Impact of Organizational Climate

D. R. Coelho & R. T. S. Pires

Universidade Internacional Iberoamericana

Author for correspondence: morhduarte4@gmail.com

Abstract. In search of a pleasant and productive environment, the restlessness of studying about organizational climate was generated - "What is it? And for what?" - in the current times, and highlight their contributions. The objectives were: (i) To study its representativeness; (ii) To know the factors that indicate where to start the observations regarding the organizational climate; (iii) To recognize that the organizational climate is an indicator of analyses of its own interactivity. The study is justified due to the attention that employees have been receiving from leaders in their work space in accordance with organizational guidelines, in a globalized context that due to its aspects identified post-modern perspectives according to Zygmunt Bauman (2011) who stated: "we are living in liquid times. Nothing has been done to last". These guidelines are the result of observations of a more demanding scenario based on the quality of services and development of labor, which contributes to accelerated production and, above all, dynamics. The research is characterized as bibliographic with an exploratory aspect, for the interaction of the problem with a qualitative proposal. The researches raised portray that the organizational climate is revealed from the impacts of attitudes of a set of behaviors that can come from the predominant culture in the organization, through the actions and reactions of the members (collaborators, members, individuals) of the staff and the way of leading. Therefore, managers and members should keep themselves updated regarding the design of attitudes and behaviors to sustain a satisfactory organizational climate. Within this premise, they should be aware of the behaviors that determine the impacts that influence behaviors, especially. It is also noted that the decision on the style of leadership developed exercises changes in the organizational climate that may arise in a positive or negative way depending on the expectations and interpretation of employees, through the manner of management of the leader.
Keywords: Organization; Employee Welfare; Behavior; Impacts; Organizational climate.

Introduction

In this context, the object of research is bibliographic studies about the impact of the organizational climate. It is a theme that covers the present in a systemic way that observes the whole of the organization and contingent attention turned to situations. By systemic Senge (2002, p. 75) *"The systemic perspective tells us that we need to look beyond individual errors or bad luck to understand the important problems. We need to look beyond personalities and events [...]"*, that is, observe hidden situations, which are implicit or which do not manifest clearly, as they *"shape individual actions"* that according to Senge (2002, p. 76) *"create the conditions under which certain types of events become more typical."* For Donella Meadows, as cited by Senge (2002, p. 76): "A really deep and different insight occurs when we start to see that the system causes its own behavior." By contingent Chiavenato

(2000, p. 585) *"Everything is relative. It all depends."* Accordingly, Chiavenato (2000, p. 585) *"The contingency approach explains that there is a functional relationship between the conditions of the environment and the appropriate administrative techniques for the effective achievement of the organization's objectives".* In this sense, there are the situations that draw the day-to-day within organizations, according to attitudes that signal various types of behaviors, from the way of being of each entrepreneur, director, manager (leader) and employee, to the adverse reactions related to the internal and external environment and, above all, to the predominant culture.

Nowadays, we perceive an accelerated scenario that involves liquid relationships between people, that is, not lasting (today is, tomorrow is no longer) are aspects of "liquid modernity" (Zygmunt Bauman, 2011) - *"liquid world"* that generates great

uncertainties, due to the accelerated transformations, another example is the technological changes that the current world involves. In this way, it becomes interesting to observe people's attitudes according to their behavior, because through such attitudes, the existing interests and the relationships of what generated such motivation are perceived. With this, the leader will be able to verify if it is in accordance with the real interest of the organization, in view of the possibility of correcting non-relevant attitudes leading them to appropriate behavior. For Christensen and Overdorf, et al. (2018, p. 10) "One of the dilemmas of management is that processes are naturally created so that employees perform tasks consistently, day after day." Therefore, in search of a pleasant and productive environment, the anxiety of studying about the organizational climate theme was generated. Which is? And for what, in the present times? The study was guided by the following objectives: 1 to study the representativeness of the organizational climate through theoretical bibliographic studies; 2 know the factors that indicate where to start the observations regarding the organizational climate to ensure anticipation in corroborative decision making. 3 recognize that the organizational climate is an indicator of analyzes of their own interactivity, because the behaviors, depending on their outcome, may cause positive or negative interactions in the organizational scenario.

The intention of the research is justified due to the attention that the collaborators have been gaining by the leaders in their workspace in line with the objectives according to the organizational guidelines, in a globalized context. This is because the new scenario proves to be more competitive, technological, more demanding in search of quality of services and development of the workforce, factors that contribute to accelerated production, above all dynamic. In this sense, Christensen and Overdorf, et al. (2019, p. 8) "In order to be continuously successful, the manager needs to have the ability to evaluate not only the people, but also the capabilities and deficiencies of the organization." Thus, you should be aware that the most diverse feelings can have a positive or negative impact, this will depend on the employee's point of view, that is, on his interpretation, and on the way feedback was given, within organizations, and it is still worth remembering influences of the external environment. Heidi Grant Halvorson… et al. (2019, p. 14) *"Feedback increases employees' self-awareness and encourages positive transformations across the organization."* Halvorson… et al. (2019, p. 13) *"is a vital tool to ensure that your employees are developing."* In summary, it is a return to the employee or collaborator regarding their professional performance. Halvorson… et al. (2019, p. 13) "Without that feedback, they will have no idea how you see it." It is, therefore, an attempt to contribute to the study of organizational climate today.

It is important to note, in this study, that the good performance of employees depends on the Organizational Climate, that is, a pleasant environment generates pleasant situations for everyone. So much so that Christensen and Overdorf, et. al. (2019, p. 8) states "One of the main characteristics of a great manager is the ability to identify the right person for the right task and to train employees to do well in their assignments." There are cases in which we come across information that some leaders are unable to interact with subordinates and end up making irreparable mistakes, for example, verbal aggression, inquiries that affect the dignity of the human person; at this level of folly and / or a closed relationship system, there is an unpleasant and unproductive environment. Again, the relevance of feedback analysis, for Drucker (2018, p. 22, as quoted by Clayton M. Christense et al.) *"Is not a new concept. It was invented in the 14th century by an unknown German theologian and recovered about 150 years later by João Calvino and Inácio de Loiola, independently. "* It should be noted that the positive organizational climate depends on good attitudes that generate sensible behavior, therefore, acceptance. According to Drucker (2018, p. 22, as quoted by Clayton M. Christensen… et al.) *"Feedback also reveals when the problem is a matter of lack of manners. Good conduct works like an organization's lubricant. "*

Regarding the Organizational Climate Survey at the company, Bergamini and Coda (1997, p. 99) confirmed that:

> *"The role of research of this nature is to make employees' perceptions clear about topics and items that, if they present undesirable distortions, negatively affect the level of employee satisfaction in the work situation. Thus, the essence of the Organizational Climate Survey subsidies is the mapping of perceptions about the organization's internal environment as an equally valid starting point for Organizational Change and Development."*

Likewise, when it comes to the negative organizational climate, in which we find inappropriate behavior, for example, unpleasant ones fleeing the legal guidelines of conduct that ensure the good development of the organization, in general there is an environment that generates disagreements and "harmful tensions" - according to Weil (1972, p. 32-33) due to harmful tensions, in short: "*lack of clarity in the attributions; criticism of all achievements; blocks of good ideals; makes a colleague make mistakes to eliminate competition; fights at meetings; accuses the other of being incapable and saboteur. "* Clear situations that lead to the dismantling of interpersonal control, which the organization tries to avoid. About "Climate" first defined by psychologists George Litwin and Richard Stringer and then refined by McClelland and his colleagues, climate refers to six key factors that influence an organization's work environment:

flexibility - that is, how free employees feel to innovate without becoming involved in bureaucracy; their sense of responsibility towards the organization; the level of standards that people set; the feeling of precision in assessing performance and fitness for rewards; the clarity that professionals have regarding their mission and values; and finally, the level of commitment to a common goal. (GOLEMAN, et al. 2018, p. 12)

Therefore, an environment in which teamwork exists requires consent and awareness of well-being at work for the benefit of employees and the organization, which generates an effective, efficient and effective organizational development. After all, what is organizational climate?

For Champion (CHAMPION apud LUZ, 2003, p. 10):

An organizational climate can be defined as being the general impressions or perceptions of employees in relation to their work environment; although not all individuals have the same opinion, because they do not have the same perception, the organizational climate reflects organizational behavior, that is, specific attributes of an organization, its values or attitudes that affect the way in which people or groups are relate in the work environment.

In the meantime, the attention of researchers who greatly appreciate the phenomenon of organizational climate, which reveals through various types of behaviors, situations that signal the interest of the entrepreneurial creators, directors, managers (leaders) who for some time have tried to truly listen to their collaborators, in order to provide them with the best organizational climate. For Costa (2016, p. 2), "*The leader is the one who has the vision of a possibility hitherto not seen by others. He proposes this image, more than any other, makes it a reality in a joint construction with his team, peers and superiors* ". Therefore, assessing the organizational climate, according to Luz (2003), should be a "strategic concern", since

It is not difficult to understand why so many companies have such low productivity, so much waste, high turnover, huge absenteeism, strikes, numerous labor complaints, so many rumors, so many conflicts, so many trips to the doctor's office, that they end up working as a kind of confessional. These are signs that the climate is going badly in these organizations. (LUZ, 2003, p. 2).

Unfortunately, employees, employees, customers and even the creators survive scenarios that are conducive to various types of situations that do not correspond to the organization's guidelines, for example, low performance results, ineffective interactions, sabotage in maximizing time, with that

contributing negatively, but for which there is a possibility of adequate solutions. Faced with this scenario, in summary, an experience at Hanover and Shell is highlighted, according to Senge (2002, p. 214) *"both had to develop interpersonal learning skills. [...] company skills and interpersonal issues - they are crucial. On the one hand, managers are inherently pragmatic (thank God)* ". For this, it is important that leaders turn to the management of the behavior of members and even their own, in order to map the necessary conditions in order to try to understand and help through feedback to direct them to ideal behavior, as well, it contributes to a desired performance.

Given the circumstances, Costa (2016, p. 17) portrayed the leader's responsibilities:

After all, leading a team, dealing with conflicts, integrating different people, defining and monitoring goals, obtaining resources, identifying and developing potentials, giving positive and negative feedbacks, replacing those that are missing, fixing things when something goes wrong and, more difficult, assuming responsibility for all this is no simple task.

It is intended that employees, in the course of such attitudes, can perceive the attention that comes from leaders, whether they are owners, directors, managers, supervisors and / or coordinators. Furthermore, such attitudes lead to the maintenance of connected relationships between members, according to hierarchical levels. For Costa (2016, p. 3), "The leader is concerned with doing things within universally consecrated ethical and moral principles". In this way, the issue is emphasized. Why pay attention to the organizational climate? Luz (2003, p. 3) reported in a recent survey commissioned by the magazine MELHOR - Vida & Trabalho the consultancy Hay Group the consultation of 35 presidents of large companies from different economic segments [...] Helping in the continuous improvement of the climate of work, focused on results and that provides innovation. Adding to the research, from the Foundation for Accounting, Actuarial and Financial Research - Fipecafi -, linked to the University of São Paulo, it proved that investing in people is good for business and that organizations with a better work environment are more profitable. Finally, managing the organizational [...] climate is essential for business success and the quality of life of the people who work.

In this way, with the attention focused on the organizational climate, leaders have the possibility to ensure the stability of the attraction of the collaborators directed to the production with the appropriate emotional balance, as well as the expectations of the collaborators, and to keep them engaged in their tasks in the day to day with an adequate interpersonal relationship. Highlights,

Goleman (2018, p. 19) "*affective leaders are masters in building a feeling of integration.*" It contributes, with the feeling of belonging. According to Lacombe (2011, p. 31), "*No personal profile or feeling is, in itself, bad, not very adaptive or reprehensible. The big question is how we deal with what we feel and how we can choose organizational environments - among the wide variety of environments and cultures that exist - that favor us*".

Development

Before going into the theoretical bases - bibliographic review -, we cite as a practical example, for a better understanding of this article, the case study of the author Bispo (2006), which analyzed some models of organizational climate and, then, created his own organizational climate research model applicable to a company of any nature, whether public or private, through the contribution through relevant literature and companies that have already carried out this activity. Bergamini and Coda (1997, p. 99) affirm that the "*Organizational Climate reflects, then, a tendency or inclination regarding the extent to which the needs of the organization and the people who are part of it would be effectively being met, this aspect being a indicators of organizational effectiveness*".

According to Bergamini and Coda (1997, p. 99), the Organizational Climate Survey is the instrument by which it is possible to meet more closely the needs of the organization and the staff at its disposal, as it characterizes trends of satisfaction or satisfaction. dissatisfaction, based on the general consultation with the company's different employees. If critical needs arise in terms of care, an Action Program can be designed to initiate measures that, in this case, would present a strongly strategic feature for trying to consider the behavioral variables relevant to the situation.

Returning to the subject for better illustration during the study on organizational climate, some models of organizational climate research are emphasized, such as Luz (2001), Rizzatti (2002) and Pereira (2003) (RIZZATTI, 2002 and PEREIRA, 2003 apud BISPO, 2006, p. 260). In summary, they follow the models in which the authors Litwin and Stringer (1968) use a questionnaire based on nine factors / indicators; the model by Kolb et al. (1986) applies a scale of seven factors / indicators; the model of Sbragia (1983), in an empirical study on the organizational climate in a research institution of a governmental nature, applies twenty factors / indicators. Other models still need to be remembered, namely: Coda's model - Professor Roberto Coda and Cecília Bergamini (BERGAMINI; CODA, 1997) developed their model when carrying out studies on motivation and leadership; the Kozlowski model - created by Steve Kozlowski and Mary Doherty (KOZLOWSKI; DOHERTY, 1989 apud BISPO, 2006) - based on studies in Applied Psychology, more specifically to assess the relationship between the organizational climate and leadership; the Levering model - developed by Robert Levering (LEVERING, 1984 and 1997 apud BISPO, 2006); and the Rizzatti model - created in the research of the master's dissertation by Gerson Rizzatti (RIZZATTI, 1995), specifically to analyze the organizational climate of the Federal University of Santa Catarina, being perfected in his doctoral thesis in 2002 (RIZZATTI, 2002), in a broader study involving federal universities in the southern region of Brazil. (RIZZATTI, 1995 and 2002 apud BISPO, 2006, p. 261)

Organizations

Due to the various changes that organizations undergo over time without being able to control these variables (uncertainties, economics, adaptations, culture, transformations), the importance of management from the beginning of human history is notorious, as there has always been some form of management. In the 19th century, there was a gradual development on his idealizations and theories, accelerating in the 20th century and gaining modernizing forces until the present day (CHIAVENATO, 2000). Lacombe (2011, p. 13) also portrayed that "Organizations are always changing, as they are open systems and suffer the influence of the environment in which they are inserted. Likewise, they interfere in the environment, influencing it."

According to Lacombe (2011, p. 17), for an organization to obtain a good performance, its organizational structure must be designed in order to adjust to the situational demands that derive from the technology being used, its market position, its diversity of products and speed of change, and their size. The focus is that contingent factors - technology, market situation, diversity and size - generate varying degrees of uncertainty and complexity, which must be faced by the development of appropriate structures and by stimulating appropriate behavior and attitudes on the part of managers and workers.

The reason for structure that includes situational demands is characteristic of the time in which we are living, through rapid transformations, which conditions the organization to adapt to the current reality. If this does not happen, the organization may even be extinct. "Due to the degree of uncertainty and complexity". (CHIAVENATO, 2000, p. 28). Also, Drucker (1986, p. 21) analyzes the administration of his time and the contemporary one:

> *[...] But the great tasks that management has before them today, tasks that require both new theories and new practices, originate in new realities and require different premises and methods of action. [...] Administration is rapidly becoming the central resource of developed countries and the basic need for developing countries. As it is the target of a specific interest of a sector (that is, of the economic institutions of society), [...] there are many management*

instruments whose use we will have to learn, as well as new techniques. [...]. But the most important change that the future holds for management is that, in developed countries, the aspirations, values and the very survival of society will increasingly depend on the performance, competence and values of the administrators. [...]

Man has already wisely demonstrated that he is capable of adapting to the conditions imposed by nature and the diversity brought about by the breaking of borders, bringing with it the new phenomenon, globalization, in which everything happens very fast. According to Joan Woodward (1958), Tom Burns (1961), GM Stalker (1961), Charles Perrow (1967), Paul Lawrence and Jay W. Lorsch (1967) (WOODWARD, 1958; BURNS, 1961; STALKER, 1961; PERROW, 1967; LAURENCE and LORSCH, 1967 apud CHIAVENATO 2000, p. 582), "*We can conclude that there is no single way to organize an institution to achieve the desired results.*". This is the basis of the contingency theory, as mentioned by Lacombe (2011, p. 17). Chiavenato (2000) and Drucker (1986) say "administration is made up of important activities inserted in our" society ", which is" pluralist "*and which is based on man's cooperative effort through organizations*."

Chiavenato (2000, p. 14) points out that the objective of Administration is organizational activity. Initially, its object was simply the manufacturing activity, then it extended to industrial companies and, later, to all types of human organizations, gradually gradually also involving exchanges between organizations and their environments.

Management plays a very important role for society, in addition to contributing to various types of organizations, as it has techniques that can be structured and applied in all professional fields. Regarding this, Chiavenato (2000) "states that the basic task of Administration is to do things through people, with the objective of achieving results." For him, in every type of human organization, the search for the achievement of certain objectives with efficiency and effectiveness.

For Chiavenato (2000, p. 14), the content of Administration varies according to the theory considered: for Scientific Administration it was the methods and work processes of each worker; for Classical Theory, Administration involves forecasting, organizing, directing, coordinating and controlling the work done throughout the organization; for Human Relations Theory, Management must seek the best results through conditions that allow integration into social groups and the satisfaction of individual needs.

We have a contemporary and globalized society, so management remains vital and indispensable, even more so than in modern society, according to Chiavenato. Thus, it remains a society that owns organizations that have complex and interdependent aspects. In this scenario, the administration shoots from a perspective aiming to improve the quality of life and to solve the problems that afflict humanity (CHIAVENATO, 2000).

Organizational Climate
Representativeness

We live in an economy in constant change, in which transformations become necessary obligations for the necessary adaptations so that the organization does not fall backwards. According to Professor Edela (1978 apud SOUZA, 2017, p. 7), "*although climate is a result of culture, it also has an effect on it. There is, therefore, a circular causality between culture and climate*". For Souza (2017, p. 7), "*However, the two are distinct entities*". Therefore, it is necessary to look for adaptations since, from the organizational structure (organizational culture) to interpersonal behavior, systemic conformity is generated in the management for the continuity of organizational activities (organizational climate). For Luz (2003, p. 13), "*Organizational climate is the psychological atmosphere that involves, at a given moment, the relationship between the company and its employees*". For this reason, both teaching (endomarketing) more about the company and understanding about the employee's interest and its projections, in current times, are sine qua non, for contemporary organizations that maintain a satisfactory organizational climate for all members, that is , there should be a continuous exchange of knowledge between the parties involved with the organization, because it promotes viability in conducting organizational development. According to Fernando Lanzer Pereira Souza (2017, p. 3), "culture is a set of values that govern the behavior of a group and climate is one of the effects caused by culture". We are also interested in talking about "Leadership" - which are actions performed by the leader.

Bass (2008 apud COSTA, 2016, p. 7) conceptualized:

> *Leadership is the interaction between two or more members of a group that often involves structuring or restructuring the situation and the perceptions and expectations of the members. Leaders are agents of change - people whose actions affect other people more than other people's actions affect them. Leadership occurs when a member of the group changes the motivation or skills of others.*

In this sense, the representativeness of the organizational climate is linked to satisfaction, perception of the people involved with the organization and the organizational culture, as well as the way of leadership worked (LUZ, 2003, p. 13). Thus, we understand that, through the climate, good and bad feelings are perceived. This perception refers to Barçante and Castro

(BARÇANTE and CASTRO, 2003 apud LUZ, 2003, p. 10), when they state that "*Organizational climate is the atmosphere resulting from the perceptions that employees have of the different aspects that influence their well-being and your satisfaction in your day-to-day work*".

As for the organizational culture in line with the organizational climate, it is noted that they are complementary, as Chineider points out (CHINEIDER apud LUZ, 2003, p. 11): "*Climate and culture are complementary topics. Climate refers to the ways in which organizations indicate to their participants what is considered important for organizational effectiveness*". In this way, the goals outlined by the organization are surpassed time after time, by balancing behaviors that, in a way, leverage employee engagement through proper performance. Bergamini and Coda (1997, p. 99) signal that "*[...] the essence of the subsidies of the Organizational Climate Survey is the mapping of perceptions about the organization's internal environment, as an equally valid starting point for Change and Organizational Development*".

For this reason, it is important, for those who are interested in the subject Organizational Climate, to know the factors that indicate where to start the observations about it. What would enable them to verify and / or measure the influences of impacts from this phenomenon. It is up to employees and leaders to ensure control of these observations to enable them to take early actions so that they can transmit greater security to their internal (collaborators) and external customers. According to Souza (2017, p. 4), "*Organizational climate is simply, in my definition, a collective measure of how the members of a group (or department, or organization) feel, how they perceive and describe the characteristics of this group feeling, at a given time*". Such factors can be easily noticed from the "*internal conditions*" and "external conditions", which are the dependent variables, which generate influences beyond the Internal Environment, that is, being perceived by the members of the External Environment through behaviors. In this sense, Bergamini and Coda (1997, p. 97) emphasize that "The Organizational Climate Survey is characterized as a communication channel between the organization's management and employees. It represents a constant way of obtaining and providing feedback, keeping the focus on the needs of employees ". In this way, the factors that indicate where to start observations about the organizational climate are designed to ensure anticipation of possible corroborative decision-making. According to Souza (2017, p. 7):

> It became clear that the climate is a more temporary phenomenon, which can change quickly and is more susceptible to the influence of a team leader, for example, with immediate reflexes on the way that team feels and perceives the collective psychological environment at a given moment .

Furthermore, the organizational climate is an indicator of analysis of the members' own interactivity in the environment, as it depends on the individual's perception supported by actions that will generate the climate that may cause positive or negative interactions in the organizational scenario. For example, for Souza (2017, p. 17), "*the leader's style affects the team's climate*". In cases where the leader does not take into account the well-being of employees, they may act in an unsatisfactory manner within the organization causing dysfunctional situations, for example, delay and comfort on the part of the employees (resistance to work), that is, locking up of the entire production and service system. Thus, "*Organizational climate reflects, then, a tendency or inclination regarding the extent to which the needs of the organization and the people who are part of it would be effectively being served [...]*" (BERGAMINI; CODA, 1997, p. 99).

Final considerations

According to the view of organizations, with the desire to remain stable in the face of constant changes due to liquid modernity, through studies, it was noted that there must be interactions between employees and leaders. In this way, it is perceived the attention that must be turned to the control of the organizational developments necessary for the best progress of the organization's guidelines; in order to ensure continuity of services in accordance with the demands offered to customers, which contributes to the performance of the workforce and the image of the organization, always prioritizing adequate feedback.

The researches surveyed show us that the organizational climate is revealed at the beginning of the impacts through the biases of attitudes of behaviors, added to the set of the predominant culture in the organization, which results in actions and reactions (negative or positive) related to the members of the board functional, to the external environment staff (customers), and due to the form of existing leadership, in short all the stakeholders involved.

Through these aspects, it can be said that both leaders and their members must keep up to date on the design and impact of the organizational climate since its definition, for better knowledge and involvement on the subject and its impacts that influence all behaviors, especially, so that coherent and assertive decision-making by decision makers and employees is possible. It is said that the decision on the leadership style developed exerts influence and can contribute to changes that are necessary to the organizational climate for better performance or worse performance based on the involvement and understanding of employees. Therefore, the climate, depending on its outcome, can cause positive or negative interactions in the organizational scenario.

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