

The Institutionalization Process of the Manager Profession and the Challenges for its Legitimation in the Brazilian Context †

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PURPOSE

Management is a relatively recent field of knowledge, whose structuring process was consolidated throughout the 20th Century, supporting the industrialization and development of capitalist countries, through the dissemination of managerial principles. In Brazil, despite the intense growth and popularization of Management, there is evidence of a lower-than-expected participation of managers in high hierarchical positions in organizations in Brazil, suggesting that difficulties for a greater insertion and appreciation of these professionals arise from the low legitimacy of the profession in the country – i.e., the limited social recognition of the Management profession. That said, this work aimed to understand the institutionalization process of professional Management in Brazil, identifying the challenges for its legitimation in the country.

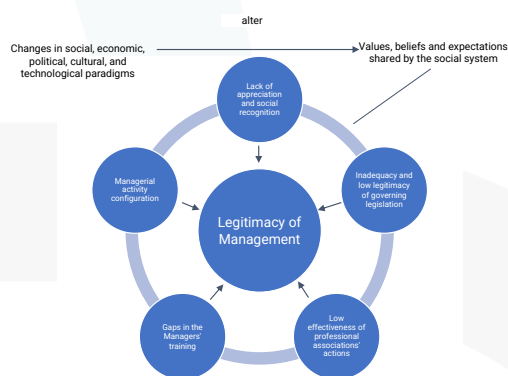
METHOD

Based on interviews with 15 representatives from the field of professional Management such as executives, teachers, researchers and representatives of trade associations, combined with extensive research on current legislation, it was possible to understand the process of development and consolidation of Management in Brazil and visualize the challenges and contradictions of the field.

FINDINGS

Results indicate that professional Management in Brazil had its institutionalization process influenced by that of professions such as Medicine, Engineering and Law (professions with a greater historical tradition), based on the belief that the reproduction of such a structure, through the Manager Law, would enable greater social recognition for Management professionals, ensuring them better opportunities for social advancement. However, this idea represents a myth, with several factors that affect the legitimacy of the profession in the country: the perception of low recognition and appreciation of the manager, which compromises the insertion of these professionals; the inadequacy of its legislation, which reproduces the assumptions of

professions quite different from Management; the low effectiveness of actions developed by trade associations; and the configuration of the managerial activity itself, which presents marked differences in comparison to classic professions, such as the lack of direct contact with the client/user, and its contingent and contextual nature.



Research framework
Source: Sobrinho (2021, p. 219)

MANAGERIAL CONTRIBUTIONS

Understanding the factors that affect field legitimacy will allow the development of strategies that result in a professionalization model more aligned with the demands of society and organizations, enabling greater recognition of managers and managerial knowledge, with positive implications for managing organizations. By understanding institutional dynamics, a scenario of greater freedom for the manager's activities is projected, given the tendency to reduce legal barriers, which will imply greater challenges for their insertion, due to the increase in competition between these professionals. Employability, the development of new skills and career management will be even more decisive factors for the manager's success in the near future.

SUPPORTED BY:



† Sobrinho, João Moraes (2021). *O Processo de Institucionalização da Profissão de Administrador e os Desafios para sua Legitimação no Contexto Brasileiro* (Tese de doutorado). Universidade Federal da Paraíba, João Pessoa, PB, Brasil. <https://repositorio.ufpb.br/jspui/handle/123456789/22626>