RESEARCH ARTICLE **OPEN ACCESS**

THE INFLUENCE OF LEADERSHIP STYLES ON MOTIVATION IN WORK TEAMS

**[1]Vanderlei Roberto Cardoso, [2]Maria Emilia Camargo, [2]Munique Rech, [2]Tais Araldi Reichert,
[2]Marcelo Juarez Vizzotto, [2]Gustavo Gastardelli de Oliveria Fontes, [3]Angela Isabel dos
Santos Dullius and [3]Angela PelegrinAnsuj*

[1]Undergraduate Degree in Business Administration - University of Caxias do Sul, Brazil
[2]Post-Graduate Program in Business Administration - University of Caxias do Sul, Brazil
[3]Federal University of Santa Maria, Brazil

ARTICLE INFO

ABSTRACT

Leadership is a topic that has been discussed in the scientific community and in organizations, so that they need leaders to achieve their goals. Therefore, they value leaders who have the ability to develop the potential of their leaders. Therefore, the objective of this study was to verify the influence of leadership styles on the motivation of work teams, as well as to identify the predominant leadership style of leaders and managers. To this end, a study was conducted with a quantitative approach, which used descriptive statistics, exploratory factor analysis and modeling of structural equations, with the help of SPSS and AMOS software. The research instrument was a questionnaire, which was applied to 250 respondents, and the sample was formed by undergraduate students from a University of Southern Brazil. Two models of structural equations were found through the modeling applied to the data. The main results obtained were that leadership has a strong influence on the motivation of individuals in work teams, and the style of situational leadership was the one that presented the greatest influence, suggesting leaders who provide greater freedom of work for their subordinates, based on their skills. The research indicates that the participants have good empowerment practices, being oriented to the relationship with their subordinates. For future studies, it is suggested the replication of this study for a probabilistic sample, allowing the inference of the results.

INTRODUCTION

Leadership is something that is directly linked to people's behavior and that when active can represent a significant influence on the results of organizations. It thus becomes a fundamental tool to leverage processes, generating growth or being able to completely destructure an organization, when coordinated in a negative way (SCHLEY *et al*., 2015). Leadership and motivation are fundamental to life within organizations, and one of the biggest challenges is to get the most out of these issues. Even if people seek for development, if the organization does not provide such conditions, they will stagnate and continue to work only with their hands, but the heart will hang from the clock point (BERGAMINI, 2015).

*Corresponding author: **Vanderlei Roberto Cardoso,**
Undergraduate degree in Business Administration - University of Caxias do Sul, Brazil

Many of the current difficulties of organizations, regarding the real effectiveness of their leaders, originated a long time ago. Likewise, there are still a large number of companies that use wrong and inconsistent parameters, such as home time, work experience and high salaries, to determine those who will play a leading role in the future. Many of those in leadership positions have not been prepared to deal with the current landscape of organizations in a globalized world (BERGAMINI, 2011). For Bergamini (2011) the real motivation for work exists only when one develops an activity in which one sees some sense and that also represents an opportunity to achieve one's own personal fulfillment. At this moment, the leader's effectiveness will be put to the test, becoming one of the main challenges that need to be overcome to have effective leaders at all organizational levels. Given this, the objective of this study was to verify the influence of managerial styles on the motivation of work teams, as well as

to identify the predominant leadership style of leaders and managers. It should be noted that this study is not conclusive and aims to contribute to other studies that involve the topics leadership and motivation for the development of work teams. This article contains four sections: section 2 presents the literature review and the development of hypotheses, in section 3 are described the methodological procedures and in section 4 are presented the results and discussion. The final considerations are in section 5.

Literature Review and development of hypotheses

Leadership: The theme leadership finds in the literature several senses, where some definitions presented by experts in the subject often conflict. Leadership can be conceptualized as the use of symbolic and noncoercive influence, whose function is to direct and coordinate a group of people in the achievement of their goals (WAGNER and HOLLENBECK, 2012). Elgenneni (2010) points out that there are several ways to treat leadership, however, integrated models see leadership with a certain complexity where it involves the cognitive, social and behavioral part of the individual. However, regardless of the vision, when studying leadership, everyone agrees that it is at the center of the group, where the leader has the ability to lead other people in a natural way, not depending on a formal position held in the organization. One of the biggest challenges faced by executives is to become an effective team leader. It is necessary to develop skills such as patience, know how to share information, trust others, know when to give up authority and know when it is time to intervene (ROBBINS, 2004). Bergamini (2015) emphasizes that leadership and motivation are linked and mutually dependent topics, and a leader may not motivate his followers, but it is the key piece in not allowing their motivation to wither until it ends. The motivational drive already exists inside each human being, it is up to the effective leader to identify it, thus understanding what motivates each employee individually. Robbins e Judge (2014) corroboram quem esta visão discorrendo que o líder deve ter a capacidade de influenciar um grupo com o objetivo de realizar uma missão ou conjunto de metas, sendo a origem dessa influência formal ou não. Os autores salientam que nem todos os gestores são líderes apenas por receberem certos direitos formais da organização. A liderança não admitida e a capacidade de influenciar, que se origina fora da estrutura formal, na maioria das vezes é tão ou mais importante do que a influência formal. Assim sendo, os líderes podem surgir de dentro de um grupo ou por indicação formal.

Assessment of Management Styles: According to Melo (2004), the management's performance, in relation to the way of leading, is turned to the following focuses: a) task, which concerns the determination, by the leader, of his role and the role of his subordinates as to the accomplishment of tasks. It is the leader who determines and observes the form and means for the execution of the work; b) relationship, which turns to the way the leader relates to his subordinates. It is the way in which the leader establishes how the connection of trust, appreciation of individualities, acceptance of ideas, interest in feelings, among others, with his subordinates will be triggered; and, c) situational, defined by the leader's ability to verify his work environment and adapt to the organizational style. It is necessary to be flexible to adapt to the needs and motives of its subordinates. Based on these three factors, Melo (2004) proposed and validated a management evaluation scale,

submitting the instrument to a sample of 328 subjects who evaluated their immediate supervisors. In the data analysis it was determined the grouping of 19 variables into three factors, being; six variables for the task factor, nine variables for the relationship factor and four variables for the situational factor.

Evaluation of Motivational Aspects: Organizations must find arguments capable of keeping their employees motivated so that they can maximize productivity. (FERREIRA *et al.*, 2006). Through this challenge Ferreira *et al.* (2006) propose a model for evaluating the motivational aspects. The study was applied to a sample of 444 individuals. The study indicated the grouping of the variables into four factors: a) motivation with the work organization; b) motivation for performance; c) motivation for achievement and power; and d) involvement. Each factor has seven variables. For Robbins and Judge (2014), the best known theory of motivation is Maslow's Hierarchy of Needs which raised the hypothesis that in every human being there is a hierarchy of five needs: physiological, security, social, esteem and self-realization. For this theory, when a need is satisfied, it becomes no longer motivating, being then the next the dominant one. According to Gomes and Quelhas (2003) the motivation is still an abstract element in the organizational environment of companies, being often neglected, because according to the authors the motivation of employees ends up being one of the most complex factors in the management of organizations, because in its majority, these organizations excel by strategic planning, computerization of processes and standards, thinking only of competitive advantage, often forgetting that the human factor also needs to be motivated and only then the success of the organization can be achieved and maintained. According to Robbins and Judge (2014), in another approach, the philosopher Frederick Herzberg believed that the motivation of people at work was related to two closely linked factors: the hygienic factors and the motivational factors, called the theory of the two factors. For the philosopher, the opposite of dissatisfaction is not satisfaction, but rather, no dissatisfaction, i.e., removing unsatisfactory characteristics from a work environment, will not necessarily make this environment satisfactory. In this view, managers who seek to eliminate factors that generate dissatisfaction, can create a soothing environment, but not motivation.
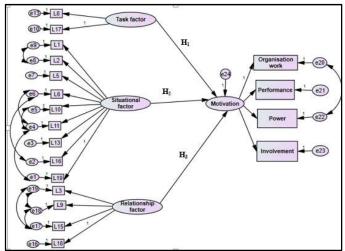
According to Robbins and Judge (2014), Douglas McGregor created distinct visions of the human being, one basically negative, called Theory X and the other basically positive, called Theory Y. By Theory X managers believe that employees have an aversion to work, and therefore need to be commanded or coerced to perform their duties. However in Theory Y, managers assess that employees can see work as something as natural as leisure and rest, so the individual can learn to accept and even seek responsibilities (ROBBINS and JUDGE 2014). According to Leonert (2002), the leader should approach the person of the employee, going beyond strictly professional issues, knowing through dialogue and feedback what motivates this person, and thus create and manage conditions to stimulate the attitude of each one, helping in the identification of objectives, obstacles and action plan, being the premise understand and visualize the aspirations of the employee.The employee's aspirations are also mentioned by Mercho, Santos and Michel (2007), when they state that the manager, when presenting his ideas and business objectives, must think not only about the benefits of the organization, but also about the needs of his team. Communication is the basis

of leadership, it is known that leadership models, behavior patterns, methods and attitudes are extremely important, however, if there is no relationship, contact, inspiring communication that promotes influence, a voice loaded with emotion or even silence will not be effective. Among several attributes required of a business leader, having the ability to clearly convey their ideas and objectives, interacting efficiently with their followers, are certainly competencies that can decisively influence the success of the organization (PASSADORI, 2014). For Barbieri (2014), a leadership anchored in concepts such as human dignity, integrity, contribution and empowerment, can confidently face the changes underway in the global economy and the knowledge society, resulting in greater effectiveness in communication, thus finding more appropriate solutions to solve problems. The more leadership identifies what motivates its employees, the closer it will be to stimulating the action of seeking knowledge and further improving their skills, transforming their team into employees of excellence (CORDEIRO *et al.*, 2012). Silva, Peixoto and Batista (2011) describe that leadership and motivation are composed of actions to lead individuals in search of objectives, benefits, for themselves and for the organization where they are.

Based on this theoretical context, the following work hypotheses can be stated:

H_1: The task factor has a positive impact on motivation
H_2: The situation factor has a positive impact on motivation
H_3: The relationship factor has a positive impact on motivation

Based on the three research hypotheses, the conceptual model was developed, as shown in Figure 1.

Source: prepared by the authors, 2019.

Figure 1. Theoretical Model

Methodological Procedures: This research is classified as applied, regarding the nature (COLLIS; HUSSEY, 2005), bibliographic considering the technical procedures (GIL, 2002). Exploratory, regarding the objectives (COOPER; SCHINDLER, 2003). Regarding the approach, it is a quantitative research (MARCONI; LAKATOS, 2009), covering techniques of descriptive statistics, factor analysis and modeling of structural equations (HAIR *et al.*, 2009). This study was conducted with the objective of identifying the

influence of managerial styles on the motivation of work teams, with the use of a previously validated structured questionnaire.

The research was done through questionnaires, which is a data collection technique where the researcher formulates previously elaborated questions (GIL, 2012), and used as instruments the validated models of Melo (2004) and Ferreira *et al.* (2006). Melo's model (2004) describes a series of behaviors presented by leaders and managers in the day-to-day work with their subordinates, which aims to evaluate their performance according to the following factors:

Task factor: the leader emphasizes the task, the work, the technical aspects of the function, the hierarchy, the procedures and the methods. It refers to the perspective that the leader has to define and structure his role and that of subordinates in the pursuit of the achievement of goals, questions L4, L7, L8, L12, L14 and L17;

Relationship factor: the leader values individuality by promoting interpersonal relationships, respects and is interested in the ideas of employees. Work relations are characterized by mutual trust and friendship, represented by questions L1, L2, L5, L6, L10, L11, L13, L16 and L19;

Situation factor: the leader is flexible and adapts his behavior and style according to the needs of his subordinates, considering elements such as task, relationship and the interest to perform the work, issues L3, L9, L15, and L18.

The model of Ferreira *et al.* (2006) refers to motivational aspects in the work environment, according to the following factors:

- motivation factor with the work organization: it evaluates the interviewee's motivation in relation to the organization and working conditions, being measured by questions M1, M5, M9, M13, M17, M21 and M25;
- motivation factor for performance: it evaluates the level of motivation related to work performance, being measured by questions M2, M6, M10, M14, M18, M22 and M26;
- motivation factor of achievement and power: it evaluates the degree of motivation associated with professional growth within the company, being measured by questions M3, M7, M11, M15, M19, M23 and M27;
- involvement factor: refer to aspects of motivation linked to the interviewee's involvement with the company and the work, being measured by the questions M4, M8, M12, M16, M20, M24 and M28.

The data collection was performed through a structured form available in survey format, containing nineteen questions related to the behavior presented by leaders and managers in the day-to-day work with their subordinates, twenty-eight questions that address the motivational aspects in the work environment, totaling forty-seven objective questions. The form was made available personally to two hundred and fifty academics from a University of the South of Brazil, between September 4 and 18, 2017, thus reaching employees and managers of various companies in the city of Caxias do Sul and region. All the data collected, represented by numerical

indicators, formed a database, which received treatment in the statistical software Statistical Package for the Social Sciences (SPSS), version 2017 and AMOS 2017. Initially, an exploratory data analysis was performed to verify the accuracy of data entry and missing answers. Subsequently, a descriptive analysis was performed in order to characterize the participants, as well as the correlations between the variables. Descriptive statistics and exploratory factor analysis were performed using the SPSS software. For Hair *et al.* (2009), factor analysis is a technique that measures the interdependence between variables, with the aim of verifying the inherent structure between them. Afterwards, with the help of AMOS software, it was developed the modeling of structural equations, which combines multiple regression techniques and factor analysis (HAIR *et al.*, 2009).

RESULTS AND DISCUSSION

The collected data were initially submitted to an exploratory analysis, to verify the accuracy of data entry and missing responses and then a descriptive analysis in order to characterize the participants, as well as the correlations between the variables and analysis of their relationships through the use of the technique of Structural Equation Modeling.
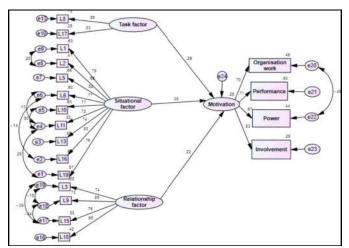
Sample and data collection: The data collected were obtained voluntarily with the application of the research to students of the administration course of the second semester of 2017. Table 1 presents the profile of the respondents, from which the results show that the majority of the respondents are female students represented by 54.8% of the totality. The predominance of respondents is found in young university students between 18 and 29 years of age, who account for 74% of the respondents. It can be seen that the majority of respondents already work in the company for a considerable period of 3 to 5 years, followed by employees who work for more than 6 years, and that most of them are employees, which brings an internal view of a period of more than 3 years of evaluation, of how management leadership styles can influence the work teams in small, medium and large companies.

Table 1. Characterization of the respondents

Gender	Male	45.20%
	Female	54.80%
Age	18 a 29	74.00%
	30 a 39	20.40%
	40 a 49	4.80%
	50 or +	0.80%
Lengthofservisse	Lessthan 1 year	21.60%
	Between 1 and 2 years	20.00%
	Between 3 and 5 yearsold	34.00%
	More than 6 years	24.40%
Position	Leader / Manager	21.60%
	Collaborator	78.40%
Sizeofthecompany	Small	40.40%
	Medium	32.40%
	Large	27.20%

Source: Research data, 2017.

Relationship between Leadership Styles and Motivation: According to the theory, Leadership is formed by three correlated dimensions: Situation, Task and Relationship. Thus, in this work we sought to verify whether this three-factor structure has a positive relationship with motivation, and for this we used the Structural Equations Modeling. Through the complete model it is possible to verify the tri-factor nature of

Leadership, in which the three factors (Task, Situation and Relationship) are correlated with the Motivation Dimension, according to Figure 1.

Source: AMOS computer program output (2019).

Figure 1. Structural Model of the relationship between Leadership and Motivation

Based on the data obtained from the structural model, it can be noticed that 28% of the motivation of work teams is explained by the factors of the Leadership Dimension, and from this explanation, it can be seen that the greatest influence is given by the Situational Factor that influences in 38%, while the Task Factor influences 29% and the Relationship Factor influences 22%. In this sense, Hersey and Blanchard (1986) state that situational leadership is based on the interrelationship between the amount of guidance and direction that the leader provides, as well as the support given by leadership and the level of readiness of subordinates. The absolute and incremental adjustment measures were calculated, presented in Table 2, and although three indices present values below the recommended indices, Marôco (2010) states that this should not affect the representativeness of the model, so that the other indices met the recommendations of the literature. After the adequacy of the adjustment measures, the convergent validity of the model was verified for the Leadership construct Factors (Situation Factor, Task Factor and Relationship Factor) and for the Motivation Dimension, which, according to Hair Jr. *et al.* (2009), can be obtained by means of the composite reliability and extracted variance test. For the Situation Factor the composite reliability was 0.930, the extracted variance was 0.580 and the Cronbach's alpha was 0.928. For the Task Factor the composite reliability was 0.580, the extracted variance was 0.320 and the Cronbach's alpha was 0.620 and for the Relationship Factor the composite reliability was 0.770, the extracted variance was 0.460 and the Cronbach's alpha was 0.815. After verifying the reliability for the Factors of the Leadership managerial styles, the reliability for the Motivation Dimension was analyzed, being for Composite Reliability (0.780), for the Extracted Variance (0.470), and the Cronbach's Alpha was 0.734. An analysis of the discriminant validity of the measurements was also performed, in which it was evaluated whether the extracted variance is greater than the shared variance. Table 3 shows that diagonal values correspond to the extracted variance and values below the diagonal correspond to the shared variance. The results show satisfactory results for the discriminant validity test. Analyzing the mortgaged relationships, it can be said that..: There is a positive and significant relationship between the Task Factor

Table 2. Adjustment measures of the Leadership Dimension model

Absoluteadjustmentmeasures	
Chi-square / degrees of freedom (<5) (KLINE, 2011)	3.306
Goodness of Adjustment Index (GFI) (>0.9) (HAIR et al., 2009)	0.898
Root of the mean square of approximation errors (RMSEA) (0.05 < 0.10) (HAIR et al., 2009)	0.063
Incremental adjustmentdimensions	
Adjusted Goodness of Adjustment Index (AGFI) (>0.9) (KLINE, 2011)	0.859
Normal adjustment index (NFI) (>0.9) (KLINE, 2011)	0.897
Tucker-Lewis Index (TLI) (>0.9) (BAGOZZI; YI, 2012)	0.932
Comparative Adjustment Index (CFI) (>0.9) (KLINE, 2011)	0.946

Source: Exit from the AMOS program, 2017.

Table 3. Discriminatory validity of the Motivation Dimension

	Situation	Task	Relationship	Motivation
Situation	0.58			
Task	0.16	0.62		
Relationship	0.68	0.28	0.46	
Motivation	0.19	0.07	0.02	0.47

Source: Exit from the AMOS program, 2017.

and Motivation (p=0.000); there is a positive and significant relationship between the Situation Factor and Motivation (p=0.000); and there is also a significant positive relationship between the Relational Factor (p=0.002), therefore all three hypotheses formulated in the theoretical model were confirmed. Finally, when analyzing the interference of leadership styles in the motivation of teams, it was obtained results that allow interpreting, that for the analyzed respondents, the leadership styles influence in their motivation. In this sense, Torres (2005) states that leadership is a process where an individual influences others in the team in order to achieve the organizational objectives, and therefore, the author emphasizes the need for the leader to show himself as the main motivator, leading his subordinates to achieve quantitative results, quickly and effectively.

Final Considerations

This study aimed to verify the influence of management styles on the motivation of work teams. Regarding the leadership styles practiced by the organizations, it was found that the situational style showed greater influence, suggesting leaders who provide greater freedom of work for their subordinates, from the competence of these. As for the profile of the leaders, it was predominant in the behavior of the respondents the task oriented. The research indicates that the participants have good empowerment practices, being oriented to the relationship with their subordinates. The research suggests that a leader with task-oriented behavior can contribute to the motivation of work teams, through a relationship of respect and sensitivity to the needs of their subordinates, in order to teach and develop people. Based on the objectives proposed for the analysis of leadership styles by task, situation and by relationship, it was found that the motivation of the work teams is explained by the leadership factors. The data show that the leadership by task influences in 29% the motivation, the situational leadership stands out with an influence of 38% on the motivation of the team and the leadership by relationship influences in 22% the motivation. The challenge of leading and motivating people represents a complex process, because motivation is something intrinsic in each individual, where what motivates one person at a given time, may not motivate the other. The study demonstrated that situational leadership exerts the greatest influence on the motivation of work teams, revealing that a leader is perceived by his subordinate as not

having a unique style of leadership, and may change it according to the moment, situation or people. Thus, it is suggested to companies the application of training for leaders and managers, tracing and defining more dynamic roles, through cases with various groups of employees and managers, so that they develop the identification of the correct use of leadership according to the situation, in order to motivate the individual or team. This study contributes with professionals in the area of people management, in order to instigate the interest of them, bringing perspectives on the subject and reflections through the theory addressed, and can evidence in practice the need for specific training for these professionals. This research contributes to identify current characteristics of leaders and managers, their styles, competencies, skills and attitudes, supporting the search for possible guidelines by the company's management in order to integrate flexible leaders and participative and motivated employees. It is also possible to understand the reflexes of each leadership style and orientation, related to the internal climate, thus promoting improvements and necessary adjustments within the organization. Regarding the limitations of this study, it should be noted that the data collected do not allow the results to be generalized, because the sampling was not probabilistic and was restricted to the sample surveyed. It is suggested, for future research, the replication of this study using a probability sampling that allows the inference of the results.

REFERENCES

_____, 2012.Como elaborar projetos de pesquisa. 5. ed. São Paulo:Atlas.

_____, 2015.Psicologia aplicada à administração de empresas: Psicologia do Comportamento Organizacional. 5. ed. Rio de Janeiro: Grupo GEN.

_____Gestão de pessoas nas organizações: O talento humano na sociedade da informação. São Paulo: Atlas, 2014. Disponível em:< https://integrada.minhabiblioteca.com.br/#/books/9788597 003062/cfi/6/14!/4@0:0> Acesso em: 04 nov. 2017.

BAGOZZI, R. P.; YI, Y., 2012. Specification, evaluation, and interpretation of structural equationmodels. Journal of the Academy of Marketing Science, v. 40, n. 1, p. 8-34.

BARBIERI, U. F., 2014.Gestão de pessoas nas organizações: A evolução do ser humano na vida e na carreira. São Paulo: Atlas. Disponível em:< https://integrada.

minhabiblioteca.com.br/#/books/9788522491223/cfi/1!/4/ 4@0.00:0.00>Acesso em: 19 abr. 2017.

BERGAMINI, W. C., 2011.Liderançaadministração do sentido.2. ed. São Paulo: Atlas.

COLLIS, J.; HUSSEY, R., 2005.Pesquisa em Administração: um guia prático para alunos de graduação e pós-graduação. 2. ed. Porto Alegre: Bookman.

COOPER, D. R.; SCHINDLER, P. S., 2003.Métodos de pesquisa em Administração. 7. ed. Porto Alegre: Bookman.

CORDEIRO, V. J.; TESSER, E. A. O. S.; PAULA, R. A., 2012. Relação entre o estilo de liderança dos gestores e a motivação dos colaboradores da empresa Lamipack da cidade de Caçador/SC. Revista de Gestão e Tecnologia, v.2, n.1, p. 119 - 127, jan./jun. Disponível em: <http://www.spell.org.br/documentos/ver/32574/relacao-entre-o-estilo-de-lideranca-dos-gestores-e-a-motivacao-dos-colaboradores-da-empresa-lamipack-da-cidade-de-cacador-sc/i/pt-br> Acesso em: 16 abr. 2017.

ELGENNENI, S. M.M., 2010.Psicologia Organizacional: Ciências Contábeis II. 1. ed. São Paulo: Pearson Prentice Hall.

FERREIRA, A. *et al*., 2006. Construção e validação de uma Escala Multi Fatorial de Motivação no Trabalho (MultiMoti). Revista Comportamento Organizacional e Gestão, v. 12, n. 2, p. 187-198.

GIL, A. C., 2002.Como elaborar projetos de pesquisa. 4. ed. São Paulo: Atlas.

GOMES, A. A. P.; QUELHAS, O. L. G., 2003. Amotivação no ambiente organizacional. Revista Produção Online, v.3, n.3. Disponível em: <https://producaoonline.org.br/ rpo/article/view/567> Acesso em: 18 abr. 2017.

HAIR, J. F. Jr. *et al*., 2009.Análise multivariada de dados. Tradução de Adonai Schlup Sant'Anna. 6. ed. Porto Alegre: Bookman.

HERSEY, P., 1986. BLANCHARD, K. H. Psicologia para Administradores: a teoria e as técnicas da liderança situacional. São Paulo: EPU.

KLINE, R. B., 2011.Principles and Practice of Structural Equation Modeling. 3rd edition. New York.

LEONERT, M. A. Motivação e liderança um trabalho em equipe nas organizações. Revista Eletrônica de Ciência Administrativa, v.1, n.2, Nov., 2003. Disponível em:<http://www.spell.org.br/documentos/ver/25417/motiv acao-e-lideranca--um-trabalho-em-equipe-nas-organizacoes/i/pt-br>. Acesso em: 20mar. 2017.

MARCONI, M. A.; LAKATOS, E. M. Metodologia do trabalho científico. 7 ed. São Paulo: Atlas, 2009.

MARÔCO, J. Análise de equações estruturais: fundamentos teóricos, softwares & aplicações. Lisboa: ReportNumber, 2010.

MELO, E. A. A. Escala de Avaliação do estilo gerencial (EAEG): desenvolvimento e validação. Revista Psicologia: Organizações e Trabalho, v. 4, n. 2, p. 31-62, 2004

MERCHO, L.; SANTOS, M. P.; MICHEL, M. Liderança e Motivação e suas Aplicações em Empresas. Revista Científica Eletrônica de Administração, Ano VII, n.13, dez., 2007. Disponível em: <http://www.faef.revista. inf.br/imagens_arquivos/arquivos_destaque/RNoJ7dSM8I Y6BdK_2013-4-30-10-56-33.pdf> Acesso em: 29 mai. 2017.

PASSADORI, R. (02/2014). Quem Não Comunica Não Lidera. 2.ed. São Paulo: Atlas, 2014. Disponível em: <https://integrada.minhabiblioteca.com.br/#/books/97885 22488421/>Acesso em: 20 jun. 2017.

ROBBINS, S. P. Fundamentos do comportamento organizacional. 7. ed. São Paulo: Pearson, 2004. Disponível em: <https://ucsvirtual.ucs.br/startservico/ PEA/>. Acesso em: 29jun. 2017.

ROBBINS, S. P.; JUDGE, T. Fundamentos do comportamento organizacional. 12. ed. São Paulo: Pearson Education do Brasil, 2014. Disponível em: <https://ucsvirtual.ucs.br/ startservico/PEA/>. Acesso em: 20 mai. 2017.

SCHLEY, J.; ZAMPIER, M. A.; STEFANO, S. R.; KÜHL, M. R. Estilos de liderança, um estudo sobre a percepção dos funcionários de um supermercado da mesorregião central do Paraná. Revista de Administração IMED, v. 5, n. 2, p. 139-152, 2015.

SILVA, C. M. C.; PEIXOTO, R. R.; BATISTA, J. M. R. Ainfluência da liderança na motivação da equipe. Revista Eletrônica Novo Enfoque, v.13, n.13, p. 195 - 206, 2011.Disponível em:<http://castelobranco.br/sistema/novoenfoque/files/13/ artigos/17_RobertaeCaroline_ProfRuiz_VF.pdf>. Acesso em: 20 jun. 2017.

TORRES, C. V. Liderança e valores culturais: dois conceitos inter-relacionados? Em: TAMAYO, A.; PORTO, J. B. Valores e comportamentos nas organizações. Petrópolis: Vozes, 2005.

WAGNER, J. A.; HOLLENBECK, J. R. Comportamento organizacional: Criando vantagem competitiva. 3. ed. São Paulo: Saraiva, 2012.