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Gender Justice and Feminist Self-Management Practices in the Solidarity Economy: A Quantitative Analysis of the Factors that Impact Enterprises Formed by Women in Brazil

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***Abstract*—**The Solidarity Economy (SE) acts in the re-articulation of the economic field to the other spheres of social action. The significant participation of women in SE resulted in the formation of a national network of self-managed enterprises in Brazil: The Solidarity and Feminist Economy Network (SFEN). The objective of the research is to identify factors of gender justice and feminist self-management practices that adhere to the reality of women in SE enterprises. The conceptual apparatus related to feminist studies in this research covers Nancy Fraser approaches on gender justice, and Patricia Yancey Martin approaches on feminist management practices, and authors of postcolonial feminism such as Mohanty and Maria Lugones, who lead the discussion to peripheral contexts, a necessary perspective when observing the women's movement in SE. The research has a quantitative nature in the phases of data collection and analysis. The data collection was performed through two data sources: the database mapped in Brazil in 2010-2013 by the National Information System in Solidary Economy and 150 questionnaires with women from 16 enterprises in SFEN, in a state of Brazilian northeast. The data were analyzed using the multivariate statistical technique of Factor Analysis. The results show that the factors that define gender justice and feminist self-management practices in SE are interrelated in several levels, proving statistically the intersectional condition of the issue of women. The evidence from the quantitative analysis allowed us to understand the dimensions of gender justice and feminist management practices intersectionality; in this sense, the non-distribution of domestic work interferes in non-representation of women in public spaces, especially in peripheral contexts. The study contributes with important reflections to the studies of this area and can be complemented in the future with a qualitative research that approaches the perspective of women in the context of the SE self-management paradigm.

***Keywords*—**Feminist management practices, gender justice, self-management, solidarity economy.

I. Introduction

THE SE is a movement that unites the discussions about work and life, rearticulating the economic field with the other spheres of social action., representing a multiform movement for income generation and local development, having self-management as an organizational paradigm [1]-[3]. The SE is composed mostly of women, from the movement's discussion forums; a national network of self-managed companies in Brazil was formed: SFEN. Considering the expressive participation of women in SE and that this context influences the practices of organization of enterprises, it becomes necessary to systematize such practices, from the substantive view of organizations, giving visibility to the experiences of these women [4]-[8]. In this sense, the research aims to observe which factors are related to gender justice and feminist self-management practices that impact the SE enterprises formed by women in a SE.

Fraser's studies on gender justice and Martin's studies on feminist management practices structure the theoretical support of the research. The research also uses references from authors of post-colonial feminism who debate the issue of women in peripheral contexts, a necessary perspective when observing the women's movement in the SE, such as Mohanty, Santos and Maria Lugones [9]-[11]. Aninitial question of this study was to understand the feminist practices of self-management in SE as a search for gender justice via economic justice; the debate about the work of women in SE is still reduced, given the contributions of women in innovative self-management practices. Fraser proposes three perspectives of gender justice: redistribution, recognition and representation of women's experiences [12], [13]. Fraser notes that redistributive practices are those that aim to tackle social and economic inequalities [14], and may be linked to projects to generate employment and income, social security and assistance, among others. Regarding recognition practices, Fraser relates these actions to changes in cultural patterns, in representations and interpretations related to human diversity [14], enabling the visibility and appreciation of historically discriminated and excluded social groups. According to [14], representation, in turn, refers to the inclusion and participation of social subjects in decision-making spaces, favoring their presence and the incorporation of their demands and needs.

While Fraser addresses the issue of gender justice from a socioeconomic point of view, Martin's approach resides within the scope of organization theory, in management practices in organizations. Considering that among the theories about feminist organizational practices, the proposal by Martin [6]-[15] is the one that best suits the approaches used so far in studies, starting from substantive organizations that are based on collectivist practices [19]. Martin's proposal is based on values of female management and that were used in this study as variables of analysis, namely: (i) Asking "the women question"; (ii) Using feminist practical reasoning; (iii)

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Conscious-raising; (iv) Promoting community and cooperation; (v) Promoting democracy and participation, (vi) Promoting subordinate empowerment (view of power as obligation rather than authority), (vii) Promoting nurturance and caring; and (viii) Striving for transformational outcomes. Although starting from different perspectives, the turning point of the authors' approaches is the reorganization of social reproduction, integrating the political objectives of gender equity and more equitable power relations, at the meso and macro levels. Therefore, the option for the conceptual apparatus of Fraser and Martin is instrumental in analyzing the phenomena of this research on feminist practices of self-management and gender justice in SE. The methodological approach of this phase of the research is quantitative, in the phases of data collection and analysis [16]-[18]. The data collection of the quantitative stage was made operational through the use of data from two data sources: the database mapped in Brazil in 2010-2013 by the National Information System in Solidarity Economy (NISSE) and 150 questionnaires structured in a 5-point Likert scale with women from 16 enterprises that make up the SFEN in the state of Ceará. The first stage of quantitative data analysis dealt with the selection of study variables based on the categories of analysis related to the three-dimensional approach to gender justice and in a second step, the factors related to the set of feminist management practices were analyzed. From the mapped theoretical references, 24 variables were identified that revere the eight feminist management practices and 18 variables that revere the three dimensions of gender justice. Due to the need to identify whether the variables measure the observed constructs, the multivariate statistical technique of Factor Analysis (FA) was applied.

II. Research Objectives

The present research intends to contribute to the understanding of feminist management practices in the scope of the SE enterprises formed mostly by women, using as a conceptual apparatus the proposals of Fraser in relation to gender justice, Martin in relation to practices management feminists, and the alignment of these perspectives with approaches to post-colonial feminism. In this sense, the research was developed from the three dimensions of gender justice proposed by Fraser, together with the feminist management practices proposed by Martin. Thus, the general objective of the research is to investigate which factors make up gender justice and the set of feminist self-management practices that adhere to the perspective of the SE. From this objective, three main specific objectives of the study follow:

(i) Analyze the database mapped in Brazil in the years 2010 to 2013 by NISSE regarding issues related to women;
(ii) Identify factors related to gender justice in the context of SFEN ventures;
(iii) Identify the factors related to the set of feminist management practices in the context of SFEN's ventures.

Next, the methodological aspects and research strategies are highlighted.

III. Methodological Support

The research is quantitative and exploratory. The data collection of the quantitative stage was made operational through the use of data from two data sources, one primary, and the other secondary. The secondary source consists of a database mapped in Brazil in 2010-2013 by the NISSE, covering a sample of 19,708 SE enterprises. The primary data were collected from the application of a structured questionnaire formatted on a 5-point Likert scale with the entrepreneurial women who make up the SFEN in the state of Ceará, following the theoretical orientation of Martin's organizational practices proposals [6]-[15] and Fraser's three-dimensional gender justice model [12], [13]. The data from the secondary source served as a basis for an exploratory analysis of the condition of women in SE and the primary data were analyzed using the multivariate statistics FA, using the statistical software SPSS (Statistic Package for Social Science) as a statistical tool. Thus, the use of the quantitative approach was instrumental and complementary in observing the phenomenon [16]-[19].

A. Categories of Analysis

This study presents the following analytical categories, which, from the theoretical inserts, helped in the construction and conduction of data collection instruments

a) Gender justice: Dimension of social justice aimed at the emancipation of women in their social dynamics, seeks redistribution in terms of resources and opportunities, recognition of women's experiences and practices and representation in decision-making spaces [4]-[14];
b) Redistribution: aims mainly at a new presentation of the division of labor and the redistribution of income. Empirically, it was verified through in-depth interviews, observation and secondary data as to the division of labor and the redistribution of income between organizational members of different genders [4];
c) Recognition: It is classified by a status model, in which recognition of the conditions of the group members as integral partners in social participation is required. The participation of the members of the organization in the production process as a whole is expressed, including verifying whether there is accessibility to the different processes [4];
d) Representation: It is the concern of valuing gender through political social change, in which the divisions of the areas of power are configured as non-exclusive. Empirically, it was verified through in-depth interviews, observation and secondary data, and how power is distributed in the organization and how it allows the representation of different genres [4];
e) Feminist management practices: are alternative ways of managing organizations based on practices that seek to recognize the role of women in management, question the sexual division of labor, and seek the emancipation of women and transformative results internally and externally to organizations [6]-[15];

Such concepts mediated the choice of the epistemological

paradigm of the research, the making of the collection instrument, as well as the analysis of the collected data.

B. Characterization of the Organizations Surveyed

According to the national mapping carried out by NISSE [20] between 2010 and 2013, the SE covers 19,708 projects in Brazil. Of these 19,708 operating enterprises, 7,633 have women as a majority, and 2,874 of these enterprises are organized by women only. The SFEN mapped women's initiatives in nine states in the five regions of the country. The current project goes ahead, aiming at strengthening the network and its productive articulation by segments and/or local arrangements, developing advice for management and marketing. Thus, it seeks to give visibility and recognition to the work of women, contributing to their economic autonomy. It also aims to advance in the construction of indicators for the feminist economy and in articulations with public policies in different areas, composing local development strategies for the sustainability of networked enterprises. SFEN currently covers 29 networks, with a total of 222 projects in the country. In the state of Ceará, a Brazilian northeast state, SE is composed, according to NISSE mapping, with 1,390 SE enterprises in operation, distributed in urban and rural areas. The SFEN, a sample of the present research, operates in 26 enterprises formed by women. The enterprises where SFEN operates in a Brazilian northeast state operate in the areas of handicrafts, clothing, ecological and family agriculture and food [21].

C. Data Analysis Strategy

The analysis of the data, in addition to organizing and summarizing the data, allows searching for patterns from the perspective of the research question, seeking to verify the consistency of the results with the theory [17]. At first, an exploratory analysis was performed using the SPSS to identify possible outliers, discrepant data from the rest of the sample, together with the outlier labeling rule technique proposed, resulting in 150 valid observation units. Then, the multivariate FA technique was applied, which according to [18], is used to identify latent patterns or relationships for a large number of variables and to determine whether the information can be condensed or summarized to a smaller set of factors. According to [17], FA is a multivariate analysis that helps in building indexes from concepts, validating such concepts from factors or components that are correlated with each other and form a set of factors that explain the construct or concept. For [18], it is, therefore, a form of statistical analysis that allows the identification of the structure of interrelations between a certain number of variables, seeking to describe them through such relationships pointing to factor loads. Therefore, the technique analyzes the correlations between a large number of variables, condensing them (summarizing) into groups of variables that most correlate; these groups are considered as factors.

From the mapped theoretical references, 24 variables were identified that revere the eight feminist management practices and 18 variables that revere the three dimensions of gender justice. Such variables served as the basis for the data collection instrument applied in the research, in its quantitative stage. Due to the need to identify whether the variables adequately measure the constructs observed, a FA was applied. From the factorial loads, which select variables, it is possible to build indexes that summarize several variables that represented a construct in a smaller number of variables for that same construct. For [17], the factorial loads present the correlations existing between the original variables and the factors. The squared loads show what percentage of the variance in an original variable is explained by a factor. The application of the FA technique requires the verification of the assumptions of normality of the independent variables, linearity of the relationships between the variables and the high level of correlation between them. For the formulation of the model, it is also necessary to identify the suitability of the available data set, as recommended by [18]. FA was performed in stages in order to analyze the variables separately, first in relation to constructs related to gender justice and then to constructs related to feminist management practices in the context of SE. The application of FA and the consequent extraction of a set of factors presuppose the choice of a method, in this case, the Principal Component Analysis (PCA), whose objective is to reduce the number of explanatory variables of a set of individuals to a small number of indices, with the characteristic of not being correlated. In this analysis, the factors were not defined ex-ante, being defined in the model by the Kaiser criterion, which selects factors with an eigenvalue greater than one. In this research, we worked from the rotation of the factors, through the varimax method, which intends that, for each factor, there are only some significant weights and all the others are close to zero (simplifying the columns of the factorial matrix), this that is, the objective is to maximize the variation between the weights of each factor, facilitating its interpretation [18].

As recommended by [18], the analysis was carried out observing the points listed below: (a) significance of the coefficients expressed in the correlation matrix, a substantial number of correlations greater than 0.30 is recommended; (b) Kaiser-Meyer-Olkin (KMO) test to identify whether a FA model being used is properly adjusted to the data; (c) The Measurement Sample Adequacy (MSA) to identify the degree of intercorrelations between the variables and the adequacy of the FA to the sample; (d) The Bartlett's Test of Sphericity (BTS) to indicate whether there are sufficient correlations for FA,; (e) Verification of communalities is a measure of how much of a variable's variance is explained by the factors derived by FA; (f) The eigenvalue, or self-value, is the measure that evaluates the contribution of the factor to the model constructed by the AF, with a small value suggesting a small contribution of the factor in explaining the variances of the original variables. Still in relation to the contribution, the cumulative total variance is also considered, which must exceed the minimum of 60% of the variance explained by the common factors to use the FA. The FA was performed using the statistical data processing tool SPSS version 21.0.

IV. Analysis and Discussion of Results

A. The Issue of Women in the National Mapping NISSE

Before starting multivariate statistical analysis, it is necessary and possible, based on data from the national mapping of SE, to contextualize the condition of women in SE. The data mapped in this survey were organized into 899 categories of information (variables), ranging from the address of the enterprise to the participation of enterprises in social movements, going through a detailed survey with the partners of the enterprises, also covering issues of gender, race and class. Among the 19,708 enterprises, 7,753 women reported having dependents in their care. Of these, the majority during the period in which they are carrying out activities in the Solidarity Economy Enterprises (SEE), the majority replied that the children are left in public daycare centers or with neighbors, relatives or friends. Of the total sample of women, only 12% reported that they have the help of their partners; therefore, some leave the dependents alone or take them to the SEE. Few women can pay a person to care for their dependents, only 2%, which is in line with the situation of women in SE, since in a condition of scarcity, they prioritize the use of compensation with items of survival, assuming the duties care for yourself or others who do not need to be paid. An important observation is the need for public daycare centers that absorb these duties at the time of production; therefore, such public policies for basic education are extremely important for these women.

Regarding mothers (members) who have no one to leave their children with and need to take them to the SEE at work, the predominant situation is that women themselves take care of their dependents, 72%, however, 21% of women take turns to care while production takes place. Few enterprises are able to hire people to carry out the care work or have volunteers for this activity. Production work combined with care work is a common condition for women in ES. The survey showed that only 3.7% of companies are able to receive dependents at their facilities safely.

Regarding the activities that SEE women are responsible for in their families, such as cooking, washing and/or ironing and cleaning the house (variable cnm4a in the database), 60% of women reported that they are primarily responsible. While the rest reported that the activities are divided among family members. Regarding the activities that SEE women are responsible for in their families, such as caring for children and/or other dependents (variable cnm4b in the database), 51.13% reported that they are the only ones responsible and 16.72% reported that they share these responsibilities with family members. When accompanying their children and/or other dependents in school activities (variable cnm4c in the database), women also assume most of the responsibility, 68.5% are the only ones responsible for helping dependents. Regarding domestic supply and maintenance (provision of water or food, care), which are also important activities for the private space (variable cnm4d in the database), women are responsible for 52% of these activities, which demonstrates an approximation more balanced in relation to the other themes.

For the majority of women in the SEE, the income obtained from economic activity in the SEE is either the only one (16%), most of the family income (16%) or equal with the rest of the family income (15%). Therefore, the representativeness of the income obtained in the SEEs reaches 47% of the women who participate in the SE. 36% reported that the income obtained in the SEEs is the smallest part of the family income; it is considered that in this case, other family members work and generate income, helping in the total family income. An important piece of information is that 17% of women respondents are not looking for income or are in another situation, such evidence shows that women in SE are not only looking for economic results, this observation was better understood from the field research (questionnaires, observations and interviews) held at the SFEN and presented in the following subsections.

The mapping carried out by NISSE also observed what kind of public policies women in SE had access to, in terms of supporting production/marketing. The public policies that most benefit women in SE are those related to the Family Agriculture Strengthening Program, however, a small portion of the enterprises have access to this public policy. In addition, when looking at other types of support for production and marketing, the rates are even lower, especially those specific to the needs of women. When it comes to support for professional qualification (6.33%), technical assistance, and extension and business incubation (3.89%), the numbers are insignificant in relation to the observed sample. In relation to other types of support for production and commercialization, only 1.6% of the enterprises (312 out of 19,708) reported receiving other support through institutions such as Brazilian Cáritas, Northwest Bank of Brazil, and other types of loans and financing from public banks.

To justify the application of FA, it is necessary to guarantee a considerable number of correlations in the data matrix. Based on the significance level of the coefficients expressed in the correlation matrix, a substantial number of correlations greater than 0.30 is recommended. FA was performed in stages to identify the best configuration for the factors. The first stage was performed including all variables. The first analysis was whether the sample fits the application of FA, using the KMO statistic. The technique compares the magnitude of the observed correlation coefficient with the magnitude of the partial correlation coefficient. It also varies between zero and one and values less than 0.5 indicate that the analysis is not suitable. In this case, the KMO indicated a low explanatory power between factors and indicators (0.573). The Bartlett's test obtained a p-value of 0.000, less than 0.05, which leads to the rejection of the hypothesis that the correlation matrix is the identity matrix, showing that there is a correlation between the variables. This sphericity test indicates whether there is a sufficient relationship between the indicators for the application of FA. It is recommended that the sig value. (significance test) does not exceed 0.05; if this occurs it is likely that the correlation of the indicators is very small, which prevents the application of FA. The results also pointed out that all communalities were above 0.5, an

acceptable level, in the sixth stage of FA, where communalities of this level were identified, reaching, in the sixth stage of FA. Thus, it is believed that the sixth attempt is the one that comes closest to the degree of relationship and explanation of the variables useful in the evaluation of the operators. The next step identifies which variables make up the factors. From the matrix of rotated components, shown in Table I, the composition of each factor is verified, mainly when there are very close values of explanation. In these cases, it is up to the verification of the values after the application of the rotation of the factors, which, in the case, it was done by the Varimax criterion. With the rotation, in the matrix table of the rotated components (Rotated Component Matrix), it is possible to associate the variables of each factor. Therefore, in Table I, it allows verifying which of the factors best explains each of the considered variables.

TABLE I
ROTATED COMPONENT MATRIX (WITH 5 FACTORS)

Variables	Component				
	1	2	3	4	5
rec2a	.705	-.055	.003	.338	-.114
rec2c	-.703	.043	-.002	-.047	-.194
rec2b	.685	.198	.067	.174	.096
rep3c	.617	.022	-.068	-.349	-.023
rep3e	.502	.294	.361	.145	.181
rep3d	.136	.830	-.061	-.196	.013
red1c	-.012	.807	.111	.159	.136
rep3f	.148	-.006	.791	.091	.003
red1b	.422	.068	-.598	.117	-.441
red1e	-.023	.448	.558	-.145	-.332
rep3b	.045	-.040	.125	.841	-.094
rec2d	.406	.016	-.284	.634	.193
red1a	.208	.138	.001	-.015	.873

Extraction method: PCA; Rotation method: Varimax with Kaiser normalization (Converged rotation in six iterations)

After the rotation of the factors (Rotated Component Matrix), there is a more precise classification of the indicators in each of the factors. Thus, we can conclude that the factors are composed of the following variables, following the size of the variable's contribution to the factor:

a) Factor 1 is composed of: rec2a, rec2c (-), rec2b, rep3c and rep3e;
b) Factor 2 is composed of: rep3d and red1c;
c) Factor 3 is composed of: rep3f, red1b (-), red1e;
d) Factor 4 is composed of: rep3b and rec2d;
e) Factor 5 is composed of: red1a

In the model, the first factor was interpreted as "Recognition", the second factor as "Redistribution of productive work", the third factor as "Redistribution of reproductive work", the fourth factor as being "Sociopolitical representation" and the fifth factor as "Socio-cultural representation". Analyzing the results indicated by the FA, it appears that it is possible to reduce the observable variables. The results point to a reduction from 18 to 13 variables, distributed in five factors, which explain 65.363% of the total variance, which in comparison with the first stage that had seven factors that explained 63, 397%. Therefore, there was an increase in total variance, in addition to a reduction of five indicators. The KMO test also experienced an increase from 0.630 to 0.673, which means a reasonable acceptance of FA. The MSAs for all variables are also in the acceptance range, above 0.5, as are communalities. From the quantitative analysis undertaken, some considerations about the identified results follow. First, it is necessary to form some considerations about the analysis variables. The variables rec2e, red1d, rec2f, rep3a and red1f were excluded from the analysis, in order of extraction (lower MSA). The recognition variable rec2e is related to the statement "You feel that your actions are a model for other women". The red1d redistribution variable is related to the statement "You realize that as a woman you accumulate much more work". The recognition variable rec2f is related to the statement "You feel like you are part of society". The rep3a representation variable is related to the statement "The SEE is supported by public policies". The red1f redistribution variable is related to the statement "You work more for love than for money". The removal of these variables from the model indicates a need for awareness about the perception of women about why domestic work is not divided and about how she values the work she does, of her roles as influencing the actions of other women and the consequent recognition as part of society. Another question is about public policies aimed at self-managed enterprises by women, the variable has not been included in the analysis of the model, and is related to the lack of support from the public authorities regarding the actions of women in these enterprises. However, even though they are excluded from the model, it is evidence that indicates a phenomenon that in a qualitative analysis can provide more information about these variables.

Following are some considerations about the formation of the analyzed factors. The composition of Factor 1 (rec2a, rec2c (-), rec2b, rep3c and rep3e) has four variables of the gender justice recognition dimension and one of the representation dimensions. For this reason, this factor was interpreted as the "Recognition" factor. According to [14], recognition is related to cultural patterns, in representations and interpretations related to human diversity, allowing the visibility and valorization of social groups historically discriminated and excluded, it is a movement of recognition of difference, not only of a cultural nature, among the categories of analysis of gender justice, recognition has special relevance, since it affects women even more in situations of socioeconomic exclusion. The first variable with the greatest contribution to the factor is rec2a, which is related to the statement "Your work at the SEE is recognized by the family", demonstrates the weight of the recognition that the family unit has in the perception of the recognition of women's work; this is even expressed, according to [22], in the division of domestic work and care, allowing women to disconnect, to some extent, from the reproductive environment. This is a relevant finding, since the recognition of women's work by the family is an initial step towards the decisions they make in their daily lives in the enterprises. The second variable, in terms of contribution to the factor, is rec2c, which is related to

the statement "You realize that your work is important for society", presented a negative charge in explaining the factor, which is surprising evidence, if analyzed together with the first and third variables. The third variable explained in Factor 1 is rec2d, which relates to the statement "Your work at SEE is recognized by the community". It can be seen from the evidence that, even though women feel recognized by the family and the community, the non-recognition on the part of society impacts the recognition in general, and therefore, the negative burden of non-recognition tends to reduce the recognition values. For [13], the non-recognition is the result of a process of sociocultural construction, it refers fundamentally to the injustice in the differentiation of social status, and thus, a social injustice that is reinforced and interconnected with economic injustices and impacts including in the process of representing women in SE. What explains the composition of two representation variables in the first factor, the fourth variable rep3c and the fifth variable rep3e, is that these variables have to do with the statements "There should be more women in the government for you" and "Women in the SEE are also leaders in their communities". The analysis makes sense of the criticism of [13] in his work "Mapping the feminist imagination: from redistribution to recognition and representation" that there is no way to implement gender justice without discussing redistribution, recognition, representation and redistribution as categories that dimensions interrelate and interfere with each other. Therefore, the composition of Factor 1 shows such intersectionality between recognition and representation, since the recognition that women in SE perceive suffers interferences from their perceptions about the occupation of public space, whether in political positions or in positions of community leadership. Evidently, a greater participation of women in public management and in their own communities increases the levels of recognition perceived by women in SE. Observing that the non-recognition of their works by society has a great weight, in a negative sense, for the composition of this recognition. Therefore, it is considered that Factor 1 can be interpreted as the dimension of recognition in gender justice.

The composition of Factor 2 (rep3d and red1c) presents a variable of the dimension representation of gender justice and a variable of the dimension redistribution, having been interpreted as the factor "Redistribution of productive work". The variable rep3d is related to the statement "The issue of women in politics is discussed in the enterprise" and the variable red1c is related to the statement "You are responsible for most of the family income". According to [14], the first dimension of gender justice worked by the feminist movement, in its first wave, was that of redistribution, since the search for the insertion of women in the labor market and equity in terms of remuneration, demands still under development. According to data from [23], women are the most affected, as they continue to be the least paid for the same activities performed by men and in crisis contexts, they are the most affected by unemployment, especially when making a cut by race, oppression again signifies itself, since the gender inequality suffered by black women becomes even more evident. In the case of women in SE, this is a more serious phenomenon since many of the women are breadwinners; that is, the person responsible for supporting the family unit. The composition of Factor 2 relates the concern with the issue of women with the level of responsibility that they assume in their families, in economic terms. The need to discuss the issue of women lies in the perception of this woman, often in conditions of social risk, in understanding that there are reasons that explain why they are removed from the formal market, which often depends more on their sex than on the educational level, as pointed out by [23]. Therefore, the discussion on the issue of women is necessary, even, so that these women understand that the work she does in SE as productive work, since many perceive this work as a moment of leisure, which undermines their own appreciation of production work time. Women understand that this work generates income; however, without training for the issue of women, they do not understand that this is productive work that should be valued even by themselves. Thus, the training for the issue of women together with the level of participation in income influences the formation of Factor 3 "Redistribution of productive work".

The composition of Factor 3 brings more reflections on the issue of redistribution. Factor 3 is composed of the variables rep3f, red1b and red1e. One of Fraser's great theoretical contributions to feminist thought is related to the redefinition of the concept of redistribution. According to the author, this dimension was the first in the demands of the feminist movement for equity; however, she did not consider one of the major issues of the sexual division of labor: the redistribution of reproductive work. The contradictions in the dynamics of the world of productive and reproductive work are directly related to the public and private spaces that women occupy in different ways in relation to men. In fact, the sexual division of labor is a reality to which women are subjected. This logic differently decides the value of work, attributing to women reproductive activities (less valued), linked to the private and care space, and to men productive work (more valued), which in turn, is related to the public space [24]. Not by chance, the first struggles focused on the contradiction of the sexual division of labor in the public space, however, with the development of the feminist debate, it was emphasized that the maintenance of reproductive, domestic and care work, solely under the responsibility of women was one of the important factors of unequal conditions between men and women. The composition of Factor 3 reflects this analysis; the first variable in terms of contribution to the explanation of the factor is rep3f, a variable of the representation dimension that is related to the statement "Women receive technical and socio-political training". This variable assesses, in conjunction with other variables, whether the level of training of women for the technical issue of management and socio-politics makes women perceive an essential issue for the valorization of women's work, the difference between productive and reproductive work. This seems to be a peaceful issue; however, from the observations in the field and in the interviews, which were addressed in a specific section, it was

clear that these women from SE do not always have this perception. From the moment a woman realizes the impact of domestic and care work on her productive life, she starts to distribute this work with other family members, relieving herself of such culturally and socially constructed responsibility, which ends up reflecting on a perception that it is a disadvantage to be a woman in society, due to this accumulation of work, which are issues addressed by the other two variables that make up Factor 3. The variable red1b that relates to the statement "Housework is divided into its home" has a negative charge in explaining the factor, which is interpreted as if this non-division of reproductive work had a negative impact on the level of gender redistribution and justice, even though women are trained and see "advantage in being women" (red1e). Therefore, the redistribution of reproductive work is a specific factor of the analysis, despite being treated together in theory, the analysis separated the production and reproduction constructs, also relating them to the representation dimension, further supporting the intersectionality of such dimensions of justice of gender. In this sense, the redistribution of work depends on a certain level of representation so that women understand the need to share domestic and care work so that they can dedicate time to productive work.

The composition of Factor 4 occurs by two variables, rep3b and rec2d, and was interpreted as the factor "Socio-political representation". The variable rep3b is related to the statement "For you the government is concerned with the issue of women", whereas the variable rec2d is related to the statement "You feel your voice is heard". The grouping of these two variables in FA follows the sense that women, because they do not realize that the government is addressing their demands, and also that their voices are not heard. According to [14], representation refers to the inclusion and participation of social subjects in decision-making spaces, favoring their presence and the incorporation of their demands and needs. Failure to recognize a woman's voice is a factor in the composition of her own representation in public spaces. In the sphere of SE, the visibility and participation of women in decisive processes are considered necessary to the cooperative and associative production mode, since it is a context where management follows the self-management paradigm. In this way, the representation of women in public spaces and the recognition of their voice imply greater political representation, not only within the scope of constituted institutions, but within their own communities, resulting in some level of emancipation of women as subjects political.

The composition of Factor 5 occurs from the interpretation of the variable red1a, recognizing this factor as "sociocultural representation". Even though the variable that makes up the factor is the redistribution dimension, it is considered that the red1a variable that relates to the statement "For you, there are unequal conditions between women and men" should be interpreted as part of the understanding of representation. The theory of gender justice points out that the first step in discussing gender justice is to understand and accept that there is a socially and culturally constructed condition of inequality between men and women and this is a discussion that started in the first constructions on redistribution, which was the first dimension of gender justice worked in the feminist movement, as a starting point. However, it occurs that this understanding about the inequality of conditions based on gender is necessary, especially, to the dimension of representation, since the question about the issue of women and their socio-cultural condition, leads them to search for spaces of representation, to participate in decision-making processes [12], [22]. Hirata and Ávila note that when women are unaware of their condition of inequality, it is unlikely that they will question their reality from this condition or seek an effective representation of their specific demands, and this is a common phenomenon in society that naturalized, through its socio-cultural processes, the inequality between men and women [22], [24]. The information on the outcome factors of FA applied to the concepts of gender justice is summarized in Table II.

TABLE II
SUMMARY OF GENDER JUSTICE FACTORS

Factor	Interpretation	Alfa	Variables	Description
1	Recognition	0.692	rec2a	Her work at SEE is recognized by the family
			rec2c*	You realize that your work is important to society
			rec2b	Your work at SEE is recognized by the community
			rep3c	For you there should be more women in the government
			rep3e	Women from SEE are also leaders in their communities
2	Redistribution of productive work	0.629	rep3d	The issue of women in politics is discussed in the enterprise
			red1c	You are responsible for most of the family income
3	Redistribution of reproductive work	0.466	rep3f	Women receive technical and socio-political training
			red1b*	Housework is divided in your home
			red1e	You realize that being a woman is an advantage in society
4	Socio-political representation	0.520	rep3b	For you the government is concerned with the issue of women
			rec2d	You feel your voice is heard
5	Sociocultural representation	-**	red1a	For you there is unequal conditions between women and men

* The variable has a negative charge in explaining the factor; ** SPSS does not generate alpha for just one variable.

In the reliability analysis reported by Cronbach's Alpha for factors related to gender justice, the alpha values showed a level below the minimum of 0.7; however, according to [32], the number of questions affects the value of alpha, and therefore, a low alpha can mean only a small number of questions, without it meaning a decrease in internal consistency. The composition of the five factors from the FA showed the intersectionality of the dimensions of gender justice, confirming Fraser's reflection that these dimensions are interrelated. It was also noticed that the dimensions of redistribution and representation must be observed from different perspectives, and at the same time, complementary. Therefore, redistribution must be observed under its

productive and reproductive character and representation under its socio-political and socio-cultural character. For [12], gender justice must be observed as "a three-dimensional problem, in which redistribution, recognition and representation must be integrated in a balanced way", therefore, there is no way to exchange one demand for another, the three, together, interrelated, make up what is understood as gender justice. The main objective of gender justice is to reduce or eliminate inequalities based on sex, by accommodating differences and enabling democratic coexistence [12]. Among the three categories of analysis of gender justice, recognition is particularly relevant, as it affects women even more in situations of socioeconomic exclusion. The relevance of recognition as an analysis dimension was evidenced by the aggregation power of Factor 1 in FA, which was interpreted as recognition, considering that it was the first factor identified by the FA and the one that added more variables in its composition. After the FA analysis and discussion of the gender justice constructs, the tests applied to feminist self-management practices were carried out.

B. Factorial Analysis of Constructs Related to Feminist Management Practices

In the initial stage of FA, the results showed a KMO of 0.717, with seven factors that explain 67.736% of the variance. The results also showed that all communalities were above 0.5. So, this was the FA configuration to be analyzed. The Bartlett's test obtained a significance level of 0.000, a value less than 0.05, which leads to the rejection of the hypothesis that the correlation matrix is the identity matrix, showing that there is a sufficient relationship between the indicators for application of FA. The analysis of variance reveals the presence of seven factors with eigenvalues (initial eigenvalues) greater than 1.0 that explain 67.736% of the variance of the original data, that is, 32.264% of the variance were not explained. This value exceeds the required minimum of 60% of the variance explained by common factors to use FA. Before the rotation, the first factor explained 25.13% of the total variance, the second factor 11.2%, the third 8.112%, the fourth 7.024%, the fifth 6.169%, the sixth 5.087% and the seventh 5.014%. After the Varimax rotation, the first factor started to explain 12.723% of the total variance, the second factor 11.563%, the third 10.820%, the fourth 10.349%, the fifth 8.690%, the sixth 7.466% and the seventh 6.124%. However, the total explained variance does not vary with rotation. Therefore, after the rotation of the factors by the Varimax method, the set of 24 variables is represented by seven factors, which explain 67.736% of the total variance of the data considered. Thus, it is considered that the first attempt approaches the degree of relationship and explanation of the variables useful in the evaluation of the operators. Soon after, it was identified which indicators are part of each of the factors. The analysis of components indicates the composition of each variable, according to the seven factors, without Varimax rotation. In this case, it allows verifying which of the factors best explains each of the indicators considered. To resolve possible doubts that this matrix may cause regarding the composition of each factor, especially when there are very close values of explanation, in these cases, it is up to the verification of the values after the application of the rotation of the factors, which in this case, was done by the criterion Varimax. With the rotation, in Table III of the rotating Component Matrix, it is possible to associate the variables of each factor more easily. Therefore, it allows verifying which of the factors best explains each of the considered indicators.

TABLE III
ROTATED COMPONENT MATRIX (WITH 7 FACTORS)

Variables	Component						
	1	2	3	4	5	6	7
empod6b	.813	.002	.013	.194	-.021	.001	-.190
coope4b	.807	.131	.077	-.012	.018	.122	-.025
democ5c	.753	-.031	.045	-.013	.165	.373	.109
transf8b	.722	.143	.009	.076	-.084	-.019	.377
quest1a	.246	.723	.043	.191	-.011	-.080	-.214
razao2a	.076	.699	-.140	.284	.051	.337	-.012
quest1c	.005	.673	.120	.202	.275	.166	.152
razao2b	.008	.554	.291	-.164	.352	-.092	.060
tranfs8a	.012	.005	.846	.015	.031	-.065	.206
empod6c	.175	-.082	.705	.202	.121	.089	.014
razao2c	.018	.403	.608	.215	.112	-.161	-.149
transf8c	.212	-.280	-.545	-.181	.342	-.217	.117
democ5b	.051	.120	-.075	.773	.210	.007	.084
quest1b	.008	.310	.301	.752	.026	.085	-.022
empod6a	.148	.020	.263	.740	.018	.148	.102
cuida7c	.293	.287	.386	.404	.171	.140	.007
consci3a	-.055	.162	-.068	.189	.767	.124	.021
consci3b	.047	-.051	.440	-.071	.615	.350	-.106
consci3c	.039	.341	.220	.337	.566	-.022	.262
cuida7b	.426	.363	.012	.150	.492	.119	.138
democ5a	.103	.115	-.069	.202	.249	.764	.200
cuida7a	.438	.083	.129	.066	.045	.694	-.127
coope4c	.009	-.216	.044	.188	.166	-.059	.740
coope4a	.099	.425	.061	-.067	-.081	.358	.638

Extraction method: PCA; Rotation method: Varimax with Kaiser normalization (Converged rotation in 12 iterations)

After the rotation of the factors (Rotated Component Matrix), there is a more precise classification of the indicators in each of the factors. Thus, we can conclude that the factors are composed of the following variables, according to the size of the variable's contribution to the factor:

a) Factor 1 is composed of: coope4b, democ5c, empod6b, razao8b;
b) Factor 2 is composed of: quest1a, quest1c, reason2a, reason2b;
c) Factor 3 is composed of: razao2c, empod6c, transf8a, transf8c (-);
d) Factor 4 is composed of: quest1b, democ5b, empod6a, care7b;
e) Factor 5 is composed of: consci3a, consci3b, consci3c, cuida7b;
f) Factor 6 is composed of: democ5a, care7a;
g) Factor 7 is composed of: coope4a, coope4c.

In the model, the first factor was interpreted as "Promotes emancipation for self-management", the second factor as

"Promotes the valorization of women and feminist practical reason", the third factor as "Fight for transformative results", The fourth factor as "Promotes democracy and participation", the fifth factor as "Promotes greater awareness", the sixth factor as "Values mutual concern and care" and the seventh factor as "Promotes community ties and cooperatives". Analyzing the results indicated by the FA, it appears that it is possible to reduce the observable variables. The results point to the distribution of the variables, in seven factors, which explain 67.736%% of the total variance. The KMO test is above 0.7 and the MSA levels of all variables are also in the acceptance range, above 0.5, as are communalities. From the quantitative analysis undertaken, some considerations about the identified results follow.

Factor 1 is composed of four variables of feminist management practices (coope4b, democ5c, empod6b, transf8b), interpreted as "Promotes emancipation for self-management". Martin names this practice as "Promotes the empowerment of subordinates" [6]; however, adapting the understanding of the practice to the context of SE, where there are no subordinates, the term "emancipation" was chosen instead of "empowerment" and the term "self-management" was included, which transmutes the issue of subordination to cooperation. The variable with the highest load in Factor 1, that is, more correlated with this factor, is coope4b, related to the practice "Promotes community and cooperative ties", which brought the statement "You realize that the collective is more important than the individual", reflecting the relevance of the collective aspect for women in SE and SFEN. Classical studies on feminist practices have already pointed out that collectivism is one of the most identified values in feminist organizations [25]-[27], [6]. Therefore, the evidence is in line with the theory, and, in the case of SE, it points out that the collective view is reinforced by the self-management paradigm, which requires active participation in group management processes. The second most relevant variable in Factor 1 is democ5c, related to the "Promotes democracy and participation" practice that brought the statement "You feel capable of participating in the management of the enterprise". The load of this variable in the factor shows that for emancipation and the real implementation of self-management to occur, it is necessary that the subjects involved feel capable of contributing to the management of the enterprises. It is not by chance, [6] understands that the feminist management practice that empowers subordinates, or in this case, emancipates peers, is closely connected to the promotion of democracy and participation. For the author, both promote greater involvement of individuals in discussions, so that management has a mediating character that directs the learning and growth of subordinates, engaging them. The third variable referring to Factor 1 is empod6c, related to the practice "Promotes the empowerment of subordinates" that brought the statement "You are led to make decisions". This practice is also closely related to the previous ones, since the democratic process in self-management requires the subjects to participate not only in the production and commercialization processes, but also in the decision-making processes, characteristic of substantive organizations of a collectivist character [8]. When women are made to make decisions, they feel part of the goal, sharing responsibility and at the same time emancipating themselves, since many do not have the time and voice to make their decisions outside the context of the undertakings. The fourth variable is transf8b, related to the practice "Fight for transformative results" that brought the statement "You feel capable of contributing to the SEE and the community". This variable inserted in Factor 1, which deals with emancipation and self-management, considers that, being a substantive organization, its actions will seek support in society, as pointed out by [28]. However, this support is sought especially at the local level through the voluntary actions that women perform with the community, and that are learning processes that also emancipate women, as they make them be seen outside their homes. It is noticed that even though the model has not grouped the variables as presupposed, the relationships that the variables that were grouped in Factor 1 make sense to ensure understanding of what is necessary for emancipation to occur within the scope of self-management in SE.

Factor 2 is composed of four variables of feminist management practices (quest1a, quest1c, razao2a, razao2b), having been interpreted as "It promotes the valorization of women and feminist practical reason". This factor brought together two practices in one, the concern with the issue of women and the use of practical feminist reason. The union of the two practices is in line with Martin's understanding that it is from the woman's perception of her limitations of available resources that she makes decisions in times of crisis [6]. From this perception of latent or patent inequality, women make their daily decisions in order to maximize the results in a way that benefits the community where it is inserted. The variable most correlated with Factor 2 is question1a, related to the practice "Question for the question of women" that brought the statement "The SEE has rules, policies and practices that value women". The FA pointed out that this was the most relevant variable, in terms of contribution to the composition of the factor, and finds theoretical support since understanding about the issue of women is an initial step towards their emancipation [4], [6]. The second variable is quest1c, also related to the practice "Question for the question of women" that brought the statement "Housework and care is recognized". The issue of the sexual division of labor is a permanent issue, and its weight in explaining the factor is related to this relevance for the valorization of women. Domestic and care work that is not recognized ends up affecting many dimensions of women's social life, reinforcing a structure of gender inequality that undermines women's life projects [13], [22]. The third variable is the reason2a, related to the practice "Uses the feminist practical reason" that brought the statement "The problems of the enterprise are discussed together". The practical feminist reason, by virtue of its emancipatory character, challenges women to make their decisions together, helping each other to decide on the present and the future of the actions of the enterprises. The fourth variable of Factor 2 is the reason2a, it is also related to the

practice "Uses the feminist practical reason" that brought the statement "The dilemmas are solved according to the situation". This variable points to a view that women in SE are led to make quick decisions that benefit common well-being, mainly related to the issue of survival in their scarcity contexts. Thus, women in SE tend to make decisions that vary according to the situation in which they find themselves [6]. The composition of Factor 2 presents issues related to the valorization of women and their way of making decisions has theoretical support, since [6] points out that only in a context of women's emancipation is it possible that there is another type of rationality that does not be strictly utilitarian.

Factor 3 is composed of four variables of feminist management practices (razao2c, empod6c, transf8a, transf8c), having been interpreted as "Struggle for transformative results". The most prominent variable in Factor 3 is the reason2c, related to the practice "Uses the feminist practical reason" that brought the statement "The female view allows different work alternatives". This is a practice based on feminist practical reason; however, as it follows a substantive rationality, it ends up resulting in changes in the way of working and in the subjects of work themselves [6]. This understanding allows the understanding of FA to group this reason in the struggle for transformative results that seek alternative work that emancipates women in the context of SE. The second variable with the highest load in Factor 3 is empod6c, related to the practice "Promotes the empowerment of subordinates" that brought the statement "You feel responsible for the enterprise". According to [6], the engagement of women in the organizational processes of enterprises, especially in relation to decision-making processes, transforms them into active subjects, [29] observed in his studies on ES women in North Africa, that many of the women in peripheral contexts are unable to emancipate themselves for not implementing real citizenship, for being on the margins of social processes, however, in SE, they have access to a type of citizenship shared collectively. Thus, in the context of the enterprises, women become part of and share the responsibilities of being in a community that aims to generate income and emancipate them, through their actions. This is a process that occurs from the women themselves, because they are together, and is directly related to the next variable that explains Factor 3, transf8a, related to the practice "Fight for transformative results" that brought the statement "You perceive transformations positive personal relationships with their work". The transformation of women in their income generation contexts in the communities ends up bringing them to an understanding of citizenship, based on participation in the income generation processes [29]. The fourth and last variable to compose Factor 3 is transf8c; it is also related to the practice "Fight for transformative results" that brought the statement "Society today is more concerned with the issue of women". This variable obtained a lower level of explanation of the factor and also had a negative charge; however, it is inserted in the discussion about the perception of women on the issue of women in society. The lower load and its negative sign in the model are related to what [12] points out. The author reflects that the women's agenda suffers interference from different institutions, such as governments, the market, religious institutions, among others. In this sense, the interference that the women's movement suffers prevents them from evolving on women's rights issues, the problem, according to the author, is not the diversity of demands, but the origin of such demands that often do not stand out for the emancipation of women. women. Thus, [12] points out the need to form a transnational agenda for women's rights that results in an understanding and awareness of society about the issue with women.

Factor 4 is composed of four variables of feminist management practices (quest1b, democ5b, empod6a, care7), having been interpreted as "Promotes learning, democracy and participation". The most prominent variable in Factor 4 is quest1b, related to the practice "Question for the question of women" that brought the statement "You are encouraged to participate in the management of the enterprise". According to [6], [15], a feminist organization seeks to involve its members around the common objective; in this process, it is necessary that the subjects participate in the organizational practice, and this occurs in a democratic and non-authoritarian way. In the scope of SE enterprises, this participation occurs fluidly, without a rigid definition of how it should occur, which, according to Ramos, is typical of the dynamics of substantive organizations [8]. However, participation is necessary in order to implement self-management [2], [31]. The second variable referring to Factor 4 is the democ5b related to the practice "Promotes democracy and participation" which brought the statement "You identify more collaboration than the exercise of power". This variable marks the perception of women about how power is exercised, whether authoritarian or collaborative, the relevance of the variable demonstrates what [6] informs about women in feminist management. For the author, feminist management exercises power as a responsibility and not as a status, and therefore, the relationships that are established are not subordinate, but collaborative. The results of FA indicate coherence with the theory, since in SE, power is shared, not belonging rigidly to any subject. The third variable is empod6a, related to the practice "Promotes the empowerment of subordinates" that brought the statement "You are encouraged to learn and grow". This practice is necessary for the engagement of women, since, according to [29], learning is one of the biggest gains sought by women and increases the participation of women in the enterprises. The fourth variable is care7c, related to the practice "Values concern and mutual care", which brought the statement "Care for the other is one of the concerns in the SEE". In this sense, [29] informs that the feeling of belonging to the group is fostered not only by the need for generation and income, many women are inserted and remain in the enterprises due to the need for a protection and care system that is maintained in these groups. The composition of Factor 4 demonstrates democracy and participation does not depend only on decision-making processes, but on the emancipation of individuals and on relationships of trust between them, which according to [30]

and [3] results in collective learning within the scope of the ventures.

Factor 5 is composed of four variables of feminist management practices (consci3a, consci3b, consci3c, cuida7b), having been interpreted as "Promotes greater awareness". The main variable of Factor 5 is awareness, related to the practice "Promotes greater awareness" that brought the statement "The enterprise values women at work and in the economy". Martin and Guérin emphasize how important the involvement of women is in productive processes [6], [29], but also in reproductive processes, as the economic knowledge that women put into practice transforms their daily lives. In SE, women end up reconciling the figure of work with economics and ethics, bringing the motion of justice as a "rational process" [29]. Thus, feminist organizational practices make it possible to promote greater awareness based on valuing women's work. According to [6] this valorization occurs from the inclusion of these women in the decision-making processes and the awareness for participation as a practice of citizenship. For [29] and [22], from the moment that women realize this recognition of their contributions at work and in the economy, they convert formal rights into real rights as awareness of the importance of their work occurs. The contribution of the conscious variable to the composition of Factor 5 demonstrates the importance of the recognition of the work of these women in feminist management practices. The second variable referring to Factor 5 is consci3b, also related to the practice "Promotes greater awareness" brought the statement "The SEE values the personal experiences of women". This variable obtained a high power of explanation for this dimension of feminist management practices. According to [6], a feminist organization incorporates in its dynamics the validation of the subjects' personal experiences, and relates them to the experiences of other people in similar conditions, within the context in which they are inserted. The third variable of Factor 5 is consci3c, also related to the practice "Promotes greater awareness" that brought the statement "Dialogue and collaboration are common practices in the SEE". In a continuum of practices, the valorization of personal experiences helps in the observation that circumstances are not unique and facilitates the collaborative solution of problems. This is a feminist practice that promotes collaboration by exposing the organization's multiple realities and undermining or reducing the view that there is only one correct and necessary view [6]. The fourth variable is care7b, related to the practice "Values concern and mutual care", which brought the statement "Your needs outside of work are understood in the SEE". For Martin, when valuing the subjects' personal experiences [6], it is considered that such experiences are acquired inside and outside work; thus, the individual is considered in its entirety and not just as a work mechanism. Women are most affected by their personal experiences [24], by circumstances that occur outside the work environment in view of the accumulation of domestic reproductive work and care, since it is necessary to consider their needs beyond work, and this it is also a management awareness process. It is noticed that the composition of Factor 5 by FA is homogeneous and adheres to the mapped theory.

TABLE IV
SUMMARY OF FEMINIST PRACTICES OF SELF-MANAGEMENT FACTORS

Factor	Interpretation	Alfa	Variables	Description
1	Promotes emancipation for self-management*	0.822	coope4b	You realize that the collective is more important than the individual
			democ5c	You feel able to participate in the management of the enterprise
			empod6b	You are driven to make decisions
			transf8b	You feel able to contribute to the SEE and the community
2	Promotes the valorization of women and feminist practical reason	0.719	quest1a	The SEE has rules, policies and practices that value women
			quest1c	Domestic and care work is recognized
			razao2a	The problems of the enterprise are discussed together
			razao2b	Dilemmas are solved according to the situation
3	Striving for transformative results	0.715	razao2c	The female vision allows different work alternatives
			empod6c	You feel responsible for the enterprise
			transf8a	You notice positive personal transformations with your work
			transf8c**	Society today is more concerned with the issue of women
4	Promotes learning, democracy and participation ***	0.783	quest1b	You are encouraged to participate in the management of the enterprise
			democ5b	You identify more collaboration than exercise of power
			empod6a	You are encouraged to learn and grow
			cuida7c	Caring for others is one of the concerns in the SEE
5	Promotes greater awareness	0.707	consci3a	The enterprise values women at work and in the economy
			consci3b	SEE values women's personal experiences
			consci3c	Dialogue and collaboration are common practices in the SEE
			cuida7b	Your needs outside of work are understood in the SEE
6	Values mutual concern and care	0.642	democ5a	Decisions in the enterprise are made democratically
			cuida7a	You care about others in the workplace
7	Promotes community and cooperative ties	0.324	coope4a	The enterprise promotes cooperation with the community
			coope4c	Cooperation is a way of valuing your work

* The theoretical framework names this practice as "Promotes the empowerment of subordinates", however, adapting the understanding of the practice to the context of SE, where there are no subordinates, the term "emancipation" was chosen instead of "empowerment" and the term "self-management" was included, which transmutes the question of subordination to cooperation [6].

** The variable had a negative charge in explaining the factor [6].

*** The theoretical framework names this practice as "Promotes democracy and participation", however, adapting the understanding of the practice to the context of the SE, the dynamics of the democratic and participation process also results in the subjects' learning, and therefore, he chose the term "learning" to practice is included [6]; as observed by Arruda [30] the proposal for self-management begins with participatory democracy, and throughout the process of collective learning of practices, they start to co-determination, and, therefore, the emancipation of the subjects.

Factor 6 is composed of two variables of feminist management practices (democ5a, cares7a), having been interpreted as "Values mutual concern and care". The variable most correlated with Factor 6 is democ5a, related to the practice "Promotes democracy and participation" that brought the statement "Decisions in the enterprise are made democratically". The FA considered that this variable should be grouped with the practice of caring for the other, and in fact, as [6] explains, the participation processes are interrelated with the dynamics of mutual help, since women see power as a responsibility. Therefore, making decisions together is also a process of mutual help and concern for the other, as decision making is a complex process that together becomes more transparent and accessible to everyone. In SE, women assume participation in decision meetings as a practice, and consider that attending such events is related to caring for one another. The second variable is care7, related to the practice "Values concern and mutual care", which brought the statement "You care about others in the work environment". The FA points out that concern for the other and mutual care are also expensive for feminist management practices, as indicated by [6], [15]. In the feminist view, the individual, women and men, are seen as beings beyond work, not only as professionals, but as wives, husbands, parents, children, and that in addition to work, they have other obligations that can affect the individual, their energy and their time. The composition of Factor 6 reflects the relevance of practices that value caring for others, so that democratic participation can take place in the daily life of self-management of enterprises. This is important evidence, as it inserts into the discussion aspects that are excluded from the organizational dynamics that they value for impartiality in the work environment, which ends up disregarding the subjects as human beings.

Factor 7 is composed of two variables of feminist management practices (coope4a, coope4c), having been interpreted as "Promotes community and cooperative ties". The most prominent variable in Factor 7 is coope4a, related to the practice "Promotes community and cooperative ties" that brought the statement "The enterprise promotes cooperation with the community". According to [6], cooperation with the community is a common feature among feminist management practices. In these organizations, women tend to seek to improve the living conditions of the community, also as a way of supporting their actions and obtaining recognition. Recognition would act as a driving force for transformation; thus, recognizing the conditions necessary for the acquisition of real citizenship, women and the community can build the conditions to foster practical citizenship, which results in more representation of local demands. The second variable is coope4c, also related to the practice "Promotes community and cooperative ties" which brought the statement "Cooperation is a way of valuing your work". For Martin, valuing work results in inclusion, interdependence and strengthening of group identity [6]. This value rejects extreme individualism, exaggerated competition and interpersonal domination; this does not mean that conflicts, differences or losses will not occur, and individuals are encouraged to do their best, not be the best [29]. The view of cooperative management reduces the feeling of inferiority and detachment common to the hierarchical view of organizations, and thus, the emphasis is on the common good and the community, and encourages a focus on work and not on power as an end in itself.

The data reliability analysis reported by Cronbach's alpha, related to feminist management practices, indicated five factors with alpha above the minimum level of 0.7, and two below; however, according to [32], the number of questions affects the alpha value, and therefore, a low alpha can mean only a small number of questions, without this meaning a decrease in internal consistency. For the FA of the constructs related to feminist management practices, the factors were initially established using all 24 variables at the same time, considering three variables in each dimension. The composition of the seven factors through FA showed that feminist management practices also interrelate and interfere with each other. Some factors were composed with practices of different dimensions, thought in different dimensions; however, when composing the factors, FA identified important relationships for the continuation of the statistical analysis. It is understood that these intersectional relationships that have been established present a more realistic view of the daily lives of women. Thus, the practices do not necessarily fit a specific objective in a rigid way, but are arranged according to the situation. This is an observation also made by post-colonial feminist studies. According to Lugones, the experience of women may vary [33] according to the context in which they are inserted and in the situation they face, whether in the fight against effects of a model of production and consumption that excludes them, whether in the organization of their own ways of producing, gathering and distributing resources, different subordinate women deal with their own dilemmas, and it is important to consider them so as not to incur biased analyzes that do not reflect the reality of their social dynamics. For [10], the struggle for the emancipation of women is mixed in several demands; therefore, women can exercise emancipation through production, commercialization and even in decision-making processes. The factors identified by the quantitative analysis from feminist management practices were the basis for the analysis of relationships between the constructs of gender justice and feminist management practices, such relationships that are not empirically identified in the revised theory.

V. Conclusion

Intersectionality, according to [10], is a condition for understanding feminist economies, articulating the issue of economic coloniality to the question of gender, and considering that such intersectionality is necessary to face the dilemmas and strategies adopted by different groups of women in reaction to the scarcity of resources and opportunities. Therefore, post-colonialism would pay attention to intersectionality, identifying different hierarchical mechanisms (of race, ethnicity, class, sexuality), such

connections help, for example, in adapting feminist thinking to the reality of women in peripheral contexts, such as SE. In this sense, the results of the analysis showed that when working on the issue of redistribution, one should not only consider the economic issues that the redistribution dimension usually addresses, as the redistribution in the analysis was divided into two factors, the productive redistribution and the redistribution reproductive. In addition, the redistribution of the redistribution dimension considered as variable issues that were considered part of the representation dimension, and thus, redistribution depends, to a certain extent, on the level of representation of women; therefore, issues such as technical and socio-political training and the discussion on the issue of women among women impacts the achievement of the redistribution dimension. This evidence was in line with what [13] points out in his studies on the path taken by feminist studies and movements from the struggle for redistribution to the struggle for representation, the author considers that redistribution should be sought not only in economic terms, but relating the political issue involved in women's demands, since the first movements for redistribution sought only economic distribution.

In relation to the recognition dimension, the evidence demonstrated that recognition is also influenced by issues related to the representation dimension; therefore, for there to be recognition, it is necessary to consider the greater participation of women in the spaces for defining public policies,; this evidence was also meeting what [4], [12], [13] reflect on the intersectionality of the dimensions of gender justice, which cannot be considered separately, but together.

In relation to the representation dimension, in turn, it also suffered a resizing, having been considered in two critical factors; one related to socio-political issues and the other in relation to socio-cultural issues. Such redimensioning of the representation dimension demonstrates something that [13] points out about non-recognition as a result of a process of socio-cultural construction, referring fundamentally, to the injustice in the differentiation of social status; thus, a social injustice that is reinforced and interconnects with economic injustices and impacts even in the process of representing women in SE. In relation to feminist management practices, statistical evidence has shown that the practice of promoting women's emancipation in enterprises is the most present and is also influenced by several intersectional variables, such as cooperation, democracy and the search for transformative results.

The practice of valuing women and feminist reason is the second in terms of presence in the organizational dynamics of women, followed by the promotion of democracy and participation and promotion of greater awareness. The variables of concern for the other and mutual care, as well as the promotion of community and cooperative ties are present in all practices identified in the analysis, in an intersectional manner, demonstrating that the issue of women's emancipation in their organizational practices is developed at from several interrelated factors that permeate relationships in feminist management [6]. Therefore, even if a rationalization is sought through the categorization and standardization of women's actions and sayings, there is no mention of rigidity or limits between one practice and another performed by women, and it is more evident to identify the values that guide such practices. As an invitation for future research, it is suggested to implement a qualitative research aiming to approach the phenomenon of feminist self-management practices in SE.

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