



THE IMPACTS OF ORGANIZATIONAL CULTURE IN THE PROCESS OF MANAGEMENT IN FAMILY BUSINESS

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ABSTRACT

The objective of this research is to identify, conceptualize and analyze the impact that the organizational culture has on the management of family businesses, to develop a reflection on the organizational culture, the difficulties companies face in order to develop values, vision and mission. It is understood that organizational culture can positively impact companies in general. The methodology used to perform this work was based on a qualitative research that does not require the use of statistical methods and techniques, in the bibliographic research, which is based on material already published about the subject and on the inductive method based on knowledge and experience, not taking into account pre-established principles. It has been realized that the management process is transforming family businesses in terms of values, culture, mission and vision associated with the benefits it can provide in a way that everyone can profit. And finally, the need to resize the family business in a way that becomes increasingly productive.

KEYWORDS : Organizational culture. Family businesses. Management Process.

1. INTRODUCTION

The theme "The impacts of organizational culture on the management process in family businesses" aims to research culture in the corporate world that undergoes profound changes. The level of information is very great, technology, the themes such as globalization, flexibility, competitiveness and new forms of work organization are guaranteed in the analysis of those who work or study organizations and their cultures, especially family businesses. The complex but powerful organizational culture marked by technological and scientific advances, changes in concepts, values and paradigm breaks that guide all segments of society and its culture.

The choice of the subject in question is justified because of the need to investigate the impact of the organizational culture, especially with regard to the perception by the employees of the organizations.

This research was developed from the primordality of understanding the impacts of the organizational culture on the management process in the family companies, with the realization of benefits for both the people and the organizations.

It is understood that the general objective determines the main focus of the research, which is to identify the impacts of the organizational culture on the management process in family businesses.

And in view of the general objective, the following specific objectives were elaborated: The difficulties that companies face in order to add mission, vision and values. Organizational culture positively influences the management process and conceptualizes the organizational culture and its importance as a strategy to leverage companies.

2. THEORETICAL REFERENCE

Denker (1998) points out that it is in the section of the theoretical reference of the article that the current knowledge situation is analyzed by reviewing the existing literature, seeking similar

research on the subject, concepts, explanations and theoretical models with the objective of situating the study in the general context of knowledge.

Michel (2009) emphasizes that the theoretical foundation must be in line with objectives.

It is verified that the fundamentals are the main concepts necessary to the development of the research, theoretical support with the practice, seeking a better result in the impacts of the organizational culture in the management of the familiar companies directed to the research.

2.1 Organizational Socialization

For Morin and Aubé (2009) it is through the process of socialization that one learns about the functioning of the organization, where one becomes familiar with the physical facilities of the organization, becomes aware of the rules and procedures, the hierarchical relations, the commonly accepted work habits and expected, the responsibilities that fit him, the roles assigned to him.

More prudent in relation to the concept of organizational socialization, Pontes (2001, p.174) mentions that the company has its culture, its values, its way of being, its policies and procedures, behavior patterns of managers, subordinates and colleagues. It is understood that each company has its peculiarities, which makes one company different from the other. For there are no two equal companies in their social aspects, just as there are no equal people, and it is necessary that an adequate adaptation be made to the new collaborator, adapting his own ideas, his feelings and his way of being.

2.2 Culture in Family Businesses

According to Chua Christman and Steier (2003), for a company to sustain itself as a family in the competitive market of the 21st century, there must be a synergy and a close relationship between the family and the company. The company needs to perform in a way that creates value for the family and the family needs to create value for the company. Action becomes impossible without family

involvement.

It is understood that in the family business it becomes essential to understand the notion of the family in the contemporary world, since it is from the existing family arrangements that the notion of organizational culture in the familiar organizations can emerge. This type of organization maintains an interaction with the family.

According to Campbell (2002) Danes & Olson (2003) Gilding (2000) Galbraith (2003), a discussion about transformations in the family and the notion of family business is still necessary in order to present greater conformity with social reality.

According to Antonialli (1998) in his research on Succession Problems and Family Business Survival, evidence of the presence of some of the aspects cited by him was found: employee loyalty exists and is even valued as a criterion for promotions. such as trust; the company still offers relative stability of employment, including valuing the criterion of seniority; directors are socially and politically sensitive to their subordinates and there is continuity of management, even during the succession process, functioning as a link between past, present and future.

2.3 Mission, Vision and Values in Organizations

2.3.1 Mission

According to Drucker (1992) considered the "father" of modern administration, a company is not defined by its name or product but by its mission, created by its reason to exist. From this concept, employees gain direction, focus, meaning and achievement in the company. The greater its realization, more it is explicit and conscious, the more independence and collectivity are conquered internally.

Employees should be asked periodically for their understanding of the company. There may be rejections and suggestions, which are very important in assessing the transformative capacity of this mission. In the business world, the mission of a company is connected in the same way to its profit and its social goal. This indicates that it is the mission that will guide the financial, human and social objectives of the organization (EGESTOR, 2017).

The author emphasizes that, in order to provide some guidance regarding the conception of a mission, it considers that it should encompass the basic purpose of the organization, which is not limited to customer service and the talents that make up the staff, and the values that the organization intends to add to the element that interacts with them.

2.3.2 Vision

As pointed out by Senge (1990), there is no formula for finding the vision. Of course, any prescriptive recipe that was presented would not be the most appropriate for all organizations. Therefore, the contemplated guidelines focus on the characteristics of the vision content, since the design process of the vision is very particular to each organization.

The greater the gap between the vision and the current reality, the greater the challenge that presents itself. The greater the challenge, the longer it is usually necessary to face it and be successful. Hence, limiting to short time horizons usually leads to the design of less challenging visions. The vision must have a clear description, Collins & Porras (1996) point out that it is essential to "paint" a picture depicting what the future situation should look like. Creating an image that is shared by everyone in an organization strengthens alignment.

2.3.3 Values

The core values of an organization, along with the mission, define its basic ideology (COLLINS & PORRAS, 1996).

For Ford (apud Collins & Porras, 1996: 74) the vision must be aligned with the core values of the organization. The core values of an

organization are those of its essential and lasting principles. These values do not require external justification because they are intrinsic. Consequently, there is no set of values that can be considered right or wrong by an external observer. A core value represents a principle that is always respected by the organization although at times it may mean a competitive disadvantage.

2.4 Organizational Culture: Influence on the Management Process

For Reis (2017, p.28), president of the consulting firm Franquality, Professor of the MBA of Human Resources of the Getulio Vargas Foundation (FGV), in the discipline of Organizational Culture, the theme has gained space and importance in Brazil and the world in the last decades. This is because there is a growing understanding, especially for those at the top of the organization, that good management of the organizational culture can impact the results of the company, that is, many executives have understood that living with the organizational culture in organizations, brought benefits that leverage financial income.

According to Carvalho (2017, page 28) the path is logical and simple, companies trained and continued to train, their employees to operate better, and thus to have better results. And then they learned that it was not enough that each person had good results alone. Then they began to train their teams to be very good at what they did. And now, companies has been understood that team management is not enough to ensure the desired results, but it is necessary that all are aligned in a vision in the organizational culture.

2.5 Organizational Culture and its Importance in Organizations

According to Marques (2016), a high-performance organizational culture stimulates its employees to new learning, provides openness to new ideas and promotes greater participation and involvement of all, consequently awakening the sense of belonging, autonomy, proactivity, commitment, between many other skills that collaborate to achieve extraordinary results. Each talent has infinite potential, is enough to obtain appropriate management tools to maximize individual or collective performance capacity.

It is understood that organizational culture prevents and can help resolve internal conflicts, as it supports the effective management of human capital, the dissolution of interpersonal problems, and show for the society the values, visions and beliefs followed by the organization

In this way, Mamed (2004) points out that the proposition that organizations should be cultural properties, expressed from meanings, values and beliefs, has gained a body and demonstrates the impact of organizational culture on the management of family companies, theme of the present work.

2.6 The Difficulties Companies Face to Add Values, Mission, and Vision in Organizational Culture.

People resist change when they consider their consequences to be negative. Even if people are different in terms of willingness to anticipate negative consequences, and even when their reasons seem logical or even wrong to outsiders, people do not automatically resist change. People resist change for some reason and the task of the manager is to try to identify those reasons and, where possible, plan change in order to reduce or eliminate negative effects and correct misperceptions (COHEN & FINK, 2003, p.350).

Resistance is presented as the greatest difficulty in implementing a change, and many efforts are devoted to finding ways to overcome this resistance.

2.7 Business Process Management

The business management process serves as the basis for a company's decisions to be made correctly, through strategic planning, operational planning, execution and control. For these

actions to succeed, they must be planned and controlled (SANTOS, 2010).

2.8 Process of Economic Management

Santos (2010), the process of economic management is in reality a great control process whose objective is to ensure business efficiency, an activity that has been characterized by those of the Administration as a continuous process of decision making.

3 METHODOLOGY

Gil (2006) emphasizes that it is in the methodology that the researcher must clarify the procedures to be followed in the accomplishment of the research. The author points out that organization varies according to the peculiarities of each research.

The present study had the methodological approach of bibliographical, qualitative and inductive research.

As for the technical procedures, the studies were developed by the bibliographical research, carried out in books, articles, magazines and other.

According to Salomon (2004), the bibliographical research is based on knowledge provided by librarianship and documentation, among other sciences and techniques employed in a methodical way involving the identification, localization and obtaining of information, registration and writing of scientific work. This process calls for a planned search of bibliographical information to elaborate and document a scientific research work.

It is emphasized that in relation to the approach is a qualitative research, since there is a need for interpretation of the phenomenon. Therefore, it is understood as qualitative because of being bound in and describing the difficulties that companies face to aggregate values, mission and vision.

4 FINAL CONSIDERATIONS

After studies, it was concluded that organizational culture can help corporations, including family companies, because it stimulates the learning of employees with good ideas, to grow, to break the paradigms, and the difficulties faced, to develop the values, vision, mission, that is, to promote oneself with greater participation of all, because with the development of organizational culture in family businesses increases the capacity of growth in projects focused on human capital, and the sense of belonging is added to the value of the corporation and all win, with the results achieved.

With the results obtained in the research, it was observed that the transformations carried out by the organizational culture led the companies to a new reality, and they discovered the power they have over the organizations and the benefits it offers to all.

Emphasis is given to the need to re-dimension the organizational culture in family organizations and the knowledge capable of generating satisfactory and reliable results.

It is the difference that presents the perspective of the new, the discovery, the advancement, in times of culture, in the management of family businesses, a subject so current and important today, but very complex, needing to be well publicized and managed in a way that becomes a mechanism capable of foment knowledge and innovation in family businesses, making them productive and competitive in the market.

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