



ISSN: 2310-0036

Vol. 2 | Nº. 8 | Ano 2017

Nelson Chacha

Moçambique TELECOM
nchacha@tmcel.mz

Rita Figueiras

Universidade Católica Portuguesa
ritafigueira@fch.lisboa.ucp.pt



Rua: Comandante Gaivão nº 688
C.P.: 821
Website: <http://www.ucm.ac.mz/cms/>
Revista: <http://www.reid.ucm.ac.mz>
Email: reid@ucm.ac.mz
Tel.: (+258) 23 324 809
Fax: (+258) 23 324 858
Beira, Moçambique

Customer Service as a Decision-Making factor in a Mozambican Telecommunications company

Atendimento ao Cliente como factor de decisão de compra numa Empresa de Telecomunicações Moçambicana

Abstract

The present article presents the results of research conducted for a PhD thesis in Communication Sciences. In essence, an attempt was made to answer the question: how is customer service a driving factor in the construction of relations between a telecommunications company (mcel) and its customers? With a comprehensive base and with dimensions based on strategic and operational areas, the study was based on a mixed methods approach. In terms of representativeness, we opted for the collection of quantitative data, focusing on a simple random sample, built through the lottery system, aided by a questionnaire whose internal consistency was validated and tested using the Cronbach Alpha coefficient. The quantitative analysis was based on descriptive and inferential statistics, supported by the SPSS (Statistical Program for Social Science) and the method of trajectory analysis. Qualitative data were collected through documentary analysis, using focus group interviews and treated by conjugation of content analysis and triangulation. The study reveals that the importance of customer service in building the relationship between mcel and its customers lies in recognising it as a tool to build a competitive advantage, especially since in the mobile telephony sector technology and products are undifferentiated. On the other hand, clients use customer service to evaluate the quality of service and decide their provider. Customer service in the telecommunications company (mcel) is positive, however, there is a need for continuous improvement, in order to maintain customer satisfaction and business stability.

Keywords: Customer Service, Satisfaction, Relation, Continuous Improvement.

Resumo

O presente artigo propõe os resultados de uma investigação no âmbito da tese de Doutoramento em Ciências da Comunicação. Na essência, procurou-se responder à questão, como o atendimento se mostra factor dinamizador da construção de relações entre uma empresa de telecomunicações (mcel) e os seus clientes. De base abrangente e com dimensões assentes nas áreas estratégicas e operacionais, o estudo teve como alicerce metodológico uma abordagem mista. Em termos de representatividade, optou-se pela recolha de dados quantitativos, focando-se em uma amostra aleatória simples, construída através do sistema de lotaria, auxiliado por um questionário cuja consistência interna foi validada e testada usando o coeficiente Alpha de Cronbach. A análise quantitativa baseou-se na estatística descritiva e inferencial, apoiada pelo SPSS (Statistical Program for Social Science) e pelo método de análise das trajetórias. Os dados qualitativos foram recolhidos através de análise documental, com recurso a entrevistas aos grupos focais e tratados por conjugação da análise de conteúdo e triangulação. O estudo revela que a importância do atendimento para a construção da relação entre a *mcel* e os seus clientes reside no seu reconhecimento, enquanto ferramenta de construção de uma vantagem competitiva, sobretudo, dado que, no sector da telefonia móvel, a tecnologia e os produtos são indiferenciados. Por outro lado, os clientes usam o atendimento para avaliar a qualidade de serviço e decidir o seu provedor. O atendimento na empresa de telecomunicações (mcel) é positiva, contudo, há necessidade de melhoria contínua, de forma a manter a satisfação do cliente e a estabilidade empresarial.

Palavras – chave: Atendimento, Satisfação, Relação, Melhoria Contínua.

Introduction

The theoretical developments adopted by marketing, in the late 1980s and throughout the 1990s have brought a new approach, particularly at the business organization level. Customers no longer represent numbers and market shares, but have transformed to become an integral part of business organizations. In this sense, companies started to deal with the customer in a different way and to use customer service as a necessary tool to obtain a competitive advantage. This article thus aims to deepen understanding of the importance of customer service in building the relationship between a telecommunications company and its customers. The research was carried out at Moçambique Celular, SA (Maputo). Moçambique Celular (mcel) is the first mobile operator in Mozambique, a TDM group company, launched in 1977. In order to gain a deeper understanding of the importance of customer service in building the relationship between the company and the clients, the research model was based on the following questions: (a) Do mcel workers understand their task as a relationship marketing strategy of the company? (b) Does the trust generated by customer satisfaction through customer service at mcel translate into loyalty to the company? (c) What factors influence customer service at mcel? Thus, the objective is to study customer service as a dynamizing factor of relationship marketing in mcel.

Specifically, it was decided: (a) to examine the relationship between employees' commitment and their awareness of the importance of their task; (b) Describe the importance of customer service to mcel and its customers; (c) Verify that the relationship that nourishes customer service as perceived by customers has a direct influence on their permanence as a customer; (d) Show the relationship between workers' behavior and the organizational climate; (e) Check the relationship between the organizational climate and customer service; (f) Evaluate the relationship between worker behavior and care.

In this sense, this is a complementary and comprehensive study based on strategic and operational dimensions. The strategic dimension examined, in particular, the influence of the working environment experienced or perceived by workers, as well as the commitment and relationship between the different sectors of the service chain. According to Gremler, Bitner and Evans (1994), both Nagel and Cilliers, who introduced the concept of internal customer, and Rosenbluth, realized that the difficulties experienced by the internal and external customer were similar. However, they refer to the approaches of Lewis and Entwistle (1968), which emphasizes that if internal service is unsatisfactory, the external client will not see their expectations fulfilled. Thus, these were the theoretical bases considered for the strategic dimension that sustained the need to study the level of priority that the mcel attributed to customer service. The operational

dimension focused on the study of customer satisfaction in relation to the quality of the interaction conducted by the service professional, especially in the process of winning customer trust (with their empathy and sympathy) in the scenario of effective customer service. At this level, the basic perspectives of the article were based on the theories of Wong and Tsai (2010) who posit the hypothesis of face-to-face service being more likely to cause customer satisfaction and loyalty; but they are also based on Bitner's (1990) prepositions, according to which, in face-to-face customer service, the role of physical evidence and the people present in customer service is considered to be fundamental. Our particular interest in customer service stems from its high level of importance as a critical tool for evaluating companies, either by customers or as a key tool in the construction of "relational marketing" and competitive advantage. In this sense, the research invites marketing professionals and business managers to raise their level of understanding and awareness of the fundamental aspects that customers value in the evaluation of customer service. Although it is important, customer service continues to be limited in the literature surrounding it, as simply a strategy to dynamize relational marketing, integrating its planning, execution and control.

The research strategy aimed at the selection of individuals with a more significant social link in order to achieve greater representativeness in the research. Client managers assisted in the construction of study groups, whose heterogeneity generated a dispersion of ideas that when confronted and triangulated between them validated the results.

The study focused on a population composed mostly of men and young people. In every 10 participants, only 4 are women and at least 7 are between the ages of 25 and 40. In all, 418 individuals were surveyed.

Data collection instruments

For the collection of quantitative data, a questionnaire was used, which according to Gil (2002), Cervo, Bervian and Silva (2010), Marconi and Lakatos (2003), constitutes the most appropriate instrument for collecting data for typically empirical research. A standardized and self-completed questionnaire was preferred because it facilitates typing and makes processing more economical and accurate at the data level (Mattar, 2001).

This type of questionnaire facilitates the comparison of data (Malhotra, 2006), allowing the subject of the research, without needing further intervention by the researcher (Marconi and Lakatos, 2007), to provide relevant data without errors thanks to the possibility of anonymous responses. The first part of the questionnaire collected sociodemographic data from the respondents. In the second part, the questions followed, in essence, an adaptation of the

questions presented by the literature in the context of the research. The construction of the questionnaire obeyed the basic conditions suggested by Cronbach (2004), which helped in the construction of the theoretical model of the hypotheses, analyzed through the analysis model of the epistemological trajectories. Ten hypotheses were constructed and four indicators of the Litwin and Stringer model (1968), two by Kolb, Rubin and McIntyro (1986) and three by Sbragia (1983) model were selected.

Qualitative data were collected via interviews applied to twelve focus groups, two of which comprised employees and ten groups of clients. The use of this technique also functioned as the traditional group discussion, referred to by Blumer (1969, cit. in Flick, 2005, p 117). This option proved to be advantageous due to several factors: (a) time savings it provides; (b) joining of forces (c) being more efficient; (d) offers a confrontation of divergent ideas. As a result of these factors, the focus group technique, which includes group discussion, became an essential source of knowledge. Following the recommendations of Marconi and Lakatos (2003), Mattar (2001) and Hussey (1997), the questionnaire and the focus group interview were submitted to respective validation. In order to test the questionnaire, the Cronbach Alpha coefficient was used, since: (a) this is the statistical tool most used to measure the internal consistency of the research items in a questionnaire; (b) it provides a reasonable coefficient measure using only one test; (c) it is easy to interpret; (d) it measures, according to Hora, Monteiro Arica (2010), and Matthiensen (2011), the correlation between the answers and questions in a questionnaire, by analyzing the profile of the answers given by the respondents. Almeida and Costa (2010) consider Alpha = 0.70 as the minimum acceptable coefficient of Alpha. Thus, all levels found in the test with an Alpha value greater than 0.70 were interpreted as being reliable, and those with Alpha less than the minimum acceptable value were considered unreliable. The elimination of items considered to be detrimental to the reliability of the questionnaire culminated in the removal of two sections of the questionnaire. The questionnaire was associated with a Likert-type summative scale (1 to 5 points, where 1 corresponds to a degree of total disagreement of "negative evaluation" and 5 to a degree of total agreement and "more positive evaluation". The subjective conceptions of the employees about the direct and indirect aspects of customer service are summarized with the use of segmented bar graphs. In-depth analysis was done using factorial analyses¹ of main components², followed by varimax rotation³ in order to obtain more robust results.

¹ Factorial Analysis is a statistical procedure that permits description of the structure of covariance between the initial variables through a smaller number of variables (latent factors or variables).

The criteria applied to exclude an indicator in the compilation of results were linked to the increase in Cronbach's Alpha efficiency⁴ and commonality⁵ by at least 50%. In addition, the proportion of total variance explained by the factorial solution presented had to be preferably at least 40%, and those that had factorial levels⁶ of an absolute value of at least 0.40 were taken as important indicators of the retained factor. In all the factorial analyses, the KMO (Keizer-Meyer-Olkin) and Bartlett's sphericity tests are suitable for the $KMO > 0.60$ and $p < 0.05$, the 5% level of significance.

Presentation and discussion of results

Data analysis was made by triangulation of the answers to the questions presented in the research, and the results of the quantitative research were presented in the segmented bar graphs. Qualitative data were represented through the group interviews. The objectives of the study were confronted, combining the results of the focus groups with the analysis coming from the trajectory analysis model. The fact that all direct trajectories are statistically significant corroborates, to a certain extent, with the proposed formulations on the association patent in the five hypotheses constructed in this research. The linear correlation between customer service and the organizational climate at mcel is 0.714, and can be considered strong. Given the total effect of the organizational climate on customer service, it can be stated that about 87% (0.866) of the association of customer service with the organizational climate is due to a total and causal effect between the organizational climate and age of respondent workers.

The organizational climate is a strong antecedent of customer service. Thus, the linear correlation between the behavior of attendants and customer attendance is 0.752, which reveals a linearly

strong association. However, considering the coefficient of trajectory found, it can be stated that only 64.8% of the association between both is due to a direct and causal effect. The linear association between the organizational climate and the behavior of workers is characterized by its coefficient of 0.421, being moderately weak. The model report indicates that there is a fairly strong linear association, in the order of approximately 0.814, between relational marketing and customer service.

² Principal component analysis is the method that explores interdependence in multivariate data. If there is substantial redundancy in the data set, most of the information can be explained in a smaller set of dimensions.

³ Factor rotation refers to a process of adjustment of the factor axes, in order to obtain a simpler and theoretically more meaningful solution (change of perspective). Varimax Rotation provides a maximum contrast between the variables within each factor.

⁴ Cronbach's Alpha Coefficient - measures the correlation between the responses in a questionnaire and, therefore, the internal consistency of the questionnaire, based on the item variance.

⁵ Identifies poor items (low loads).

⁶ Load - coefficient of correlation between variables. (Variables are expressed as factors and load correlations).

Considering the coefficient of the trajectory (0.535), it can be stated that 66% of the value of the association between these two variables is due to the direct and causal effect, between customer service and relational marketing. Relationship marketing is strongly associated with the organizational climate and Pearson's linear correlation coefficient is 0.773. As mentioned above, the total effect of the latter on relational marketing is 0.722, and it can therefore be stated that about 93% of the total value of the linear association coefficient between these two variables is due to an effect total (direct and indirect) and causal relationship between organizational climate and relationship marketing.

The study focused on a sample of a population consisting mainly of men and young women, since in every 10 participants only 4 are women and at least 7 are between the ages of 25 and 40. This trend is positive. The educational level of mcel staff seems to be a valued element. At least 9 out of 10 sampled employees have at least secondary school education and about 2/3 (62.1%) have a college education. On the other hand, the data attests to two hypotheses: one of statistically significant association between schooling and monthly salary, and another between the professional experience in the company and the monthly salary.

The study considers the rating of trust to the positive organizational climate. Almost all items evaluated are positive, with the exception of three in which workers showed dissatisfaction. Two of them are directly related to the salary and another one with the promotions system. The dissatisfaction does not favor the organizational climate and can culminate in the reduction of the level of commitment of the workers towards the objectives of the company. Any failure of the worker's commitment, as Bispo (2006) warns, can lead to indifference, that is, the worker remains formally hired, but demonstrates negative professional fulfillment in customer service. When this happens, employees' low commitment begins to contribute to high rates of absenteeism within the company. It is in this context that Chiavenato (2009) argues that, causes of absenteeism are not always exclusively related to the worker, and are often conditioned by the company.

The rating of communication is also positive. Almost all items evaluated are positive, with the exception of three related to the development of human resources, ie: (a) recruitment and selection models adopted; (b) real opportunities to participate in training actions; (c) and the role of performance assessment in career orientation. Kotler (2000) has been consistently insisting that companies should differentiate themselves by the quality of the people they employ. Institutions should therefore adopt recruitment models that would enable them to select and train appropriate professionals.

The rating of commitment is considered positive. Almost all 10 items evaluated are positive, with the exception of one item. All the results at the level of trust, communication and commitment from the organizational climate⁷ of Mcel to the clients contribute positively to the organizational climate and, therefore, the commitment of the workers proves to be robust. From the analysis of the three levels studied one can conclude that the organizational climate of the mcel is positive. The rating of physical evidence to customer service is positive. Only one item relating to the presentation of those who deal with customers has a relative frequency of about 46%. The rating of the workers' behavior in customer service is positive and is one of the critical factors for the commitment made between the company and the clients.

Finally, the rating of relationship marketing is also positive. Mcel workers understand their task as a company relationship marketing strategy. In fact, considering the issues presented by the research, we can affirm that the importance of customer service in building relationships with customers allows mcel ultimately, to maintain customer loyalty unchallenged.

The opinion of the workers interviewed indicates, often more than 90%, that (a) "serving others as they would like to be served", (b) "I understand that good service is a step in building customer relationships". All of the items show how customer service workers fit their job into mcel's relationship marketing strategy.

According to the factorial analysis table of relationship marketing indicators, the two items (a) and (b) just highlighted contribute to explain 65% of the total variance observed. The focus group responses corroborate the results of the quantitative analysis, as clients claim that the actual actions of the workers prove that they understand their task as a strategy of mcel, as they serve with the aim of "producing customers forever" and everything they do is aimed at satisfying the customer. Further still in the quantitative study the item in which it is argued that "in customer service we handle clients with courtesy" there is a relative frequency above 75%. Customer service which ensured loyalty earned a frequency $f = 42\%$ and the highest weight (0.830) among the factors evaluated according to the factorial analysis. The clients also described that the empathic facial expressions of those who attend them, transmit the idea of framing a strategic objective that is intended to be achieved with customer service. Finally, the market study shows that 95% of mcel customers are sure to remain loyal.

From what has been presented, it is perceived that the commitment of workers is associated with the awareness that they have of the importance of their task, having answered the first

⁷ Internal service, that is, where the service itself is worked in advance.

question of the investigation. The answer to this question has automatically examined the relationship between employee commitment and awareness of the importance of their task, as well as their role within the business structure.

The importance of customer service is in customer loyalty. This data is reinforced by the opinion of 120 clients surveyed in 10 focus groups, answering several questions as stated in the presentation of data in the thesis. Customer opinions, such as,

"... Mcel deserves my loyalty" G2

"I trust mcel ..." G8

show recognition as to the rating of customer care in maintaining their loyalty. In this respect, the assumption borne out by the quantitative data verified that in 95% of the clients, the trust relationship was translated into their loyalty to the brand. This answers positively both the second question under analysis: "is the trust generated by customer satisfaction with customer service in mcel a result of its loyalty to the company?" and the third objective of the research, which seeks to "verify whether relationship (the employee commitment versus awareness of the importance of their task) nourishes the customer's perception of customer service and their permanence as a customer in mcel».

Simultaneously, the reactions indicate a positive evaluation of mcel's customer service. Among the various factors that can influence customer service, those of organizational climate, worker behavior, relationship marketing and physical evidence are the most significant factors in the study.

The behavior of the employees that attend the public is a prime factor in customer service. The employees who serve the public are part of the service and, consequently, of the functional quality, in addition to influencing the customer's perception regarding the quality of the service. The data not only point to factors that contribute to the quality of customer service, but also answer the question: "To what extent does each contribute?" Thus, in the matrix of linear correlation, there is a the correlation between the behavior of the employees that attend the public the and the quality of customer service they provide (Reg = 0.507). This measure is reinforced by another one that shows its association with the coefficient of trajectories found in the hypothesis model (Reg = 0,4874) and also from the qualitative studies, where it is stated that public service employees inspire, through their behavior, a sense of trust in the clients, showing how they listen and attend with respect and consideration.

Research data also shows that customers view employees as honest, serious, and quick-thinking problem-solvers. All the described behaviors associated with the already quantified ones

compete for the correlation between the behavior of the employees that attend the public with the customer service that they provide. Thus, it can be confirmed that the behavior of these employees is a factor that influences the customer service, from where hypothesis 4: "customer service in the mcel is strongly related to the behavior of those who attend the public" is confirmed. In confirming hypothesis 4, there is an automatic verification of objective 6: "Evaluate the relationship between the customer service and the behavior of those who attend the public". We define customer service as an interpersonal communication. Its success or failure depends not only on the sender, but on the two interlocutors (sender and receiver) who continually exchange roles in the course of communication as a process and influence each other. The sender tends to influence the receiver to follow their ideas, and as the communication process is dynamic, in the exchange of roles (the sender becomes the receiver, and vice versa), the new sender also tends to make the new receiver accept their ideas, influencing each other, provoking, jointly or individually, an influence on customer service.

From this the following hypotheses are confirmed: H9) The behavior of the worker influences that of the client; H8) The behavior of the client influences the worker's behavior. Considering that the hypotheses H8 and H9 occur during customer service, simultaneous individual behaviors that influence the service and the full awareness of the researches on the factors that influence the attendance, it is important to point out that, either individually or simultaneously, it is due to success or unsuccessful customer service. Thus, for the hypothesis H7), in this study, it is confirmed that "customer behavior influences customer service".

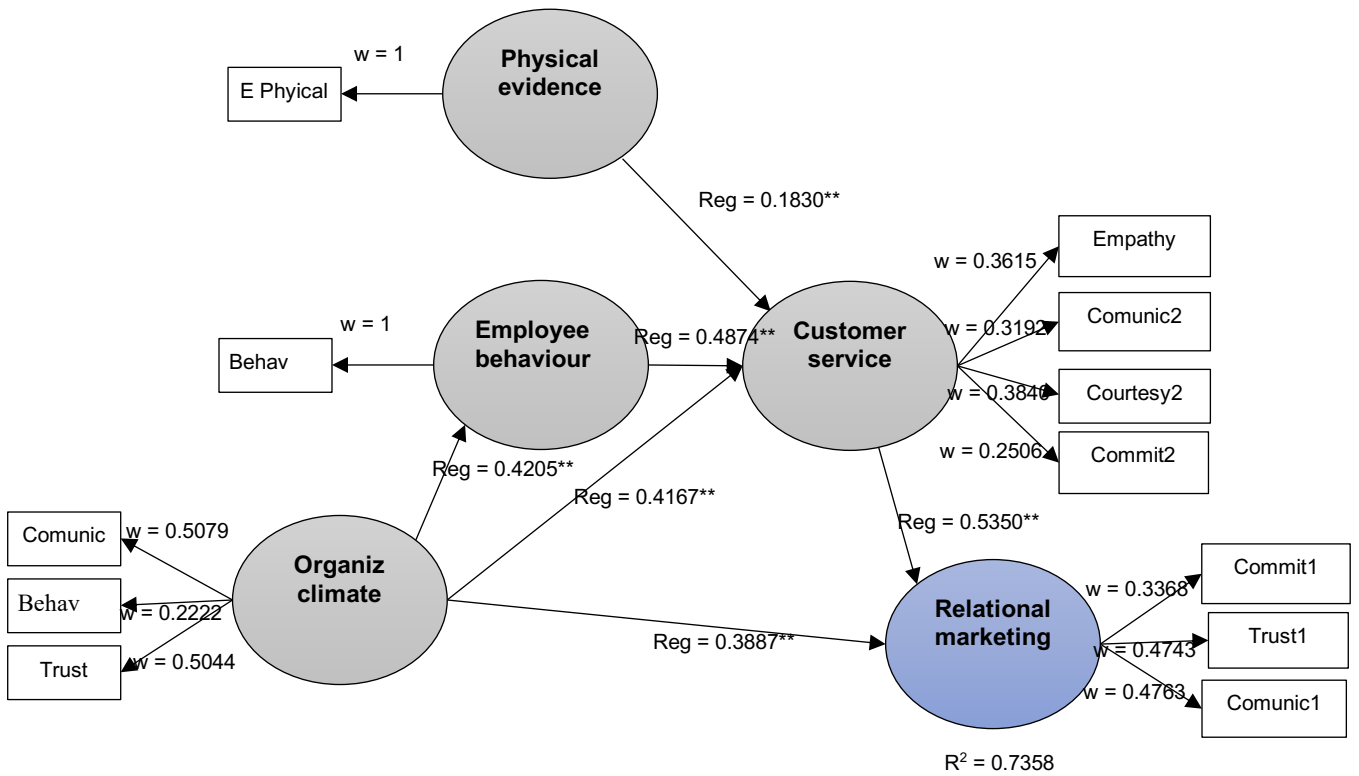
In the context of H6 (relationship marketing is strongly related to customer behavior), in association with hypotheses H7, H8 and H9, from which each of the interlocutors has influence in the conversation, that is, the customer can influence customer service.

The literature reviewed in this study shows that a genuine relationship between a company and its clients is possible, especially if the client's psychological perspective and interest are observed. In such a way, the company must extract itself from its sceptical egoism and build a stable equilibrium in the common benefits shared between itself and its clients, not focusing solely on the question of profit. On the other hand, it is evident that the client is sovereign in the decision of choosing a certain provider. Hypothesis H6 is thus confirmed. The proposition is reinforced by the trajectory analysis model, where it can be verified that they are all statistically significant (at a significance level of 1%). This data points us to the fact that all variables are mutually correlated. In particular, the organizational climate has a direct effect on relational marketing (of 0.389) and two indirect effects, one of them mediated by worker behavior and customerservice

(of 0.421 0.487 0.535 = 0.11), and other mediated by attendance (of 0.223). Thus, we can say that the organizational climate is related to service (0.4167). The opinion expressed by the employees, according to which the managers of the company place customer service on a secondary level, is allegedly due to a lack of effective communication or visibility of managers as leaders in customer and their concerns, such as those discussed in the the three items on organizational climate.

The present analysis assumed the organizational climate serves as the preparation of the customer service, or strictus sensus service to the internal customer, supporting the idea that if the internal customer is not satisfied, the external one also will not have their expectations satisfied. In other words, Chiavenato (1994) states that when the organizational climate is positive, the needs of the stakeholders are met and their motivation increases. The opposite also proves to be true. Thus, H2, according to which customer service is strongly related to the organizational climate is confirmed and objective 5, "verify the relationship between the organizational climate and the service", is fulfilled. The other indirect form is verified through the behavior of the workers (coefficient of the linear regression = 0.205). In this case, it can be confirmed that the behavior of the worker is strongly related to the organizational climate. The organizational climate conditions the workers' interpersonal atmosphere, which is reflected in the behavior of employees who serve the public. Going back to Chiavenato's (1994) proposition, which relates climate and motivation, and considering that the organizational climate of the mcel is positive, then the behavior of the employees they serve is also positive. Thus, the hypothesis H1, according to which the behavior of the worker is strongly related to the organizational climate is confirmed. At the same time, objective 4, "showing the relationship between workers' behavior and the organizational climate", is verified. The relationship between relationship marketing and organizational climate can be established based on the relationship between the results of the two sets. In mcel there is an internal communication that facilitates the relationship between the workers in the service chain. At the moment of customer service, where the relationship with the client is established, the employees who attend show flexibility and speed, resulting from communication, trust and internal commitment, which is reflected in the client. From the point of view of the trajectory analysis model, the relation is established with the help of the linear regression coefficient (Reg = 0.3887).

Figure 1: Analysis of the hypothesis model using the trajectories analysis model I



Source: Author

Thus hypothesis H3, according to which relationship marketing is strongly related to the organizational climate, is verified. Physical evidence (shop environment) relates to customer behavior (Reg = 0.1830). In the factor analysis there is only one factor that explains 50% of the variance, and the lowest weight factor is 0.657, which demonstrates the robustness of the result. The indicators with the highest relative frequencies include the cleaning of and tidyness of mcel shops, with $f = 0.80$, and at their comfort, $f = 0.70$. In these two indicators, from the point of view of qualitative data and using descriptions of customer statements, we consider well-designed shops (such that the shop environment is perceived to be well organized). Thus, all customers who visit them get a pleasant experience and tend to frequent them more often. Therefore, the hypothesis H10, according to which the physical evidence influences the behavior of the client, is confirmed.

Using the correlation matrix again, we have the clear perception that relationship marketing is strongly related to customer service, with the coefficient (0.5350). Checking all the linear regression coefficients, it is noticed that, individually, customer service is shown to be stronger and with a higher level of relational marketing when compared to the organizational climate.

Hypothesis H5, according to which relationship marketing is strongly related to service, is also confirmed.

Conclusion

The study reveals that, considering the importance of the customer service in building the relationship between the telecommunications company mcel and its customers, we have verified that the current recognition of the company resides in the fact that it is positive in almost all domains and dimensions studied, given that customers use the service to evaluate the quality of service and decide their provider.

The importance of customer service in building the relationship between Mcel and its customers focuses on concerted action to prevent the withdrawal of existing customers. Mcel workers understand their task as a business relationship marketing strategy and therefore their commitment and empathy are strong and reach customer satisfaction, which translates into their loyalty. Thus, customer service has become a tool for clients to decide on their loyalty to mcel.

The trajectory analysis model, triangulated with the content analysis, proved to be a powerful tool for the verification of the hypothesis and objectives of the research. In this sense, the questions, hypotheses and objectives of this research have confirmed its validation.

References

- Almeida, L. I. S. & Costa, G. M. T. (2012). Pedagogia empresarial – a importância da valorização humana na empresa. *Revista de Educação da IDEAU (REI)*, v. 7, no 15.
- Appolinário, F. (2012). *Metodologia da ciência: filosofia e prática da pesquisa* (2ª. ed.). São Paulo, Brasil: Cengage learning.
- Bispo, C. F. (2006). Um novo modelo de pesquisa de clima organizacional. *Produção*, v. 16, no 2, p.258-273.
- Bitner, M.J. (1990). Evaluating service encounters: the effects of physical surroundings and employees responses. *Journal of Marketing*, v. 54, p.69-82.
- Cervo, A. L., Bervian, P. A. & Silva, R. (2010). *Metodologia científica* (6ª. ed.). São Paulo, Brasil: Pearson.
- Chiavenato, I. (1994). *Gestão de pessoas: o novo papel dos recursos humanos nas organizações* (14ª. ed.). Rio de Janeiro, Brasil: Campus.
- Chiavenato, I. (2009). *Recursos humanos* (9ª. ed.). São Paulo, Brasil: Atlas

- Cronbach, L. J. (2004). My current thoughts on coefficient Alpha and successor procedures. *Educational and psychological measurement*, v. 64, no 3, p.394-418.
- Flick, U. (2005). *Métodos quantitativos na investigação científica*. Projetos e edições Lda. Lisboa, Portugal: Monitor.
- Flick, U. (2002). *Introdução à pesquisa qualitativa (2ª. ed.)*. São Paulo, Brasil: Artmed.
- Gil, A. C. (2002). *Como elaborar projetos de pesquisa*. São Paulo, Brasil: Atlas.
- GmbH, R.T.V. & Hamburg, R.B. (2005). *Métodos qualitativos na investigação científica*. Lisboa, Portugal: Monitor.
- Gremler, D. D., Bitner, M. J. & Evans, K. R. (1994). The internal service encounter. *International Journal of Service Industry Management*, v.5, no 2, p.34-56.
- Hora, H.R.M., Monteiro, G.T.R. & Arica, J. (2010). Confiabilidade em questionário para qualidade: um estudo com o coeficiente Alpha de Cronbach. *Produtos & Produção*, v. 11, no 3, p.85 - 103.
- Kolb, D. A., Rubin, I. M. & McIntyro, J. M. (1986). *Psicologia organizacional: uma abordagem vivencial*. São Paulo, Brasil: Atlas.
- Kotler, P. (2000). *Marketing management. The Millennium edition*. Sydney, Australia: Prentice-Hall Pty, Limited.
- Litwin, G. H. & Stringer, R. A. (1968). *A motivation and organizational climate*. Cambridge, Inglaterra: Harvard University Press.
- Lewis, B. R. & Entwistle, T. W. (1990). Managing the service encounter: a focus on the employee. *International journal of service industry management*, v. 1, no 3, p.41-52.
- Malhotra, N.K. (2006). *Pesquisa de marketing: uma orientação aplicada (4ª. ed.)*. Porto Alegre, Portugal: Bookman.
- Marconi, M.A, Lakatos, E.M. (2003). *Fundamentos de metodologia científica (5ª. ed.)*. São Paulo, Brasil: Atlas.
- Marconi, M.A, Lakatos, E.M. (2007). *Fundamentos de metodologia científica (6ª. ed.)*. São Paulo, Brasil: Atlas.
- Mattar, F. N. (2001). *Pesquisa de marketing (3ª. ed.)*. São Paulo, Brasil: Atlas.
- Matthiensen, A. (2011). *Uso do coeficiente Alpha de Cronbach em avaliações por questionários. (1ª. ed.)*. Boa Vista. RR.
- Nascimento, F. P. (2016). *Metodologia de pesquisa científica: teoria e prática – como elaborar Tcc*. Brasília, Brasil: Thesaurus.

- Paranhos, R., Filho, D. B. F., Rocha, E. C., Junior, J. A. S. & Freitas, D. (2016). Uma introdução aos métodos mistos. *Sociologias*, Porto Alegre, v. 42, p.384-411.
- Ramos, S. T. C. & Naranjo, E. S. (2014). *Metodologia da investigação científica*. Lobito, Angola: Editora Escolar
- Sbragia, R. (1983). Um estudo empírico sobre clima organizacional em instituições de pesquisa. *Revista de Administração*, v. 18, no 2, 30-39.
- Silva, C. M. C., Luz, J. R. M., Carvalho, J. R. M., Albuquerque, L. S., Oliveira, K. P. S. (2014). Análise dos métodos e técnicas de pesquisa sobre ativos intangíveis: um estudo nos eventos da área contábil. XXI Congresso brasileiro de custos RN, Brasil.
- Souza, D. I., Muller, D. M., Fracassi, M. A. T. & Romeiro, S.B.B (2013). *Manual de orientações para projetos de pesquisa*. Novo Hamburgo, Brasil: FESLSVC.
- Wong, H. L. & Tsai, M. C. (2010). The Effects of Service Encounter and Experiential Value on Consumer Purchasing Behavior. *Issue 2*, v. 7, 59-68.
- Yin, R. K. (2003). *Case study research: design & methods*. California, USA: Sage