginning in the middle of the last century, and the significant growth in the number of women with university education, as well as the development of research related to gender relations which allowed new analyzes based on new approaches.

Women are also more present in the labor market due to the need to supply or complement family income, and the pursuit of self-fulfillment. Then comes the creation of some alternative arrangements producing transformations in the feminine universe, both in the sphere of work, as well as in the family and personal spheres (JONATHAN; SILVA, 2007).

Thus, there is a change in the traditional idea of division of roles and labor in the classical capitalist society (TREMBLAY, 2005), that is, the woman is responsible for the house and family and the man is responsible for the support of the home. According to the author, this conception has become outdated, because in most modern families today, both mothers and fathers work outside the home and, in some cases, neither spouse is fully dedicated to their children and the home.

Diniz (2012) points out that the naturalized attributes, considered as feminine, are more frequent in women, such as sensitivity, emotion, intuition, perseverance, they seem to contribute to the improvement of their performance as managers and justify the greater female insertion in companies. These attributes began to be valued by favoring a specific form of management by focusing on 'teamwork, cooperation and reconciliation' with increasingly subtle mechanisms of control over working groups in order to operationalize the female body for the benefit of superior performance.

Melo and Lopes (2012) emphasize that the number of women occupying leadership and leadership positions in organizations has grown, with a large increase in female participation in total managers year by year.

Betiol (2000) emphasizes the style of managing in women's studies and management, by the profile of participatory, sensitive management, ease of working in groups, appreciation of individuals, the need for reconciliation in conflict situations, among others, as attributes of women.

However, Touraine (2007, p. 117) states that "women do not seek to build a women's society considered sweeter and more affective than a men's society, considered more conquering and more proactive". According to the author, women want to create a new culture model, based on themselves, a new culture model experienced by everyone, whether women or men.

In fact, the insertion of women in the labor market brings some changes in values regarding the roles of men and women in society, including the participation of women in manage-

rial activities that were considered masculine activities, and which leads to the question: is there a masculine space? Or female in the managerial function?

Thus, the objective of this study is to analyze the perception of women in managerial work according to managers of pharmaceutical companies based in the cities of São Paulo and Rio de Janeiro that operate in the region of Minas Gerais.

In addition to this introduction, this article presents the theoretical framework covering gender relations, the feminine in organizations, empowerment and glass ceiling and managerial and feminine function. The third section deals with the methodology, followed by the presentation and analysis of the data and the final considerations.

2 THEORETICAL REFERENCES

2.1 GENDER RELATIONS

When addressing gender issues, it becomes essential to address the arbitrary divisions between male and female that are socially constructed between the sexes in a seemingly natural way, thus acquiring recognition of legitimation through a continuous and historical process, where practices and strategies determine the construction of bodies (BOURDIEU, 2010).

It should be clarified, however, that gender differentiation consists in the biological determination of men and women, while gender is related to the social and cultural relations of female roles attributed to male and female (FREITAS; DANTAS, 2012).

The sexual difference occurs from the front of the body, as it is sexually undifferentiated in the back, and the back is considered potentially feminine because it is passive and submissive. The naturalization of the masculine and feminine occurs through the anatomical difference that is the principle of social vision that builds the socially designed difference, making it the foundation, the base (BOURDIEU, 2010). The author adds that the global gender order is unquestionable in the patriarchal model, in the sense of privileging men over women. Constructed effects and biological appearances are the result of a long collective work of biological socialization and social biologization producing bodies and minds that merge to invert the relationship between causes and effects, making it a naturalized social construction.

Dantas (2012) affirms that it was in the 1970s that the feminist movement started gaining social representation and visibility for women's issues. According to Càlas and Smircich (1996), a new proposal on the concept of gender emerges in this decade revealing a theoretical evolution in which discussions about men and women surpassed the analyzes restricted to the biological characteristics of each sex. Thus, the "women's liberation" movement has brought considerable social, political and economic gains, improving the situation of many women.

In fact, social construction imposes a different definition of the legitimate uses of the body, differentiating the masculine order as virile habitus and proving to be a social relationship of domination, because it is constructed through the principle of fundamental division between the active, virile masculine and the feminine, passive, creating a male desire for possession (erotic domination) and the female desire as a desire for male domination (eroticized subordination), legitimizing erotic domination (BOURDIEU, 2010).

The paradoxical logic of male domination and female submission is a symbolic force of power exerting directly on bodies without any physical coercion and can only be understood by observing the lasting effects that social order has on women and men (BOURDIEU, 2010).

According to Eccel and Alcadipani (2012), the male domination that devalues what is different became naturalized in such a way that it became practically invisible through the implicit exercise assumed by a facet of symbolic violence, sustained by both men and women.

In Bourdieu's opinion (2010), the biological difference between the male body and the female body can be seen as a natural justification of the socially constructed difference between genders and, especially, the social division of labor.

Marcondes *et al.* (2003) already mentioned that the idealized division between 'male jobs' and 'female jobs' is also based on the physical strength and resistance of the worker, promoting distinction and attribution of values by contrasting male and female - strong sex and weak sex, heavy and difficult versus light and easy activities - being generally directed towards men a greater resistance compared to women.

In capitalist patriarchal society this sexual division of labor is linked to hierarchical gender relations, that is, "In this form of division of labor there is the separation of female and male work in which the work of men" is worth "more than that of women" (SCHMIDT, 2012, p. 08).

According to Oliveira (1999) the sexual division of labor, social and political powers lived by men and women, in the public and private sphere, were and are built according to the context throughout the development of societies. However, femininity and masculinity is a social construction in which social, psychological and subjective processes are intertwined.

2.2 THE FEMALE IN ORGANIZATIONS

From the feminine insertion in the organizational space, the work relations gain new meanings, because men and women start to dispute the opportunities for positions, hierarchical positions, prominence and recognition in the profession (BETIOL, 2000).

From the feminist movement there was a need for changes in traditional arrangements, because at the moment when women share professional work with the family environment, it became necessary to reorganize domestic work, and in some cases, passed on to men (HELOANI; CAPTAIN, 2012). However, Tremblay (2005) points out that even while working abroad, women still continue to assume most of their domestic responsibilities, which leads them to carry the double burden of paid employment and unpaid household chores.

For Cramer *et al.* (2012) women's social identity is in the redefinition phase and the fact that women have to adapt to the demands of the organizational and family field causes a feeling of guilt about both giving up their careers due to their families, as well as detaching oneself from the family to engage in business. However, due to the pursuit of self-realization, women feel more satisfaction than guilt when building a life project centered on the profession.

In this professional insertion, women can be affected by a social structure mixed by power relations imposing norms, interests and ideologies that build a "woman nature" that reproduces a male-dominated society (TOURAINÉ, 2007).

Thus, Kimmel (2006) points out that masculinity goes beyond a biologically masculine body, as it consists of a social construction in which the meanings of being a man are combined with class, generation, and sexuality. From the perspective of Carmo (2010) the male social construction considers male attributes, that is, commitment, courage, physical strength and the ability to work and support the family. Thus, the productive work performed outside the universe of the house is attributed to man, considered as vigorous and audacious.

Diniz (2012) also points out that the possibility of instrumentalization of naturalized attributes, considered as feminine, to be more frequent in women, such as sensitivity, emotion, intuition, perseverance, which contribute to the improvement of their performance as managers and may justify their greater insertion in companies. These attributes began to be valued by favoring a specific form of management by focusing on 'teamwork, cooperation and reconciliation' with increasingly subtle mechanisms of workgroup control and productivity.

The female universe, on the other hand, is inscribed in the physiognomy of the family environment, linked to its domestic and private space, such as taking care of home and children. The so-called 'feminine' spaces, the soft colors, knick-knacks and lace or ribbons speak of fragility and futility. To be 'feminine' is essentially to avoid all practices and attributes with signs of virility, that is, they must be smiling, friendly, considerate, submissive, discreet, contained or even imperceptible (BOURDIEU, 2010). For Hirata (1995) femininity is related to fragility, directed to light, easy, clean work, which requires patience and meticulousness.

According to Chanlat (2005), socially constructed feminine attributes adapt according to their historical context, allowing women to exercise, as managers, traditional women's roles.

Càlas and Smircich (1996) remind us that the latest research has treated women's differences not as a problem but as an advantage. This also leads us to wonder if with the entry of women into the market the attributes said as feminine have become a point of attention and, in some way, may have contributed positively in organizations considering that according to Capelle *et al* (2004) the differential of Contemporary organizations are in understanding the human factor and social interrelationships in organizational dynamics.

For Cramer (2012), managerial and business positions are originally male positions and some gender barriers have a contextual / situational and historical origin and need to be analyzed and understood for greater social awareness by breaking old paradigms and building new values based on different sociocultural values than patriarchy (CAPPELLE, 2006).

Touraine (2007, p. 89) analyzes this context of female construction by stating that women, even affected by inequalities and violence, manifest with great intensity, the capacity and willingness to act and "think they are freer than dependents, and more responsible than submissive". And the author theoretically builds this feminine space at the level of culture meaning principles of organization of individual and collective life, in a much broader conception than of social relations.

For the author, the general meaning of this culture is summarized in a feminine position manifested when asked to compare themselves to men. This position states that "women are more adept than men at doing several things at the same time and, in return, they accept that men do better than themselves in that unique activity to which they devote themselves" (TOURRAINE, 2007, p. 118).

In summary, it is clear that with the professional rise of women, new behaviors were emerging and accepted socially favoring a breakthrough in issues related to the social (re) construction of gender relations, discrimination and inequalities in the workplace (DAVEL; MELO, 2005) and the construction of a new culture.

2.3 EMPOWERMENT AND GLASS CEILING

The term "empowerment" for Rawat (2014) means authorizing, delegating or giving legal power to someone. Many studies have been conducted analyzing empowerment in general (STROMQUIST, 1997; DEERE; LEÓN, 2002; COSTA, 2004; LISBOA, 2008) and, in particular, female empowerment that has been widely discussed in the studies of Prá's (2006); Melo (2011); Melo and Lopes (2012); Gontijo and Melo (2017), among others.

From the perspective of contributing to the production of knowledge about the themes that deal with women's empowerment, Melo (2011) developed an analysis model that allows to understand the process of female empowerment in organizations, considering six dimensions: cognitive analytical, subjective, political, economic, social and cultural.

Friedmann (1996, p. 8) already mentioned that empowerment is related to "any in-

crease in power that, induced or conquered, enables individuals or family units to increase the effectiveness of their exercise of citizenship". For the author, the bases of this power are supported by three pillars, namely: the social, the psychological and the political.

Social empowerment considers individuals' access to knowledge, information and involvement, and may anticipate their entry into organizations, as well as levels of influence in the public sphere. The politician is related to the decision process, not only to the voting power, but also to the power related to the collective attitudes, regarding the greater political involvement, inserting in this context the presence in representative positions. The psychological aspect, on the other hand, is related to the way the individual perceives his strength, evidencing himself in a behavior of internal trust (FRIEDMANN, 1996).

For Melo (2011) the required effort of women in the empowerment process contributes to a better comprehension of the themes with regard to their occupation in positions of high organizational hierarchy and the success of each within their professional areas. It is noteworthy that this effort has been occurring slowly, but gradually and steadily, and has been effective in enabling the female to break the glass ceiling in organizations and achieve empowerment.

The glass ceiling phenomenon refers to the most important positions in the hierarchy that are considered unachievable by women and unrelated to women's ability, dedication and skills, but to barriers that women need to overcome simply because they are women (ROCHA, 2006; CALIL, 2007).

In short, these barriers, described as invisible, make it difficult for women to ascend in power spaces in both the public and private spheres, regardless of their qualifications and social achievements. Melo, Mageste and Mendes (2005) already mentioned that overcoming the barriers imposed by men requires efforts leading women to develop alliances, maneuvers and strategies in the organization.

Another question that emerges about the "glass ceiling" and which still proves to be a major limitation to women's work is related to motherhood. Laws that benefit the mother, such as time off work on maternity leave and the right to breastfeed, restrict their competition with men, according to the male management logic that still prevails in organizations (GIFFIN, 1993).

These manifestations represented by negative actions to women are due to stereotypes presented by society regarding women occupying positions of command in organizations, being characterized as transparent and imperceptible obstacles between women and their careers, which may prevent them from rising professionally (DURBIN, 2002).

Melo (2011) points out that although women have, over the years, conquered new spaces in the labor market and occupy positions in the high organizational hierarchy, uncharacterizing the glass ceiling, gender inequalities still persist, being considered a challenging issue for women.

Nevertheless, there is evidence that female work has been professionalizing, diversifying and progressively occupying more space and greater importance in the labor market. These changes are believed to be signs of female empowerment in general terms (MELO; LOPES, 2012).

2.4 MANAGEMENT FUNCTION AND THE FEMININE APPROACH

Davel and Melo (2005) highlight the existence of studies on managerial functions, which point to the "being manager" as one that effectively performs certain managerial functions.

According to Hill (1993) the managerial function is multifaceted, permeated by the multiplicity of roles and the fragmentation of their functions. Managers have to have the flexibility to adjust to the many variables between subordinates, bosses, and others within and outside the

organization, with the management role being a stressful, bustling, and fragmented situation due to the responsibility of managing business and sales, and motivating the workforce. According to the author, the work becomes hard due to the eagerness to achieve goals and results and to demand a commitment based on power relations.

Maximiano (2002) refers to research conducted by Mintzberg in the 1970s with a group of managers who directly observed their activities, and concluded based on these studies that manager functions include basic aspects such as decisions, human relations and information processing. Moreover, the research also pointed out that work varies according to some factors such as company size, hierarchical level, specialty in which it operates, among others, and concludes that the values and personality of the manager influence the way he exercises his duties functions.

The manager takes on the role of job management, being responsible for 'putting to work' or making available the human potential existing in the organization. It also assumes important aspects in the regulation of conflicts and in maintaining cooperation and ensuring the reproduction of social relations, favoring the obtaining of work in the necessary quantity and qualities and reconciling interests through their interpersonal relationships (MELO; LOPES, 2012).

Davel and Melo (2005) believe that the managerial function lies in the link of social, technological, cultural, political, economic and ideological processes that link strategies to operations forming alliances to favor the fulfillment of objectives and legitimize their authority. It is someone who imposes his or her professional values throughout the organization. But the tensions between career demands and those of personal life are diverse due to long working hours, deadlines, meetings, emergency situations that literally consume the time set aside for food, leisure, and family life for many managers (CHANLAT, 2005).

Also noteworthy is the fact that the work done by female managers is less valued than the work done by male managers, and they progress more slowly or have to perform better than men to ascend in the organizational hierarchy (DAVEL; MELO, 2005). Chanlat (2005, p. 307) adds that "the role of the manager is traditionally associated with the male gender and the manager will want to neutralize her femininity".

Eagly and Carli (2007) emphasize that the modern woman has been going through a process of adapting to being on top of organizations, since she adopts a male-oriented profile, and thus she has lost part of her identity as she approaches the male behavior, in view of the dispute for a space in the predominantly male scenarios (ROCHA, 2006).

But women are gradually occupying their proper place in the labor market and gaining prominent positions, besides having important and essential characteristics to the market demands (BERNHOF, 2000; MELO, CASSINI, LOPES, 2010). Mourão and Galinkin (2007) emphasize that competence should be detached from sex and attributed to the individual characteristics of the manager.

It is identified, then, that the fact that women have gained, over the last decades, professional advancement within companies may suggest that gender relations are adopting other contours, pointing to a different reflection on what influences managerial work.

3 METHODOLOGY

This research consists of a qualitative and descriptive field study. This type of approach allows us to study the phenomenon on the spot, more deeply and from the perspective of the subjects involved in the phenomenon. Thus, the focus of this approach is not numerical representativeness, but the concern to understand and explain the action of social relations (BOGDAN; BIKLEN, 1994; SILVEIRA; CÓRDOVA, 2009). The descriptive study aims to describe the facts and

phenomena of a specific reality and lies in the desire to know a community, its characteristic traits, its actors, its problems and its values (TRIVIÑOS, 1987).

The unit of analysis was composed by managers of pharmaceutical industry companies based in the cities of São Paulo and Rio de Janeiro that operate in the region of Minas Gerais.

For data collection we used a semi-structured interview script comprising thirty-one questions. The interviews were recorded, transcribed and coded from E1 to E10 for non-identification of the interviewees.

The subjects of this research were ten mid-level managers selected by convenience for group composition and by the snowball sampling technique in which the interviewed managers suggest other managers who consider themselves able to contribute to the research (WEISS, 1994). The requirement was to have at least one year of company occupying the managerial function. Fifteen managers were appointed, but two did not meet the established criteria, since one manager had only six months of management and the other manager worked in a company that is not considered as a pharmaceutical industry. Three managers were on collective vacation.

Data analysis was performed using the content analysis technique described by Bardin (2006). This technique consists of an interpretative analysis instrument, that is, a method that, through message inference, illustrates the opinion of the research subjects. According to Minayo (1994) the function of content analysis is to find out what is behind the manifest content, going beyond the appearances of what is being communicated.

4 DATA PRESENTATION AND ANALYSIS

4.1 CHARACTERIZATION OF THE RESEARCH GROUP

The managers participating in the research are employees of the pharmaceutical industries that were coded from A to J. The minimum company time of each participant is 4 years, and the maximum being 20 years. Ages range from 31 to 45 years old with a predominance of 31 to 35 years old. Most of the interviewees are from the state of Minas Gerais, followed by the state of Goiás, one from the state of Ceará and one from the state of Paraná. Half of those surveyed are married. Regarding children, five of them have children, two have two children, and three have one child. Regarding the time in the position held, most of the women surveyed have been in their current position for at least one year and at most twenty years, and the minimum time as a company independent of their position is four years.

Almost in total, the interviewees highlighted that family support is fundamental to investing in a professional career. All managers have a college degree with varied training areas, with greater concentration in administration, public relations and pedagogy. It should be clarified that one of the requirements currently used for admission to any position in the researched company is the requirement of a complete or ongoing college degree. It is interesting to note that for the exercise of the managerial function there is no preference for area of training, however, it is necessary in some sectors of the company, as well as to promote positions of high hierarchy, to have fluency in the English language. As to salary range, it is emphasized that almost all managers earn values above R\$ 10,000.00.

4.2 MANAGEMENT ACTIVITIES AND RESPONSIBILITIES IN THE INDUSTRY

Regarding managerial activities and responsibilities in the pharmaceutical industry, most of them indicate people management as the main activity performed in the exercise of

the function, followed by daily analysis of results, which includes strategic planning and also the execution of bureaucratic services.

[...] a lot of bureaucratic service, a lot of reports, a lot of emails, a lot of analysis. Report analysis, daily monitoring of result numbers and people management, right? (E1).

There are also the market researches, market analysis of the area, and so on. I mean, from the regional area, the district, the sectors; I have the follow-up and the development part of the team members [...] guidance in the career plans [...] supported with the sales part. In short, roughly speaking, it is these pillars that support what I do on a daily basis (E4).

Having a strategic vision is a requirement pointed out by most managers as essential to the profile of the pharmaceutical industry manager considering that it is a competitive market. Another important consideration is to be flexible, dynamic and reliable.

Regarding the remuneration of the managerial category in the pharmaceutical industry, there were no differences between men and women and most of the interviewees indicate that the salary difference is not linked to gender but to the classification of managerial levels, such as Senior, Junior and Full, being considered the profile and the competence.

They also pointed to the existence of differentiated benefits, such as day care assistance, favoring that the woman channel her energy towards the organization. The mentioning of childcare or babysitting aid targeted at women is an innovation in the pharmaceutical industry and suggests special treatment to this group, as male managers are not entitled to this benefit. It also suggests the possibility of a reversal of positions in the pharmaceutical industry. This position clashes with the precepts of the Brazilian Federal Constitution of equality between men and women and also sets precedents in labor legislation for future problems that may be faced regarding the distinction of sex at work.

Thus, the salary and benefits offered to the female group in the pharmaceutical industry favor the reduction of the internalized guilt by the woman because she does not take care exclusively of the family.

The managerial function, according to Davel and Melo (2005) is the link between the processes between strategies and operations forming alliances to favor the fulfillment of objectives and legitimize their authority. The following report confirms the position of the authors and enhances the influence exerted by the manager on the subordinate.

The great skill is when you make other people understand the best way to pursue [...] a certain influence, super important, is to stimulate and challenge the other to always seek something different, better, to climb step by step (E3).

It is observed that managers who have a longer time management and who remained in their positions had to adapt to the changes in management that occurred in recent years in the pharmaceutical industry according to the reports of the interviewees, that is, to adopt a more flexible, participative, people-focused and less authoritarian management. Historically, within management in the pharmaceutical industry, it was common for managers to hide in the street behind the lamppost to watch, control and punish team members when they were in the field working, according to the interviewees' reports.

Things nowadays are increasingly [...] very eclectic. There are people of all kinds, all ages, minds, mentalities [...] The market is changing a lot, everything is very dynamic, so that archaic manager, like in the old days, staying behind the light pole, hiding, observing an employee... that doesn't exist anymore (E2).

Some interviewees reported that there are positive factors that can influence the work, such as support, easier negotiation processes, and accessibility with their clients. Others pointed out the importance of having a proper posture to position themselves as a respected professional through professional skills and competences against the male.

4.3 THE FEMININE IN MANAGEMENT ACTIVITIES

According to Betiol (2000), studies on female management style emphasize the profile of participatory and sensitive management, the ease of working in groups, valuing individuals, the need for reconciliation in conflict situations, among others, as attributes of woman. For C las and Smircich (1996) and Touraine (2007), the latest research has treated women’s differences not as a problem but as an advantage.

So, I realize, I think women are more careful about, in dealing, in relationship, and when it comes to small details. So, I think it all makes a difference, it all adds up. Thus, if there is a meeting, we are thinking about how we will divide, where each material will go, how it will be used (E4).

It is interesting to point out that the interviewed managers do not perceive gender-related differences in the job and describe it as unisex and / or asexual. They also consider that the way to manage is linked to the manager’s profile and argue that there are other more important requirements than just the gender of the manager. Others pointed out that, in management, male and female skills complement each other, that is, female and male skills can be equally useful regardless of the circumstances. One of the interviewees believes that tasks that require more details are passed on to women. In a way, these data show that the definitions of tasks are independent of gender, that is, it depends on the personality of each one, but it has an advantage for women because they are more attentive to details.

[...] it depends on the profile [...] whether you are prepared or not, whether or not you have it, it has no gender distinction. It is unisex. [...] Just as there are women who do not have profiles, there are men who do not have profiles [...] (E2).

[...] I don’t think it’s tied to sex [...] it’s more tied to the capacity and skills [...] to know how to manage, to have this strategic vision, to know how to act, to position themselves [...] more by skills and competences than by gender (E4).

I don’t think it represents any harm [...] it has much more to do with competence, skill than gender [...] when we have meetings I see that we are both the support [...] So I think we always complement each other [...] they are different ways of thinking, but together they always add up [...] (E4).

Companies have been looking at the people who are doing a good job, and some women have been outstanding [...] as for me, I am very pleased with what I do, and I am very happy [...] but cannot see any difference between a man and a woman. I think both have the same ability and the one who does a good job [...] will get the opportunity (E9).

Given the reports about management being asexual, it is interesting to take back the thinking of Bourdieu (2010), who states that the place of sexual difference is the front of the body, as it is sexually undifferentiated in the back, that is, asexual. This leads us to think about a new look at the process of social construction of division of tasks that until then was built by the

sexual difference that occurs in the front. With the entry of women in the job market comes a new proposal of division of tasks where one should look not at the differences but at the similarities, that is, behind the back where it is considered asexual. Therefore, the professional should be looked behind the back where there is no sexual differentiation to avoid prejudice and limitations, but valuing the profile and competence.

It is also noted by the reports that, despite the interviewed managers' discourse stating that the managerial function is asexual, they seek to break the male stereotype of the function and reinforce socially constructed learning.

Just lipstick (laughs) [...] because the rest is the same! If we have to carry weight, we would do that, and if we have to build a strategy, we would do that too [...] we can do exactly the same assignments as men can do. The only difference is the red lipstick. There is no other difference, so [...] we are women with hair on our chest (laughs). [...] we are men dressed in skirts [...] we have the same attributions (E6).

The managers believe that the fact that they are women does not prevent them from performing managerial activity and perceive the tendency to neutralize and disassociate the gender of the function. Clothing and visual care were pointed as a way to feel feminine in the managerial career, as well as feeling feminine when using understanding, sensitivity and caring for people. In this perspective, the research results reinforce Touraine's (2007) position that the significance of women's action is not in the order of social relations, but in the transformation of culture.

In my view, the biggest impediment previously existent was more about traveling, and the family / work balance [...] today, the need for household chores division is needed [...] and supported. And being absent from home for a professional activity is well accepted. So, I think this barrier has been broken for some time. Some people can't do it yet, but others can. And there are men who have this same difficulty [...] traveling, and leaving the tasks, the family at home (E3).

Tremblay (2005) states that, although the conception that it is still up to men to earn a living and to support the family, and that women should take care of their children and the house remains rooted and widespread, there is a deconstruction of the archetype in the family and work spheres, some requirements regarding flexibility and competitiveness in organizations arise. The interviewees pointed out that there was a new division of tasks in the social context of genders, since today women participate in household expenses on an equal basis with men or even become financially responsible for household expenses.

It's all shared! It's all fifty-fifty! And today everything in this house is fifty percent, everything! It's even funny. Sometimes, even the smallest things we divide in that proportion, you know? But it had to be so, unfortunately, for many [...] people, they say: Wow, what a complex situation and such. It is not, because otherwise we could not be together today. Literally, marriage is a business, right? I have learned [...] even at this our profession helps because you have to stop being emotional and start being reasonable. Today I am married; tomorrow I do not know [...] (E2).

The first year of management in the pharmaceutical industry was considered by managers to be the most difficult and at the same time crucial.

It is very difficult [...] I did not imagine it would be so much. You know? It sacrifices a lot to your health [...] your personal life. After six months I was promoted and I came down with a very strong case of pneumonia. It was a very difficult diagnosis [...] I was very bad, because

it lodged in my rib cartilage. Due to my emotionally shaken [...] routine, a totally unruly one, I even had to go to therapy. [...] I think after I have been through all these trials I thought: [...] This girl can handle it, she can go there! (laughs) I was tested. Wow! In every way, even those torture rooms... I went through everything (E2).

The industry is very demanding [...] it is heavy, it drains you [...] It's hard (laughs)...But not so much today (E8).

It is clear from the interviewees' speeches that socially constructed feminine attributes such as delicacy, sensitivity and others adapt according to their historical context, allowing women to perform traditional women's roles as managers (CHANLAT, 2005).

4.4 THE DAILY WORK OF RESEARCHED MANAGERS

Some managers considered male rationality as an activity that men find easier, and others pointed out the question of strength, while some of them considered men's objectivity and their ease with numbers as masculine. For Diniz (2012) the traditional male attributes, such as rationality, ability to perform and restraint, among others, still make up the ideal worker conception and have always been the target of domination and used in companies. These attributes, however, are not considered by the managers as impediment to the feminine, regarding management.

I think masculine has a lot of rational issues, [...] maybe because of man's rational ability. Sometimes they can get a little out of the way, it is [...] in matters of number, of numerical conversations what influences. Sometimes you have meetings that are much more geared towards numbers, if they were reached or not. And the men sometimes have this sharper vision (E4).

Regarding the daily work, most female managers pointed out as activity geared towards men, the trips made in the field to monitor their subordinates, especially car trips that expose women to some external risks such as safety, for example, besides the physical effort. But, despite the challenges, these facts are not perceived by managers as a hindrance.

[...] traveling five hundred kilometers alone, I think it's a very masculine activity [...] getting the car alone, it has to be very male (E2).

To change car tire of the representative (laughs). This is a man's thing, not a woman's thing (E6)

Marcondes *et al* (2003) also describe that the idealized division between 'male job' and 'female job' is also based on the physical strength and resistance of the worker, promoting distinction and value assignment by contrasting male and female - strong and weaker sex, that is, heavy and difficult versus light and easy activities - generally more hard jobs directed towards men than towards women.

Another insight that describes one of the characteristics assigned to man relates to his way of being objective, sometimes clumsy in certain situations. In the words of one of the interviewees, the man has an "ogre" way of being.

When it comes to the perception of managers about the existence of common behavioral patterns among women and men in a managerial position in the pharmaceutical industry, it is clear that there are no common behaviors that differentiate them in their role, but state that it depends a lot on the personality of each one, the strategy used, and the business vision.

It depends a lot... this is very related to personality, right? [...] A person has leadership style, regardless of being male or female. It depends a lot on the profile that the person has that determines it. It is the profile of the person; it is the ability that the person has (E6).

Thus, it can be seen that the roles defined as male or female in organizations were historically constructed and that, in contemporary times, they are in the opposite process, that is, a process of deconstruction.

In this sense, the interviewees describe that both women and men are influenced in their personal lives by their role, that is, they apply learning and leadership in personal relationships.

So, leadership is something personal, of a person who is better developed. So, when you are a manager and you have leadership, you usually have a family background [...] you already have this proactivity [...] you already have this leadership [...] (E3).

Wow, after you took on this role, you call the shots too much (laughs)... because it becomes so intuitive when you plan, when you decide to find the solution [...] and you bring it into your life. (E7).

Regarding the necessary adaptations in the social, family and professional areas for the performance of the managerial position, it was considered the greatest adaptation the fact of reconciling work and family. As to the social scope, it is restricted by the lack of time and absence in social events. The importance of planning and organizing schedules was highlighted in the speeches of the managers.

You have to adapt everything [...] adapt your life schedule [...] organization, you need to stipulate, you know. Because otherwise you work all the time [...] if I turn on the computer [...] I'll be around the clock, nonstop, working straight, answering emails. And there is still no time to finish (E2).

[...] It's the time we have for meetings, for travelling. So you participate less. You get a little more absent. So the family [...] ends up having to understand a little, a little no, she has to understand a lot about what is your role [...] Then our friends, our relatives already know that on birthdays I won't be there, in a wedding I'll be traveling, I'll be in a meeting. So, social life ends up having this adaptation, but that is also your choice, right! So, you have to know how to control that [...] it is a bigger adaptation in the family group [...] (E5).

Also highlighted was the pride and admiration received by the social group for holding a managerial position in the pharmaceutical industry.

I say that today, my husband, right, is my direct contact, daily. Wow! He helps me too much, too much, too much! He listens to me [...] he understands me. Today, he is like this [...] he is a companion; I share many things with him (E2).

Family is everything, so everything they can do to be my support, they will do [...] In times of need my father, mother, siblings, and boyfriend always give me a little support, I think it's the basis [...] is our rearguard right? Everything I need, sometimes I do like this: 'dad I need to go to the post office, can do it for me (laughs)', in a managerial function, you delegate to everyone (E7).

Other aspects pointed out by the interviewees show a very clear demarcation in relation to professional and personal life, dedicating their free time to the family, that is, during the week, they have a professional life and the weekend is reserved for personal life. Some managers spend their free time reading, watching movies, and meeting friends. This may mean the

psychological empowerment influenced by these women after they have realized their strength, thus evidencing a behavior of internal trust reflecting in their social and professional decisions (FRIEDMAN, 1996).

So, I try to reconcile how, is doing this time division, not my work is important, but my family too. So, to reconcile for me is to manage time. If the weekend is given so that there is a rest, so that it is for you to do other activities. I will do other activities and, of course, I stay there, I needed to do this, but I police myself enough to just reconcile these two things (E5).

Yes, I have my private life. Today, now, at night I closed my iPad, my notebook and such; I look no further. My corporate phone is off and I will live my weekend. (E8).

Finally, it was pointed out by all interviewees that being a female manager in a pharmaceutical industry breaks some Brazilian cultural standards. This finding is in line with Cappelle (2006) who states that some gender barriers have a contextual / situational and historical origin and that through social awareness one can break old paradigms and build new values based on different sociocultural values than those of patriarchy.

5 FINAL CONSIDERATIONS

This research was guided by the objective of analyzing the female in the managerial work in the perception of managers of pharmaceutical industries, based in the cities of São Paulo and Rio de Janeiro who work in the state of Minas Gerais. Female, in this research, was considered the socially constructed attributes for women considering that, historically, the division of tasks consists of sexual difference.

People management was considered as the main activity developed in the exercise of the managerial function, besides the importance of having strategic vision, flexibility, dynamism and confidence. Bureaucratic service and the monitoring and controlling of results were also flagged as part of the function.

There were no differences in salary between men and women by the respondents of the pharmaceutical companies surveyed, indicating that the remuneration criteria are not linked to gender, but to the classification of management levels according to existing categories in this sector, and there are different benefits, such as the day-care aid, favoring the woman and channeling her energy towards the organization. The salary and benefits offered to managers in the pharmaceutical industry seduce women, reducing internalized guilt for not exclusively taking care of their families.

The time required for the adaptation period in the management activity was considered a major challenge. The largest of them was able to reconcile work and family due to the large number of tasks to be performed, also causing damage to the social environment due to the lack of time devoted to performing activities at work. They also marked the first year in office as the most difficult in the development of the managerial function.

The interviewed managers believe that the fact that they are women does not prevent them from performing managerial activity and tend to neutralize and disassociate gender from the managerial role.

Regarding what is feminine in managerial activity, initially, the socially constructed attributes for women were reaffirmed as being more careful, more detailed, more capable of listening and more sensitive. Clothing and visual care were pointed out as a way to feel feminine in the management career.

Regarding what is not female in managerial activity, travel was considered as a more appropriate activity for men, especially car travel, due to risks, in addition to activities that require physical strength. Rationality, objectivity and ease with numbers were also pointed out with factors that men demonstrate more abilities, but emphasize that these activities do not prevent them from exercising the managerial function. Another perception about man is related to his objective way of being, sometimes clumsy in certain situations.

When it comes to the perception of managers about the existence of common behavioral patterns among women and men in a managerial position in the pharmaceutical industry, it is clear that there are no common behaviors that differentiate them in their role, but they affirm that it depends a lot on the personality of each person, as well as the strategy used and the business vision.

More than assuming male behaviors in the exercise of management, women are acting professionally, according to a design of the management function. Thus, equality in the practice of managerial function is not opposed to the difference between genders. These are other attributes, some similar, others differentiated, mainly by the profile, skills and personality traits of the manager.

It is also noted the impacts of the entry of managers in the context of managerial activity in social and family environments. It was evident the delimitation of professional activities during the week and personal activities on weekends by the interviewees in order to devote their free time to their families. It was considered the major adaptation to reconcile work and family, and it was clear that the social environment is hampered by the lack of time and the absence of social events. Also highlighted was the importance of planning and organizing schedules, as well as pride, admiration by their social group for holding a managerial position in the pharmaceutical industry.

It is noteworthy that all managers feel fulfilled in the managerial function and are proud of what they do, since occupying the function represents the breaking of some paradigms and the establishment of other standards in Brazilian culture.

Finally, this research leaves some questions regarding gender. The first one is whether the managerial function has been detached from the social construction of work that determines the function according to gender-specific attributes, suggesting a new look in the professional sphere, that is, the managerial profile is related to the manager's competence and personality, regardless of gender. And the second question is to what extent does the capitalist world have an interest in rebuilding gender roles, given that companies have seduced women and men for productivity and competitiveness?

The feminine can consist of socially constructed attributes, including delicacy, the ability to fully dedicate oneself to the job, vanity, alterity, motherhood, and family. In management, although there has been recent recognition of the appreciation of female attributes in organizations, women have always been people managers, since they were responsible for uniting family members, not to mention that they also managed household budgets. The difference is that today they are remunerated and seduced by social values.

It should be noted that this research was restricted to a group of women managers in one sector of the economy. And the results suggest challenging questions and new theoretical positions. Thus, the study needs to be completed with the analysis of the feminine in organizations from other sectors and involving different subjects in these investigations.

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Contribution	[Author 1]	[Author 2]
1. Definition of research problem	√	√
2. Development of hypotheses or research questions (empirical studies)	√	√
3. Development of theoretical propositions (theoretical work)	√	√
4. Theoretical foundation / Literature review	√	√
5. Definition of methodological procedures	√	√
6. Data collection	√	
7. Statistical analysis		
8. Analysis and interpretation of data	√	√
9. Critical revision of the manuscript		√
10. Manuscript writing	√	
11. Other (please specify)		