The organization environment influence from a resort on Paraiba state coast to satisfy the guest

Anna Luíza Lima de Souza[a], Thales Batista de Lima[b]

[a] Bachelor in Hospitality/UFPB. Mamanguape, Paraíba E-mail: annaluiza_lds@hotmail.com
[b] Doctor in Business Administration. Assistant Professor II from DCSA/UFPB Mamanguape, Paraiba. E-mail: thalesufpb@gmail.com

Abstract

This article aims to analyze the ability of the studied resort in satisfying the guest from the organizational environment. Therefore, the research has a qualitative character, a descriptive type, and nature applied being used the interpretative and evocative analysis of the data. Among the results, one identifies that the establishment of the resort benefited the local community because the enterprise is a reference in the region of Conde/PB. The Manager and his staff care about their guests, once they create strategic plans to satisfy and retain the guest based on the environmental analysis. One concluded that there was a satisfactory result in the processes used by the resort to reach guest satisfaction and how one can use the environment on its favor.

Keywords: Organizational environment. Satisfaction Hospitality Resort.

Introduction

The Brazilian economic crisis regularly has occupied space on TV, radio and digital media. This context has reached the companies, among them, the accommodation. However, according to the president of the Brazilian Travel Agency Association (ABAV), tourism becomes a valuable tool for overcoming the crisis, as it generates employment and contributes to income. Nevertheless, investments are necessary for this sector to propagate the best of a particular region and to offer excellent services, attracting more guests and generating revenue and permanence in the market (GAUCHAZH, 2015).

The Northeastern region stands out for presenting a rich and differentiated popular culture, secular gastronomic traditions that reinvent themselves, as well as the

people who are specialists in the art of well-being (GALVÃO, 2016). Among the north-eastern states from Brazil, Paraíba State is the one that as well as presenting culture and tradition, it is the target for tourist destinations that mainly prizes its coastal, and it posses a stunning beauty, beaches with warm water where one can swim, Atlantic Forest reserves and peaceful population (NUNES, 2014).

According to the Ministry of Tourism (MTur), Paraíba State gathers 3,285 municipalities indicating 328 regions able for tourist activity. MTur created a tourism map from Paraíba, stating that this is an essential tool for increasing awareness among towns and state managers about the reality and the investment to be applied in each region. The regions are divided into categories being A, B, and C, those with a higher concentration of domestic and international tourists flow; category D and E, which do not have significant national and international tourist flow (BRAZIL, 2017).

In this way, the municipality selected in this research was the Conde Town, located on the south coast, classified on the map as the region "The Coast of Pools" and it belongs to category C (BRAZIL, 2017). According to the Ministry of the Environment (MMA) from Paraíba State, the economy of this municipality is from fishing activities, agriculture and livestock raising, real estate activities, and tourism of sun and sea. Among the products from Conde, one can find the serene beach environment, the Palm trees, coral reefs, sea cliffs, and natural swimming pools that make this location the best place to enjoy oneself with family or friends, according to the opinion of tourists (BRAZIL, 2008, CALDAS, 2014).

Due to the effect of tourism in this location, there was a necessity for a hotel that would bring greater comfort to those who visit the place. In 2009, the resort Mussulo by Mantra, which is the object of study of this article, was inaugurated. Brazilian System for Classification of Accommodation (SBClass) classifies Mussulo resort as a "hotel with leisure and entertainment infrastructure that provides aesthetic services, physical activities, recreation, and interaction with the nature in the own enterprise "(BRAZIL, 2010). Generally, the resorts are located out of the urban centers, offering contact with nature and a variety of activities, once the intention is that tourists do not concern in leaving the resort to visit other places and stay the longest inside the complex where they are hosted (AMORIM, 2017).

Then, the resort purpose is to reconcile its internal environment (its complex and service offered) with the external environment (nature and the elements that influence), elaborating strategies to maintain the guest satisfied inside the organization. In this manner, this article aims to analyze the ability of the studied resort in satisfying the guest from its organizational environment. From now on, one expatiate on the organizational environment and customer satisfaction, which are the main aspects that this study is based.

Organizational Environment

An organization is a composition of physical structure and employees led by the culture and the purpose of the mission, values , and principles to reach the goals of the company, regardless of the size. The organization field, in other words, the area of activities is defined by products, services, the target market, geographic scope and it delimits the external components with which the organization will interact to achieve

their goals, as customers, suppliers and regulatory agencies (DAFT, 2002; MACEDO; BATAGLIA, 2012).

According to Cruz et al. (2016), the organizations are planned to provide a social service, entertainment or some asset for the society. However, there are some elements, that are out of the organization domains that affect it entirely or partially, and they constitute the organizational environment (MACEDO; BATAGLIA 2012).

Companies should never be limited to monitoring the changes only within their field, but they must develop an overview of the events (DAFT, 2002; MACEDO, BATAGLIA, 2012). In this way, organizations are characterized by their environment, which requires continuous changes capable of ensuring their permanence in the market (LANG ET AL., 2014)

Sobral and Peci (2008) highlight the environmental analysis as the monitoring process and strategic thinking that seeks to assess the impact of the environment in the organization. According to Sobral (2012) and Cross et al. (2016), the environment can be divided into two: the external environment and the internal environment. Thus, the external environment is the context in which the organizations exist and operate, being constituted by the elements that are outside the limits of the organization.

One can understand the external environment can when the threats and opportunities are identified because it splits into two: the contextual environment (demographic, sociocultural, economic, political-legal and technologies) and the operational environment (client, supplier, financial institution, competitor and media). The first one is constituted by unreachable factors that exert an indirect influence on the way that the company operates. Conversely, the elements that involve the second environment concern those that relate more directly to the organization, although this does not exert so much control over such elements (SOBRAL; PECI, 2008).

The knowledge of these elements and fundamental factors from external environment which enable the company to face its threats better and take better advantage from its opportunities, helping the managers of the company to elaborate forecasts that help these elements to become more favorable to the strategy of the company or to reduce its impacts. BARNEY; HESTERLY, 2009; BETHLEM, 2009; ARAÚJO ET AL., 2015).

As for the internal environment, it is in the domain of the company, and it is subject to the direct control of the administration, which must act by identifying the strengths and weaknesses from the organization. For this, the organization needs to perform an analysis of its major functional areas like marketing, finance, production, and human resources by checking the organizational structure and its internal policies. Besides considering relevant organizational aspects that assist in the definition of its singularity. (MAXIMIAN, 2000; SOBRAL; PECI, 2008).

Customer Satisfaction

For Kotler and Keller (2006), the satisfaction is the feeling of pleasure or disappointment resulted from the comparison between performance (or result) noticed from a product and buyer expectations. Dill et al. (2006), Smith and Costa (2008) support this concept by stating that satisfaction is understood as an overall assessment of the consumer concerning his experience of consumption experience so far and it may

be linked to the performance of the product/service and the expectations met during its consumption.

If the performance does not reach the expectations, the customer will be disappointed, and if it reaches them, the customer will be carried out. However, if the performance exceeds expectations, the customer will be overly satisfied or delighted (KOTLER; KELLER, 2006). One highlights how fundamental is to initiate brand loyalty and long-term relationships, making them less prone to insinuations from the competition because unsatisfied customers can express feelings through their behavior "(ALVES ET AL. 2015).

Unsatisfied customers tend to pass their negative experience for other people, but if the company worries about solving the problem of the dissatisfied customer, this will externalize his satisfaction with the obtained results, and he will be willing to return to the company that has solved his problems. Also, the customer will speak highly of the company to other people (HOFFMAN; BATESON, 2010).

Another aspect regarding the satisfaction is related to the quality of the product or service because the customers continually seek for signals of quality drawing conclusions from everything they can observe. This includes facilities, equipment, people - employees and customers - the price, the place that provides the services and how, where and when they are presented "(SALAZAR ET AL., 2009).

After observing if the product or service meets the quality requirements determined by the consumer, the satisfaction becomes achieved. Kotler and Keller (2006) state that there is a connection between product and service quality and customer expectations and profitability of the company because when the quality is high, the customer satisfaction will also be, leading to higher prices and lower costs.

Finally, another relevant factor as a differential considered to raise the quality is the interaction between employee and consumer, because the first one has a vital role in the service environment, by making contact and influencing in the formation of the first impression that the customer has from the company, as well as during the entire service (SALAZAR ET AL.., 2009). Thus, it is crucial an understanding of what involves the search for satisfying the clients from the elaboration of strategies focused on conquering a client, requiring a relationship between thinking and acting strategically.

Methodology

The qualitative approach and descriptive research define this article; Prodanov and Freitas (2013) comment that the problems are studied in the environment and without any interference of the researcher, maintaining direct contact with it and the object of study, requiring a more intensive fieldwork, besides of portraying the data collected descriptively, collecting as many elements as possible in the studied reality.

It is still perceived as a study of an applied nature through the application of the case study. According to Fachin (2003) and Oliveira (2009), the researcher is interested in researching a particular situation by performing intensive research, where all aspects of the case are investigated. For this, Mussulo Resort by Mantra was chosen, located in the municipality of Conde/PB, with an All Inclusive system, from English that means "Everything Included." Ample power of social acceptance characterize this sector, since it suggests a locality economic growth, recruitment of local workforce, economic, social, structural and political mobilization, high volume of investments that are

employed in its operation - from the configuration of projects to the construction and operation of enterprises - in the sense of it exists to attend the tourist activity (BRITO, 2011).

Mussulo Resort by Mantra is located 20 km from João Pessoa, in the municipality of Conde. Founded in 2009 and its area is 96 thousand meter square, Matra Group is an Angolan enterprise that manages hotels, casinos and other businesses in the field of civil construction sector out of Brazil; in Latin America, the group maintains a hotel-casino in Uruguay and seeks new companies in Brazil, mainly in the Northeast. By presenting beaches and several natural beauties, the south coast was chosen to receive this big enterprise.

A well-decorated environment that merges the culture of Paraiba and Angola with details in wood, sisal, and coconut fibers, Mussulo resort offers 101 bungalows divided between Deluxe and Master category, with the capacity to accommodate two to four guests. The resort has an all-inclusive system, i.e., the daily rate includes the consumption of foods and drinks. Also, there are service options offered to the guest such as the kids club, gym, restaurants, spa, and beach club.

The subject of this research is responsible for the operational management of the hotel resort, Bachelor in Tourism and Hospitality, graduated in Human Resource Management. This professional already had expertise in this field, and one was hired to assume the administration of the Mussulo Resort by Mantra. The data collection process took place by a semi-structured interview, Marconi and Lakatos (2003) define it as a mean of obtaining information about a particular subject or issue. The meeting was recorded at the resort and transcribed in full with the consent of the respondent Manager.

Inspired in Strati (2007), in this study was developed an interpretative and evocative analysis, which consists in evoking the theoretical material used in reference for describing in the best way what the data shows.

Discussion of Results

For a better presentation of the results, the analysis was split into three parts following the script of the interview.

Creation and Implementation

Mussulo Resort by Mantra was initially designed to be a private condominium, but during the project and through the study of the site, investors realized the great tourist demand and the lack of accommodation at a hotel or resort. Because of a wide range of tourist attractions, Conde Coast was chosen for the implementation of the first resort all-inclusive in Paraíba State.

With the resort implementation, other local activities have benefited as public transport, tourism in the area, consumption at local booths and from street vendors, handicrafts and even the installation of other means of hosting such as hostels and lodges.

According to the Manager, besides the contribution with the tourism, an agreement between the municipality government and the enterprise was established; the first would exempt taxes while the second would be responsible for hiring 70% of the workforce from the local community. During the completion time of the building for

the resort implementation, a school of professional training for tourism was created, with professors teaching about the enterprise, basic principles of hotel services, English and computer science. Even with the challenge of empowering people who drew their incomes from agriculture and cattle raising, fishing, and handicrafts. Mussulo managed to fulfill the operational job vacancies and currently keeps just a little below of 70% of the workforce from the community.

The drop of 70% is justified by the workforce, which has become scarce over the time since trained professionals have opted for other enterprises of the same sector. However, in the opinion of the manager, it has been seen as a positive aspect because besides they became a reference in Conde Town these people are growing professionally and become a source of pride for the resort.

Even with the initial fear from the community, with the arrival of Mussulo resort, there was/there is a concern on social responsibility. The training school lasted about three years, but the resort continues to invest in training, as the manager says:

> "The training is done for season, two or three times a year. It depends a lot of on-demand because we know that tourism is seasonal. But this year the number of classes fell because the demand for tourism also fell because due to the political crisis and so on, so we hold it because it is an investment that the company makes in professionals, differentiated services, transport to the classes ... we make a well-detailed structure, and thus we can harness 10% to 15% of the workforce. "

Therefore, one notice that the attitude of the resort is based on the concept of Cruz et al. (2016), where companies are created to provide an asset for society as well as a social service, and the community of the region of Conde Town benefits from this action of training courses and recruitment for work in the company.

SWOT analysis

To circumvent the economic and social changes, the resort manager uses investment at the local market for competing with Recife, Natal, Maceio, and other big centers (São Paulo, Rio de Janeiro, and Minas Gerais), investing in the work inside the Paraíba State is the best option. As the manager state in the following excerpt:

> "Our sales force is prepared to act by states; we have the divisions. However, we invest much in the local public who are the ones that look for us a lot because they come by car, come to spend the weekend or even the week according to the work schedule. Finally, we try to overcome this crisis, this seasonality; we invest in the local market. People from São Paulo can come in the next year and next vacation; here in Joao Pessoa, in the countryside of Rio Grande do Norte, in the countryside of Pernambuco, people come practically once or twice a month. "

Thus, the daily resort rate is reduced by 10% to 15% less, a strategy used to maintain a minimum of occupation, guarantee the payment of the fixed costs from the hotel, and overcome external threats. Another aspect highlighted as a threat is the politics, quoted by the authors Sobral and Peci (2008), as responsible for boosting or preventing the growth of the company. Therefore, the respondent reports the influence of this aspect:

> "We live in a country with difficulties in the political sphere, corruption, change of leadership in power, people who go to jail and that messes with the money and perspective of Brazilian people. So, the trip is the last thing we do. We must spend with food and health, pay the bills and the money left we direct to the trip and more superfluous stuff. One does not plan to travel, and we ended up suffering a little with these threats ".

When the manager was asked about the opportunity, he states that the place where they are inserted provides a differential, it is notorious how the resort uses the beaches and natural attractions of the region in their favor, and thus this contributes to tourist attraction.

By mentioning the internal environment, the manager highlights the service all-inclusive and standardization with customers as a strength. There is a concern by the resort to let the guest feel at home; he says that with 101 bungalows it is possible to memorize the name of each client and create a more informal atmosphere, besides being able to maintain the quality of the products and services. The weakness is directly linked to workforce turnover, first by the distance from the state capital making impossible to replace it quickly, and secondly by offering training and losing for the market or for another reason, requiring a new training and consequently it will require time and costs; another weakness mentioned is the attempt to regain the customer who left unhappy with the company. In the opinion of the manager, the client should leave the resort satisfied, when the company does not meet the expectations the one will look for the competitors, and the resort "Loses" the opportunity to show the real service that was not perceived or given to the client:

> "The resort sells dreams and services when we do not reach this target; when the client goes away, and he did not feel like we served him as we sold to him it hurts us somehow. It is a weakness that we have to attempt to recover this client among so many options that he has, for the customer to come back and maybe notice that what he did not get is not the standard service that we offer. So we try to run after the customer and regain it, it is difficult. "

Over the years, Mussulo resort faces the decrease of occupancy, about 10% to 20% annually. The rate is adjusted to keep the public, support the financial volume, and make the enterprise self-sustaining, thus avoiding the excess of investment every year. For the local tourism, the manager mentions the meetings held with communitarian and city hall leaders:

> It is a joint work that we perform with the city hall; it has been bringing benefits. Mussulo brought here more than 15,000 tourists in the last six months for visiting the region; 30% of these people have been here due to the insertion of Mussulo here.

The demand of tourism in the region, there was a mobilization of the city hall about the local infrastructure such as resurfacing of the road from BR Road until Conde, streetlights, signs, support on the waterfronts, pavement of the streets that allow access to beaches and other tourist sites. It is noticeable the partnership between the enterprise and public agents, Sobral and Peci (2008) have defined as a link of mutual interdependence, where the company can attract tourists to the region and

they would use local services to generate income for the locality, by contrast, the city hall provides all the necessary infrastructure for the resort and the tourists.

Given the exposed, it is clear the use of SWOT tool by Mussulo Resort, this action corresponds to the concepts of authors Kotler and Keller (2007) and Araújo et al. (2015), where the SWOT analysis becomes essential to the knowledge of the strengths and weaknesses which are inside and outside the environment.

Guest Satisfaction

Using the loyalty strategy, the resort manager highlights the sports and leisure sector as the primary key to retain the customer and thus create a bond. This resort action ties in with the concept from Alves et al. (2015), which asserts the loyalty as a tactic to make customers less prone to seek for the competitors. The respondent comments about the relationship between the customer and how the customer loyalty process happens:

> "Many times we even have a friendship with the clients, which returns several times a year and we end up following the growth of their children, we have a friendship with them, of exchanging phone numbers, and talking to each other. And this loyalty happens naturally, due to the activities that we offer ... not only because of that but as I have talked about the personalized service; we have the chance to call the client by its name, to meet and serve the customer on the table, to serve a food of quality ... all that let the client feel home. Our proposal is the client feels at home, we have a restaurant where guests can share tables, make friends, our project is that ... in the activities, we try to mix people, make games between parents and children, for having this integration and make a family environment ".

The resort also offers Mantra Vacation Club (MVC) that are acquired quotas by the customer choices, guaranteeing the hosting during the year, paying only a differential in the service rate. According to the manager, the MVC assured the conquest of the customer.

Another element that contributes to the achievement of the client is a new structure built on the seashore, named Beach Club. Initially, it was a mini snack bar the hotel had as a support on the beach, but its structure was not compatible with the resort, the respondent told the reason for the restoration of the mini snack bar:

> "We started to have some comments from customers who said that the structure was not the same one from the resort that they felt themselves in another place; many called as beach booth and we saw that it was necessary to adjust it and offer a better structure. In two years it stood closed for restoration, we would serve at the snack bar of support from Nord Tabatinga at the next door, as we had van service we just rerouted to Nord hotel, where we had a commercial agreement with them to use only their physical structure for a while. Until our Beach Club was to be concluded by the end of 2017 ".

All the inspections (SUDEMA, fire brigade, municipal, federal and State agencies) being carried out and documentation updated, the resort has managed to finalize 80% of its structure, without any negative impact to the community. It is important to emphasize that the comments of the guests were taken into account and thus, we could offer greater comfort besides attracting more people to the region. At first, the Beach Club offered the opportunity for guests to explore the area and hire day use, a term

used to describe a hosting, where the guest has the chance to enjoy the services that the company offers for a day. With the high demand for this service, the Manager explains the reason for the suspension of the day use:

> "The top floor needs to be finished, that demands more time for returning the service, but we want to have a well-done work! We want to start getting compliments, so we're doing with a lot of caution. It is a brand that we are selling separately, just for people do not think it is from the hotel and do not enter in it. Beach Club is a space that you can enter, you will have packages, daily rates, but it is something that we are planning. But we already thought of this strategy because of it. "

Regarding the assessments and feedback, the enterprise has a marketing team that with the manager of the resort are responsible for answering the questions, complaints, compliments, and scores; they always use the communication channels such as Facebook Instagram, TripAdvisor, Booking, and other media. Another system applied is the ReviewPro, one of the main tools used which assists at the moment of thanking and apologizing the client or correcting of any mistake. The program sends by mail a questionnaire with five questions for evaluation, and in the end, the customer has the option to put some comment. Then, the respondent comments about the care in the creation of the email to the customer:

> "The email is very well prepared; so is our team because it is something that has been registered and other people may have access. So we have extra care regarding what we will answer because a reply by e-mail or by message has to be very formal and elaborate, for not having distinct interpretations and do not affect either the client nor the enterprise. So it passes by me, by a prior assessment; I read all the posts before going to the *website*; it goes with my signature as the manager of the hotel, so I have to know what is said, but there is a team working on it practically 7 days a week, almost 24 hours. The *online* demand is currently huge, and we work hard on it."

At the reception, it is possible to find a screen available for the guest 24 hours for resort assessment; according to the manager the purpose is the client evaluation during its stay and consequently the solution of the problem with it still inside of the enterprise; Following the manager points out the importance of these assessments for the project:

> "Unsatisfied customer during the hosting, we have a few days to reverse that image. When we can reverse, it becomes more positive, because you came out from red to green. So we have invested much in that system, in the social areas of the hotel we ask for the customers to assess and many people make advertisement of it, this is one thing that comes back. Therefore, through the researches, we can get studies and strategies. We get the age of our customers, the region, the locality where they come from, so we can act on these sales. "

Based on the concepts of Kotler and Keller (2006), Hoffman, and Bateson (2010), the attitude of measuring the satisfaction with regularity through the channels of communication and the constant concern in solving any problems prevents the client leave unsatisfied and transfer the negative experience, besides creating bonds and keeping the client loyal to the company.

Frame 1: The Meaning of the Approached Categories

CATEGORY	MEANING
Creation and Implementation	The hotel with more significant dimensions, like the *resort*, demands an environment that promotes the company as well as, it does not harm and at the same time produces benefits for the local community. Thus, it was carefully observed the **creation and implementation** of Mussulo *Resort* in the municipality of Conde with both the environment for building the project as well as the local community to offer courses and employ this new workforce.
SWOT analysis	Through **SWOT analysis** the enterprise can have visibility of its surroundings, charting their strengths and weaknesses, opportunities and threats. Therefore, one observed that the *resort* uses this tool to analyze its scenario and try to avoid situations that directly or indirectly influence the company.
Guest Satisfaction	It is essential for the *resort* the concern of monitoring the **guest satisfaction**, through satisfaction surveys or the manner how the service is performed, if it is generating an increase or decrease of complaints from guests. Hence, the enterprise can identify positive aspects that are contributing to the growth of the company and negative issues that need to be studied and strategies developed which will help to reverse this situation.

Source: Own elaboration (2018)

Then, one notice how much the resort pay particular attention to its organizational environment to define and better develop strategies to achieve the loyalty of its guests. Therefore, it is significant that the manager has a sharp sense at the aspects of the internal environment and follow the nuances that occur in the external contextual environment, once the proposed strategies do not happen precisely as previously established in function of emergencies. For this reason, it is essential that the resort constantly monitors their strategy from the analysis of its organizational environment.

Conclusion

This paper aims to analyze the ability of the studied resort in satisfying the guest from the organizational environment. Through the explored field, it was possi-

ble to obtain the research of data by the interview with the manager from Mussulo Resort by Mantra.

Therefore, one verified that its foundation positively affected Conde community through the development of tourism in the region, the qualification and admission of the workforce, and the progress of the local infrastructure. One also perceived that the manager understands the environment in which the resort is inserted as an opportunity to attract more customers. Also, the company invests in local public and in the reduction of the daily rate to maintain a minimum occupancy and consequently to reduce the impacts of external threats. The customer satisfaction and loyalty are aspects managed by resort with care and concern through the use of technology to achieve the opinions of guests, as well as the manner of performance of the services and the differential treatment of staff causes the well-being and hospitality to the guest.

Therefore, one has concluded that the studied resort exerts ability to seek the satisfaction of its guests through the knowledge of their internal and external environments, in which it takes the opportunities from the tourist attractions, generating a good relationship with the local community from the creation of employment and income for the society. Besides, it promotes attractions within its resort to conquer the guest and, simultaneously, evaluate the satisfaction of them, not letting only for after the end of the stay.

The hotel market is a tourist segment in constant growth, which values the comfort and the host of the client. The chosen environment and the services offered are essential items in hotels, but to satisfy and retain the clients it becomes crucial to understand the necessities of guests, such as giving a space for the client to express himself and then trying to align the needs of the company and the desires of its clients.

Hence, future researches may outline the paths of investigation of the influence from the hotel market installed in somewhere and how it contributed to the tourism of that region, as well as, the analysis of the relevance of the services provided in the process of customer satisfaction and loyalty in the hospitality sector. Thus, one hopes that this study contributes to the research development in the strategic area of hoteliers sector for better understanding the nuances of the organizational environment of this branch.

References

AMORIM, William. **Por Que ficar em um resort? (Why stay in a resort?)** Descubra as vantagens de optar por essa hospedagem. (Find out the advantages of opting for this hosting.) 2017. Available at http://turismo.ig.com.br/manual-do-viajante/2017-01-07/resort-hospedagem.html accessed: April 2018.

BRAZIL. Ministério do Meio Ambiente da Prefeitura do Conde - Paraíba. (Ministry of Environment from Conde City Hall-Paraíba State.) **Plano de Gestão Integrada da Orla Marítima do Município de Conde (Integrated Management Plan from the Waterfront of the Conde Municipality)** – PB. 2008.58 p.

BRAZIL. Ministry of Tourism EMBRATUR **Brasil é o 6º no mundo em economia do turismo (Brazil is the sixth in tourism economy in the world.)**2014.

BRAZIL. Ministry of Tourism **Novo Mapa do Turismo da Paraíba tem acréscimo de 59 municípios. (New Tourism Map of Paraíba has an increase of 59 municipalities)**. 2017.

BRAZIL. Ministry of Tourism **Sistema Brasileiro de Classificação de Meios de Hospedagem (Brazilian system for Accomodation Rating)**. 2nd Edition, 2010. 19 p.

BRITO, B.D.M **Turismo de resort e o desenvolvimento do litoral sul da Paraíba. (Resort tourism and the development of Paraíba South Coast).** Master's Dissertation. Postgraduate program in Regional Development. 208 f. Universidade Estadual da Paraíba (Paraíba State University), 2011

CALDAS, R.A. **Potencial turístico e produção/ transformação do espaço pelo turismo no município do Conde/PB (Tourism potential and production/transformation of space by tourism in the municipality of Count-PB)**. Master's Dissertation. Postgraduate Program in Geography. 136f. Universidade Federal da Paraíba (Paraíba Federal University), 2014

CRUZ, Lucineide; NASCIMENTO, Aldeiza de Oliveira**;** SOUSA, Laís Gomes de**;** SOUSA**,** Lucas Gomes de. **As pessoas e o ambiente organizacional. (People and the organizational environment.)** SENAC. 2016.

FACHIN, O. **Fundamentos de Metodologia. (Methodology Basis)** 4 ed. São Paulo: Saraiva, 2003.

GAUCHAZH. **Turismo pode ser a chave para superar a crise no Brasil, dizem autoridades do setor. (Tourism may be the key to overcoming the crisis in Brazil, Authorities from sector say.)**. 2015. Available at: https://gauchazh.clicrbs.com.br/comportamento/viagem/noticia/2015/09/turismo-pode-ser-a-chave-para-superar-a-crise-no-brasil-dizem-autoridades-do-setor-4856583.html. Accessed: April 2018.

Federal Brazilian Government **É o 6º no Mundo em economia do turismo. (It is the sixth in tourism economy in the world).** 2014, available at http://www.brasil.gov.br/turismo/2014/04/brasil-eo-6o-no-world-in-economy-of-turismo. Accessed: April 2018.

MACEDO, Aline Dias; BATAGLIA, Walter. A relação entre ambiente organizacional e imitação entre empresas. (The relation between organizational environment and imitation among companies.) **electronic magazine of Organizational Management**. V. 10, n. 2, 2012.

MAXIMIANO, Antonio Cesar Amaru. **Introdução à Administração (Introduction to Business Administration.)** 5. Ed. São Paulo: Atlas, 2000.

NUNES, Maria Rita de Oliveira. **Turismo e a produção do espaço em João Pessoa. (Tourism and the production of space in João Pessoa-PB.) Revista Turismo - Visão e Ação (Tourism Magazine-vision and action.)** V. 16. N.2 UNIVALI, 2014.

OLIVEIRA, Cristiano Lessa de. **Um apanhado teórico-conceitual sobre a pesquisa qualitativa: tipos, técnicas e características. (A conceptual and theoretical about the qualitative research: types, techniques and features.**UNIOESTE, **Revista Travessias** v. 2, n. 3. 2009.

SOBRAL, Felipe; PECI, Alketa. **Administração - teoria e prática no contexto brasileiro. (Business Administration - theory and practice in Brazilian context.** São Paulo: Perason Prentice Hall, 2008.

43