



ENDOMARKETING IN ORGANIZATIONS: AN INTERNAL MARKETING STUDY AT NATIONAL SERVICE LEARNING OF COMMERCIAL – SENAC, IN CACOAL, STATE OF RONDONIA (BRAZIL)

Antonio Siviero¹ and Lessandra Pereira Meneguelli de Souza²

¹Professor and Researcher in Management at Federal University of Rondonia – UNIR, Department of Business Administration, Campus Prof. Francisco Gonçalves Quiles.

²Bachelor degree in Business Administration, Federal University of Rondonia - UNIR. Campus Prof. Francisco Gonçalves Quiles.

Abstract: The objective of this research is to analyze the perception of employees in the unit SENAC in Cacoal City as *Internal marketing* like a strategic tool of internal communication. It can be said that the *endomarketing* appears with the purpose of being used as a tool to obtain a competitive advantage in today's market and as a proposal in the relationship between company and employees able to influence the organizational results. In this study we had used the method descriptive and exploratory, with qualitative approach and deductive method. The techniques of data collection were used to bibliographical research, questionnaire and interview. The data obtained revealed a company committed to the mission and goals to be met, in addition to a good collaborative image that the company tries to pass the internal public. It is recommended that the company improve the use of its transmission channels of information between employees in order to enable an improvement in its service and disclosure of the same.

Key words: *Endomarketing*. Satisfaction. Communication. Competitive Advantage.

INTRODUCTION

The present article deals with the subject *Internal Marketing* as a management strategy for the recognition and appreciation of human capital in companies. The training, the training and conditions of professional and personal growth are basic items for the construction of a working environment conducive to development of ideas and therefore better results can be achieved. The search will bring up the following question: In what way the *Internal Marketing* is aligned with the organization's strategies? Whereas the practice delivers an organizational climate beneficial, strengthening the internal relationship, may influence the image of the company in order to retain employees committed to the mission and vision of the company.

The general objective of the study is to highlight the importance of the use of Internal marketing actions to achieve the organizational goals. Among the specific objectives of the study are: to identify which instruments are more efficient for the quality of internal communication, identify which image employees have of the company and identify if there are internal satisfaction regarding the completion of daily activities.

The choice of topic is justified in order to obtain a better understanding of the practice of *Internal marketing* in an organization that has a vision of business concern about satisfaction and professional development of employees, since the satisfaction and motivation is fundamental to ensuring a corporate image that represents confidence.

In this context it is the SENAC, located in the city of Cacoal, company that offers large scale population, education and vocational training for the trade, which served as a laboratory for the study of data and analyzes of proposed objectives in descriptive research, through forms and interview regarding the knowledge and use of *Internal marketing*.

The Internal marketing actions, well employed may enable the creation of an organizational climate favorable to employees, which will make them feel more participatory in organizational issues and showing attitudes of service to external customers. As a result of these actions, you can arise a labor more motivated to achieve the goals of the company. The aim of this study is to present the *Internal marketing* as a tool for strategic management of people, characterizing it and contextualizing it. Is that more than sell the image of the company he should involve mainly the employees as the first customer of the organization.

1 THEORETICAL FRAMEWORK

1.1 DEFINITIONS

An organization to put into practice the actions of internal marketing needs to establish an effective communication with your employees, facilitating the understanding of the vision, mission and values of the company, being these past in a simple, clear and accessible to all, in search of compromising the officials with the demand of the organization and the commitment to meet the external customer, with the objective of establishing channels of communication that can help the company to achieve effective results.

Internal Marketing comes from the Greek, where the term *endo*, means inside or movement inside. The *endomarketing* part of the vision for the use of actions of management practices of *marketing*, but directed to the internal public. (BEKIN 2004)

Second France (2008, p. 150) the *endomarketing*:

It is a management model with a philosophy and a set of activities that makes use of policies, concepts and techniques of human resources and marketing, having as main function integrate all areas and levels of the organization and to ensure that employees are motivated, trained, well-informed and oriented to the satisfaction of customers. It integrates concepts from various disciplines and makes its use more oriented to marketing. (**own translation**)

The author believes that the purpose of *Internal marketing* is to satisfy the internal customer. If the marketing has among its functions to design products and services that identify corporate values, therefore it should be noted that the *Internal marketing* is responsible for ensuring that the same effects are felt by the market in relation to its human resources. The *endomarketing* emerges as a response to a highly competitive environment in which the company's focus becomes the internal customer.

1.2 MARKETING AND ENDOMARKETING

The *marketing* was created to stimulate desires and to satisfy the external public. The more an organization knows about the needs of your customers, the more value it will have for them. It can be said that *marketing* begins even before the company has a product or service, or even before the customer has a need, through the provision of services/products that will generate a need.

Kotler (2000, p. 44) says that the internal marketing must precede the *external marketing*. "It does not make sense

promise excellent service before the employees of the company are ready to provide it." As the objective of the *marketing* was always the satisfaction and retention of customers, their actions also returned with the advances of the studies for the internal environment of organizations, the purpose of getting to know their needs, deliver them and retain employees. Then the *Internal marketing*, which focuses its energies on internal structure of the organization, giving emphasis to the employee.

Bekin (2004, p . 2), defines *endomarketing* as:

"The *Internal marketing* consists of marketing actions directed to the internal public company, with the purpose to promote among its employees and departments values intended to serve the customer. This concept of customer, in turn, transfers to the treatment given to Employees involved in an integral way with the goals of the company" (**own translation**).

Internal Marketing is a tool of great importance, both for the employee and the company, involving employees in actions that aim to satisfy the internal public, may result positively in the process of achieving goals and objectives. The staff are essential in the competitive process and the result of the success of the organization, other than when a few decades ago, were only physical effort in the implementation of activities, today people are having a greater access to information and becoming increasingly able to perform tasks that require more of human reasoning.

1.3 IMPORTANCE OF ENDOMARKETING

The competitive landscape, it is important to use strategies to retain employees in the company. There is competition and it is necessary to make the company's offer attractive to the employee, which not only has the need for a good salary, which remains as a condition of residence the company, but also the recognition of their participation in the success of the organization in which it is inserted.

Brum (2005 p. 149) It should be noted that:

The motivation is due to the incentive and this can happen in many different ways. The programs of incentives for productivity, to improve the service to the public and to the increase of sales are the most widely used and has in its design ideas extremely creative (**own translation**).

There are products that the company needs to be prepared to offer to bring to his collaborator, and abandon the idea that internal programs for interaction between employees are generators of cost. Internal Programs linked to incentives are important generators of revenue; an example can be with an offer of training, a total quality program, as program well structured benefits, among others.

Kotler (2000, p. 40), conceptualizes internal marketing as a "task successful hire, train and motivate employees skillful that want to serve consumers well," means that the *endomarketing* appears to provide or improve services or programs for employees, being the *marketing* internal or external, its central purpose remains the same in both, that is, the attraction and retention of customers through the satisfaction of their needs and desires.

1.4 OBJECTIVES ENDOMARKETING

The *endomarketing* contributes to the improvement in the relationships and in the communication. When the employee receives a greater preparation with information drawn up, this may have new ideas, creative what, then, will the relationship with the customer, making the work environment more pleasant and professional and encouraging the growth of good relations.

Second Bekin (2004, p . 46), *endomarketing* has as objective:

Facilitate and conduct exchanges, building loyalty in the relationship with the internal audience , sharing the business objectives and social organization, most captivating and cultivating to harmonize and strengthen these relationships and, thus improving its image and its market value (own translation).

For the author, with the Internal marketing actions expected to achieve the result of improving the environment and the productivity of employees, through the enhancement of internal communication. For this, it is worth the company searching for channels that facilitate the dissemination of information, in a way that is consistent and Contributing to a good image of the company with the employees included in the actions and also to the market.

Second Grönroos (2003, p . 411) The objective of the *Internal marketing* is,
... Create, maintain and promote internal relationships between the people of the organization, regardless of their position as professional contact with customers, support staff, team managers, supervisors or managers, so that they first will be motivated to provide services to internal customers as well as to external customers in a manner geared to the customer and with mentality of service, and second, have the skills and knowledge required, as well as the necessary support of managers and supervisors, providers of home service, systems and technology, in order to perform their services in such a way (own translation).

The author emphasizes the importance of a good relationships of internal public, on reaching all hierarchical levels of the company , allowing a greater involvement of the employee to the organization. The *endomarketing* has as function, create, maintain and promote internal relationships, with the physical and emotional support of the company to an improvement in organizational climate and improved results, as main function to integrate all areas and levels of the organization, valuing the employee and that independent of their hierarchical position are motivated, trained, well-informed and oriented to the satisfaction of customers.

1.4 INSTRUMENTS ENDOMARKETING

The *endomarketing* consists of marketing actions directed to the public internal to the organization, with a focus on communication. The information as an instrument of *Internal marketing*, serves to undermine the employee, leads him to join the organization's strategies, understand and feel that it is important for the company.

There are many different instruments visual, oral and written that can be used in the deployment of *endomarketing*, among them instruments used in *traditional marketing* , For Brum (2005, p . 93), "there is not a point of arrival for the instruments of internal marketing, as well as there is not a formula ready".

Table 1, presents the instruments Endomarketing worked by Brum (2005).

Table1- Instruments Endomarketing

Instruments of Endomarketing	Objectives
Technical Manual	Submit educational products, services and potential Releases.
Institutional Video	Present to the public the internal product/service (business) that the Company works, bringing employees and that the company Offers to the market.
Stories in Comics (HQ's)	Use this tool as a "relaxed" to be leading Information to employees.

Internal Journal	Bring internal information relevant to employees.
Motivational Posters and Informative	Pass information to the public and internal always be updating This material, as something that is useful for anyone who is reading
Commemorative Dates and birthdays party's Employees	Give employees this time as a way of Celebrate significant dates and important.
Direct Channels	Provide moments of conversation with the person top of Employee.
Meeting lightning	Hold meetings whenever it is necessary to pass information in Which employees should be informed as soon as possible.
Meetings of Shared leadership	Involve employees with the coordination and other levels Hierarchical for discussion of issues relevant to the company.
Information Videos and Motivational	Expand the idea of the company and support the training to internal public.
Video conferences	Use technological resources to submit the internal public.
Internal Lectures	Submit to internal public news of the company.
Internal brand	Use accessories, clothing with the company logo.
Virtual Messages	Use messages to pass on the computer monitor.
Exploitation of employees	Develop activities that involve employees in order to Appreciation of them as professionals.
The Memory company	Present the history, as well as the development of the company.
E-Mail	Develop direct channel for the company's communication with the Collaborators.
Internal Radio	Use this mechanism as a way to disseminate the news.
Intranet	Use the tool for the employees who have access to different Types of information, since dates of birthday parties, such as access to Internal manuals among others ...
Internal Conventions	Involve the public in internal presentation of the activity.
Manual integration	Use as a basis for information to move the organization to the new Collaborators.

Source: Adapted from Brum (2005)

The author lists some resources, which are also present in internal marketing and which can be used by companies. These instruments are looking for in a way working with the information, i.e. , pass on to employees quickly what the company wants to communicate to its internal public during the deployment of *Internal marketing* to that the company is able to communicate with your internal audience with excellence. It is up to the company match these instruments to their reality, evaluating the variation that they have in relation to the cost, level of involvement of coordination, coverage, durability and maintenance.

1.6 ADVANTAGES AND BENEFITS

The potential benefits with the implementation of a system of *endomarketing* reside not in the existence of the system itself, but in organizational behavior that he will bring as a result of the system that allows you to locate the source of competitive advantage in individuals and groups interacting in the system, which, in fact, distinguishes one organization before other.

Thus the *Internal marketing* is considered an organizational resource able, actually, to mobilize and engage individuals in the organization that the practice, generating real results. This highlights the importance and the relevance of the impact of Internal marketing actions as management system

Costa (2000, p . : 55-56) presents the *endomarketing* the following benefits.

Ensure that people have at their disposal all the necessary information to make better decisions, always aligned to the positioning and the organization's objectives. - Maintain the alignment of the focus of the individual to the vision of the company, its performance aligned to the mission and their conduct guided by ethical principles and values of the organization. - Ensure the constant adaptation of the company to changes in its business environment, as a way to maintain their competitiveness, while preserving its central ideology. - To foster a relationship between the company and its employees more lasting and beneficial to both parties. - Consolidate internal channels of effective communication between individuals and the company, contributing to the human integration from the dissemination of their identity, aligning strategies and supporting immediate reactions to the new demands of the market. - Promote the formation of an organizational climate highly motivating, challenging, collaborative, and marked by the spirit of the team. **(own translation).**

The *Internal marketing* is promoting, and at the same time, depend on an environment in which people understand the organization as a place inspiring and generator of opportunities, whose use is beneficial to everyone. This means that the results produced by endomarketing depend on the purposes for which individuals seek in the company. In not recognizing this, there is a risk of exhausting the value that the model presents.

2 .METHODOLOGY

For the bibliographic research, throughout the process of drawing up this article have been identified and selected materials and authoritative information concerning the subject object of research through books, articles, magazines, documentaries, with the objective to conceptualize and contextualize the endomarketing. For Ruiz (2002) scientific research is the concrete realization of a research planned, developed and drawn up in accordance with the standards of the methodology established by science. This research is characterized as descriptive and exploratory study using qualitative approach and deductive method.

It was used the descriptive research and exploration as Marconi and Lakatos (2005, p, 77) "are exploratory studies that aim to describe completely determined phenomenon, as for example, the study of a case for which are carried out empirical analysis and theoretical", which will provide the development of a research with the possibility of analysis of Internal marketing actions developed at the company.

Procedure of data collections is conceptualized by Marconi and Lakatos (2005, p. 17). 167) As the stage of the research at the start of the implementation of the instruments developed and selected techniques, in order to make the collection of the data provided. They were then used to search for literature and field research, with use of a questionnaire. Vergara (1998), says that the questionnaire is characterised by a series of questions submitted in writing to the respondent. They can be opened, little or no structured; or closed, structured.

In this article we used the questionnaire adapted from "The Endomarketing in Organizations" of UNIPAR (Appendix

A) with 12 (twelve) open and closed questions, so that the respondent has made choices, by opting out of the alternatives previously presented or even may submit their views. We also used the technique of interview, which according to Bertucci (2008, p . 63) "is a direct inquiry, carried out with the objective of understanding the perspective of the interviewee on a subject." There was one interview does not standardized or non-structured, where there has been no rigidity of roadmap; with the objective of being able to exploit more widely some questions, your script was based of Interview semi structured Suzin (2010) - (Appendix B) and Santos (2013), and its measurement was descriptive.

We carried out a case study, which according to Gil (2001, p. 168). 37) "consists in depth study and exhaustive of one or more objects in a way that permits its broad and detailed knowledge." That refers to as an in-depth study and deep to try to clarify a decision, or a set of decisions, their reasons and results. The research subjects were the 26 (twenty-six) officials of the organization of SENAC in unit of the city of Cacoal/RO, who replied to the questionnaire and the manager by means of an interview.

The approach was a qualitative study that as Silva and Menezes (2001) is a dynamic relationship between the real world and the subject, which cannot be translated into numbers, being the interpretation of the phenomena and the attribution of meaning, and that quantitative second Roesch (2009, p . 123) This approach " ... Emphasizes the use of standardized data that allow the researcher to prepare summaries, comparisons and generalizations; therefore, the data analysis is based on the use of statistics." To check, according to the perspective of the target audience the knowledge and use of Internal marketing.

The method used was deductive that as Deer; Bervian (2009,) "the deduction is the argument that makes explicit private truths contained in universal truths." Through the data collected in the company will get a basis for the conclusion of the research.

It is a technique for the analysis, has methodological characteristics defined: objectivity, systematization and inference. Having in view that the presentation of the results of the research will be conducted through the use of graphics for better analysis and understanding.

3 OBTAINED RESULTS

This will show the results of the questionnaire to 26 (twenty-six) officials of SENAC/Cacoal, as well as the interview with the manager of the unit. Both sought to learn about the vision of them in relation to *endomarketing* practiced in the company. The questionnaire was sent to employees virtually, taking the period of January 21-24, 2014 to answer 12 questions related to the theme and the interview was held with the manager on the day January 24, 2014.

3.1 INTERVIEW WITH GENERAL MANAGER

The management recognizes the importance of its employees in the development of the activities of SENAC/Cacoal. Interviewee adds that "the majority of the positions the participation is very compromised and it would be, despite the immaturity of some employees can be a participation with new ideas and projects".

To be questioned about the organization be concerned with the needs of their subordinates, the manager confirms that yes. She argues that this concern arises because sees employees as partners and is also concerned with the professional and his family, not only at the time when he is in the company.

As to what the organization of SENAC offers to employees to keep them happy and motivated, the manager cited the autonomy in carrying out the work, the closeness and freedom with the local management of the organization, training opportunities and courses, arrangements, wages and benefits.

When he was asked about the internal communication, the manager says that it is possible to meet the needs of information clearly, and that "Everyone has freedom and closeness with the manager". Regarding the communication between the hierarchical levels, the manager declares that "I believe that there is good communication between the areas, but does not escape some noise and gossip on the part of some involved in the process".

The manager identifies how existing channels currently in the company such as the *intranet*, *e-mail* and meetings and mural. These are the principal means by which the management receives and transmits information, electing to form "personally" as a means more efficient, because "you can clear up doubts more efficiently". As regards the creation of new channels, the manager believes there needs to be a new channel for information. " We already have good channels what is lacking is a better use of them, especially the tool *intranet*."

3.2 PROFILE OF EMPLOYEES

From the data collected in the research through questionnaires answered, we can characterize the profile of customers internal drive SENAC of Cacoal as a table of young employees. By summing the percentages of the question on the age of employees, we will reach the number of 92% of respondents were aged 18 to 45 years as shown in figure 1.

The data associated with those concerning the length of time working in the enterprise, where 58% have 1 to 3 years, 27% of 4 to 9 years, 15% less than 1 year of activity in the company, reveal to the management greater attention in the investment, for the training of the general public with the goal of retaining these new talents, as can be seen in figure 1.

Figure 1: Age X Time of Company

Age	%	Time of Company	%
18 To 25 years	19%	Less than 1 year	15%
26 To 35 years	50%	1 To 3 years	58%
36 To 45 years	23%	4 To 9 years	27%
More than 46 years	08%	More than 10 years	-
Total	100%	Total	100%

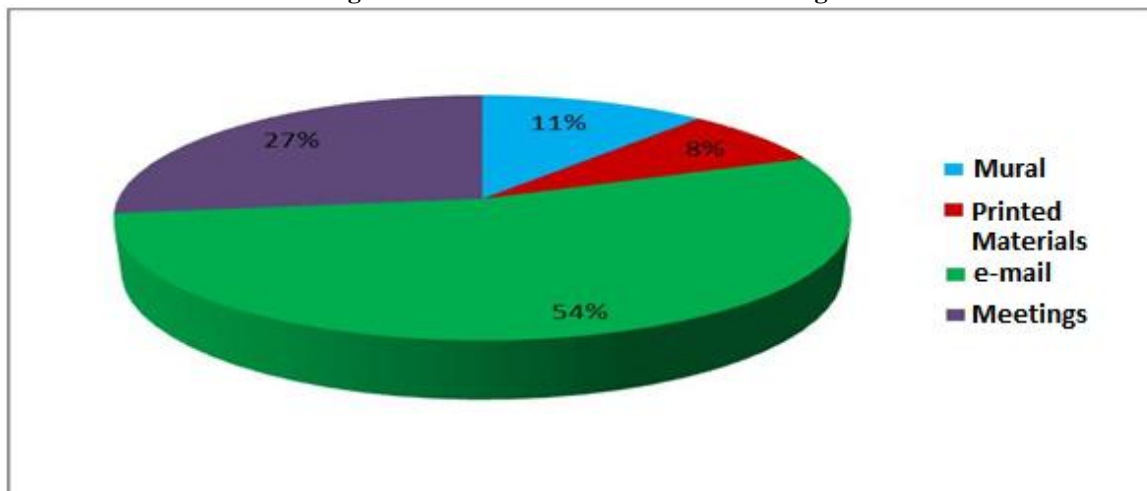
Source: Author (2014)

3.2 INTERNAL COMMUNICATION

As regards the issues relating to the internal communication within the company, obtained the following data in the survey: 96% say they are informed about the events and decisions taken in the company, 4% were contrary to that assertion. It was observed that in the issue where if asked the perception regarding the speed of information, 69% said that they arrive in time enough to implementation of activity and 31% stated that they understand delays in information.

In the case of instruments of *Internal marketing* used in the company and which are more efficient in the opinion of the officials for the transmission of information, it is noted in figure 2 that 54% prefer the use of electronic tool called *e-mail*, 27% believed that when transmitting information by means of meeting is even more efficient, 11% responded be the mural and 8% said that printed documents. This indicates that the variation in preference of the instrument can linked to the employee's role in the company and the role that this exercise, because not all depend on the daily use of electronic instruments to develop their roles. In summary it can be seen that communication plays an important role in the successful implementation of any activity, allowing employees follow the dynamic of the organization.

Figure 2: Instruments of Internal marketing more efficient.



Source: Authors (2014).

As for the question regarding feedback on the activities carried out, 73% said they receive feedback some 15% declare that they always receive and 12% said they had never received feedback. The process of internal communication should not be limited just to inform something, it is more than that, it is also to listen to what people say, think and want. When this process is not inserted into the organizational culture, the effect can be negative. Second Bekin (1995, p. 52): "all this effort may be lost, the best is the campaign, if there is no *feedback*, if the information does not become in dialog, in exchange". In other words, more than ready to transmit, the organization must be willing to also hear, that is, create a culture clearly focused on internal participation,

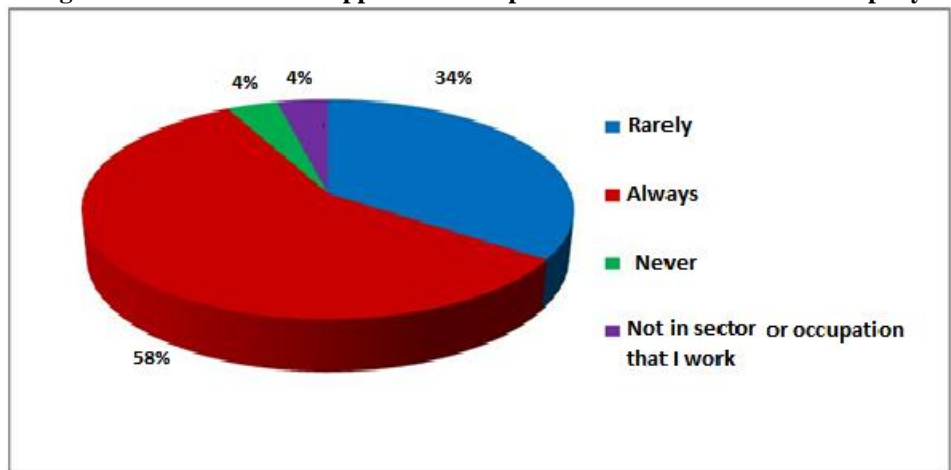
3.4 IMAGE OF THE ORGANIZATION AND EMPLOYEE SATISFACTION

To analyze the vision of employees on the company's image and if there is satisfaction in the work environment, the survey showed a unanimity regarding the knowledge of the mission and vision of the organization, where 96% of the respondents claim to know and other 4% that still do not know what they are.

The figure 3 depicts the question about employees feel motivated and valued by the organization to carry out its role, the majority being 58% said always being motivated, without losing sight of the fact that 34% rarely note that recovery on the part of the institution and 4% demonstrates dissatisfaction with the company, other 4% if shows unhappy in the industry that it serves.

We realize the importance of the company to seek a greater approximation with its internal public, since the internal satisfaction contributes to the performance of their duties, in the solution of problems in the conquest of external customer, higher productivity and better customer service.

Figure 3: Motivation and appreciation to perform their role with the company.



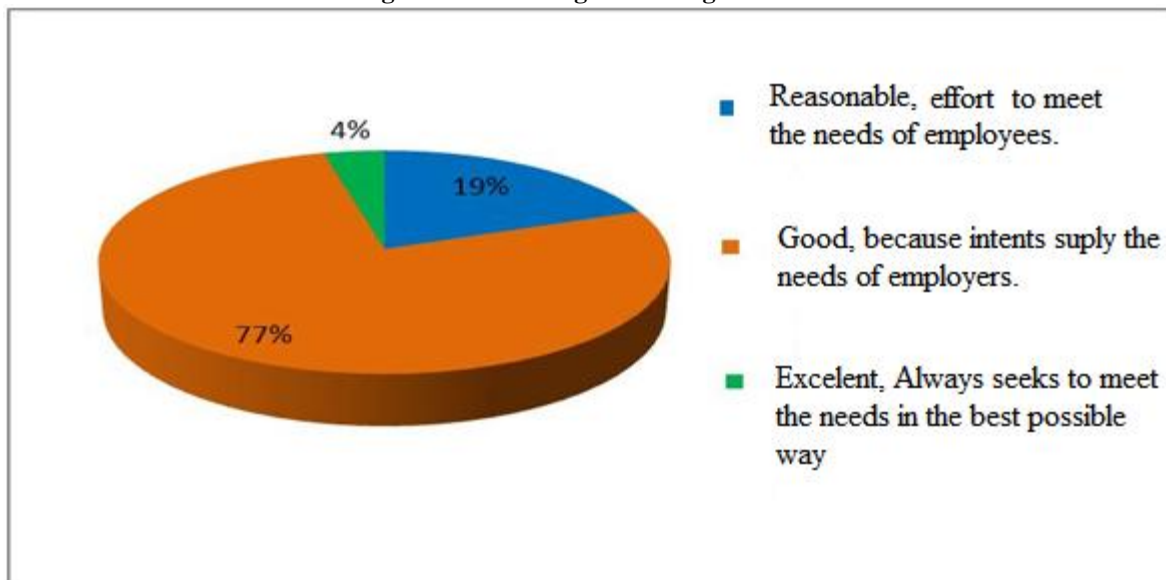
Source: Author (2014).

Gil (2001, p. 168). said that "identify factors that promote motivation employees and dominate the proper techniques for working with her are becoming tasks of the most important." It is important to know if the locomotives people is related to social factors, psyche, wages and so forth.

To identify what is the image that people have of the institution, we obtained answers that reveal a certain degree of satisfaction, on that basis, Brum (2000) considers the approach of *Internal marketing* focused on communication, with the aim of consolidating a positive image of the company with customers.

In figure 4, it was observed that the majority are satisfied with the corporate image of the institution, which may be a reflection of a management concerned meet the desires of the employees. It was observed that 77% say they are satisfied with the fact that the organization in question to worry about finding the needs of employees, where 19% believe that the reasonable picture, she strives to meet the needs of employees and 4% cited as great the image of the organization.

Figure 4: Auto image of the organization.



Source: The Authors (2014)

To look at the organization in which the interviewees are inserted they realize that the presence of a relatively young in several functions. It is possible to conclude that a good part of the staff is satisfied with the use of Internal marketing actions within the company to achieve the goals and objectives of the company, regardless of the channel used in internal communication, the same said to be informed of the decisions and goals of the unit of SENAC in Cacoal. As regards the instruments it was observed that the preference is given by electronic means, AND that the employees have a good image of the company, because, according to them the institution seeks to meet their needs while internal customer.

FINAL CONSIDERATIONS

We can be said that the *endomarketing* consists in strategies of exploitation that covers all levels of the organization, so that all embrace the idea that they are capable of doing the differential if they are in harmony with the objectives and goals of the company in such a way as to be a challenge faced by all in the search for satisfactory results for both parties. To achieve this level of harmony, it is necessary to approximate the managers with employees, leave the image of unreachable or difficult access that some directors have.

The interviews carried out in the company contributed to the achievement of overall objectives and specific to this work. You can identify the company uses actions and tools of *Internal marketing* in order to retain and maintain their internal customers satisfied. What the company needs now identify what means are more efficient with certain sectors of the economy, since the *e-mail* the more used, notes that it will not use in all positions.

The result of the interview with the local management of the organization shows a real concern to enhance the internal customers. It is clear that the recognition on the part of the manager, the importance of the participation of each employee in the development of activities and the effort to build a lightweight desktop environment that can contribute to a relationship of work more pleasant.

The internal customers showed concordance regarding the vision of the image of the organization and

demonstrated satisfaction with the company and are in line with the Mission and Vision in order to achieve their goals. It is recommended that a permanent assessment of organizational climate and satisfaction of internal customers in order to obtain higher rates of success in achievement and retention of this public.

During the development of the research it was observed that the use of proper tools facilitates the involvement in organizational issues as well as help to view the *Internal marketing* as a strategic tool of management, which allows for greater interaction between the employees and at the same time gives more responsibility in the development of the work.

In future studies of this nature it is important to amplify the research about the needs of training or training for better development of the functions or the deployment of a system of evaluation of satisfaction and motivation.

REFERENCES

1. BEKIN, Saul Faigus. **Conversando sobre Endomarketing**. São Paulo : Makron, 2004.
2. BERTUCCI, Janete Lara de Oliveira. **Metodologia básica para elaboração de trabalhos de conclusão de cursos (TCC)**, ênfase na elaboração de TCC de Pós-graduação Lato Sensu. São Paulo, 2008.
3. BRUN, Analisa de Medeiros.. **Um Olhar sobre o Marketing Interno**. 3ª ed. Porto Alegre: L&PM, 2000.
4. BRUN, Analisa de Medeiros **Endomarketing Como Estratégia de Gestão: Encante seu Cliente Interno**. 3. ed. Porto Alegre, RS: L&PM, 2005.
5. CERVO, A. L.; BERVIAN, P. A. **Metodologia Científica**. 4. ed. São Paulo: Makron Books, 2009.
6. COSTA, Daniel. **Endomarketing Inteligente: A empresa pensada de dentro para fora**. Porto Alegre: Dublinense, 2000.
7. FRANÇA, Ana Cristina Limongi. **Práticas de recursos humanos – PRH: conceitos, ferramentas e procedimentos**. São Paulo: Atlas, 2008
8. GIL, Antônio Carlos. **Projetos de Pesquisa: como elaborar**. São Paulo: Atlas, 2001
9. GRÖNROOS, Christian. **Marketing: gerenciamento e serviços**. 2. ed. Rio de Janeiro: Elsevier, 2003
10. KOTLER, Philip. **Administração de Marketing: Análise, Planejamento, Implementação e Controle**. 5. ed. São Paulo, SP: Atlas, 2000.
11. MARCONI, Marina de Andrade; LAKATOS, Eva Maria. **Fundamentos da Metodologia Científica**. 6 ed. São Paulo: Atlas, 2005.
12. RUIZ, João Álvaro. **Metodologia científica: guia para eficiência nos estudos**. 5º edição. São Paulo: Atlas, 2002
13. ROESCH, S.M.A. **Projeto de estágio e de pesquisa e administração: Guia para estágio e trabalho de conclusão, dissertação e estudo de caso**. 2. ed. São Paulo: Atlas. 2009.
14. SANTOS, Maria Laiz Borges dos. **Estratégias de endomarketing para o crescimento organizacional: Um estudo de caso na empresa Noroeste -Picos / Maria Laiz Borges dos Santos**. – 2013
15. SILVA, Edna Lúcia da, MENEZES, Estera Muzkat. **Metodologia da Pesquisa e Elaboração de Dissertação**. . 2009.
16. SUZIN, Leandro José. **Endomarketing: um estudo de caso na Gerência de Análise de Crédito do Banco do Brasil**. Dissertação (Mestrado em Engenharia de Produção) – Programa de Pós Graduação em Engenharia de Produção, UFSC, Florianópolis, 2003.
17. Endomarketing nas Organizações. Disponível em: < <http://questionarios.unipar.br/index.php/97929/lang/pt-BR>> Acesso em: 25 de agosto de 2013
18. VERGARA, Sylvia Constant. **Projetos e relatórios de pesquisa em administração**. São Paulo: Atlas, 1998
19. FRANÇA, Ana Cristina Limongi. **Práticas de recursos humanos – PRH: conceitos, ferramentas e procedimentos**. São Paulo: Atlas, 2008
20. GIL, Antônio Carlos. **Projetos de Pesquisa: como elaborar**. São Paulo: Atlas, 2001
21. GRÖNROOS, Christian. **Marketing: gerenciamento e serviços**. 2. ed. Rio de Janeiro: Elsevier, 2003

22. KOTLER, Philip. **Administração de Marketing: Análise, Planejamento, Implementação e Controle**. 5. ed. São Paulo, SP: Atlas, 2000.
23. MARCONI, Marina de Andrade; LAKATOS, Eva Maria. **Fundamentos da Metodologia Científica**. 6 ed. São Paulo: Atlas, 2005.
24. RUIZ, João Álvaro. **Metodologia científica: guia para eficiência nos estudos**. 5º edição. São Paulo: Atlas, 2002
25. ROESCH, S.M.A. **Projeto de estágio e de pesquisa e administração: Guia para estágio e trabalho de conclusão, dissertação e estudo de caso**. 2. ed. São Paulo: Atlas. 2009.
26. SANTOS, Maria Laiz Borges dos. **Estratégias de endomarketing para o crescimento organizacional: Um estudo de caso na empresa Noroeste -Picos / Maria Laiz Borges dos Santos**. – 2013
27. SILVA, Edna Lúcia da, MENEZES, Estera Muzkat. **Metodologia da Pesquisa e Elaboração de Dissertação**. . 2009.
28. SUZIN, Leandro José. **Endomarketing: um estudo de caso na Gerência de Análise de Crédito do Banco do Brasil**. Dissertação (Mestrado em Engenharia de Produção) – Programa de Pós Graduação em Engenharia de Produção, UFSC, Florianópolis, 2003.
29. Endomarketing nas Organizações. Disponível em: < <http://questionarios.unipar.br/index.php/97929/lang/pt-BR>> Acesso em: 25 de agosto de 2013
30. VERGARA, Sylvia Constant. **Projetos e relatórios de pesquisa em administração**. São Paulo: Atlas, 1998.



Antonio Siviero, MSc.

Master of Science in Production Engineering by Federal University of Santa Catarina – UFSC (Brazil). Graduated in Administration and Law by UNESC. Actually works at Department of Business Administration as Professor at Federal University of Rondonia – UNIR Cacoal (Brazil). E-mail: siviero@unir.br



Lessandra Pereira Meneguelli de Souza, Adm.B

Bachelor degree in Administration by Federal University of Rondonia – UNIR Cacoal (Brazil).