Impact of organizational culture and its influences

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Abstract. In the midst of a diversified scenario due to globalization, therefore, fast, dynamic and more competitive, portrait of the current times, seeks to explain about the impact of Organizational Culture in order to contribute to the dynamics of adding knowledge to society in a systemic way. These reasons lead us to study about Organizational Culture, its impacts and contributions. Therefore, the objectives are: 1. To expose the configuration of the Organizational Culture from the interest of the creators of the business, through the bibliographical review (What is it? How does it appear? In what does it contribute?); 2. To know the influences that the culture exercises in the business, based on the expectations of the creators, to assure a position in the market and the commitment of the members with the organization; 3. To question some variables of the Organizational Culture from the factors that impose its permanence or modification in the current state. The research on the Impact of Organizational Culture is justified by the current changes that are increasingly faster, more competitive and with a demanding audience that, in addition to price, seeks for quality in service and practicality in the development of labor. This contributes to accelerated production and, above all, dynamics of services provided. According to the importance that the collaborators have been conquering, their work space each day counts on a globalized context. As for methodology, the research is characterized as a bibliographic review, with an exploratory aspect for the interaction of the problem, and explanatory about the exposure of the studies, through a proposal of qualitative nature. Based on the researches raised, it was portrayed that the Organizational Culture is revealed through the values, mission, vision of the business creator, and exerts influence on the attitudes and behaviors of the collaborators through the impacts that involve the performance, development and engaged commitment of all members, in search of ensuring the competition of the market and the attitudes of all that compose the collaborators' staff. Therefore, it is important to take into account the actions and reactions of both parties involved in the manner of appropriate treatment to maintain the organizational climate that impacts and influences behaviors, in particular. It was also found that the decision on the leadership style developed exerts influences and changes in the organizational climate, which may arise in a positive or negative manner, depending on the look of the employees and management of the leader.
Keywords: Impacts of organizational culture, Organizational idealizer (leader), Employee, Commitment behavior.

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Contextualization and analysis

This article reviewed the "Impact of Organizational Culture", whose theme has had a systemic force active since antiquity. Culture is determined with precision in contemporary days and has influence according to the interest of the business creator. Considering the business sector, there are cases that contribute positively to the organization, remaining for a long time in the face of the configuration of the way of being and acting, but that can still undergo changes depending on the economic performance (Denison, 1990; Kotter and Heskett, 1992; Sorensen, 2002). On the other hand, if the culture has a negative impact, the researchers suggest the elimination of the situation, in order to overcome the barriers. Schein (2017, p. Viii) examined "a way of thinking about the culture that best meets the efforts in relation to serving groups, organizations and occupations". In this sense, there are creators who, by habit, customs and values, are unable to adapt to the new paradigms and the new demands of the market to gain more space; in this

way, they become outdated and lose out to the competition.

For Schein (2017, p. vii),

"… *what happens in organizations is very easy to observe; for example, leadership failures, myopia in marketing, arrogance based on past successes, etc .; but in the effort to understand why such things occur, culture as a concept is properly recognized* (SCHEIN, 2003 *apud* SCHEIN, 2017, p. vii).

According to the new economic order, globalization creates a new scenario, which some see as opportunities and others as losses. As a result of this circumstance, the entry of foreign companies peaked in Brazil, which made the market more and more demanding. For this reason, the situation accelerated changes in attitudes, beliefs and values within most Brazilian organizations. According to Luz (2003, p. 2), *"Many companies are going through mergers, acquisitions, strategic alliance, mixing cultures that often have conflicting values and beliefs."*

This research aimed to highlight Organizational Culture as a phenomenon that contributes to organizations, through its positive and even negative influences, because from these, some variables react in an incompatible way compared to the contemporary period. Bearing in mind that, when analyzing the interests of organizations resulting from attitudes towards the framework that is the responsibility of the business creator to ensure competition, so that they remain at least stable through the market, the need to expose a little more was observed regarding Organizational Culture, as well as its influence to start from the highlights of its impacts. According to Schein (2017, p. Vii), "Organizational Culture reaches maturity. [...] As culture becomes known, it is essential to understand intergroup conflict also at the organizational level ".

Thus, it is essential to know more about the Organizational Culture in order to attract creators, directors, managers, supervisors, coordinators and collaborators, so that they can understand its influences and impacts. In these cases, given the negative influences and impacts, leaders will be able to streamline and improve the necessary corrections to add value to companies, organizations and / or institutions. Thus, there is a direction towards assertive attitudes in decision making towards what really values the rise of

business until the elimination of inappropriate attitudes. Thus, some variables must be highlighted: business management and people's behavior, competitiveness, competition, change and continuity of organizational purposes according to the opportunities of their leaders.

It is worth noting that leadership and culture have their connections and this study did not go into further depth. Schein (2017, p. Vii) highlighted that leadership is a critical variable. For Ulrich, Smallwood and Sweetman (2015, p.19), "Leadership involves getting the right results in the right way". To finish the subject on leadership, ask yourself "Who are the leaders?". Ulrich, Smallwood and Sweetman (2015, p. 29) "Leaders are apprentices: they learn from success, failure, tasks, books, lessons, people and life itself".

Research suggests that, in order to survive in the current market, companies need to accept changes. For Luz (2003, p. 14), "The organizational culture influences the behavior of all individuals and groups within the organization." Based on this statement, the question arises: "What are the influences that culture has?". According to Schein, (2017, p. Viii), "how culture defines and creates leaders", one of its influences is verified. It is worth mentioning that, for Schein (2017, p. Viii), "leaders create culture" in addition to stating that "leadership is increasingly considered a critical variable to define the success or failure of organizations, it becomes even more important to examine the other side of leadership. "

Luz (2003, p. 14) defines organizational culture as:

"Organizational culture is made up of aspects, which give organizations a particular way of being. [...] It represents the set of beliefs, values, work styles and relationships that distinguish one organization from the others. Culture shapes the identity of an organization, as well as the identity and recognition of the employees themselves."

Throughout this article there is a direction for entrepreneurs to make decisions, offering them the necessary knowledge on the subject, within the possibility of ensuring the stability of the attraction of employees focused on production and results with the proper emotional balance. It is also expected to sharpen the expectations of employees in order to keep them engaged in their daily tasks with an appropriate interpersonal relationship and feeling of belonging. Thus, according to Schein (2017, p. 8),

"culture as a concept is an abstraction, but its behavioral and attitudinal consequences are, in fact, very concrete".

Before exploring the impact of organizational culture, the words of the author Luz (2003, p. 14) are enlightening, when he states that "Culture and climate are complementary concepts", to understand the influence of climate within companies, in order to do not exhaust yourself on the subject, but distinguish them. Luz (2003, p. 12-13) explains that "Organizational climate is a reflection of the mood or the degree of satisfaction of the employees of a company, at a given moment" and "*Organizational climate is the psychological atmosphere that involves, in a given moment, the relationship between the company and its employees* ". It is important to remember that "most authors in the period (1970 to 1985) Americans were groping in the dark and confusing climate and culture". Souza (2017, p. 6 and 7) recalls concepts from the past when saying: "*Daniel R. Denison (1996), at the Academy of Management Review, exposed this confusion and described how the authors initially used the term organizational climate to actually , describe phenomena of organizational culture, generating confusion* ". Souza (2017, p. 7) adds, stating that, only in "*1986 to 1999, studies on organizational culture had greater impetus and began to clarify the difference between climate and culture*".

Development

In a scenario that develops according to the expectations of both the creators and collaborators, the interest of the creators and their leaders who command the teams to stand out in the market segment that the business proposes is seen. Thus, there is a set of workforce to achieve the desired result through tasks and activities. To do so, when analyzing the interests of organizations that arise from the attitudes of the business creator, which is to ensure competition from your company, so that it remains at least stable and remains active in the market through competition. In view of this, there is a need for greater exposure regarding Organizational Culture, its influence and impacts, in addition to mentioning some tools used in change processes. It should be noted, according to Carvalho and Nascimento (2018, p. 12), "*that tradition is not negative for the company, since it is what keeps its difference in the market, due to the history built over time*". Likewise, Carvalho and Nascimento (2018, p. 13) add that "*It often happens that the organization's*

past, although commendable and appropriate for a given time, can be an obstacle to streamlining business and obtaining the projected results , today".

Organizations

For a better understanding of the essence of culture in the organization, we start from the linear conjecture that means - estimate based on a theoretical outline - we have the idea that culture is designed according to its development. In this sense, for example, the Human Resources Administration (ARH) sector stands out with its due subsystems. In this research, with the purpose of representing what Culture is and how it is determined in a business context and in which it contributes. In this way, the ARH subsystems are exposed, which are five, according to Chiavenato (2009, p. 2), namely: "*providing, applying, maintaining, developing and monitoring people. Thus, the ARH cycle is closed in five basic processes: provision, application, maintenance, development and control of people* ". In view of the context, the types of subsystems are explained, according to Chiavenato (2009, p. 3):

> *Human resources provision subsystem: human resources planning, labor market research, recruitment and selection; application of human resources: analysis and description of positions, integration or induction, evaluation of merit or performance, movement of personnel (both in the horizontal, vertical or diagonal directions); maintenance of human resources: remuneration (salary management), social benefit plans, hygiene and safety at work, records, personnel controls and labor relations; human resource development: training, staff development plans and organizational development; and the human resources monitoring subsystem: database, human resources information systems (data collection and treatment, statistics, records, reports, maps and statements) and human resources auditing.*

This scenario allows us to reflect on the development of the organizational culture and how far it contributes to the organization. It is known that in most companies what is found is the most basic part that can compose a sector of Human

Resources, for example, the bureaucratic part of personnel. Based on this principle, the most complete configuration of the Human Resources Administration is portrayed. In this way, the model is configured as a parameter of what culture is by visualizing what the scenario was like before configuring the particular sector in question; from this point, one begins to understand how culture is born, what it develops and why it changes, for some reason or for reasons of the economic scenario. Thus, it is worth mentioning that Schein (2014 apud Souza 2017, p. 166) said: "My interest in culture stems from my interest in intervening to make improvements". The author reports that, to improve organizational functioning, it begins with the identification of a problem, that is, its current state in relation to the desired state (SCHEIN, 2014). Thus, if one takes into account that the business creator wants to install the complete Human Resources Administration system - in case of culture change due to some internal or external problem factor or improvements -, Souza (2017, p. 169) advised that "The process starts with a diagnosis (or 'Dialognosis') to describe the current culture and describe the desired culture, it is important to develop an action plan with the intention of turning the desired into reality"! Given this context, Carvalho and Nascimento (2018, p. 21) contribute with a complete tool in the art of organizational development, when the subject is change, as follows:

> (...) *Organizational Development is a response to change, a complex educational strategy that aims to change the beliefs, attitudes, values and structure of organizations, so that they can better adapt to new markets, technologies and challenges and at the vertiginous pace of change itself.* (BURKE and HORNSTEIN, 1972).

According to Lacombe (2011, p. 281), "Diversification in new lines of business, or even in activities similar to existing ones, may or may not require a change in culture". Such knowledge about a given situation demonstrates to entrepreneurs that the format of cultural design may undergo positive or negative changes over time, precisely due to external economic actions. According to Lacombe (2011, p. 280), "Changing culture challenges ingrained habits of thought and action. What is confronted is not only behavior, but the feelings that

support habitual thinking ". Therefore, only with the interest of highlighting one more tool that can be used in change processes, here is another example, which through Swot analysis (strengths, weaknesse, oportunities, threats), according to Carvalho, Nascimento and Serafim (2018, p. 42), "the SWOT analysis is a tool used to analyze the scenario or the environment, being used as a basis for management and strategic planning of a corporation, organization or company, and, due to its simplicity, can be used for any type of scenario exam [...] ".

Therefore, it is important to note that there are pictures that are composed of positive reactions, that present situations of the state of the economy as a contributor in favor of the market to which it is inserted, and, in contrast, there are pictures with negative reactions in which people companies suffer tensions from progression delays or stabilization of staff without offering greater contributions to business progress as a result of losses to employees (better: environments, qualifications and salaries). According to Lacombe (2011, p. 281), "In strong cultures, the tendency is for the organization's people to act in the same direction to reinforce and continue the culture. If this is positive in stable situations, it can be a problem when there is a need for change ".

About Culture, Luz (2003, p. 14) added:

> *It impacts the daily life of the organization: its decisions, the duties of its employees, the forms of rewards and punishments, the forms of relationship with its business partners, its furniture, the leadership style adopted, the communication process, the way its employees employees dress and behave in the workplace, their architectural pattern, their advertising, and so on.*

From this, it is worth remembering that the company's decisions are connected to the country's economic reactions. In this perspective, Lacombe (2011, p. 23) suggests that "In a true team, there must be trust among its members, which must always be cultivated and nurtured. The behavior of the members is aimed at the goals of the team and not at the personal domain ". It is noteworthy that older companies have well-established bases. For this reason, they survived the action of time due to the problems they encountered along the way, whose solutions were analyzed by their leaders and inserted in the context as good adaptation practices, for example, demanding good conduct from internal

and external people, accelerating competitiveness - wages according to production, innovations, changes in the environment, adaptations and updates.

Lacombe (2011, p. 275) presented some brief definitions of organizational culture:

> *Set of values in force in a company, its relations and its hierarchy [...]; Beliefs about what is important in life and expectations about the behavior of members of the organization; Set of beliefs, customs, value systems, norms of behavior and ways of doing business, which are peculiar to each company, which define a general standard for the company's activities, decisions and actions and describe the explicit and implicit patterns of behavior and the emotions that characterize life in the organization.*

Schein (2017, p. Vii) assured that "Culture at the national level is more important than ever to help us understand intergroup conflict". Furthermore, the reliability that members acquire from the leaders' attitudes and behavior stands out, which, through their actions, raises the interest of conquering the market from the target audience, credibility of suppliers regarding the availability of the best forms of payments and brand concept that was established in the face of this situation.

In the same way, it is known that the market is diversified, constituted by branches of activities that contemplate the varied professions that hold different levels and techniques, in fact offered to society (such as administration, medicine, law, accounting, etc.). Through a question, Schein (2017, p. 10) highlights: "*Where does it come from and how can we understand the fact that each profession considers its norms and values to be correct?*". He adds: "*If we understand the dynamics of culture, we are less likely to be perplexed, irritated and anxious when we meet people in the organization with unfamiliar and seemingly irrational behavior.*" (SCHEIN 2017, p. 10). These quotes lead to the need to reflect more on what culture is, how it is born, what it contributes to, what it serves for, how far it is viable and when it should be changed. As for changes, for Souza (2017, p. 7), "*Culture is more perennial, changes more slowly and is less susceptible to the leader's immediate influence*". This statement receives the agreement of Lacombe (2011, p. 283) when saying that "*One of the greatest*

difficulties that an organization can encounter is to change its culture".

> Deve-se lembrar que as decisões sobre as pessoas que foram admitidas se basearam, implícita ou explicitamente, na cultura existente, e que permaneceram na organização as pessoas que já possuíam ou que se adaptaram ou aceitaram os valores e princípios em vigor. Assim, mudar a Cultura significará mudar a forma de pensar e agir das pessoas e, em alguns casos, trocar essas pessoas. (LACOMBE, 2011, p. 283)

Still according to the definition of Souza (2017, p. 63), "*the culture of an organization is the set of explicit and implicit rules that regulate the behavior of its members and define what is accepted and what is not; what is considered adequate and not adequate; what is considered 'right' or 'wrong'*". In this sense, it is noted that the culture is synthesized by the ways of thinking of the creator, of acting (behaviors and attitudes with the collaborators and of themselves even among them) of the institution's way of being with people in different good or bad situations, because brings with it the certainty of what should continue as it is or what should be changed immediately, even if slowly, as is the case with culture, since through it we can "*[...] learn how to deal with problems external and internal adaptations and that work well enough [...]*"(LUZ, 2003, p. 15).

Luz (2003, p. 14) reported:

> *We cannot fail to consider that the culture of companies also stems from the cultural values of the society in which it operates. We cannot dissociate company culture from national culture, as if companies were isolated entities, confined to an outside world.*

It is known that every business starts according to what the creator aims to manage. Studies point out the need to analyze the market according to its demand to verify the sector that will bring viability and profit, which are determinant in the choice of the business and the location to be installed in the region. For Gremaud et al. (2004, p. 133-134), "*The theory of demand is derived from hypotheses about the choice of the consumer among several goods that his budget allows to*

acquire (...). Thus, having four determinant situations of individual demand - price of the good; prices of other goods; consumer income; and individual taste or preference ". At this moment, the premises, the target audience and their logistics are observed, in line with what needs to be offered. It is important to highlight a priori the knowledge about the market structure, which Gremaud et al. (2004, p. 192) understood:

> *Market structures are models that capture inherent aspects of how markets are organized [...]. [...] and are based on some assumptions and the enhancement of characteristics observed in existing markets, such as: the size of the companies, the differentiation of products, the transparency of the market, the objectives of the entrepreneurs [...].*

In this sense, the complexity of what the market is for those who act effectively is highlighted. Although it is known that some creators are aware of this, the question is "Are all members of the organization and / or company aware of this complexity, so that everyone can directly know the proportion of their responsibility and the commitment they have? is it due to them, since communication and information to increase business success are fundamental? ". In this sense, Lacombe (2011, p. 275) asserts that "It is a widely known fact that the priorities of values vary from one company to another, giving rise to the corporate or organizational culture". For this reason, it is important to highlight some figures of culture, as Marco Antonio Oliveira (1988), in his book Organizational Culture (apud Luz, 2003, p. 17), for yet another way of understanding:

> ***Canons -*** *Canons are ecclesiastical precepts. In the study of organizational culture, we find in the organizational environments the following examples of canons: the company's Mission statement; the Vision and Values statement; the Regulations. A careful reading of these elements allows us to know a little more about the company's culture.*
> ***Hero -*** *past figure [...] the founder of the company (tribal leader)***;**
> ***Values and Beliefs -*** *what are they? How do they interfere or determine what people feel and how they act?*

> ***Etiquette -*** *[...] What is correct or incorrect to do. [...]*

This context refers to the elements that must be observed in a given organization, to identify its culture and who are the actors (members) that make it up. In this sense, it is taken into account a priori that the organization is thought according to the precepts of each idealizer of the business (tribal leader). For Lacombe (2011, p. 275), "*The decisions of a company are made according to a frame of reference determined by its culture. The management of the team and the actions taken in the search for results are conditioned by this culture.*"

According to Luz (2003, p. 18):

> *Although organizational culture is an intangible theme, it expresses itself, becomes tangible and materializes through the factors listed below: Code of Ethics, Letter of Principles, Philosophy, Mission Statement, Vision and Values, through its Slogans [...] Still, it manifests itself in the behavior of the employees - their costumes, the haircut, the ways in which people are treated, the subjects preferably discussed, among others. Some companies are characterized by the clothing of their employees, by the way they present themselves.*

Above, some more examples are portrayed that clearly expose the influence that starts from the founder's ideals in a given organizational culture. In this way, it is clear that, when taking into account novice employees, this culture must be accurately informed, through training, informational meetings, among other existing means. Therefore, we note the impact that culture has on the organization in a systemic way, that is, as a whole. "*Even more important, if we understand culture better, we will understand ourselves better - we will better understand the forces that act on us and that define who we are, that reflect the groups with which we identify and to which we wish to belong.*" (SCHEIN, 2017, p. 10). Thus, in summary, with the intention of explaining more about the influences exercised through the organizational culture and the influences that it itself suffers, it is important to re-read Luz (2003, p. 18):

Factors that influence Organizational Culture - Its founders - These leaders leave marks in the history of an organization. They are unique figures for a company's culture, impregnating it with its beliefs, values, styles etc.

Your industry - companies have a profile that characterizes them. These profiles are also influenced by the industry in which the companies operate. Some branches of activity, depending on the type of product or service they produce, or the type of market in which they operate, are more sophisticated, more demanding, than others. This ends up impacting technology, structure, the degree of sophistication of work processes and also the quality of its human resources. Consequently, culture is influenced.

Current managers - Current managers can also have a strong influence on a company's culture. In some companies, the entry of just one influential executive can radically change the culture. It all depends on the degree of power and personality of this new executive.

The geographical area in which the company operates - The location of a company can also have a strong influence on its culture. A company located in the interior can be very different from a company installed in a city, while this one can also be very different from another company installed in a capital [...] The education, cultural pattern and socioeconomic level of a given population will impart values, beliefs and other ingredients to their members. This will soon be reflected in the culture of the companies.

Above, another picture is shown that measures both the influences that culture exerts and the influences that it can suffer. Lacombe (2011, p. 282) explains that "Cultures are always changing: the values of society change over time and companies have to adapt their culture.". And Lacombe (2011, p. 276) adds: "Edgar Schein's definition indicates how culture is usually formed. Organizational culture is closely linked to the basic premises that underlie an organization's general objectives and policies ". Thus, culture conditions, therefore, the policies that guide actions and decisions within the organization, which directly reflects on the attitudes of the internal members (all employees and owners) and indirectly of the external members (who are the public served).

According to Schein (2017, p. 2):

If that group is successful and the assumptions prove to be true, we have a culture that will define for future generations of members what types of leadership are acceptable. Culture now defines leadership. However, as the group experiences difficulties in adapting, as its environment changes to the point where some of its assumptions are no longer valid, leadership takes action once again. Now, leadership is the ability to stay out of the culture that created the leader and to initiate the most adaptive processes of evolutionary change. This ability to perceive the limitations of one's own culture and to adaptively develop the culture is the essence and ultimate challenge of leadership.
If leaders are to meet this challenge, they must first understand the dynamics of the culture.

This context highlights the different ways in which the organizational culture suffers necessary influences, reasons that force them to fundamental changes in their context. That is why it is important for organizations to observe impacts through such changes that time determines, because planning is necessary. It is known that changes are continuous due to technological developments, accelerated information - knowledge management practices and constant updates resulting from globalization. Likewise, there is an account of a conversation with Jorge Neto, a Mercur advisor, in response to the question about whether the change ends or is continuous, he said "operating with paradigms that value life above any other situational opportunity is a process evolution with no date to finish or no goal to achieve. " (JORGE NETO apud ALMEIDA, 2015, p. 84). According to Lacombe (2011, p. 281), "When you want to change culture, you need to change the system that generated it and reinforce it based on traditions and habits. To enable different practices, it is necessary to create the necessary conditions for a different game to emerge ".

For Lacombe (2011, p. 282):

Executives must be aware that the organization's culture can be both managed and changed. Culture-savvy managers must understand what and how to change when change is needed, and they must be able to drive and control the organization's performance in a changing market.

This understanding demonstrates that managers must have the necessary knowledge that culture can be changed, as there is a market that is constantly changing. With this, in addition to managing such situations, the administrator can lead the entire team to this end, considering that the figure of the leader develops over time through his leadership attitudes. About this, Souza (2017, p. 164) writes: "*Solve conflicts and deal with vegetables directly, without being blunt. Remember that culture is formed by observing the behavior of leaders in critical situations* ".

According to Lacombe (2011, p. 275):

It is a widely known fact that the priorities of values vary from one company to another, giving rise to corporate or organizational culture. A well-defined culture ensures consistency and coherence in actions and decisions, providing, on average, better conditions to achieve the approved goals.

Therefore, it is through organizational culture that one learns more about the company, as stated before. The way of thinking, being and acting are the variables that form a given culture that are decisive for business in formulating the mission, vision and values that are premises that lead to the functioning of the strategic, tactical and operational level. This is because, according to Chiavenato (2000, p. 613-614), the "*Strategic level is the highest in the company, composed of directors, owners or shareholders and top executives. [...] Tactical level is made up of people or bodies that transform the strategies formulated to achieve business objectives into action programs. [...]* ". Finally, the "*operational level is where tasks are performed and operations are carried out - the organization's production and services." Thus, it is important to point out that the role of leaders (founder / creator, supervisor, coordinator, manager and director) needs to be connected through effective and effective communication with employees, as these are the holders of the workforce often qualified and*

diversified that make up the operating sector - the company's gear. Therefore, "workers are free in their professional choice and have mobility to carry out work between companies or regions." (GREMAUD et al., 2004, p. 22).

Conclusions

Organizational culture is a phenomenon that develops in the midst of any organization, as it starts from the factors of acting, thinking and being of the idealizers of the business, contributing to the taking of a position in the market and its permanence according to the branch that is intended perform, and reflects such attitudes to the organization's contributors (collaborators). In this sense, culture develops roles of influences in decisions, leadership style adopted, internal and external relationships, as well as in the communication process as a whole. But it is also influenced, for certain reasons, by problems identified by leaders and employees and among them. In this way, the importance of studying Organizational Culture is to obtain the learning of everything that must be observed in this phenomenon.

Thus, in the midst of situations of necessary changes, it is indicated by the authors to make a diagnosis of the organization to start the mission, the vision and its values. Based on these variables, it is possible to draw the current state and then reach the ideal state, in relation to situations of undesirable confrontations between members and in crisis in the economy. It is also noteworthy that the culture can be changed and therefore transformed due to the variables that portray the way of acting, thinking and being of the idealizer of the business. Such changes can be decisive when it comes to supporting the business, whether due to the economic market due to the status quo, for example, if something in the current culture does not contribute to the development of the organization in a systemic way, that is, it involves all members and performance of activities in general, such variables can change course through effective and consistent communication. Above all, through some type of tool to be chosen at the discretion of the business creator, namely: organizational development planning (DO) and or through Swot analysis (strenghts, weaknesse, oportunities, threats). It should be noted that the tools were mentioned for the purpose of exemplification, so the choice of a method depends on the need for organization and individual decision of each leader.

We return to the notion that culture can be influenced, mainly due to uncontrollable variables in areas of uncertainty due to changes in the economic scenario. Thus, it is perceived the attention that must be turned to the control of the necessary developments for the best progress of the guidelines of the companies. In this way, Organizational Culture as a phenomenon contributes to organizations, through the progress of activities and behaviors of members in general. It is in view that the interests of organizations stem from attitudes towards the picture, which is up to the business creator through the expectations generated both by the tribal leader (founder / idealizer) and by the other members (collaborators in general). In this perspective, everyone wins in ensuring competition in the market and based on the commitment of employees, engaging them in their functions, through benevolent attitudes; therefore, adequate. It is simply knowing how to share lives.

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