
PRACTICES IN INTERNAL MARKETING ACCORDING TO CHARLES HANDY'S ORGANIZATIONAL CULTURE TYPOLOGIES

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ABSTRACT

This paper examines good practices in internal marketing applied in four distinct organizational cultures, identified according to the characteristics defined by Charles Handy, in his theory of the gods of the administration, through the data collection, regarding the methodology in this study, through observation and the qualitative approach. As a result, we seek to present and analyze the internal marketing practices applied by managers in the companies studied, in order to break the negative extremes of their organizational cultures, keeping employees in the producing organization, according to its corporate strategy, products and services more competitive.

Keywords: Charles Handy; organizational culture; internal marketing; corporative strategy.

INTRODUCTION

The organizational culture defines the way in which the entire living system of a company operates regarding both its corporate strategy decisions and its internal processes. As such, identifying the dominant organizational culture, balancing it by reducing its negative points, and identifying other organizational cultures that define the areas and departments, will make the corporate machine drive towards the corporate target.

However, every organizational culture has strengths and weaknesses in its behavior that impact corporate strategies and internal processes, and it's at this moment that one must consider the type of dominant organizational culture in this imbalance so that internal actions of the company may return employee behavior to somewhere close to the point of equilibrium.

So when one works on the internal marketing in companies, it is interesting to observe the organizational culture and its potentially negative dominant points, so that the market positioning of the company may be strengthened and the employees can remain aligned with the decision-making of the upper hierarchy by using this management tool. Through the identification of the organizational culture, the internal marketing actions can therefore be employed more effectively if they are directed properly and relevant to the behavioral culture under analysis, maintaining a good organizational climate.

Several authors have tried to find models and schemes that compare and explain organizational culture, among which we can consider Hofstede *et al.* (1990) who developed a questionnaire to identify values and practices that characterize the organizational culture, Calori and Sarnin (1991) who presented an integrated corporate culture model, and Quinn and Kimberly (1984) and Quinn and MacGrath (1985) who created an instrument capable of interpreting and studying culture in comparative terms, the so-called "Computing Value Model", among others. From this same perspective, Charles Handy, who is cited in this study, is referenced by such

Brazilian authors as Martins (1996), Tamayo and Gondim (1996) and Gomide Jr. (1997) (adapted by the authors), who also created instruments for this purpose (FERREIRA et al., 2002).

Many authors have made use of metaphors for the presentation of studies. According to Smircich (1983) and Martin and Frost (1996), this is a good way to improve the flow of the narrative and the understanding of content. And the choice of this author, Charles Handy, was made because of this command and his easily understood arguments concerning the content.

1 THEORETICAL FRAMEWORK

According to Fleury (1995) *apud* Moser, Bertoni, Cruz & Camargo (2012), "culture", in the context of mercantilism and imperialist expansion, started to be used in the sense of understanding customs, languages, beliefs and myths of different peoples for the establishment of trade relations and relations of domination.

Luz (2003) *apud ibid*, considers an organizational culture to be a set of physical and psychosocial attributes of an organization that characterizes its mode of being and determines its identity. Culture shapes the identity of an organization, in addition to the identity and the recognition of the employees themselves. In the same context, Lacerda (2011) stresses that, according to Trompenaars (1994), the organizational culture would be formed not only by the technology and market in which it operates, but also by the values shared by its employees and leaders.

According to Silva, Todorov & Silva (2012), to perform an organizational analysis it is necessary to describe the determinant variables for not only individual behavior, but also for collective units and the organizational culture, in particular.

In this sense, the theory of the gods of administration, developed by Charles Handy, has sought to symbolize the behaviors and the different forms of administering organizations through Greek mythology. In this theory, Handy (2003) argues that there are four types of organizational cultures with characteristic elements and definitions, playfully identified with the Greek gods so that their strengths and weaknesses transcend the organizational behavior of individuals, departments and companies through the way they make their strategic decisions, how they organize their internal processes and how they position themselves in the markets of their economic sectors.

Handy (2003) explains that, when there is a crisis in the organizational culture, it is due to the fact that the chosen path for business efficiency, through concentration and specialization, which entails the formation of multiple and multi-structured layers, rising costs, increasing scopes and reducing flexibility, goes against the cultural preferences of most people that it needs to function. The structure of an organization is therefore guided by one god, but it's another god who rules, or it's the negative side of the ruling god that reigns, leading to complete organizational chaos.

Russo *et al.* (2012), however, highlight that each culture defined by Handy (2003) should not be classified as bad or good, but rather as appropriate or inappropriate for the professional or the company.

In order to have an efficient management of people based on the organizational culture, a relationship between the company and its employees can be established through internal marketing. Rosa, Ribas & Alves (2012) define internal marketing as an internal exchange between the organization and individuals in order to make internal communication effective even before reaching the external market. According to Brambilla (2005), internal marketing focuses on aspects related to the integration between external marketing actions and the actions of other departments of the organization, especially the Human Resources department, establishing a relationship between the company and its internal customers (employees).

According to Brum (2003), Passion (2004) & Bekin (2005), cited by Ellwanger *et al.* (2012), internal marketing is becoming an endogenous cell that facilitates obtaining or regaining the staff's awareness of the importance of their support for organizational changes to happen in a satisfactory manner. Internal marketing, therefore, will end up bringing the internal customer closer to the organization by establishing a relationship based on a shared vision, causing both to walk together toward a common goal.

1.1 The Four Organizational Cultures According to Charles Handy

1.1.1 The Club Culture or Zeus Culture

Sebben & Boas (2009) argue that in a Zeus organization, the culture of work is based on functions or products, and it is usually found in small entrepreneurial organizations. As the "lines of contact" between departments

grow hierarchically, power increases towards the center of the "spider's web", where Zeus resides (the CEO, the managing director, etc.) The lines of the web lose power as they move away from Zeus. Handy (2003) therefore defines the club culture as a culture where indications and social prestige prevail the closer one gets to Zeus.

Although this culture is based on vanity, there is some advantage to this type of culture when business demands must be met with agility and effectiveness. As Sebben & Boas (2009) affirm: "in this type of culture, things are decided quickly and without any tolerance for error, with quality focusing on Zeus' ability and the cycle in which the organization finds itself". Communication is efficient, but nothing is written down or documented. Zeus does not care about going in person to speak with the customer or about sending someone from his team - preferably one of his pupils - to close the business immediately.

Because the manager performs an administration based on trust, this type of culture still has the advantage of having reduced costs in relation to the others. The disadvantage is clearly noticeable when the web disintegrates and mergers or corporate solvencies occur: the farther away the center of the spider's web is, the harder it is to maintain yourself employed or to be relocated in the market. Another disadvantage is when Zeus becomes "old" in his thoughts or disinterested, for this will destroy his own web and bring his company down.

1.1.2 The Function Culture or Apollo Culture

This type of culture was characterized by Cassandre & Santos (2008) as possessing well-defined and specialized functions that are written down in a set of rational and logical principles. Its organizational structure is clear and well-defined, with power being exercised and centered at the top of the structure.

The culture of function is analyzed by Handy (2003) as the pioneer in an organization, in the sense that it is the first way of building an organizational culture when you start a company because its approach revolves around the definition of the role or task to be performed, and not around personalities. In this culture, man is essentially rational and should carry out all his activities in a logical way. As such, efficiency is to do what has to be done, because if something more is done as a sign of increased productivity, for example, then the concepts will have to be reassessed and the temple is raised to the ground. In this culture, the symbolic representation is a Greek temple because its foundations are firm and pillars rigid to sustain the dome, the top and the pediment, where the leaders of the corporation are located who maintain the immutability of internal processes and the company.

One of the advantages of the culture of Apollo, according to Sebben & Boas (2009), is that it is quite efficient when the organizational environment of the company doesn't change much, which enables predictions to be made based on past occurrences.

The crisis of his culture, however, occurs when it has to adjust to modern times, in which business transformations increasingly are based on technological advances, including constant systemic and operational reviews. The reaction to drastic changes in the environment (changes in consumer preferences, new technologies, new sources of funding) establishes numerous groups and connections within and between functions in an attempt to preserve the structure, which leads the culture of Apollo to complete chaos because there is no communication or understanding within the corporation about what its departments and areas actually do, and there is no synergy between processes, only the obligation to carry out tasks.

1.1.3 The Task Culture or Athena Culture

Supposedly, when faced with modern times of adaptability to change, Apollo's culture will migrate towards Athena's culture, in which there is a separation in departments, products, functions and tasks, but which is also concerned with the continuous improvement of its systemic and operational activities.

According to Cassandra & Santos (2008), this culture is "characterized by consensual leadership, meritocracy, rewarding talent, creativity, innovation and teamwork". The authors also mention that the performance of employees is assessed in terms of results achieved, that learning and group discussions are encouraged, and that motivation occurs based on one's own development opportunities.

The problem arises when the employees punch through the boundary of the real systemic and operational solutions that the company requires to the "bonfire of vanities", in which each tries to get more money from the corporate budget for his own department. Even when gathering resources from different parts of the organizational system in order to concentrate them on a particular point or problem, even when the product or service of the company is the solution of a problem, the units, the areas, the departments remain basically independent. They have specific responsibilities within the overall strategy, and in a culture where the professionals recognize their value, and in a culture where power lies at the intersections of the network - which

is its symbol because it unifies the several independent loci constituting the company - the fragility of communication is common, since the separate departments will always try to demonstrate their vital importance to the organization.

1.1.4 The Existential Culture or Dionysius Culture

While in the Zeus culture the company exists because its leader leads and its employees follow, either out of fear or reverence for the leader, in the Dionysius culture the organization exists to help the individual, achieving its purpose in this way. This is what Sebben & Boas (2009) discuss when they say that "in the existential culture the individual is not subject to the organization, but he works in it to help achieve a purpose". The authors build on this definition by stating that this type of culture is marked by people with strong characteristics, which is crucial for companies that work with talent and skill as key resources.

There is a grouping of individual "stars" who are vaguely gathered in a constellation where one recognizes not a team, not a product or a service, and not even the company, but the individual who works there. It is the typical organizational culture that produces news reports where the first reference is not the company, but the name of the person and his stellar achievements that have brought the company to the point it is now.

This culture, on the other hand, can be treacherous since it leads the company to the imperatives of mass destruction. For if an outstanding employee leaves the company, other critical employees will leave with him to continue delivering their products or services, either out of loyalty or for networking. As the main resource is the talent or the skill of the individual, the company certainly thrives if the individual feels free to continue his work according to his talent, his individualistic condition; otherwise, the corporate claustrophobia will take him and the individual will leave the company, quickly taking another job in another organization.

It is an efficient culture for individualists in all aspects, in which the product or service of the company is derived from the talent of the individual. This type of culture, however, faces serious problems when the company needs to unite its employees to focus on a single and exclusive product, when the presence of a manager is necessary to coordinate other people.

1.2 Internal Marketing

The engagement of its people is a competitive advantage for an organization. On the one hand, personnel problems are frequent: crises of motivation, dissatisfaction, lack of interest in the work, absenteeism. On the other hand, technological innovations, productivity and quality programs fail or lose their power when the organization does not have human assets that are effectively dedicated to their work or organization. Similarly, employees are part of the process of conquering, enchanting and retaining external customers. Everything that is done within the company, whether good or bad, reflects on the external customer. This is why internal marketing is important, after all, if the internal customer is satisfied, he'll be able to do his job well and find the external customer (CERQUEIRA, 1994; SILVA, 2003).

Another important issue to be addressed by internal marketing refers to organizational conflicts. For Kotler (1998), there should be a harmonious interactivity in the interdepartmental relations of companies, but these relationships are often marked by conflicts, rivalries and mistrust. As example, he cites what normally happens between the sales team and a credit department, where the credit professionals are interested in not running any risk or as little risk as possible with dubious customers, establishing strict conditions for the granting of deadlines and loans. The sales team, on the other hand, prefers to have easy credit conditions and greater freedom of action.

Internal marketing can be defined as the application and adaptation of marketing principles and techniques to the organization interior. Through the application of marketing internally, the company would be qualifying itself for the external customer. In internal marketing, the company considers the internal customer as a segment of the market and adapts its business to motivate and win over its employees (CERQUEIRA, 1994).

Bekin (1995 and 2004) conceptualizes Internal Marketing as a process whose focus lies on tuning and synchronizing so as to implement and operationalize the company's marketing structure that aims to act on the market. The objective is to strengthen the relations between company and employees and to apply the concept of customer to internal processes, leading to improvements in the quality of products and services with higher productivity of people and processes. As such, marketing must be present in all sectors of the company, from the product development department to the customer service team and the supplier.

Internal marketing planning occurs basically in six steps. The first one is characterized by research and diagnosis. The climate survey is highlighted as an instrument that reveals the reality of the firm and serves as a

management study. The next step is defining the global target, where everyone can see clearly what the company wants to reach; this way the targets can be associated with productivity, quality, internal credibility or new products on the market (BEKIN, 1995; CERQUEIRA, 1994).

Currently, the improvement of interpersonal relationships is considered as a factor of competitiveness and enhancement of the individual's role within organizations, as Souza & Silva (2010) state. According to these authors, internal marketing actions can make relationships stronger, promote the positive development of self-esteem and spread the practice of empathy and affection. Bohnenberger & Pinheiro (2002) state that internal marketing actions converge on a common axis: motivation of employees, communication, commitment, values, marketing tools and consumer satisfaction.

Regarding the applicability of internal marketing as a tool, it is observed that the great majority of companies do not have adequate tools for its formulation to promote and motivate employees, given that when internal marketing is applied, it is erroneously associated with the 5S quality program that companies use to overcome their needs for the use of internal resources. Usually, the internal marketing tools that are closest to the employee are the advertisements of the quality campaigns, which are distinct from the concept of internal marketing applied to the employee, giving rise to a collective apathy and therefore not reaching the motivational results.

As such, it is worth mentioning that the internal marketing tool goes beyond the mere increase of wages or extension of benefits to family members, among other factors that are limited because they are aspects of livelihood and not aspects that in fact promote collective or individual motivation. Considering the current job market, such benefits merely answer for the basic offered to employees and can therefore not be seen as internal marketing. In fact internal marketing needs to be a tool for interaction between employees so that collective and individual motivation may reach the level of productivity desired by the company so it can achieve its targets regarding products and services (BEKIN, 1995; CERQUEIRA, 2004; SILVA, 2003).

2 METHODOLOGY

The research carried out in this work is of a qualitative nature, being the main research strategy applied to case studies. In the study, four companies of varied industries were identified (real estate developer, administrator of shopping centers, telecommunications company and consulting firm), whose organizational cultures can be placed in the contexts analyzed by Handy (2003). In these organizations, the application of good internal marketing practices has led to a better understanding and alignment of the corporate strategy and interface between its internal processes.

Gray (2012) defines a case study as a design focused on a person or sample, which provides limited information about a single issue, person or organization, with its results potentially indicating trends. Flick (2013) argues that the main problem in a case study is to identify a case that is relevant to the issue under study and to clarify what else is connected to this case and which methodological approaches are required for its reconstruction.

This paper is limited to the qualitative analysis of the case study, because the analysis is verified in the perception of the human being inserted into the corporate core, and how its communication transforms the way in which the noise of the company ceases and the climate of the organizational culture is better able to guide the ambition of the board to the strategy of market positioning through the internal marketing tools.

The data gathering method used in this research was open observation through interaction and the delivery of behavioral feedback generated with the Human Resources departments of the companies in which the changes were implemented. Gray (2012) states that "observation involves a systematic look on the actions of people and the recording, analysis and interpretation of their behavior". Regarding open innovation, the author states that in this type of approach, the observed are aware of the observation, while in hidden observation these actors do not know that they are being observed.

Data was collected mainly through the participation in person throughout the change deployment process, which lasted around 3 months in each company, and behavioral observations generated before, during and after the implementation of these changes.

3 GOOD INTERNAL MARKETING PRACTICES APPLIED TO THE CULTURES OF CHARLES HANDY

3.1 Real Estate Developer, Zeus and Breakfast with the CEO

In a medium-sized real estate developer focused on residential development, with approximately 100 employees, in the middle of a rising market in the neighborhood of Barra da Tijuca, in the city of Rio de Janeiro,

the dominant culture was observed to be the culture of Zeus, and that a good internal marketing practice applied at this company was the practice of the "breakfast with the CEO", and also the "breakfast with the birthday boys/girls of the month" in an attempt to ensure that all employees maintain contact with the leader of the corporation and with its senior management. Additionally, an office kitchen assists in maintaining communications between the CEO, senior management and other employees, because this way both the CEO and the other employees of the company communicate informally and talk about the strategic decisions regarding the new ventures launched by the developer, reinforcing the market strategy of the company.

As such, the brand of the company is strengthened and the corporate strategy regarding the conception of projects remains aligned with the implementation of the projects when employees go to visit or work at the ventures that are being built, maintaining the value of the brand up until the delivery of keys to the end customer.

3.2 Administrator of Shopping Centers, Apollo and the Job Rotation in Internal Marketing

With approximately 300 employees, this shopping center administrator located in the northern part of the city of Rio de Janeiro, in its culture of Apollo, had by its department of Human Resources the identification of its economic sector, which is going through credible changes in the short and medium term that can break through corporate paradigms and prejudices; the solution of practicing Internal marketing at the company, maintaining the corporate strategy of growth and endbranding.

Job rotations therefore consolidated themselves as not only human resources, but internal marketing tools, when the closest profiles exchanged departments - obviously so as not to feel the difference in *skills* and other solutions in the change of an employee to another department. This process started an increase in appreciation and understanding for the activities taking place in each department, creating the ability in the employee to improve the quality of the services provided internally to the other internal customers, and thus motivating them to increasingly get to know the company and to solve problems that, for example, could be arising in their original work department. Human Resources realized that the job rotation should be thoroughly analyzed in accordance with each professional profile, not only regarding the professional knowledge, but also the personal characteristic of the employee, so as to prevent shocks from occurring in the working groups, exactly to "demolish" the temple that each function structures around this type of organizational culture. This way, the communication and interaction between the internal processes improved, leading to a better communication channel with customers - stores, kiosks, parking lots and other companies that operate in shopping centers - as well as with their suppliers, whose purchases are always large scale, improving bargaining power when placing the purchase order.

3.3 Telecommunications Company, Athena and, Once More, Job Rotation in Internal Marketing

For a large telecommunications company with a presence in all states and headquarters in Rio de Janeiro, the identification that in the culture of Athena a job rotation was also required was made by the Human Resources department as an internal marketing strategy, in the sense that the capabilities in the change of employees don't necessarily lie with their professional knowledge, but with approaching the personal character and profile where there is an alignment within "the piece of the network" (areas, departments, sections, etc.) to which the employee was moved. This culture requires a releasing of the internal corporate network so that the departments get to know each other and see the necessity for their interconnection to seek solutions. The leaders, even when also participating in the job rotation, supported it and maintained the hiring programs for new employees and trainees so that if the conception of the teams that interactivity is required between the areas is maintained, controlling the noise between the product divisions of the company.

In this type of culture where individual skills surpass the commonplace skills and professional knowledge, Human Resources also promoted refresher courses in people management and group interviews that were appropriate for the profiles and products sold by the company, so that the practical interaction of knowledge became a constant within the company, reducing the noise and comprehension problems between the products of the departments, promoting the integration of marketing between them through the increased contact between the teams and their experiences.

3.4 Consultancy, Dionysus and Coaching and Mentoring in Internal Marketing

With its small number of employees, a consulting firm, whose market niche is family businesses, for which it proposes to map processes that are aimed at improving revenue streams through indicators and processes that improve the company's return on investment, applied the internal marketing tool through coaching and mentoring by the business owner, who is a requested and recognized professional on the market, so that the practice of internal training of employees - of different hierarchies, added value to the service of the company.

The training programs were accompanied by mentoring of the employees, leading them to develop their profiles so that the projects executed at customers used aligned knowledge without any noise, mainly because the consultancy works through allocation at the client organization, keeping the name of the consulting firm strong through the constant coaching and mentoring practiced every 15 days, for about four hours, with relevant themes for the participants in the projects.

CONCLUSION

Through the analysis in this study, internal marketing - limited in its applicability to the four organizational cultures of Handy (2003) - can be seen as a necessary tool to contain the negativity of the organizational culture when these negative aspects prevail in companies in their cultures to the point of stifling the employee, generating an unproductive and demotivating process.

Its applicability should be in line with the type of organizational culture, since the attempt to raise productivity and motivation may fail, increasing collaborative inertia.

From Smircich's perspective (1983), organizations can be seen as cultures, leaving aside the thought that a culture is something that the organization can take on. A culture is something that the organization should be.

The organization must first identify, know and preserve itself. This self-respect, in alliance with clear definitions about its vision and values, will target the solidification of its organizational culture. As such, its employees can corroborate the internal marketing practices and the company will be able to develop the motivation techniques to improve production.

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