

## WOMEN-MANAGERS AND THEIR PERCEPTION OF CONFLICT IN RELATIONSHIPS BETWEEN WORK AND FAMILY

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### ABSTRACT

*This article aimed to identify the influences of family relationships in management practices through the perception of female managers of a Banco do Brasil bank agency located in the city of Natal / RN/ Brazil. The research had a qualitative approach, being held through episodic semi-structured interviews with four, of five, women-managers of the studied bank agency. The interviews were analyzed mainly by reading and interpretation of their protocols. The results indicated that conflicts between management practice and family relationships occur bi-directionally and has implications that influence both domains. Among the reasons that generate conflicts there are time, amount of service, family problems and differences of opinion and perceptions among stakeholders. The managers have shown also the search for balance between family relationships and management practices through the attempt of distinction between each domain boundaries.*

**Keywords:** Family relationships. Management practices. Conflict.

### 1 INTRODUCTION

Changes in business environment have affected the scope of management activity and practice influencing the managers relationships outside the workplace.

Once the competition for a place in the labor market demands the need of a large personal investment to achieve professional development, consequently, by devoting more energy and time to work, many managers end up experiencing conflicts between their activities in their managerial role and their family relationships.

According to Chiavenato (2005, p. 230, our translation), "the word conflict is linked to discord, disagreement, dissonance, controversy or antagonism". Being the conflict seen as "the active struggle of each one for a desirable result for himself/herself which, when reached, prevents others from achieving a favorable result to them, producing thereby hostility" (LIKERT; LIKERT, 1980, p.8, our translation). On the other hand, Robbins (2002) points out that the actions and reactions are fruits of the conflicts and may result in consequences both dysfunctional (destructive) or functional (constructive) for the sides involved.

The literature suggests that there are variables- such as gender, age and marital status - that shape the relationship between career satisfaction and the conflict between the family and work domains. Women tend to set priorities for their families that do not depend on professional responsibilities, while men more often tend to prioritize their career. Thus, the satisfaction in women's careers tend to be more adversely affected than that of the men (LINDO et al, 2007).

Thus, to approach the perception of women managers about their work and family relations as well as their experience of conflict generated in these relationships can contribute to a greater understanding of these topics and identify the perception peculiarities of women occupying management function on them.

Since the *Banco do Brasil* presents itself open to researches and once it presents women managers in its employee's composition, it was decided to carry out the research in this organization.

First bank operating in Brazil, today the *Banco do Brasil* bank is a leader in assets, total deposits, export exchange, credit portfolio, account holders base, own service network in the country, among others. It operates as a traditional multi-service bank, retains financial agent functions of the federal government and in the implementation of rural and industrial credit policies.

Since this research was conducted in the city of Natal / RN/Brazil and based on the above, this study is placed on the following problem: **"How the female managers of a bank agency of *Banco do Brasil*, located in the city of Natal / RN/Brazil, experience the conflict in the relationship between work and family?"**

## 2 CONFLICTS IN THE RELATIONSHIPS BETWEEN WORK AND FAMILY

Since the emancipation of women and their entry into the labor market that family and work are the two main domains of the modern era's individual adult (PEREIRA, 2009). In recent decades, these social spaces have been influenced by a series of economic, political and technological transformations that hit the society. Such changes have affected family relationships and work, generating the need for adjustments in lifestyles, in order to incorporate new values and attitudes that emerged from this process of transformation and that led the society to revitalize work and family life.

Family and work are two social spaces, which lead people to experience the experiences that somehow define personal and social identity (CHANLAT, 1996). Once it is a topic of utmost importance, the relationship's analysis between work and family has important implications for organizations as a whole and for individuals (GREENHAUS; SINGH, 2003).

Working life can interfere with family life, and *vice versa*, in a beneficent or maleficent way, meaning the work-family conflict is bidirectional. According Greenhaus and Singh (2003), both professional life can add to or, on the contrary, deteriorate / disrupt family life, as family life is likely to have influence on the professional life, whether good or bad.

The competitive atmosphere, the award given to success, and the great value placed on self-confidence at work interfere in the relationship between work and other spheres of the managers' life. Their attitudes toward their professional performance affects their ability, especially at home, to "relax", let their needs be known and accept the affection of their family (BARTOLOMÉ, 2001).

According to Senge (2005, p.333, our translation), "the traditional businesses undeniably nourish conflicts between work and family". This is sometimes done consciously, through threats such as "to grow here, you must be willing to make sacrifices"; however, in most cases this is done inadvertently "simply by creating a series of demands and pressures on individuals, which inevitably come into conflict with time for family and for themselves." (SENGE, 2005, p. 333-4, our translation)

According to Bartholomé and Evans (2001 p.37-8, our translation), "in his/her workday, every manager experiences worry, tension, fear, doubt and intense stress, and often he/she isn't able to divert those feelings when he/she goes home", which can make him/her "psychologically unavailable for a healthy private life". If a manager is unhappy at work this manager "has a limited chance of being happy at home, no matter how little he/she travels, how much time he/she spends at home or how often he/she takes a vacation".

Overwork, increased responsibility and increased competition in the market are some factors that caused the emergence of a relationship with work that often creates anxiety, suffering, fear, discouragement, stress and disillusion. In this context it is clear that, recently, "finding the balance between my work and my family" is cited as the number one priority for most participants (of leaders hip and personal domain programs) than any other particular subject (SENGE, 2005, p.333, our translation).

The conflicting demands of work and personal life have always been present in most people. For managers, this conflict arises at the time management role exercise and clashes with the roles they play in the family or *vice versa*, once there is bidirectionality. This incompatibility ends up causing problems (SILVA; ROSETTO, 2010).

Several factors may limit the development of managers by the inability to deal with certain situations at work or in personal life. Among those affecting the managers personal lives Levinson (2001) lists: Incorrect premises (where the most widespread would be the one that states that to managing family life is easy), excessive fear of

facing conflict in marriage, legitimate distractions, an attitude of 'leave it for tomorrow' and, in general, lack of the necessary skills to deal with conflict.

Among various reasons why the managers tend to lean in favor of more time for work, Senge (2005) cites: **the income issue** - if the time for work falls much, it could negatively influence the income and create pressures for staying longer at work; **the "vicious circle" of less time at home** - if the short time that the manager spends at home is impoverishing family relationships there may be psychological pressures for it to avoid further family problems, thus creating a vicious circle in which the manager shall strive at work to avoid the anguish of going home and thus to spend less time home further diminishes the "family success," causing he manager to again lower his/she desire to spend time with it; **and external pressures for time at work** - for most successful professionals there are external pressures demanding time at work than by time at home.

Conflicts can arise when a person who values a particular aspect is forced by a situational pressure to spend less time than it would like in a particular role. Robbins (2002) points out that the actions and reactions are fruit of conflicts and may result in consequences both dysfunctional (destructive) and functional (constructive) to the parties involved. Therefore, it can be concluded that for many conflicts, what can determine the difference between constructive or positive consequences is in the way how they are managed.

Managers must be aware of the work inherent factors that influence their family life and learn to deal with situations in which they will not be successful, once this may cause disappointment in their careers. These situations can contribute to their growth once the way in which they deal with the disappointments can contribute to changes in their attitudes.

When there is an imbalance between work and personal life, many managers develop behaviors that end up causing physical and emotional problems. Consequently, there is a negative effect on productivity and in interpersonal relationships.

To Bartolomé and Evans (2001, p.42, our translation), work and personal life can be in harmony and reinforce one another if and only if one "avoids personal and career traps and faces satisfactorily the emotions that arise at work". On the other hand, "managers who cannot manage the emotional side of work achieve professional success at the cost of privacy".

Greenhaus and Beutell (1985) argue that the conflict between work and family exist when the time dedicated to the needs of a role makes it difficult to meet the needs of others, when the tension of a participating in one role makes it difficult to meet the other roles' needs, and when the specific behaviors required for a role make it difficult to meet the needs of the other.

We can identify several articles addressing the work and personal life theme among those published by the Harvard Business Review magazine between 1970 and 2014. These articles highlight aspects related to the pain of loss, comprehension of the managers' feelings in their relationship between work and personal life, the time devoted to work and family, the cost of success, the choice regarding career, the collapse of managers, women in management, alternative workplace and the balance between work and personal life.

In the field of Administration, the conflict between work and family has been the subject of numerous studies. Several studies have shown that this conflict is a two-way construct that occurs in two forms: a) work interfering with family life (**work -> conflict in the family**) and b) family life interfering with work responsibilities (**family -> conflict in work**) (SILVA; ROSETTO, 2010).

The article of Greenhaus and Beutell (1985) - Sources of conflict between work and family roles - is one of the most quoted in the literature about conflict in the relationship between work and family. In this article, the authors approach the sources of conflict between work and family roles, discussing the nature of these conflicts and highlighting the role conflicts, conflicts between roles and conflicts between work and family. The authors classify the conflicts between work and family, a multidimensional perspective, into three types:

- a) **time-based conflict**: occurs when the demand of time in a situation depletes the available time required to meet demands associated with another domain;
- b) **Conflict based on behavior**: arises when behaviors used in a domain interfere with the role performance in another domain;
- c) **Conflict based on tension**: appears when stress arises in a domain and commits the performance in another area, usually as result of incompatible roles.

It shall be remembered that this types of conflict presented by the authors cannot be isolated.

According to Martins et al (2002), the literature suggests that there are variables - such as gender, age and marital status - that shape the relationship between career satisfaction and the conflict between family and work. Women tend to set priorities so their families do not depend on professional responsibilities, while men more often tend to prioritize their career. Thus, the satisfaction in women's careers tend to be more adversely affected than the man's careers (LINDO et al, 2007).

In those cases where there are children, Noor (2002 apud LINDO et al, 2007) shows that the hours of female labor grow much more than men, considering that hours worked represent the sum of hours spent in formal employment and at home. In some situations, such as newborns or the sick children - who needs more care and attention - the motherhood can even cause the need for the mother to replace her formal job by activities that may require less time working; and since their salary often does not make up for going out and hiring someone to take care of the children, consisting in a relationship where the cost becomes greater than the benefit.

Despite the social transformations in the modern world, society's expectations in relation to male and female roles have changed very little over time, shaping the relationship between career satisfaction and conflict between family and work. Unlike the men, who often tend to prioritize their careers, women tend to set priorities for their families to do not depend on professional responsibilities (LINDO et al, 2007). Depending on cultural paradigms, it is observed that women are more affected than men by virtue of them having to play more domestic roles.

In "post-traditional" society, as the authors above call, the men and women who work and have children may have problems acting on organizational models formatted for traditional family men who spent all his energy for the job's demands.

The dilemmas and conflicts that women face in trying to manage the relationship in their private and professional life can be even more difficult than those faced by men. Women are under increased pressure to manage skillfully the boundaries between private and professional life (BARTOLOMÉ; EVANS, 2001).

Like many men, some women put their career first. They are ready to do the same professional concessions that are traditionally made by men seeking leadership positions. (SCHWARTZ, 2001). However, it is noteworthy that in general, women seek to match their career and their personal life, wanting to get a serious career and at the same time to actively participate in the children's education (SCHWARTZ, 2001). This, in a way, indicates that men and women experience differently the relationship between work and family.

The barriers to women's leadership arise when the anti-productive layers - such as maturity, tradition, socialization - influence them and make them face different levels of business management, impregnated with great unconscious prejudices, stereotypes and men's expectations (SCHWARTZ, 2001).

According to PROBST (2006), women suffer more than men with stress in a career because the pressures of work outside the home double. Women spend as much work as the man, and when they come home, instinctively dedicate themselves to the same degree to housework. Although some men help at home, they do not get even close to the energy that women tend to give.

It can be realized that notable demographic changes such as the growing number of women in the workforce, has introduced a greater number of mothers in the labor market, increasing awareness of issues related to work and personal life (FRIEDMAN et al, 2001). So, for all women who want to combine career and family - women who want to actively participate in raising their children and who also want to seriously pursue a career, "the key is to give flexibility and time they need to give attention to the family for everything work effectively" (SCHWARTZ, 2001, p. 114, our translation).

### **3 METHODOLOGICAL PROCEDURES**

#### *3.1 Research's Characterization*

This research can be characterized as a descriptive study, with the primary function being to analyze the subject, trying to describe its situation without making any kind of influence. According to Mattar (1996), descriptive research is about discovering and observing phenomena, trying to describe, classify and interpret them.

In relation to the adopted paradigm, according to the four defined by Burrell and Morgan (1979) , this research can be framed within the interpretative paradigm, which, according to the authors, assumes that the social world has a precarious ontological status and that social reality does not exist in concrete terms, being a product of subjective experiences and inter-subjective of individuals.

As for the its conduction, this study is characterized by the use of qualitative data, opting for performing a basic qualitative study (Merriam. 1998). In this, the researchers aim to understand, in light of the interviewees' perspectives and worldviews, the phenomenon that is being investigated, which in the case of this research involve conflicts between management practice and family relations.

In this type of study the researchers use data analysis the description by identifying recurring patterns (categories of meanings, themes); not aiming to develop a substantive theory, but rather to present a description and analysis that takes the reader to verify that the data presented in the search are consistent.

Given the above and the objective of understanding the experience of the conflict in work and in family relations under the perspective of the women-managers of a bank agency of Banco do Brasil, the study therefore consisted of a non-experimental, descriptive qualitative research, according Tripodi (1979).

### *3.2 Research's Participants*

The population of this research included the women-managers of a bank agency of Banco do Brasil located in Natal / RN/ Brazil, where the delimitation of women-managers and of the type of professional activity developed by them have been set intentionally, characterizing the sample as non-probabilistic (MERRIAM, 1998).

Access the managers occurred initially by phone and through a visit the bank agency in order to explain the purpose of the research and request voluntary participation by them in the study. After their acceptance, an appointment was scheduled after working hours with each of the managers. The agency studied had five women-managers of which four participated in this study. These factors were fundamental to the study's success.

It is worth noting that the bank agency choice for this study also happened intentionally, in a way where it was chosen for convenience in accordance with prior contact ensuring that the study would take place successfully.

### *3.3 Data and Instruments Collection*

The practical process of data collection took place through an episodic interview through semi-structured script, personally held with women-managers, addressing the following topics: work and family balance, factors that generate conflict in management practice and family relations, meaning of the conflict experience in the relationship between work and family, among others.

The interview based on semi-structured, is defined by Lakatos and Marconi (1996, p. 84, our translation), as "a kind of conversation of professional nature between two people, where one of them get information about a subject". This tool gives the researcher the freedom to "explore widely a given issue, in a script of posts related to the studied problem" (LAKATOS; MARCONI, 1996, p. 85, our translation), which allows the interviewer to conduct the interview through a casual conversation.

The episodic interview, according to Flick (2002) provides more options to intervene and to direct the interview discourse through a series of key questions regarding the narrated content and the definition of situations, seeking to take advantage of benefits offered both by the narrative interview and by the semi structured interview. Thus, according to the author, through associating the narrative with sequences of questions and answers, this method concretizes the triangulation of different approaches as a basis for its data collection.

Interviews had a duration ranging from 15 to 30 minutes. They have been recorded and transcribed literally generating protocols that enabled and facilitated the analysis process aiming to find a framework for the phenomenon.

### *3,4 Data Analysis and Interpretation*

Data analysis was performed mainly through reading and interpretation of the Protocols interviews.

To do this, after the transcription of the interviews, there was a process of interpretive comprehensive analysis of the data, which sought to define steps to understand the phenomenon. This process of categorization and search of meaning involved a back and forth movement between pieces of concrete "data" and abstract concepts, between inductive and deductive reasoning, between description and interpretation (MERRIAM, 1998).

The theme, according to Van Manen, is a way of establishing control and order for research and for writing. The theme can be considered a way to capture the phenomenon that people try to understand, trying to describe an aspect of the experience. From reading and re-reading the encoded protocols emerged four significant sub-themes for the study: family relationship and management practices, conflict between management practice and family

relationships, time in the experience of conflicts between management practice and family relations and balance between management practice and family relations. These were used to facilitate the analysis realization as well as their understanding and exposure.

For results display purposes, the names of the managers were replaced by M1, M2, M3 and M4, respectively, according to the interviews, assuring their anonymity.

### 3.5 Study Limitations

As most researches this also presented some limitations for adding content to its results and considerations about the studied problem research. Among them, there is the fact of not using the aid of field notes or a research journal over of its realization, which could have added information or observations that may have gone unnoticed during the analysis of protocols (FLICK, 2002). It's also observed that the research's deepening through in-depth interviews or else through the consultation of the bank documents could also have contributed to the triangulation of data, allowing further analysis of the reality studied.

## 4 RESULTS' ANALYSIS

The interviewed managers' age range was between thirty and forty-seven years old from which they devoted between eight and twenty-seven years working in the bank. In the function of management, the group worked between one and nine years.

About their level of education, three out of the four women-managers has a college degree. As for their family situation, two of the four managers were married and lived with their husband and children, one was a single mother and lived with her son and her mother, and one was divorced and lived alone (since her son was already married).

Concerning to the form of experiencing work and family relationships, it was perceived consistency with the Schwartz (2001)'s statements, once it was verified that even exercising similar functions, the women-managers had different profiles about their prospects for the future about their professional and personal and/or family life. This can be illustrated by the Table 01 below, which lists the aspirations of each manager about their work and about your family.

**Table 01** - aspirations related to work and family

	<b>ASPIRATIONS ABOUT THEIR WORK</b>	<b>ASPIRATIONS ABOUT THEIR FAMILY</b>
<b>M1</b>	live today to ensure tomorrow; make a contest for some other "more specific" function	"We always want the to do the best, and try to be good with the mother, good with the father, having another child ..."
<b>M2</b>	reach retirement (to devote more time to family)	To have more time to do physical activities, carry out social activities (visiting friends) and stay with the husband; and to perform some kind of volunteer help with children or the elderly.
<b>M3</b>	To retire	to have time to take care of family
<b>M4</b>	Professional rise (even lacking only few years to retire herself)	To have some peace, while she can carry out activities that keep her active and in touch with people.

**Source:** Research Data.

The family relationships receive large importance in the lives of the women-managers and the priority in relation to their management practice. Once the responses obtained in the interviews are based on the individual experiences of each manager, there were obtained several factors cited as the basis of family relationships. However, two were cited more often, dialogue and understanding. Table 02, below, illustrates the meanings assigned to the family by the managers and presents the basis of family relations in accordance with the material collected with the interviewed managers.

**Table 02:** family’s social space - meaning and foundations of family relationships.

MEANING OF FAMILY	FAMILY’S FOUNDATIONS	
“The base of everything”	Reception	God
“what matters”	Affection	Dialogue
“safety island”	Understanding	Humility
“an aid”	Trust	Respect

**Source:** Research Data

It is convenient to observe that these factors considered as the family bases, if exercised could help the coexistence of family relationships, reducing the incidence of conflict, as well as helping family members to manage the conflicts faced in a functional way (constructive). In addition, although factors such as dialogue, understanding, respect and trust were related to family relationships, they can also be fundamental in management practice, helping to minimize the occurrence of conflicts that interfere with the relationship between work and family.

The manager’s function in *Banco do Brasil* bank was seen by some of the interviewees as a result of work that they’ve been realizing an in which they would, in addition to the tasks relative to this function, manage people, whether staff or customers. Below, the table 03 shows the meanings the interviewed attached to their function.

**Table 03:** managerial practices – meanings of being a manager in the respondents’ perception.

BEING A MANAGER OF BANCO DO BRASIL
It’s to take for yourself responsibilities that are beyond your skills
It’s the accumulation of roles and responsibilities
It’s having to manage people (employees and customers), in addition of the tasks that you have to exert
It’s following the work that was being done

**Source:** Research Data.

As for managerial practice, it is clear that the women surveyed considered themselves overloaded and that they received a high amount of responsibility, becoming the manager practice a function that took a lot of energy and had the potential to be a constant source of conflict.

Given the importance of the conflicts in the present study, it was investigated the perception of the manager-women about them. The answers attributed meanings such as "lack of balance" (M1) and "a situation that generates discomfort" (M4). Table 04 lists the responses obtained:

**Table 04:** Meaning of conflict.

MEANING OF CONFLICT
When one does not accept the opinion of the other (divergence of opinions)
Instead of seeking a joint way, want to divert
Something that generates discomfort
A problem at home that affects work, or vice versa
Lack of balance
When you can not distribute tasks in a good way

**Source:** Research Data

In the attempt to understand the perception of each manager about conflicts, they were asked to report a conflict situation that has marked their life during the period that have been working in the bank. Thus, it was found that among the most significant conflicts cited by them there was the influence of both domains covered in this study - work and family – being identified situations like the "vicious circle" of less time at home (SENGE, 2000), occupational issues and even implications of destructively conflicts (dysfunctional).

Among the likely factors causing conflict in the family they were emphasized issues related to family well-being such as: the individual interests of family members, health problems and financial problems. And about the causes of conflict at work, the managers highlighted aspects related to both management practices itself and to interpersonal relationships, such as: the large sum of service, their quantity and the very large accumulation, in

addition to "relationship with team staff that are not performing well or if I'm disagreeing with anything from them" (M4) and the very "changes in work routines " (M4).

So it is clear that the conflict-generating factors at work referred to the accumulation and amount of service, the charging, changes and misunderstandings, thus covering both activities of management practices itself and interpersonal relationships. As for the causes of conflict in family relationships, they were related to health issues and finances as well as the personal interests of family members, and involving issues related to family welfare.

Conflicts can be viewed on a functional or dysfunctional way. The functional form can be reflected in the case of the manager who was facing a current shift of functions as a situation where she could learn new skills. However, the dysfunctional consequences of conflicts remained in evidence - particularly those that orbited the typologies of the conflict based on the behavior and conflict based on tension, Greenhaus and Beutell classification (1985) previously mentioned. Through the collected comments one could collect a number of implications that these conflicts may have, namely:

Table 05: Conflicts' Implications in the perception of the managers interviewed.

<b>IMPLICATIONS OF CONFLICTS</b>	
<b>Physical and psychological implications</b>	psychological asthma hypothyroidism physical fatigue mood swings nervousness sleep changes increased sensitivity
<b>Work implications in the family</b>	Influência no comportamento Irritação Descontar nas pessoas de casa Variação das emoções Behavior influence Irritation To become irritated with people from my home variation of emotions
<b>Family implications at work</b>	Chegar no Banco chorando damage the relationship with the customer reduced performance to became dispersed reduced ability to assimilate information to keep a sulky face to arrive in the bank crying

Source: Research Data.

The reports also revealed that conflicts can occur from work for family or vice versa, but in both cases the conflict interferes with the behavior and attitudes of managers, being thus evident the conflicts bidirectionality. However, it is noteworthy that according to the managers, it was easier to happen the interference of conflicts experienced in working at home than otherwise.

In addition, although according to those interviewed it would be easier for conflicts experienced at work to interfere with their environment than the inverse, it is clear that be the conflict related to the personal or professional domain, hardly its consequences are related exclusively to this domain. Complementing this idea we present this interviewee's comment: "If I'm not good at my job, my family will end up getting grumpy; likewise, if I'm in trouble in the family ....". And the M2 manager, stated that: "A person who is not well connected with the family can not be a good professional, I find very complicated. If you are uncomfortable with your family, you do not come here well. I think it's really a very strong influence, in the human relationship".

Finally, as the experience of conflict, it is noteworthy that the M2 interviewee also commented

We have to look for ways of how to reconcile conflicts, here we have several different people, not everyone is equal. (...) But I think the people here (at the bank) is nonetheless a family. We spend more time here than with our own children.

In an attempt to verify how women-managers experience the time, the respondents commented on this reporting part of their routines. Thus, it was noticed that they had a variety of related activities both at personal domain as the professional (and academic), so that they had to prioritize certain activities and turning out they had no time to do something they wanted for themselves – for instance the case of the manager who cited the need to give up the physical activity that was performing.

On that basis, it was convenient to have some understanding of how managers ran their time, as their need to distribute it among their professional career work, marital career, mother's career and sometimes also an active leisure career.

Time management was highlighted as something complicated, and the different management strategies used by managers seemed to get similar results. The comments of managers revealed situations in which the distribution of time between management practice and family relations was hindered due to the workload required by the activity carried out in the bank, which was not flexible. This precluded the managers being present with the family at times, generating dissatisfaction and even guilt. So instead of the time being seen as an aid in conflict resolution, it seemed to be viewed as something scarce that can be generating more conflicts.

Still about the possible conflicts inherent to time management, the M1 interviewee talked a little about the attention and concessions about the time that are necessary to try to avoid any conflicts while commenting on the need she had to observe her child's behavior she could be able to identify the moments that she needed a break from work issues to be able to devote more time to her child; and her attempt to always have certain moments dedicated to getting along with her family. According to the reports of the managers, it's also evident that in the perception of most of them the time devoted to the family is insufficient and the possible conflicts generated due to this must be observed, such as situations of guilt and other consequences.

According to the interviewees, the balance search between the domains basically consists in trying to separate the family relationships of managerial activity, knowing how to distinguish the issues and conflicts of a domain of those for the other. Table 06 shows the actions taken by managers in an attempt to achieve this balance.

**Table 06:** Balance search in the perception of the managers interviewed.

SEARCH FOR BALANCE
separate one thing from the other, do not mix them to distinguish one domain from another trying to conciliate in the best possible way when at home, to don't get your mind at work, and vice versa, switch off the company phone.

**Source:** Research Data.

As it can be seen, the main attitude adopted was to try to keep matters of each domain in its own area, thus avoiding conflicts originated in one of them to happen to interfere with the other. Another interesting point raised by some managers was the notion of difference time quality and time amount, about which was commented that since they lacked the desired time to be with their family so they tried to live the time they spent with it with higher quality.

## 5 FINAL CONSIDARATIONS

Given the research results, there are some points that are worth mentioning. The first is that the foundations of family relationships can be considerate as a way to minimize the incidence of conflicts not only in these relationships, but also in management practices. This is due perhaps to the fact that the managers get to spend more time in the bank than they spend with their own families, which would make the bank team a "second family" as the M2 manager said at one point of her interview.

Another aspect worth mentioning involves the conflicts' consequences for the managers. There is strong evidence that the conflicts experienced both in managerial practice and in family relationships cause emotional, physical and health problems, besides undermine family relationships. Furthermore, conflicts that are arising from family relationships have implications for the managers' performance at work.

As regards the latter, it may be noted that since the organizations aim to achieve maximum performance of their employees towards their development, perhaps they should invest more in the matter of work and family relationships in their human resources management policies. Not taking only shortsighted and / or superficial

attitudes when facing this kind of situation, but managing it in a sustainable way and with interest in the satisfaction and quality of life of its people both in organizational and family life.

Time shows to have a decisive role in the emergence of family conflicts, since there is a dependence relation between the time dedicated to the family and to time spent in management practices.

The search for balance is a strategy to minimize conflicts and is closely linked to the conciliation of interests, career stability, experience and family relationships.

All matters discussed in this study are fundamental to people's lives, especially for the well-being of families, business performance and society in general. Professionals and organizations need to be aware of the need to assess the impact that organizational, social and cultural changes brought to people's lives.

Given these considerations, it is remembered that the study had several limitations. Such as the approach used, which does not allow the results to be generalized and the fact that the survey had been conducted with four women managers working in a specific context, so that the results reflect their experiences, articulated with the literature on the theme and interpreted by the researchers.

However, despite these limitations, it is expected that this study will contribute to bring professionals working in management positions to a process of reflection, as well as sparking the interest of researchers in carrying out additional studies. Also contributing to the understanding of the linkages between management practice and family relations.

For further studies, it is suggested as well as attention to the research limitations mentioned in this article, the interview of the managers' husbands in order to have a new perspective on the same reality. It is also suggested that additional studies should be conducted on the search for understanding the links between family relations and practice. Such studies could contain themes about the emotions perceived by managers when they experience conflict between management practice and family, the factors that can contribute to the search for balance between management practice and family relations, or even on the strategies that can be adopted by managers to reconcile professional and family interests.

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