

ORGANIZATIONAL CULTURAL VALUES AND FEMALE INSERTION IN THE LABOR MARKET: AN ATTRACTIVE PERSPECTIVE FOR WOMEN



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ABSTRACT

This article aims to investigate which cultural values of a company are attractive to women. Based on a survey released by the company Love Mondays (2016), which heard more than 25 thousand female professionals and highlighted the 20 best companies to work for, it was sought what each company has as organizational values, as well as the benefits they provide to their employees in order to become more attractive than the others, justifying the research by the possibility of contributing to reflection and discussion on these cultural values. For this, the research was developed from a descriptive, qualitative, bibliographic and documentary methodology, using as a sample the companies indicated in the aforementioned research.

Keywords: Attractive Companies. Women in the Labor Market. Cultural Values.

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INTRODUCTION

From the insertion of women in the organizational space, labor relations gain new meanings and complexities. The dispute in the workplace seeks equal opportunities in terms of positions, hierarchical positions and professional recognition. In the process of building a new identity, women seek to deconstruct social and cultural stereotypes, which have been built for a long time so that it is possible to overcome barriers, especially of a psychological nature, which still remain and which are shown to be the most difficult to overcome.

Belle (1993) believes that there are no longer reserved spaces, roles assigned definitively, strict separations or insurmountable walls between the feminine and the masculine. According to Cintra (2015), many companies have changed since the 1990s, in view of society's own demand for egalitarian policies, social and environmental responsibility, among others, and in the same period, several media began to publish surveys, lists and rankings that point out which companies are more attractive to work for ('the best companies for you to work for'). According to the author (2015), one of the surveys published between 1990 and 2003 gained a special topic – the best companies for women to work for.

Due to this change in organizational vision, there are companies that value female labor, improving values in order to become more attractive to women. Thus, the present article has as a research question: *What cultural values attract women in an organization?*

Thus, the general objective of this article is to analyze the cultural values presented by the companies in which women prefer to work, and as specific objectives: I) to identify an isomorphic posture in the cultural values presented by the companies in which women prefer to work and II) to associate the cultural values and characteristics of the companies (sector, female participation in management, etc.).

According to data released by Love Mondays (2016), the sectors of activity preferred by female professionals, with the energy, mining and sanitation segment in 1st place, followed by the financial services and industrial manufacturing sectors. In addition, the women interviewed by the company indicated organizational culture as one of the elements that brings the most satisfaction to Brazilian women (3.30), followed by compensation and benefits (3.29), quality of life (3.23) and career opportunities (2.89).

As a methodological proposal, documentary and bibliographic research was carried out, since we used the data released by the company Love Mondays (2016), as well as several scientific articles, monographs, dissertations and theses on the subject.

The data collection was based on a study released by the career community Love Mondays (2016), which reveals the 20 employers best evaluated by women in 2016. According to the survey, Nubank won 1st place in the ranking, which analyzed the opinions of more than 25 thousand female professionals in the indicated period. The period in which the survey was carried out comprised the months of February 2016 to January 2017.

The research to be developed has an exploratory, descriptive and qualitative character, because its main objective was to investigate and provide a greater understanding of the theme, that is, the cultural values that most attract women in an organization.

For the elaboration of this research, studies were carried out of the works of several authors that address the categories of gender and labor market, and websites on the subject were consulted, especially that of Exame S/A Magazine, IBGE, among others.

In this sense, the present research is justified by the possibility of contributing to reflection and discussion about the cultural values of a company that arouse interest in working in women, through the identification of the isomorphic posture present in the values of these companies and their association with the main characteristics of the organizations listed in the Love Mondays study (2016).

THEORETICAL FRAMEWORK

WOMEN AND THE LABOUR MARKET

The struggle for equality between men and women is not recent and the advances and achievements in reducing differences have been marked by women's perseverance in recognizing their fundamental rights and guarantees.

The UN Convention on the Elimination of All Forms of Discrimination against Women, of 1979, was ratified by Brazil and ensured the non-discrimination of women in terms of employment and profession. Moreover, it intended to prevent discrimination against women due to marriage or maternity. In addition, the aforementioned UN Convention of 1979 also prescribed equal pay between men and women for work of equal value (MARTINS, 2009, p. 582/583).

In Brazil, Decree 21.417-A, of 1932, was the first norm that regulated the work of women in industry and commerce. This norm prohibited women's work at night (from 10 pm on one day to 5 am on the next day), removal of weights, work in mines and in unhealthy and dangerous places. Here, the period of gestation and breastfeeding began to be considered and granted women small prerogatives such as: four weeks before and four weeks after childbirth, the woman could not be exposed to dangerous work and had two periods of half an hour each for breastfeeding in the first six months of her children's lives (MARTINS, 2009).

The influence of this Decree on the text of Chapter III of the CLT is notorious, especially with regard to articles 391, 392, paragraphs 1 and 2, 393, 394, 395 and 396. Currently, the protection of women's work is regulated in this chapter, which does not extend to workshops in which people from the woman's family serve exclusively and are under the direction of the husband, father, mother, guardian or child (article 372, sole paragraph, of the CLT).

The Brazilian Federal Constitution of 1988 took a position in the sense of repudiating the stigmatization of women as property or object, consolidating the principle of equality among all, without distinction as to ration, sex, color, creed or social class, or gender.

The word "gender" is related to the process of production of competitive and/or complementary places, full of meaning, to be occupied in a given society, by men and women who are members of the different fractions of class and race/ethnicity, who dispute them strategically (ALMEIDA, 1998).

The discussion about the idea of gender began in the 70s, based on the term "gender", the object of study of Anglo-Saxon feminist groups and used to understand the relationships established between women and men, women and women, men and men. According to Hillman (1984), the discussion about the concept of gender, initially linked to sexual roles, currently presents a broader view, seeking to understand social relations built throughout history, and which have been established among social beings.

Economic and social indicators pointed out by several authors (CAVERSAN, 2000; TEIXEIRA, 1998; PADILLA, 1998), demonstrate the increase in the participation of women in the labor market in various segments. In Brazil and in other countries, the increase in female participation in organizations, due to their training and performance, has been achieved with difficulty, as reported by Loden (1988, p. 05), when he mentions that "*in a slow and silent dispute and, to a certain extent, sacrificing for a small number of women*

who were willing to assert their competence and preparation, to break down the taboos and resistance, always denied, of a society dominated by men".

The participation of women in the State of São Paulo, for example, also gained expression in the segment of specialized services (from 12.8% to 13.6%, between 2000 and 2010), with a strong presence of lawyers, accountants, engineers and similar professions. Thus, along with the traditional economic segments occupied by women, such as education and health, other opportunities for productive insertion are opening up for women with higher education. Studies by Dieese (2010) indicated the expressiveness of the presence of female labor in commerce in relation to the total number of employed women. According to the aforementioned study, male labor predominates in civil construction and industry, while women are the majority in commerce. In addition, approximately half of the number of salaried workers in commerce are women.

COMPANIES WOMEN PREFER TO WORK FOR

For Spector (2002), job satisfaction is a diversity of attitudes that indicates how the person feels about his job in general and its different aspects or dimensions. Among the dimensions of work, the author highlights the rewards (salary, benefits and promotion opportunities) and the relationship with other people in the work environment (supervisors and colleagues), in addition to the working conditions and the nature of the work itself.

Studies show that employees identify with organizations with greater prestige and a positive image (MAEL; ASHFORTH, 1992), however, this identification process depends on positive perceptions about the organization and the correlation between the company's central traits and those that make up an individual's self-concept (ELSBACH, 1999). Likewise, the quality of the relationship between company and employee also has repercussions on the process (MAEL; ASHFORTH, 1992), in particular the experiences of pride and respect lived in this relationship.

Considering the change in organizational vision, some companies have turned their focus to women, highlighting among their cultural values in order to arouse the interest of the female gender in working in these companies.

Cintra (2015) mentions in relation to previously released research on the best companies for women to work for. One of these surveys, published since the 1990s and in 2003, gained a special topic: the best companies for women to work for. From that moment on, the methodologies changed, many consultancies and companies entered this field, but

what usually draws attention in the job market are the positive points of working in a particular company, especially taking into account the organizational culture.

Thus, there is no recent interest in researching the preference of women in relation to the companies they work for or intend to work for. The research carried out to date has been indispensable to the development and improvement of organizational values aimed at attracting women to the labor market, in order to provide satisfaction (happiness) in the performance of their functions.

For Barbosa (1996), organizational culture consists of a set of norms, beliefs, values and central standards that make up the structure of an organization, that is, each and every organization, regardless of its branch of activity or area of activity, has a culture that delimits its relations internally and externally.

Morgan (1996), in turn, understands organizational culture as a process of construction and sharing of organizational reality, through which events, expressions and cultural manifestations are constituted by employees. Scott (1998) and Schein (1992) state that organizational variables (organizational structure, rules, policies, objectives, mission, job descriptions and standard operating procedures) are factors that demarcate and base the culture of a formal organization, in addition to defining its perception in relation to employees.

Freitas (1991) understands organizational culture from two perspectives: one cognitive and the other symbolic of analysis. The first evaluates the constitutive and regulatory rules that organize the beliefs and perceptions shared by employees, based on the self-image that each one recreates for himself. The second, on the other hand, is concerned with the study of interpretations, readings and aspects to be deciphered in the organization, considering the evaluation of each worker about the meaning of work for themselves.

Organizational values, therefore, can be defined as preferences in relation to what is desired as procedures and results of organizational action, which is why managers, based on their own values, are prone to justify their actions as indispensable when presenting proposals for the achievement of organizational objectives (ENZ, 1988).

As for the processes of change in the organizational culture, especially in relation to the values introduced by external pressure or originating in the organization itself, these are sometimes conferred from the symbolic-cultural context in force. In this case, as a result of changes in organizational interactions, the patterns of meanings shared at different levels

may be subject to situations of convergence or divergence, depending on how the new assumptions, in the form of values and interests, are presented by managers and interpreted by organizational members.

This phenomenon of change in organizational culture and cultural values occurred in the companies presented by the Love Mondays survey, so that they became more attractive to women. This is what is demonstrated in the next items.

The first articles on women published in Brazil in the area of administration date back to the early 1990s. In these first articles, the discussions presented refer to career differences and their meanings for men and women (BETIOL; TONELLI, 1991), conflicts between family and work and glass ceiling (STEIL, 1997) and presentation, HR policies and practices implemented for women (ARRUDA, 1996).

Cintra (2015, p. 35) states that from the 2000s onwards, the number of articles published in the area of administration regarding the growth of women in the labor market. Among the empirical studies carried out on the theme "companies that women prefer to work for", Cintra (2015) reveals that one of the first published studies addressing this topic, published since the 1990s and 2003, gained a special topic – the best companies for women to work for.

It is observed that the focus of analysis highlighted by the research carried out consists not only of women's satisfaction in relation to the work environment, but also of non-discrimination, specific practices for women, benefits granted and the number of women in command positions. Therefore, all these factors are important for the composition of the ranking of companies that women prefer to work for.

METHODOLOGY

TYPOLOGY OR CLASSIFICATION OF THE SURVEY

The research to be developed will be qualitative, which according to Creswell (2010), presents different philosophical conceptions, investigation strategies, and methods of collection, analysis and interpretation of data, based on text and image data, which is why the investigation strategies of a qualitative project have a great influence on non-uniform procedures.

In qualitative research, the investigator is involved in a sustained and intensive experience with the participants, and it is essential to include statements about past experiences, comments on connections between the researcher and the participants and on

the research sites, indication of the steps taken to obtain permission from the Institutional Review Board, discussion of the steps taken to gain entry to the site and to obtain permission to study the participants or the situation (CRESWELL, 2010).

In addition, the research in question is descriptive, since the study, analysis, recording and interpretation of the facts of the physical world are carried out, without the interference of the researcher. This is because the objective of descriptive research is to observe, record and analyze the phenomena or technical systems, without, however, going into the merits of the contents. In addition, the research in question is bibliographic and documentary, using works by several authors on the subject, as well as consultations to the websites of companies listed in the Love Mondays ranking (2016).

SAMPLING AND DATA COLLECTION

This research was based on a study released by the company Love Mondays, which heard 25 thousand female professionals, who indicated 20 companies as women to work, as well as the sectors they prefer in these companies. The period analyzed runs from January 2016 to February 2017, throughout Brazil.

Considering the 20 companies listed in the survey, the cultural values and benefits offered to employees were searched on the website of each organization, in order to become more attractive than the other existing ones, especially to female employees.

The collection of data to be used will be carried out on the websites of the company Love Mondays, those of the 20 best listed companies, IBGE and DIEESE, as well as in scientific magazines and periodicals.

The data collected will be analyzed and separated by categories: I) the companies most voted by women on the Love Mondays website, II) the sectors of activity preferred by female professionals, III) cultural values most attractive to women in the indicated organizations.

For Collis and Hussey (2005), the challenge of qualitative data analysis is the fact that "there is no clear and accepted set of conventions for analysis corresponding to those observed with quantitative data. Among the main methods indicated for qualitative data analysis, the authors mention data reduction, its structuring, early reduction, and the graphical presentation of data. The informal quantification of data in the process of reduction and examination of things as repetitive or standardized behaviors.

Content analysis is a formal method for analyzing qualitative data, consisting of a way to systematically convert text into numerical variables for data analysis. In addition, it offers many advantages as a method to analyze qualitative data, because if we are dealing with public documents, there are no problems with access, being a cheap method.

After the analysis of the data, they will be arranged in tables and graphs, indicating the categories already mentioned and comparing the criteria presented.

DATA ANALYSIS

Data collection began with the bibliographic and documentary research established in the previous stage. Therefore, at this stage of the research, the data collection instruments are already prepared, the population and samples defined, based on the information provided on the website of the Love Mondays Company, which analyzed the opinion of 25 thousand female professionals about the companies in which they prefer to work.

According to the survey released by Love Mondays (2017), the preferred company in the opinion of women received a score of 4.79 on a scale ranging from 1 to 5, in which 1 represents "very dissatisfied" and 5 corresponds to "very satisfied" with the employer, which is one of the criteria adopted to collect the information set out below.

Table 1 - Women's satisfaction with their employer

| Enterprise | Note | Evaluations in the period (%) |
|---|------|-------------------------------|
| Nubank | 4,79 | 29 |
| ClearSale | 4,67 | 24 |
| Monsanto | 4,54 | 28 |
| Rock Content | 4,47 | 30 |
| Takeda Brazil | 4,39 | 31 |
| Free market | 4,33 | 49 |
| BASF | 4,32 | 28 |
| Bavarian | 4,28 | 47 |
| Safe Harbor | 4,27 | 73 |
| Center for Business-School Integration (CIEE) | 4,27 | 26 |
| Dr. Emerson Laboratory and Image | 4,25 | 32 |
| Braskem | 4,23 | 30 |
| Globosat | 4,22 | 27 |
| GlaxoSmithKline (GSK) | 4,21 | 28 |
| Amaggi | 4,19 | 21 |
| Mondelez | 4,19 | 21 |
| Dell | 4,18 | 22 |
| Odebrecht | 4,16 | 37 |
| Kimberly Clark Brasil | 4,14 | 21 |
| General Electric (GE) | 4,12 | 34 |

Source: Love Mondays (2016)

In addition, the Love Mondays survey (2016) listed the sectors of activity preferred by female professionals. The 1st position in the ranking went to the energy, mining and sanitation segment, followed by the financial services and industrial manufacturing sectors. It should be noted that only those with more than 300 reviews were considered eligible for the ranking.

Table 2 - Sectors of activity preferred by female professionals

| Sector | Note | Evaluations in the period (%) |
|-----------------------------------|------|-------------------------------|
| Energy, mining and sanitation | 3,81 | 703 |
| Financial Services | 3,73 | 2057 |
| Industrial manufacturing | 3,63 | 1551 |
| Automotive | 3,58 | 599 |
| Pharmaceuticals and healthcare | 3,57 | 1723 |
| Technology and telecommunications | 3,55 | 3262 |
| Consumer Goods | 3,54 | 2823 |
| Construction and real estate | 3,53 | 917 |
| Education | 3,5 | 1422 |
| Logistics and transportation | 3,49 | 756 |

Source: Love Mondays (2016)

Also according to the study, in general, women's happiness with their careers increased between 2016 and 2017, with the satisfaction index evolving from 3.44 to 3.53 in this period. Organizational culture is what brings the most satisfaction to Brazilian women (3.30), followed by compensation and benefits (3.29), quality of life (3.23) and career opportunities (2.89) (LOVE MONDAYS, 2016).

Table 3 – Elements that generate women's satisfaction in the workplace

| Year | Overall satisfaction | Compensation and Benefits | Quality of life | Company Culture | Career opportunities |
|------|----------------------|---------------------------|-----------------|-----------------|----------------------|
| 2017 | 3,53 | 3,29 | 3,23 | 3,3 | 2,89 |
| 2016 | 3,44 | 3,13 | 3,13 | 3,3 | 2,97 |

Source: Love Mondays (2017)

Thus, it is important to highlight the most attractive cultural values in each of the companies present in the ranking of the Love Mondays survey. This is what is now demonstrated.

Elected in 1st place in the ranking of the Love Mondays survey (2016), Nubank, the fastest growing financial services technology company in Brazil, gained this prominent

position due to its focus on culture, as David Vélez, CEO and founder of Nubank, points out in an interview with Época Magazine: *"culture is something we take very seriously at Nubank. We work in a dynamic, inclusive, informal and high-trust environment where everyone is encouraged to think and act like business owners."* Also according to the magazine, today, Nubank has approximately 350 employees of more than 25 nationalities, and 37% of the staff is made up of women, which, according to Nubank, is a "high female representation". (ÉPOCA, 2016).

Clear Sale (2nd place) is a company specialized in the detection and prevention of fraud based on solutions for various segments. In addition to commitment, ethics and excellence, they look for professionals who know how to take pleasure in their professional activities and enjoy, responsibly, the freedom we entrust to them. To this end, they offer a pleasant work environment, where differences between people are encouraged, through the construction of horizontal relationships with the team, working so that all opinions are heard. The company has an internal program called UAH, to promote the personal development of employees, because they believe that motivating and developing personal aspects of professionals is fundamental for the quality of work. For this reason, the company dedicates Tuesdays for employees to exchange life experiences and get to know each other, in addition to offering a series of personal benefits to employees, such as daycare assistance, children's day at the company, assistance for children with special needs, meritocracy/bonus awards for results, sporting events, internal courses with volunteer teachers, scholarships, English course, ergonomics, decompression room, among others (CLEARSALE, 2017).

The Monsanto company (3rd place) is committed to the basis of action, that is, to consider the actions and their future impact, in order to conduct the business responsibly. As organizational values, the company prioritizes integrity, thus considered honesty, decency, consistency and courage, in addition to dialogue (listening carefully to the various audiences and points of view, promoting dialogue, expanding the understanding of issues related to agricultural technology to better meet the needs and concerns of society), transparency, benefits, respect (respect for religious issues, cultural and ethical aspects of people around the world, with the safety of employees, the community where they work, consumers and the environment being a priority), act as owners of the business (transparency in actions, strategies and financial statements), and create an optimal work

environment (ensure diversity of people and thoughts, encourage innovation, creativity and learning, teamwork, recognition and reward to professionals) (MONSANTO, 2017).

Rock Content (4th place) is guided by five basic principles: learn, teach, solve, work as a team and grow, believing that a team in tune is the key to good results, which is why they value teamwork: *"together, we can think outside the box and bring innovative solutions to our clients' problems"*. The company divides employees into teams, which always work together (among themselves and with our customers) to ensure that everyone is always satisfied. It also has trust and transparency as values (ROCK CONTENT, 2017).

For Takeda Brasil (5th place), investing in people is the first step to grow sustainably, overcoming challenging goals without giving up the values that govern the company's daily life. The performance focused on being an increasingly better company in the eyes of employees is reflected in the company's good organizational climate, which has 83% favorability in the Climate Survey applied annually. Currently, Takeda is present in the most important people management rankings, as they believe that an excellent work environment brings productivity gains and, consequently, builds an increasingly stimulating and conducive environment for the satisfaction and professional development of employees (TAKEDA BRASIL, 2017).

FINAL CONSIDERATIONS

In this article, we sought to investigate the changes in cultural values promoted by twenty Brazilian companies elected by a group of 25 thousand female people as the preferred ones to work. From the results obtained with this study, the relevance of promoting changes in the organizational culture by companies is highlighted, not only to win over the female audience of employees, but also to arouse satisfaction in relation to the work performed as a result of changes in the cultural values of the organization. As Fleury (1991) states, the study of culture makes it possible to understand the forms of management, labor relations, and control and domination mechanisms adopted in the organization.

In the context of the companies analyzed, it was observed that the main cultural values aimed at women were the benefits and remuneration offered, as well as the creation of a harmonious work environment conducive to professional development/improvement and growth. From a practical point of view, the results of the survey reinforce the importance

of equity in the reward policies practiced for professionals, regardless of gender, as a determining factor for improving relations between employers and their employees.

Finally, it is emphasized that the debate on social issues, such as those related to gender in the labor market, has become indispensable for organizations today, either due to the greater diversity of the demographic profile of workers or due to the action of market forces that demand and monitor the social responsibility of corporations.

This research seeks to contribute to the production of knowledge about the issue of the change that some companies have made in their organizational culture, in order to attract an increasing number of workers, which has led not only to an increase in the production of these companies, but also to an increase in the satisfaction of employees in relation to the work environment.

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