

EMOTIONAL MANAGEMENT OF TEAMS IN A HOSPITAL ENVIRONMENT

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Abstract: The paper addresses the importance of emotional management and teamwork in the organizational context of a hospital, highlighting that the effectiveness of a team depends on alignment with the organization's objectives, collaboration between different hierarchical levels, and employee motivation. Leadership plays a crucial role, and the leader must be democratic and involved, promoting an environment of support and effective communication. In addition, the text emphasizes that interaction between team members generates synergies that enhance creativity, flexibility, and productivity. Maslow's theory of human needs is mentioned, suggesting that satisfying basic needs is fundamental to employee motivation and self-realization. Finally, creating a team spirit and being results-oriented are essential for organizational success.

Keywords: hospital, management, leadership, and organizational culture

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INTRODUCTION

Emotional Intelligence (EI) is a concept that can be defined as the ability to perceive, value, and express emotions rigorously; to access or generate feelings that facilitate thought; to understand emotions and emotional knowledge of oneself and others and to regulate emotions, promoting emotional and intellectual growth. (Serpa, A. 2022).

Emotional management is a crucial process for nurses, as they deal daily with situations of high pressure, human suffering and complex decision-making.

This process involves controlling one's emotions in order to maintain a professional and empathetic posture, ensuring a balanced response to the needs of patients and the rest of the multiprofessional team. For this emotional management to be effective, nurses need to adopt mechanisms that help them deal with stress, avoiding emotional and physical exhaustion. Some of the strategies include: Emotional self-awareness, stress management, development of empathy and active listening, and professional reflection and continuous development.

Managing the emotions of team members is a great challenge for any leader. Your interventional and constructive capacity at this level is a key and decisive point in the growth and maturity of your team.

Currently, leadership has a central concern with regard to professional satisfaction, as this is one of the factors that is reflected in human behavior.

Nurses are faced with emerging challenges, namely, moments of challenge and change, with constant technological advances, where there is the frequent appearance of new complex pathologies and patients with new and more demanding needs, thus there is a need to optimize all professionals in their resources and skills to deal with this reality. An emotionally intelligent leader can channel the emotions of his team to respond to this real challenge that we all feel in our professional context.

The services are equipped with teams and, within them, there are people who relate to each other. The greater or lesser effectiveness of this relationship depends on the power and ability to



communicate with each other and also with the leader.

Developing emotional skills is a challenge for nurses today to be able to survive in this exhausting and intense professional reality to which they are subject in their work contexts, requiring constant updating and adaptations.

It is up to the leader to accompany his employees on this path, taking into account that the path is different for each one, moving towards keeping them all satisfied, emotionally balanced and with the feeling that without their

presence (of the professional) the achievement of the objectives is not possible. To make all elements feel without exception, as an integral part of the team.

The leader has a crucial role in supporting and promoting strategies for the empowerment of professionals, where environments of trust are created for decision-making. For the team to feel autonomous and satisfied, the leader must have a facilitator attitude, encouraging the active participation of his team members, delegating tasks with clarity, allowing them to make decisions and assume responsibilities.

MANAGEMENT AND LEADERSHIP

Management is for Teixeira (2005, p.3) “the process of achieving results (goods or services) with the efforts of others.” There must be an organization where a group of several people work who develop an activity to achieve the same goal.

Management in a company/hospital/service intends to interpret the objectives it has set itself through the planning, organization, direction and control of all efforts made in all areas and levels of the company in order to achieve these same objectives.

The management process of any company, which also includes hospitals and in this case, more specifically, a unit/service has four fundamental functions, which are:



- Planning - the process of determining in advance what should be done and how;
- Organization - contemplates the establishment of formal relationships between people and between them and resources, to achieve the proposed objectives;
- Direction - process that determines, affects or influences the behavior of others and involves the components: motivation, leadership and communication;
- Control - comparison of the organization's current performance with previously established standards, pointing out possible future corrective actions to move towards quality.

In management, we have to consider three levels, which are: institutional, intermediate, and operational.

The institutional level includes professionals with a strong strategic component. Refers to the Board of Directors (BoD).

At the intermediate level, the tactical component predominates, which is characterized by the movement of resources, the elaboration of specific plans and programs. It is performed by service directors.

At the operational level, we find the heads of service who are the leaders of their Teams. The leader of a service is responsible for managing it, critical thinking and correct decision-making. To achieve the objectives of his service, the leader cannot neglect the importance and importance of human resources. According to Frederico (1999, p. 105) "... they are the most complex in the organization and therefore require particular attention... Its management requires high levels of care, attention and specialization."

At the beginning of the twentieth century, the study of leadership from a scientific point of view began. Since then, several theories have emerged. They take into account the conceptualization of a leader with the skills and efficiency to adapt to an ever-changing world. Thus, it is imperative that nurse leaders not only seek leadership development, but also exert effort to keep up to date in their



understanding and application of contemporary leadership principles.

The role of the nurse leader, at the level of his service, is decisive for the quality of the care provided and for the calm environment within his team. As a way of facing these responsibilities and demands, he must know new dimensions to obtain quality results. It also has the responsibility of ensuring an adequate selection of its employees, the maintenance of a cohesive nursing team and a high-quality service by investing in the motivation and training of its team.

It is not the title alone that makes the leader. The person's behavior is what determines whether or not he occupies a leadership position. To function well and to their full potential, leaders must be well integrated into the reality of the service they lead.

Due to the rapid and drastic changes that have taken place in nursing and health services, it is increasingly important that nurses develop their skills in leadership roles.

Each and every leader should seek in the performance of their activity:

- Ensure that the work of its employees is aligned with the objectives defined by the organization;
- Work collaboratively with the upper and lower hierarchical levels, optimizing everyone's efforts;
- Motivate its employees, providing the necessary knowledge, skills and resources;
- To centralize in their competence and personality the basis of their power;
- Use the data of the processes in which it is involved, to understand its variability and act before occurrences;
- To guide their behavior, based on ethics, sincerity and transparency.

Regarding leadership styles, according to the existing bibliography in this area, the following are identified: autocratic, participatory, democratic and laissez-faire.

The autocratic leader - the one who communicates to his subordinates what they have to do.



He expects to be obeyed without problems.

The participative leader - the one who involves subordinates in decision-making, but retains the final authority, that is, the last word is always his.

The democratic leader - tries to do what the majority of subordinates want. Many of those who adopt this type of leadership say that it is due to the high productivity rates they achieve.

In the style of laissez-faire - the leader is not involved in the work of the group, leaves his decisions to the consideration of subordinates. It is a type of leadership that is hardly acceptable, except in exceptional cases where the elements involved in the group/team are well motivated.

The leader must always bear in mind that people or human resources are endowed with skills, knowledge, work, communicability, ... and personality characteristics, expectations, personal goals, particular stories, ... that explain human behavior in organizations. (Goleman 2002)

The leadership in the human dimension that is so much talked about today is the part of the organization that cares about people. Goleman (2002, p.23) says that "Great leaders thrill us." He says that a good leader inspires the best in his employees and cares about them and the management and guidance of their emotions.

In their activities, leaders have to create strategies to mobilize teams for action. The success of what they do depends on how they do it. If they fail at the fundamental task of directing emotions in the right direction, nothing they have done will work well.

Inserted in this current reality, and with the emotions of your employees as a concern, you must have knowledge about prevention and action in phenomena such as mobbing and presenteeism that have serious repercussions on professional performance.

By having the discernment to understand the individual abilities of each member of his team, the leader prevents presenteeism phenomena that may be associated with more discreet phenomena, but loaded with greater violence such as mobbing.

Presenteeism refers to the phenomenon in which the professional is present in the workplace, but is unable to be productive, due to factors such as: lack of motivation, headaches, irritation,



tiredness, anxiety, anguish, depression, insomnia, gastrointestinal changes. Initially these symptoms go unnoticed, but over time they begin to be noticed and become part of the person's daily life. She starts to be constantly stressed, unfocused and discouraged. This phenomenon can cause a greater drop in productivity than absenteeism. If, on the one hand, the worker feels coerced to attend his workplace for fear of reprisals, on the other hand, he cannot be productive, because he does not feel well.

Mobbing is a relatively recent phenomenon, it emerged in Sweden, from the 80s, on the initiative of a group of scholars led by psychologist Heinz Leymann. In 1984, the first scientific publication on this subject appeared.

Mobbing can be defined as any abusive behavior, translated into words, acts, or any other form of individual communication, which may negatively affect the physical/mental dignity or integrity of a person, the performance of activities in the context of a function or a certain work environment.

João, A. (2023) defines mobbing as being, "... complex practice of vexatious or persecutory or psychological violence, deliberately and repeatedly carried out by an employer or by direct superiors... with the aim of provoking a state of deep malaise, isolation and psychological terror suitable for causing notable damage to his psycho-physical balance."

The person who suffers from this phenomenon is intentionally attacked by the so-called aggressor or mobber who assumes a strategic behavior appropriate to their psychological, social and professional destruction. The mobber is usually a person with a conflictual character, and the mobbed is a person identified as having a lack of confidence in himself, with a sense of disorientation at work, poorly adapted to the workplace and who, even without fault of any mistake, assumes it as his own, convincing himself of it. (João, A., 2023)

Mobbing reaches its peak of severity when the victim's life is destabilized from the family, affective and social points of view, as a consequence of the imbalance existing in the professional field.

As already mentioned, another important characteristic of the leader is the ability to



stimulate the motivation of team members. Chiavenato (1989, p.99) “Motivation is an important field of knowledge of human nature and the explanation of human behavior.”

People are different when it comes to motivation. Needs vary from individual to individual, producing different patterns of behavior. Social values as well as the capacities to achieve goals are equally different. In fact, needs, social values and abilities vary in the same individual over time.

The satisfaction of some needs is temporal and temporary, that is, human motivation is cyclical and needs-driven. Behavior is the result of a process of solving problems and satisfying needs as they arise.

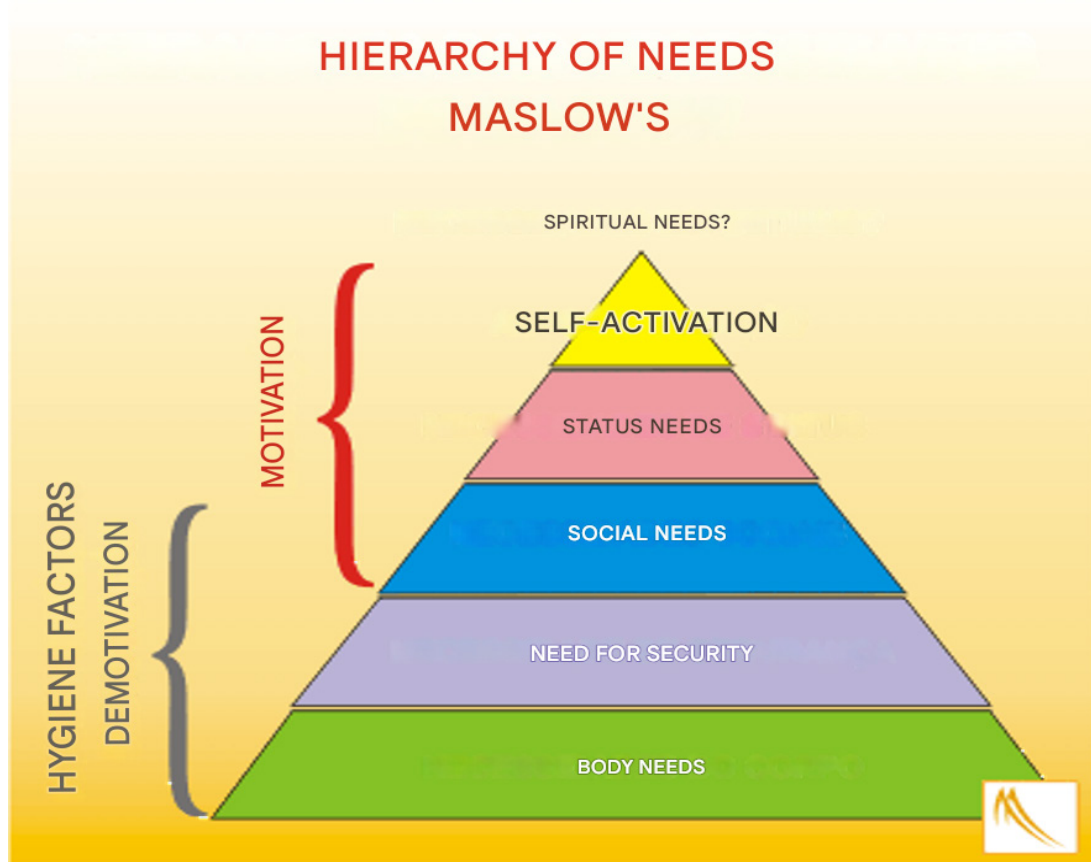
Maslow was one of the theorists, who dedicated himself to the study of human motivations as a way to facilitate the understanding of behaviors. He built a pyramid, which he called the pyramid of needs. In it, he hierarchized the needs staggered into primary and secondary. As primary needs, it identified physiological and safety needs, and as secondary needs, it considered social, self-esteem and self-realization needs.

In his theory, Maslow argues that each need has to be at least partially satisfied for the person to have the will to satisfy a need of the level immediately above, each time he manages to overcome a step, he will be motivated by the type of need corresponding to the next step

Very recently, we have begun to talk about the spiritual needs of employees within organizations, which are nothing more than the apex of the pyramid of needs mentioned above. This concern may seem utopian, this concern makes sense in many companies, especially the most avant-garde ones, because leaders have realized that people are not just labor, but people with feelings and emotions like them. An emotionally balanced and satisfied employee is more productive.



Figure 1- Maslow's Pyramid



Source: http://1.bp.blogspot.com/_RvCkXIxBk/RdDSHnq8KwI/AAAAAAAAA8/peEMCEYFc3I/s320/pir%C3%A2mide%2Bde%2Bmaslow.gif.

EMOTIONS AND FEELINGS

According to Damasio (2004), emotions precede feelings, because in the historical evolution of humanity, emotions were built from simple reactions that had the main objective of ensuring survival and that were adopted over time. Each reaction is built from pieces of simpler ones. All of them aim at survival and well-being. Thus, emotions are nothing more than a natural means of



evaluating the environment around us and reacting adaptively.

For Damásio (2004, p.33) “emotions are actions or movements, which are manifested in the face, voice or in specific behaviors”, being as such visible to the eyes of others. As basic examples of emotions we have: fear, shame, sadness and happiness. It is this particularity of visibility that distinguishes them from feelings.

Keltner, D. (2019), “feelings are made up of mental images elaborated at the level of the brain and as such invisible to the eye.”

Emotions are unusual and sometimes disconcerting phenomena, because they are rare and temporary and at the same time have an explosive character, which seems linked to the exceptional circumstances that trigger them. In fact, emotions erupt abruptly and are extinguished quite quickly without a trace.

Emotions accompany a large number of visceral manifestations that are felt as physiological disturbances or anomalies. All neurophysiological functions, such as circulation, respiration, digestion and secretions, can be disturbed by retardation or acceleration, contraction or relaxation.

Becoming aware of our feelings and emotions helps us to understand more easily those of others. Empathy means sharing the position, vision, and emotion of another human being.

COMMUNICATION

Communication is the basis of any and all relationships, whether personal, family or work, it is also through communication that a connection is established that triggers a relationship.

The value of having effective communication skills in the workplace is incalculable. Wrong words, miscalculated gestures or misinterpreted meanings can lead to unsatisfactory results, or even disastrous at the communication level.

For Teixeira (2005, p.184) “Communication is the process of transferring information, ideas, knowledge or feelings between people.”



For Frederico (1999, p.32) communication “is a complex process of symbolic interaction, essential and indispensable to human relationships, which comprises the emission and reception of coded messages, integrates a signal, which is the stimulus and which has meaning through messages that provide information.”

In its genesis, it implies the existence of a sender, receiver and transmission channel that holds the message of the sender – leader for the receivers – team.

The ability to communicate with people is largely a form of success for the leader. Communication provides the means by which team members can be induced to implement the planned actions and to do so motivated and enthusiastic.

Effective communication and information contribute to total involvement, because they allow the generation and maintenance of the enthusiasm of everyone in the organization, by understanding the reason for the actions and the objectives to be achieved.

The use of work teams is today an important management tool, indispensable to promote motivation, creativity and quality improvement.

Teamwork is decisive to obtain high levels of productivity, flexibility, creativity and speed of response that the context of the organization requires.

In organizational terms, a team is a group of people who interact playing different roles, have similar attitudes, values and perceptions and aim to achieve common goals.

A team is not equal to the sum of the individuals that compose it. Within a group there are synergies caused by the interaction, interdependence and interstimulation of its members.

According to Oliveira (1998, p.22) when professionals get together in work teams they can benefit from numerous advantages:

- “To share knowledge and experiences;
- Overcome functional and hierarchical barriers;
- Minimize the feeling of insecurity in the face of change;



- Solve complex problems;
- Move faster than when working alone.”

She also argues (1998, p.23) that the effectiveness of any team depends on:

- Knowledge of its mission and objectives;
- The creation of a support organization;
- Correct orientation towards results;
- From the idea that to err is human, although within certain limits;
- The creation of team spirit;
- From consensual decision-making;
- The self-evaluation of its effectiveness.

When a team is formed, its members initially seek to identify the behaviors and attitudes that are accepted or rejected by others. Each member seeks, through trial and error, to clarify their position in the team, which is necessarily determined by the positions that the other elements assume.

When a new member joins an already constituted team, it ceases to exist and becomes another team, with new rules and values.

This process requires a high degree of accountability from everyone and in particular from the leader, who is responsible for representing and ensuring that the group’s norms and values are observed.

The leader’s performance conveys the values and norms accepted in the work team. Working in a group is not always easy and peaceful. Sometimes conflicts arise that need to be faced and resolved.

It is very important to value teamwork for the success of an organization, because it depends not only on the individuals who make it up, but also on the way they interact.



THE CHANGE IN THE LEADERSHIP PROCESS

Change is the whole process where changes occur in relation to a certain situation, making it different. It corresponds to a transformation originating changes in habits and customs. It is necessary for organizational and/or personal growth, even if it is planned it can produce anxiety and fear for those associated with it. Changes in health organizations give rise to transformations that aim to provide care to the community, raising the level of quality. Because it is inevitable, we must be prepared not only to accept it, but to participate in its process, thus adopting a proactive rather than a reactive position.

Talking about change is nowadays a banal term when we refer to organizations in general. This, since they are subject to a set of pressures that lead to the need to introduce more or less profound changes in their operation. These pressures come from the changes that have taken place in terms of technologies, the functioning of the economy and socio-cultural values, as well as the changes that have occurred in terms of the needs, expectations and standards of demand of its own customers. A process of change cannot be abrupt and sudden, but continuous and with lasting results. To do this, it must be based on an organizational strategy accepted and internalized by all its professionals.

Emotionally intelligent leaders take responsibility for change, participate in and positively support ideas for improvement, offering innovative solutions to overcome obstacles that arise, contributing to strengthening the culture of learning and organizational growth.

For (Lewin in Andrews, 1994, p.9), the theory of change is based on three phases: thawing, movement and refreezing.

- Thawing – there is the motivation to impose change. A problem has been identified and an appropriate solution has been selected;
- Movement – the support of those who will be affected by the change is sought;



- Refreezing – changes are implemented and the situation stabilized. It is a decisive phase for lasting change.

Since we live in a time of uncertainty, it is important to know how to act ever faster to the challenges of change. To do this, we need to reformulate our perspective on the leadership role and encourage a new leadership practice at all levels. Also according to (Lewin in Andrews, 1994, p.9) in this process of change there are driving forces (that facilitate) and resistant forces (that hinder the process), and it is extremely important to identify them so that they can act as agents of change, which (Broome in Andrews, 1994, p.9) defined as:

“Someone who identifies the big problem areas and opportunities for change, great readiness and commitment, builds a renewed system by creating a climate of change, and establishes the internal capacity to sustain the efforts that led to the change, in order to evaluate and improve it.”

Nurses must be prepared to be agents of change in health organizations and need to change their practice, that is, they must know how to deal with change by understanding its meaning and participating in its process.

According to Goleman’s idea (2007, p. 273), the competencies of an emotionally intelligent leader, with the capacity to change in the current context, should be the ones listed below:

- In terms of self-awareness, you should promote your inner development, in terms of your emotional self-awareness, self-evaluation and self-confidence;
- In the context of self-management, it is intended to develop their self-control, transparency, adaptability, capacity for achievement, initiative and optimism;
- At the level of social awareness, empathy, organizational awareness, spirit of service cannot be neglected;



- Finally, in the context of relationship management, leaders must give relevance to inspiring leadership, have the ability to influence, the ability to develop others, be a catalyst for change, efficient in conflict management and a collaborative and team spirit.

The use of work teams is today an important management tool, indispensable to promote motivation, creativity, quality improvement and speed of response. Thus, knowing how to manage a work team is decisive to obtain high levels of productivity, flexibility, creativity and speed of response that the context of the organization requires. Each and every process of change is directly related to the behavior of individuals, with mutual influences. “People behave according to the expectations of others who are significant to them.” quoted by Charon, (1979); Stryker and Statham, (1985) and referred to by Basto (1998, p.96).

Leaders adopt different strategies to implement the change, however they must choose the most appropriate one according to the objectives to be achieved. Bear in mind that the strategy must be acceptable to the individuals involved in it and they must be willing to accept the change.

There are several strategies for change. (Chin and Benne in Andrews, 1994, p.10) highlight three: empirical - rational, coercive power and normative - re-educational. Each of them is based on different principles about people’s motivations for change:

- Rational empirical - use of incentives and rewards to implement the change;
- Coercive power - is associated with the management and leadership of those who have power, authoritarian regime. It is a top-down method, adopted by many nurse managers. Change is imposed through threats and implemented with the aim of obedience to power;
- Re-educative norms - the change agent adopts a democratic approach, delegating responsibilities, encouraging participation, there is openness and access to available information so that they can make decisions. This strategy is time-consuming but effective since its goal is to change attitudes and beliefs.



Changes are usually dynamic, requiring motivation and commitment on the part of all elements, however it is essential that the organization/service itself recognizes/values/encourages and gives equal opportunity for working conditions to all people, in order to ensure that these changes are efficient. Nor can team spirit, interpersonal relationships, mutual help, cohesion and the communication pattern in the elements be underestimated as principles underlying innovation. Not all nurse managers have leadership skills, which may be the result of a changing environment or lack of preparation for the roles they assume. The training of nurses should be based on the preparation of leaders in order to face change as an integral part of their role.

FINAL CONSIDERATIONS

The management of emotions and the intervention and constructive capacity are a great challenge currently posed to any leader and with decisive power in the construction and maturity of the team.

The greater or lesser effectiveness of this relationship depends on the power and ability to communicate between the team and the leader.

Developing emotional skills is a great challenge for nurses and leaders in their work contexts today, and constant updates and adaptations are necessary.

It is up to the leader to accompany their professionals, taking into account that the path is different for each one, in order to keep them satisfied, committed and emotionally balanced.

The relationship between the multidisciplinary team in the hospital environment is also very important. The patient is the most important, it is necessary that the emotion is defined and controlled, namely in certain services such as Emergency, Block and Intensive Care, where there are many feelings, many changes in mood, many conflicts. In this case, it is necessary to have a leader present, democratic and involved among the professionals.



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