

The relationship between organizational climate and employee motivation of a hemotherapy center



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ABSTRACT

The health sector is essential for the maintenance of life and today the blood donation policy in Brazil is regulated and emphasizes voluntary donation. Because it is such an essential area, this study is significant for these professionals to be supported and to be able to provide the best care to the population. The objective of this study was to evaluate the organizational climate and employee satisfaction of a hemotherapy center in the interior of the state of São Paulo, in order to understand the

main factors related to individual motivation and to propose actions that contribute to its improvement. The present study was qualitative and is a descriptive-exploratory case study. Two questionnaires were applied: Job Satisfaction Scale (EST) and Organizational Climate Scale (ECO). Frederick Herzberg's Two-Factor Theory was chosen to provide the theoretical foundation for the work. These instruments were answered by eight professionals from the nursing sector. In the results obtained, it was shown that the hygienic factor satisfaction with the boss was the topic that generated the most satisfaction and the motivational factor satisfaction with promotions was the one that presented the highest percentage of dissatisfaction. Proposals are also presented to improve the motivation rates of female employees and, consequently, their well-being, the work environment and productivity.

Keywords: Motivation, Nursing, Organizational Climate, Herzberg.

1 INTRODUCTION

The healthcare sector is a crucial area of our society, and professionals working in this field play a key role in ensuring that the complex and intensive nature of care delivery is delivered with the highest quality.

Currently, the National Blood Policy is regulated by legislation, which covers the safety of donors, recipients and professionals working in hemotherapy services (Brasil, 2001).

The service to the population must be provided in a comprehensive manner, using exclusively voluntary and unpaid blood donation, and the sale of blood, its components and blood products is prohibited. The permission is exclusively for the remuneration of the costs of inputs, reagents, disposable materials, serological and immunohematological tests, and specialized labor (Brasil, 2001).

The well-being and satisfaction of employees are directly related to their motivation to perform the expected tasks.



Marchiori (2008) reflects that the preservation of employee satisfaction and respect for human dignity in the workplace are fundamental. Therefore, the greater the employee's involvement with the organization, the higher their level of engagement will be.

Chiavenato (2010) characterizes the organizational climate as the perception and impression of professionals about their work environment. In addition, the author highlights the importance of climate in shaping the behavior of professionals, as it influences their relationships in the work environment.

Luz (2012) identifies factors such as: inadequate communication, interpersonal conflicts, ineffective management policies, rigid and inflexible norms, poor working conditions, lack of employee commitment, inadequate infrastructure to perform tasks, and internal competitiveness. Given these factors, it is essential to conduct an Organizational Climate survey to find out if the company's environment is satisfactory, identify problems that can be solved and point out points for improvement. This will create a win-win environment for everyone and lead to the achievement of better results.

For Sinaga et al. (2019), organizational climate is one of the most significant factors in maintaining employee motivation. But it's also important to set goals and objectives that employees believe are achievable to keep them motivated.

The global scenario of great uncertainties, possible scarcity of various resources, market competitiveness and political instabilities impose increasingly difficult challenges on organizations. They only reinforced the need to transform the attitude of these same organizations, with an emphasis on the understanding that their most valuable resources are people (Rebelo, 2015).

It is noted that, according to Rebelo (2015), the Organizational Climate influences the employees of a company and the impacts are felt in individual and group performance, in the involvement with their functions, in organizational effectiveness and in motivation, which will be addressed in this work.

In the view of Batista et al. (2005) Motivation is the factor that leads people to think, act, adopt attitudes and pursue their goals or objectives. According to Araújo (2006), no person is capable of motivating the other, but managers have the challenge of providing conditions that satisfy the needs, purposes and expectations of individuals and the organization simultaneously.

Several researchers have developed theories for motivation, such as Maslow, McGregor, McClelland, Alderfer, and Herzberg. One of the greatest contributions to the study of this area came from the research carried out by Frederick Herzberg. Known as the Two-Factor Theory, the author investigated the aspects that affect the productivity of employees and their relationship with work (Bergamini, 2005; Vitório, 2015).



The general objective of this study was to evaluate the organizational climate and employee satisfaction of a hemotherapy center in the interior of the state of São Paulo, in order to understand the main factors related to motivation and suggest actions to help improve it.

2 METHODOLOGY

The present work begins with a literature review, in which authors who address subjects pertinent to the theme were selected, with studies previously published and available via databases, such as books, magazines, periodicals and scientific articles.

This is a field research with a descriptive-exploratory case study, of a qualitative nature, with the purpose of analyzing aspects of the organizational climate that can interfere in the motivation of employees of the nursing sector of a Hemotherapy Center in the interior of the state of São Paulo and proposing suggestions for improvements.

The project was submitted to the Research Ethics Committee (CEP) and registered under CAAE No. 71263323.0.0000.9927 and approved by Opinion No. 6,258,660. Based on this, all respondents were instructed about the nature of the research, its purpose and justification. In addition, the confidentiality of identities was guaranteed and consent for participation was requested.

It is noteworthy here that, according to Minayo (2004), in a qualitative research, the researcher's focus should be mainly on the deepening of the reality experienced by the researched, as well as its meanings, rather than on the number of answers obtained.

Thus, nurses and nursing technicians from a Hemotherapy Center in the interior of the state of São Paulo participated in the study.

The research was carried out using two questionnaires, one based on the Organizational Climate Scale (ECO), proposed by Martins, 2003, and the other on the Job Satisfaction Scale (EST), proposed by Siqueira, 1995.

The tool used, called the Organizational Climate Scale (ECO), is a questionnaire built and validated by Martins (2008) that includes aspects of organizational climate and the final validated scale consists of 63 items ordered in sentences that describe characteristics common to organizations and that are grouped into five different dimensions of work.

The Job Satisfaction Scale (EST) was validated by Siqueira (1995), and aims to measure the degree of worker satisfaction also under five dimensions of their work, and is composed of 25 items (Hora, et al., 2018).

The modality of the Likert scale was chosen for this research, since it allows comparison between the answers of the same social group, and that it has similar characteristics (Minayo et al., 2005).



The ECO and EST instruments were chosen because they have a high reliability index, are easy to understand, and are well accepted.

The aforementioned questionnaires are attached to this study.

After approval by the Research Ethics Committee (REC), under CAAE registration No. 71263323.0.0000.9927, the questionnaires were applied. Two questionnaires were selected: the Organizational Climate Scale (ECO), proposed by Martins (2003) and the Job Satisfaction Scale (EST), proposed by Siqueira (1995), ordered into subgroups, as shown in the following tables.

Table 1. Dimensions, Definitions, Integral Items, and Accuracy Indices of EST Factors

Dimensions	Definitions	Items
Satisfaction with colleagues	Contentment with collaboration, friendship, trust, and maintained relationships with co-workers	1, 6, 14, 17 and 24
Salary satisfaction	Contentment with what they receive as a salary compared to how much the individual works, with his professional capacity, with the cost of living, and with the efforts made in carrying out the work	5, 8, 12, 15 and 21
Satisfaction with leadership	Contentment with the boss's organization and professional ability, with his interest in the work of subordinates and understanding between them.	2, 9, 19, 22 and 25
Satisfaction with the nature of the job	Contentment with the interest aroused by the tasks, with the ability of them to absorb the worker and with the variety of them.	7, 11, 13, 18 and 23
Satisfaction with promotions	Satisfaction with the number of times it has received promotions, with the guarantees offered to those who are promoted, with the way the company conducts promotions and with the waiting time for the promotion	3, 4, 10, 16 and 20

Source: Adapted from Siqueira et al., 2008.

Table 2. Dimensions, definitions, integral items, and accuracy indices of ECO factors

Dimensions	Definitions	Items
Support from management and the organization	Affective, structural, and operational support from management and the organization provided to employees in the daily performance of their work activities.	1 to 21
Reward	Various forms of reward used by the company to reward worker quality, productivity, effort, and performance	22 to 34
Physical comfort	Physical environment, safety and comfort provided by the company to employees.	35 to 47
Control/Pressure	Control and pressure exerted by the company and supervisors on the behavior and performance of employees.	48 to 56
Cohesion among colleagues	Unity, bonds and collaboration between co-workers.	57 to 63

Source: Adapted from Siqueira et al., 2008.

The results obtained were analyzed based on the theory developed by Herzberg, also called Hygiene-motivation Theory. In it, the author found that the results of his research indicated that when people talked about feeling good or satisfied, they were talking about elements inherent to work and when people talked about the feeling of dissatisfaction in relation to work, they were talking about



factors external to work, and that is why it was called by him as motivation factors and hygiene factors. (Khoshnevis; Tahmasebi, 2016).

3 THEORETICAL BACKGROUND

3.1 ORGANIZATIONAL CLIMATE

Organizational climate is one of the most important concepts in the field of organizational behavior and has been widely studied as a psychological variable in organizations, as it is closely linked to the analysis of employees' perceptions regarding various aspects of their jobs. It is one of the most significant attributes to identify the reasons that influence, guide and direct human behavior in organizations (Gomes Menezes et al., 2010).

One of the definitions of organizational climate is to be the general impressions or shared perceptions of employees regarding their work environment and organizational culture. These shared perceptions have strategic value, as they feed the formation of conceptions about the reality of work (Siqueira, 2008).

Sinaga et al. (2019) also highlights the positive and significant impacts that a good organizational climate has on increasing employee motivation. For him, the organizational climate is one of the variables that has a direct, positive and significant effect on motivation for work.

Both leadership and organizational climate have the ability to influence employee motivation, affecting their performance (Sinaga et al., 2019).

When the organizational climate is motivated and it is possible to channel it towards organizational objectives, it exerts a great influence on organizational effectiveness (Rebelo, 2015).

3.2 MOTIVATION

For Hitt et al. (2007), motivational factors are responsible for people's willingness to apply their intellectual capital for the benefit of the company's success.

In institutions, motivation can provide more productivity and a healthy organizational environment, which is capable of raising the level of employee satisfaction. In this way, motivation in organizations is able to provide the transformation of environments and generate new possibilities for growth (Ribeiro Passos et al. 2018).

For Bzuneck (2005), in general, motivation is a broad and complex concept and cannot be expressed quantitatively, but rather in levels and variations of intensity, since it relates internal, personal and complex sensations of each person.

Ruffatto et al. (2017) states that, for some authors, motivation can be understood as a psychological process that triggers an internal impulse to perform tasks in order to achieve specific results, being characterized by persistence along this path.



Spector (2006) goes further by stating that motivation is the result of desires, needs and desires. According to the author, motivation is defined as an inner state that leads the person to think about a certain behavior and infers that motivation is associated with a direction (a choice), intensity (the effort to accomplish) and persistence (how much they insist until they do).

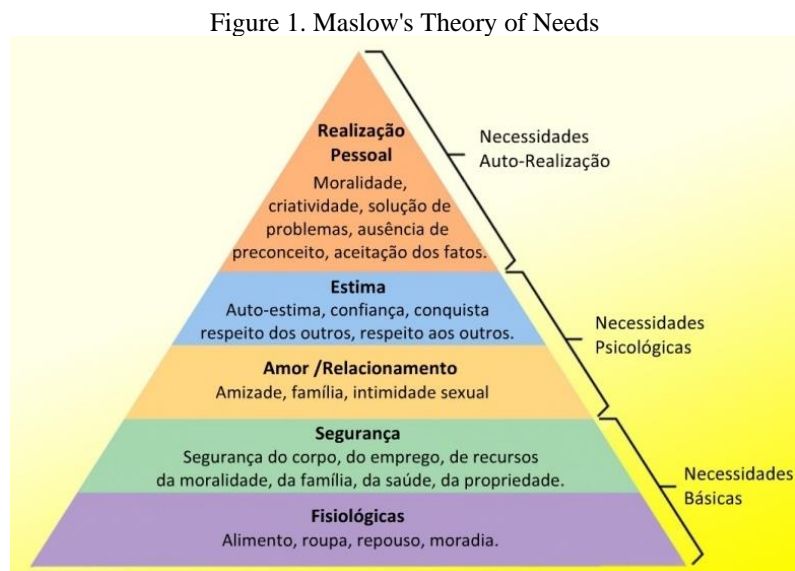
3.3 THEORIES OF MOTIVATION

There are several theories about motivation and Robbins (2002) states that some, despite being known, are questioned. As in the case of Maslow's Theory, however, its study is necessary because it is the theory that serves as the basis for the most current ones and because some companies still use these concepts and even the terminologies to deal with the subject with their employees.

3.4 MASLOW'S THEORY

The first theory to be cited is Maslow's Theory, which is perhaps the best known and referenced, called the Theory of Needs.

Robbins (2002) exposes in an uncomplicated way the functioning of Maslow's theory, when he says that it refers to a hierarchy composed of five needs and that, as each one of them is realized, the next one becomes the central one, that is, the individual only starts to feel the next demand when the previous one has been properly realized. They are: physiological, security, social (love and relationship), esteem and personal fulfillment needs.



Source: From <https://www.laboneconsultoria.com.br/wp-content/uploads/2018/12/bb-1.png>

According to Bergamini (2005), the individual initially seeks physical well-being, which will be called physiological need. Next, attention is paid to meeting the demands of security, not merely in the physical sense, but also in the psychic sense. Thirdly, the need that must be met is to strengthen



affective exchanges, to feel wanted, loved, and well-liked in the work environment. Right after that, we have the social need, which refers to the recognition of the work group to its professional value. And finally, the last stage concerns self-realization, which is the moment when the individual is exerting their full potential and living their best life.

In any case, it is wrong to say that as soon as one need is met, another will immediately take its place, after all, a hungry individual is fully capable of wanting to feel loved (Sampaio, 2009). Two (or more) levels of the pyramid easily coexist. Also according to Sampaio (2009), it is for this reason that Maslow's theory is often overlooked, considered simplistic, when taking into account its exact graphic reproduction. However, the needs are divided into higher and lower, and the lower ones act on an unconscious level in individuals.

According to Sampaio (2009), for Maslow, with the satisfaction of needs, people do not necessarily feel fulfilled, since the tendency is for desires to increase. However, one need will always be more prominent than another, according to the experience of each individual.

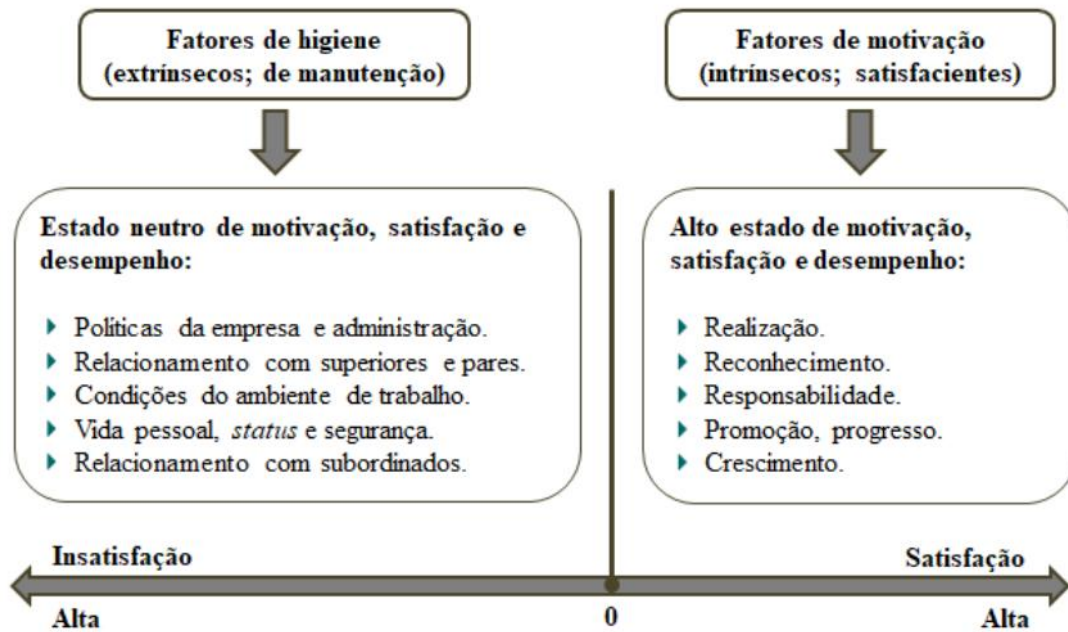
Thus, when it comes to the organizational environment, if the individual cannot find ways to satisfy their needs, they will not be fully committed to the institutional objectives, causing the company not to achieve its results. (Silva, 2011).

3.5 HERZBERG'S THEORY

One of the great contributions on motivation at work came from the research carried out by Frederick Herzberg, who studied which factors affected the productivity of employees and their relationship with work (Bergamini, 2005). Herzberg's study indicates that there are two factors to be analyzed: intrinsic and extrinsic, i.e., internal and external. The so-called intrinsic factors are related to the work itself and are also known as the motivational factors: the job itself, the fulfillment at work, recognition, increased responsibilities and growth. The so-called extrinsic factors, called hygienic, are only capable of reducing or eliminating dissatisfaction, but they are not capable of arousing motivation and offering satisfaction and are focused on the company's vision, mission and values, supervision, relationship with the supervisor, working conditions, salary, relationship with colleagues, personal life, relationship with subordinates, status and security. Thus, the Theory of Two Factors: hygienic and motivational (Khoshnevis; Tahmasebi, 2016).



Figure 2. Hygiene factors and motivation factors.



Source: SILVA, 2008

It can be noted that the Two-Factor Theory has similarities compared to the Needs Theory, and that despite focusing exclusively on motivation in organizational environments, it demonstrates how this space can influence motivation or demotivation, through the division between motivational factors and hygienic factors (Mendonça, 2022).

It is important to differentiate these factors to elucidate why many decisions made by companies, considered as "measures in favor of the employee", do not have the expected positive effects. On many occasions, the actions were guaranteeing only hygienic factors, which have nothing to do with providing real motivation (Vergara, 2006).

3.6 FIELD RESEARCH RESULTS

The total effective staff of the studied company is composed of 10 employees and, due to sick leaves, the research was applied to 8 employees, 4 nurses and 4 nursing technicians, who are part of the staff of a Hemotherapy Center in the interior of the state of São Paulo. It can be seen that all participants are female, between 32 and 57 years old, with technical to post-graduate education.

The analysis presented was structured by the Theory of Two Factors: Hygienic and Motivational, as shown in Table 3.



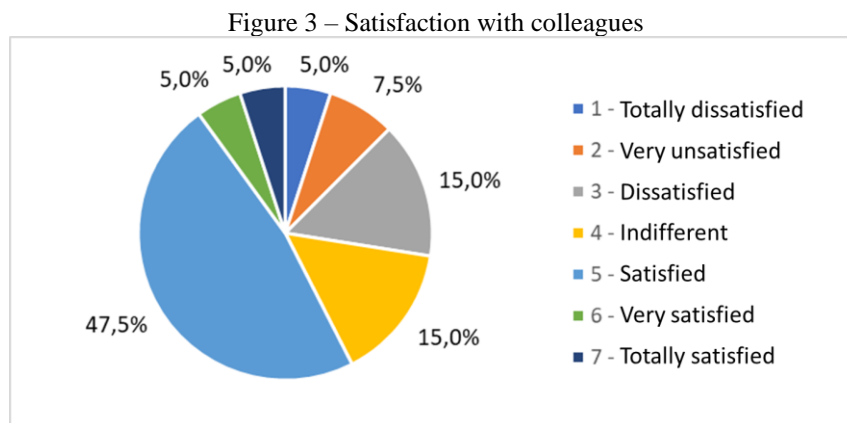
Table 3. Classification of results

Hygienic Factors	Motivating Factors
Satisfaction with colleagues	Satisfaction with promotions
Salary satisfaction	Reward
Satisfaction with leadership	Satisfaction with the nature of the job
Physical comfort	Cohesion among colleagues
Support from management and the organization	
Control & Pressure	

Source: Original survey results

3.7 GROUP 1 – HYGIENE FACTORS

Figure 3 shows that most of the respondents are satisfied with their co-workers and this is a relevant factor in the aspect of interpersonal relationships, which is essential to maintain a healthy work environment. It shows that the respondents are satisfied with the bonds of friendship and collaboration between the team. However, there are also responses of total dissatisfaction. Thus, it is extremely important that this environment of esteem and cooperation is encouraged and respect for the work of colleagues is stimulated.

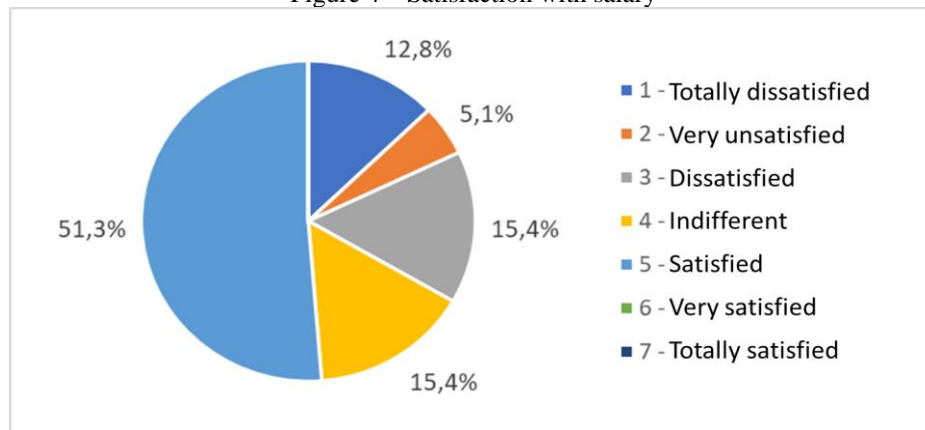


Source: Original survey results

Salary is one of the points in which the respondents' greatest dissatisfaction was demonstrated, with 33.3% being between dissatisfied and totally dissatisfied, although 51.3% are satisfied, as shown in figure 4.



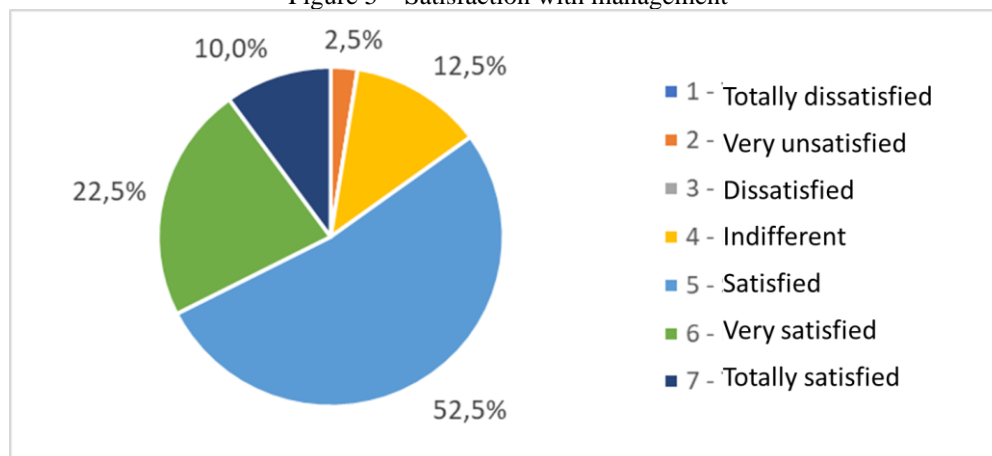
Figure 4 – Satisfaction with salary



Source: Original survey results

The topic that presents the greatest satisfaction is in relation to the manager, where 85% of the answers were approving, as shown in figure 5. The process of command and subordination is being conducted appropriately and the organization and professional capacity of the boss are recognized by the respondents.

Figure 5 – Satisfaction with management

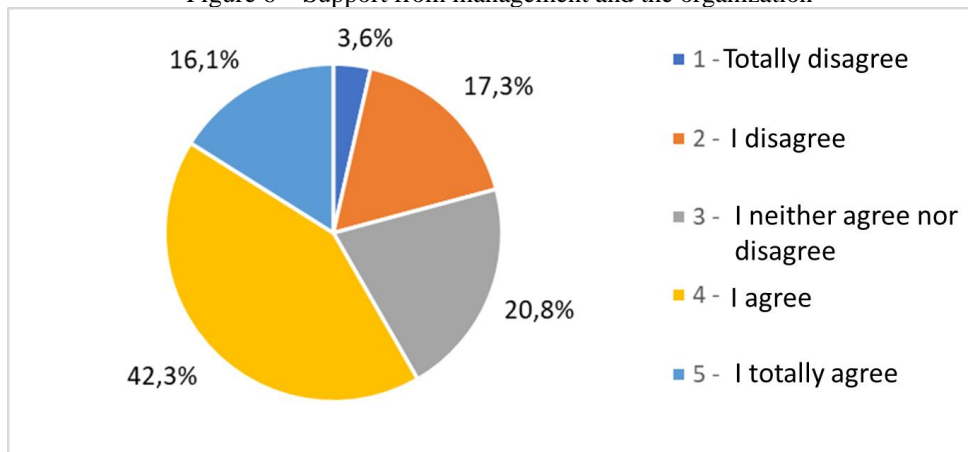


Source: Original survey results

On the other hand, in the topic that encompasses the support of the head and the organization, in figure 6, the numbers show a slightly greater dissatisfaction, since it involves, in addition to the immediate head itself, the way the company is managed. The point that generated the most discontent was in relation to the company not accepting innovations and the non-participation of employees in the changes. One way to improve this index would be to promote regular meetings with the participation of all employees in the sector, create a channel for suggestions for improvements, and inform in advance changes that will happen, providing an implementation plan.



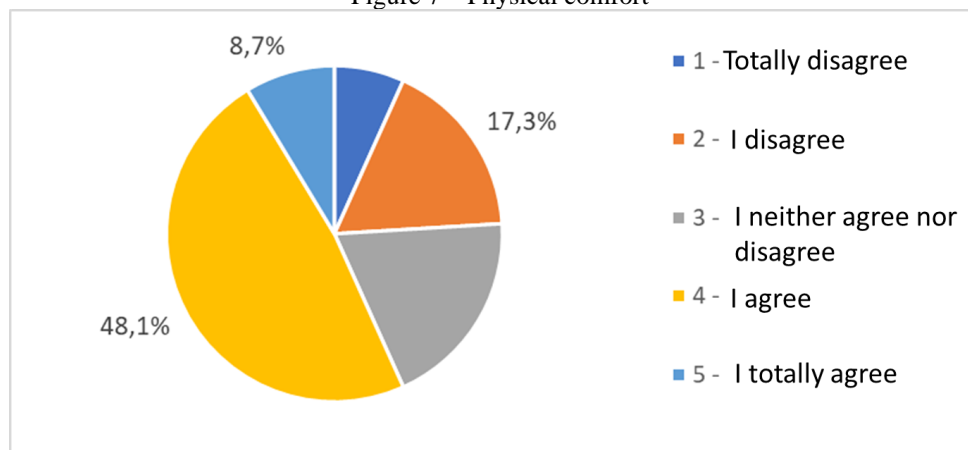
Figure 6 – Support from management and the organization



Source: Original survey results

Figure 7 addresses physical comfort and in this regard, the respondents' satisfaction is high, which may reflect the bright and clean environment in which they work. However, as these are functions that require repetitive movements, one way to improve the indices may be to provide moments of work gymnastics, in order to improve health conditions. Another way would be to provide a space designed for the employee's moment of relaxation, such as a coffee space with plants and puffs or armchairs.

Figure 7 – Physical comfort

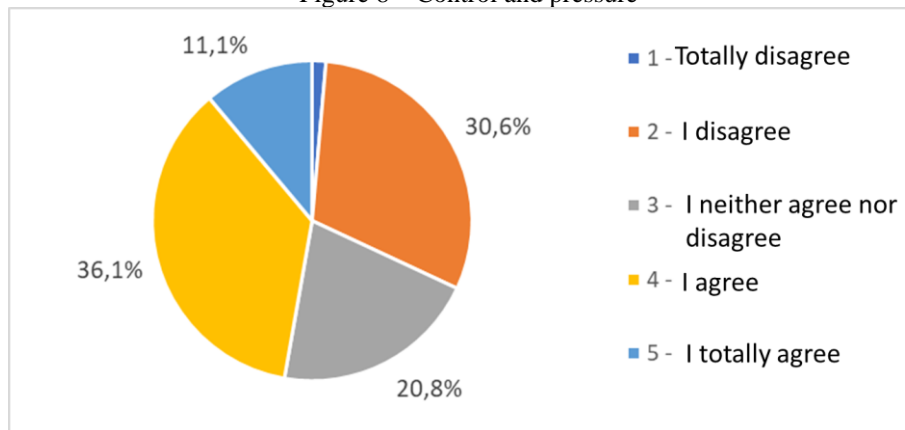


Source: Original survey results

In figure 8, control and pressure refers to organizational control and the degree of demand to maintain this control. The topic was the one that showed the most division in the answers. We can see that some collaborators feel more pressure than others, a factor that can be explained by the psychological condition of everyone being different. In this case, it is up to the immediate supervisor to be sensitive enough to understand how to confront each employee.



Figure 8 – Control and pressure

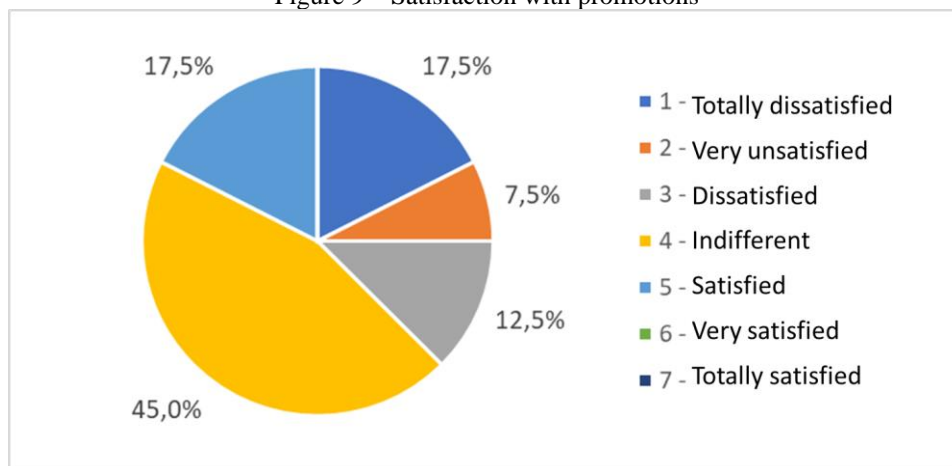


Source: Original survey results

3.8 GROUP 2 - MOTIVATION FACTORS

The topics in which dissatisfaction stood out the most were in the items of reward and satisfaction with promotions, as shown in figures 9 and 10. More than 50% disagree that they are being well rewarded and only 17.5% are satisfied with promotions. This fact can be explained by the absence of a career plan in the company. The organization must therefore review its reward parameters. One way to make it feasible is through the application of performance evaluation, so that it is possible to measure and create mechanisms to recognize who stands out.

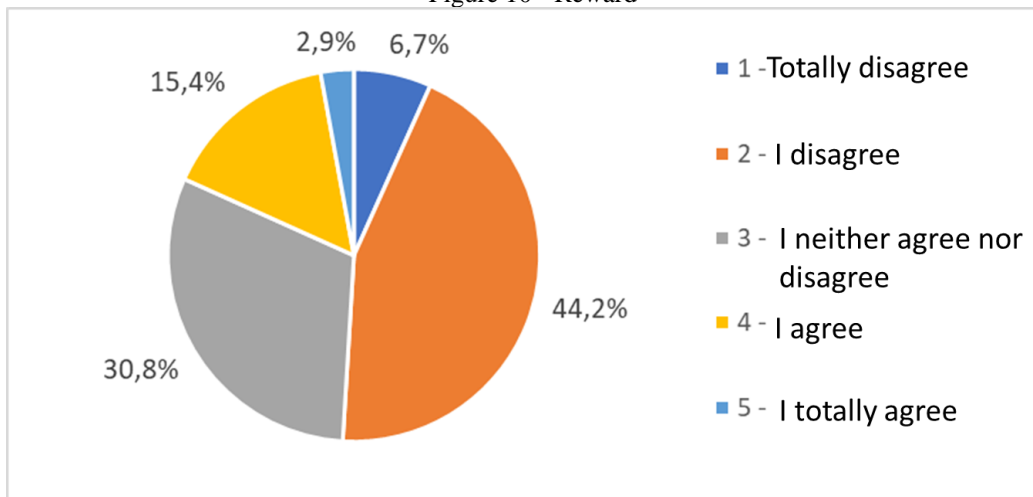
Figure 9 – Satisfaction with promotions



Source: Original survey results



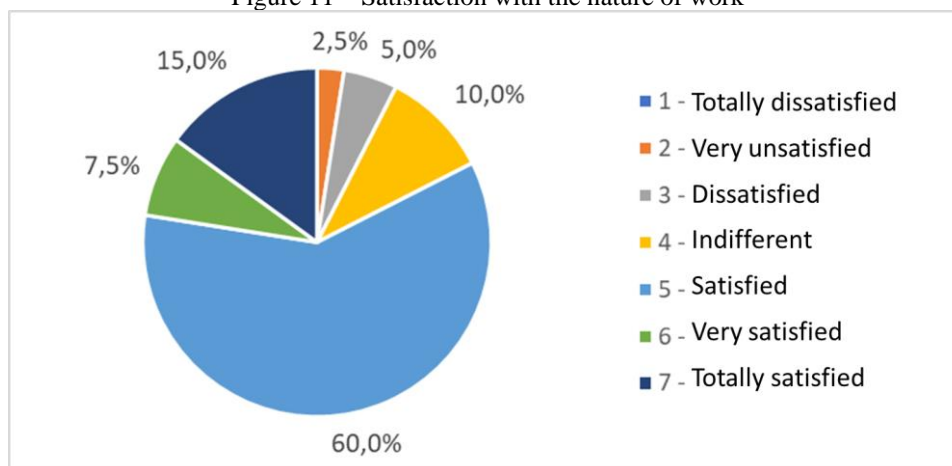
Figure 10 - Reward



Source: Original survey results

Satisfaction with the nature of work was one of the topics that stood out positively, which shows the engagement of the collaborators and the love for their work, despite the complexity and high level of stress in the nursing category. It is essential that the company encourages the internal motivation of each employee to stimulate them to deal with the delicate situations that arise daily. The company can provide lectures on emotional intelligence and self-motivation to help them in this process.

Figure 11 – Satisfaction with the nature of work

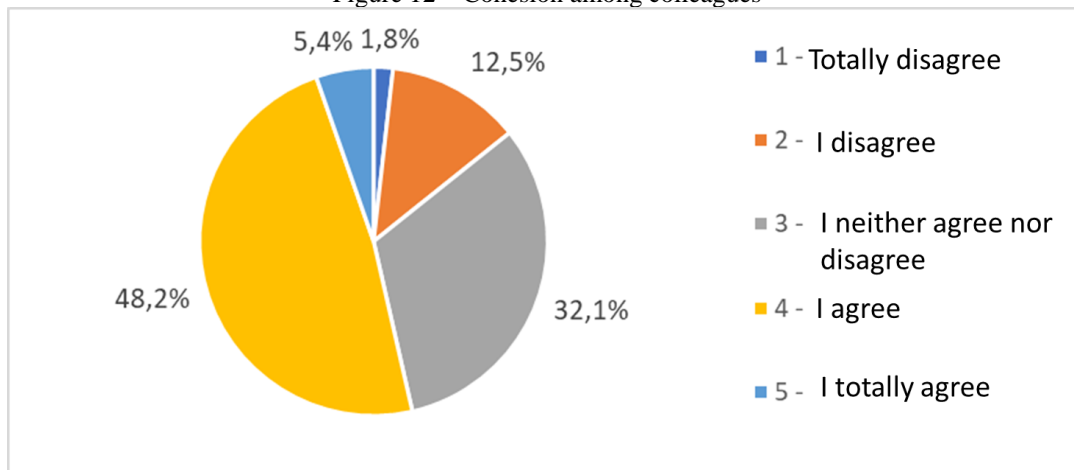


Source: Original survey results

Figure 12, cohesion among colleagues, as well as in the topic of satisfaction with colleagues, there is a majority that shows satisfaction, but there is a portion that totally disagrees that there is a connection between the team. It reinforces the need to encourage cooperation and partnership between collaborators, so that it can be possible to develop proximity.



Figure 12 – Cohesion among colleagues



Source: Original survey results

4 FINAL THOUGHTS

Everyone has their personal and professional experiences throughout life and carries with them their desires and aspirations and expresses themselves in a unique way. On the other hand, we also have companies with different demands and interests. Thus, the objective of this work was drawn from the researcher's interest in understanding how the organizational climate affects the motivation and satisfaction of the employees of a Hemotherapy Center, analyzing how this can affect them and proposing suggestions to, in addition to improving the well-being of the employees, have more efficiency for the company.

Regarding the Motivation Factors, the topic of satisfaction with the nature of the work was considered the most acceptable for most respondents. That is, they show interest in what they do and feel motivated and happy when fulfilling their tasks, which, according to the Two-Factor Theory, is also capable of improving the individual's self-esteem. On the other hand, the topic of satisfaction with promotions was the one that showed a continuous lack of motivation on the part of the respondents. This shows us that most female employees feel unhappy about the rewards for their efforts and for not having the prospect of a career plan. After all, when the individual is recognized, it makes him feel encouraged and more responsible and, consequently, more committed to the goals set by the company.

As for the Hygiene Factors, the topic that reflected the greatest non-dissatisfaction is in relation to the manager. The respondents showed little dissatisfaction with how their immediate supervisor conducts the work and relates to their subordinates. The Hygiene Factor salary, however, was the one that most showed dissatisfaction among the respondents. It is noted that most of the employees do not agree with the salary policy adopted by the company and, for this reason, they feel undervalued in relation to this topic. It is relevant to remember that in Herzberg's theory the salary itself is not considered as the cause of non-satisfaction, but rather the feeling of inequality felt by the individual. Such a feeling could discourage you from working.



It should be noted that the limitation of this study is because it is restricted to the experience of the respondents, nursing employees of a hemotherapy sector, and should not be generalized to all areas of nursing. Thus, it is suggested that future studies be carried out in other units of the same area, or even that the analysis be made based on other theories of motivation.



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ATTACHMENT

Job Satisfaction Scale – EST

Essential data

Age:

Schooling:

Gender: () Female () Male

Dear Contributor,

The sentences below talk about some aspects of your current job. Indicate the how satisfied or dissatisfied you feel with each of them. Give Your Answers writing down, in the parentheses that precede each sentence, that number (from 1 to 7) that best represents your answer.

1 = Totally dissatisfied

2 = Very dissatisfied

3 = Dissatisfied

4 = Indifferent

5 = Satisfied

6 = Very satisfied

7 = Totally satisfied

In my current job I feel...

- () With the collaborative spirit of my co-workers.
- () With the way my boss organizes the work of my sector.
- () With the number of times I've been promoted in this company.
- () With the guarantees that the company offers to those who are promoted.
- () With my salary compared to how much I work.
- () With the kind of friendship that my colleagues show for me.
- () With the degree of interest that my tasks arouse in me.
- () With my salary compared to my professional capacity.
- () With my boss's interest in my work.
- () With the way this company conducts promotions of its staff.



- With the ability of my work to absorb me.
- With my salary compared to the cost of living.
- With the opportunity to do the kind of work I do.
- With the way I relate to my co-workers.
- With the amount of money I receive from this company at the end of each month.
- With the opportunities to be promoted in this company.
- With the amount of friends I have among my co-workers.
- With the concerns required by my work.
- With the understanding between me and my boss.
- With the time I have to wait to receive a promotion in this company.
- With my salary compared to my efforts at work.
- With the way my boss treats me.
- With the variety of tasks I perform.
- With the confidence I can have in my co-workers.
- With the professional capacity of my boss.

Organizational Climate Scale – ECO

Dear Contributor,

In this quiz you will find a series of sentences that describe characteristics of the companies and that were surveyed in different work organizations. Please Evaluate how much these characteristics describe the company where you work. Or The important thing is that you give your opinion on the characteristics of your company AS A WHOLE. To answer, read the characteristics described in the following sentences and write down next to

Each sentence the number that best represents your opinion, according to the following scale:

1 = Strongly disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly agree

- My sector is informed of the decisions that involve it.
- The conflicts that occur in my work are resolved by the group itself.



- () The employee receives guidance from the supervisor (or boss) to perform his or her tasks.
- () The tasks that take the longest to be performed are guided to the end by the chief.
- () Here, the boss helps employees with problems.
- () The boss praises when the employee does a good job.
- () Changes are monitored by supervisors (or bosses).
- () Changes in this company are informed to employees.
- () In this company, doubts are clarified.
- () Here, there is task planning.
- () The employee can count on the support of the boss.
- () Changes in this company are planned.
- () Innovations made by the employee in his or her work are accepted by the company.
- () Here, new ideas improve employee performance.
- () The boss values the opinion of the employees.
- () In this company, employees have a stake in the changes.
- () The boss has respect for the employee.
- () The boss contributes to the productivity of the employees.
- () In this company, the boss helps the employee when he needs it.
- () The company accepts new ways for the employee to perform his or her tasks.
- () Dialogue is used to solve the company's problems.
- () Employees perform their tasks with satisfaction.
- () Here, the boss values his employees.
- () When employees are able to do their jobs well, they are Rewarded.
- () What employees earn depends on the tasks they do.
- () In this company, the employee knows why he is being rewarded.
- () This company cares about the health of its employees.
- () This company values the effort of employees.
- () The rewards that the employee receives are within their expectations.
- () A job well done is rewarded.
- () The salary of employees depends on the quality of their tasks.
- () The employee's productivity has an influence on his or her salary.
- () The quality of the work has an influence on the employee's salary.
- () To reward the employee, this company considers the quality of what he produces.
- () The employees of this company have the necessary equipment to carry out their



Tasks.

- () The work environment meets the physical needs of the worker.
- () In this company, the physically handicapped can move around easily.
- () Physical space in the work area is sufficient.
- () The physical working environment is pleasant.
- () In this company, the workplace is ventilated.
- () In this company, there is equipment that prevents the hazards of work.
- () There is adequate lighting in the work environment.
- () This company is concerned about safety at work.
- () The work sector is clean.
- () Work equipment is suitable to ensure the health of the employee in the work.
- () In this company, the physical posture of the employees is adequate to avoid damage to the health.
- () The work environment facilitates the performance of tasks.
- () Here, there is exaggerated control over employees.
- () In this company, everything is controlled.
- () This company requires tasks to be done within the allotted time.
- () The attendance of employees is strictly controlled by this company.
- () Here, the boss uses the company's rules to punish employees.
- () Employees' schedules are strictly enforced.
- () Here, the boss presses all the time.
- () In this company, nothing is done without the boss's permission.
- () In this company there is permanent supervision by the boss.
- () The relations between the people in this sector are of friendship.
- () The employee who makes a mistake is helped by his colleagues.
- () Here, colleagues help a new employee with his or her difficulties.
- () Here in this company, there is cooperation between colleagues.
- () In this company, employees welcome a new colleague.
- () There is integration between colleagues and employees in this company.
- () Employees feel comfortable telling their personal problems to some Colleagues.