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ORGANIZATIONAL CLIMATE IN A FAMILY BUSINESS: A CASE STUDY AT CENTER VIDROS

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ABSTRACT

The organizational climate is made up of many factors in the context of a company, it is a set of factors that corroborate each other to form the work environment of people, someone's company, the customer of another company, in short, an institution that serves and is served by other institutions and people. The objective of this study was to carry out a study of the organizational climate of a glass resale company in the city of Gurupi-TO. It is a case study, due to the questions, problems and solutions that the organization presents. Through this study it was possible to verify that interpersonal relationships in family businesses are more complex than in traditional companies, since the burden of subjectivities acts more decisively, however, in the researched company, the answers to the questionnaire demonstrated that this factor was not an impediment for it to remain in the market. but that strengthened and allowed it to reach the third generation of the family.

Keywords: Organizational climate. Micro enterprise. Family business.

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INTRODUCTION

The organizational climate is made up of many factors in the context of a company, it is a set of factors that corroborate each other to form the work environment of people, someone's company, the customer of another company, in short, an institution that serves and is served by other institutions and people.

Therefore, factors such as culture, ideologies, positions, among others, of its managers or employees help to build the spontaneous organizational environment of a company, but it is important that during strategic planning, the paths that this natural environment has taken are reviewed and whether it is beneficial to its objects and whether it reflects its mission and vision.

In this study, the organizational climate in a small family business located in the city of Gurupi-To was addressed. An internal to external approach is proposed, that is, from people to results. Obviously, this is not a proposal for linear or unilateral content analysis, since people are sociable, influence and are influenced by the environment and by other people.

Therefore, from the reality of the family business Center Vidros located in the city of Gurupi-TO, this proposal was built to investigate its organizational climate in a type of company that represents 90% of the existing companies in Brazil, representing about 65% of the national GDP 65% of Brazilian workers are employed thanks to them: the family business (IBGE, 2021).

The relative literature supports this research in relation to the theoretical concepts, legality, trends and procedures related to family businesses and organizational climate, showing that it is an extremely pertinent theme not only for its representativeness in the Brazilian economy, but for being a complex organization that lacks studies to find ways to make them more sustainable and productive.

Regarding family businesses, it is important to highlight the research of Banker (2017), Bezerra (2014) and Denck and Lima (2018). Regarding organizational climate, there are important contributions from Carvalho et al (2018) and Martins (2015). With the objective of studying the organizational climate of the family business Center Vidros.

With the passage of time and the development of the family, family businesses go through the succession process and new leaders present themselves in the organization. In this context, maintaining harmonious family relationships and stable and professional relationships contributes to mirroring these relationships to other employees in the organization. Therefore, the following question was asked: how is the organizational climate of the company Center Vidros?

The main objective was to study the organizational climate of the Company Center Vidros, while secondarily it was sought to present the organizational chart of the company studied, define the identity of the company through the mission, vision and values/principles; prepare the strategic diagnosis by surveying the perception of family members who work at Center Vidros and relate strategic actions for the company.

The organizational climate is a strength or a weakness of the company, this will depend on its healthiness, since it can lead people to act extremely collaboratively in relation to the company's objectives and goals or to act in a completely opposite way.

Family businesses have an emotional charge involved in their organizational climate that works like a two-sided coin, where one can lead to success and the other to failure.

Therefore, when conducting a research on the perception of family members who work in a family business, it will contribute to the relevant literature in the sense that when addressing this specific reality, it is possible that new conclusions are made or that corroborate existing research, but in any case it is a contribution to the construction of a theoretical construct for this theme.

While, in practice, the study of the organizational climate of this company can lead to a reflection by the family that leads it about the methods and processes chosen for its management, this can result in the improvement of these processes and, consequently, of the organizational climate itself.

MATERIALS AND METHODS

Scientific methodology is the study of the procedures or instruments necessary for the preparation of a scientific work, it is the set of techniques and processes used for research and the formulation of a scientific production.

It is the phase of investigation and data collection on the topic to be studied, it is important to identify and understand the nature of a phenomenon. In this article, some research methods were used, such as: application of documentary research, field and bibliographic research.

The research was designed through the application of an interview that was carried out with the members of the family that owns the Center Vidros Company, to understand the processes related to the strategic management of its organizational climate.

The research technique that was used is called a case study, due to the questions, problems and solutions that the organization presents.

The information was researched at the Center Vidros glassworks, which is located in the city of Gurupi, Tocantins. The company is classified as a small family business and 5 people from the same family work in it.

The owner and his wife work in the management of the company, but that does not mean that their three children do not participate in the decisions, the two sons work in the operational part of the company and the daughter in the administrative and accounting part.

To enable a better overview of the understanding of the problem, a structured questionnaire was used in order to verify how family management can influence the organizational climate. This questionnaire will be carried out by the 5 people from the same family who work in the company, also introducing open questions about satisfaction in working in the company, organizational climate and opinion about managers. In addition, the author of this research is part of it.

The data received both a qualitative and quantitative analysis, since the objective is to know the organizational climate of the company studied.

RESULTS

Idealized and the result of the entrepreneurial and pioneering spirit of Gurupi, the patriarch of the family, João Pessoa de Sousa, who made it take shape even when the State of Tocantins was only south of Goiás, after years of acquired experiences, his nine children grew up and were inserted in the company.

Since the 1990s, the company has been known in the city of Gurupi-TO and region for supplying glass for civil construction and other purposes, doing business with many people and companies and, consequently, contributing to the progress of the locality.

Over time, most of Senhor João's children moved away from this field, leaving only two of the nine children, and of these, Mr. Elias Nogueira de Sousa stood out and continued working with glass as he did since he was approximately 12 years old.

With the marriage, Mr. Elias found in his wife, Mrs. Patrícia Carneiro Gomes, the ideal partner to open a glass business that was the embryo of what is now the Center Glass Company, a specialist in glassmaking, specialized in: doors, windows, roofs, closing and glazing of balconies, walls, tempered and laminated glass countertops. We also work with common mirrors and bevel, showcases, bathroom stalls, railing and other tempered glass products.

During these almost three decades of existence, the Center Vidros Company has gone through some crises, some of internal origin and others influenced by external economic issues.

Some of these crises led the owners to retreat and close the company, however, it is reopened other times, it has strengthened and resisted so far:

The following is the company's mission, which in turn is:

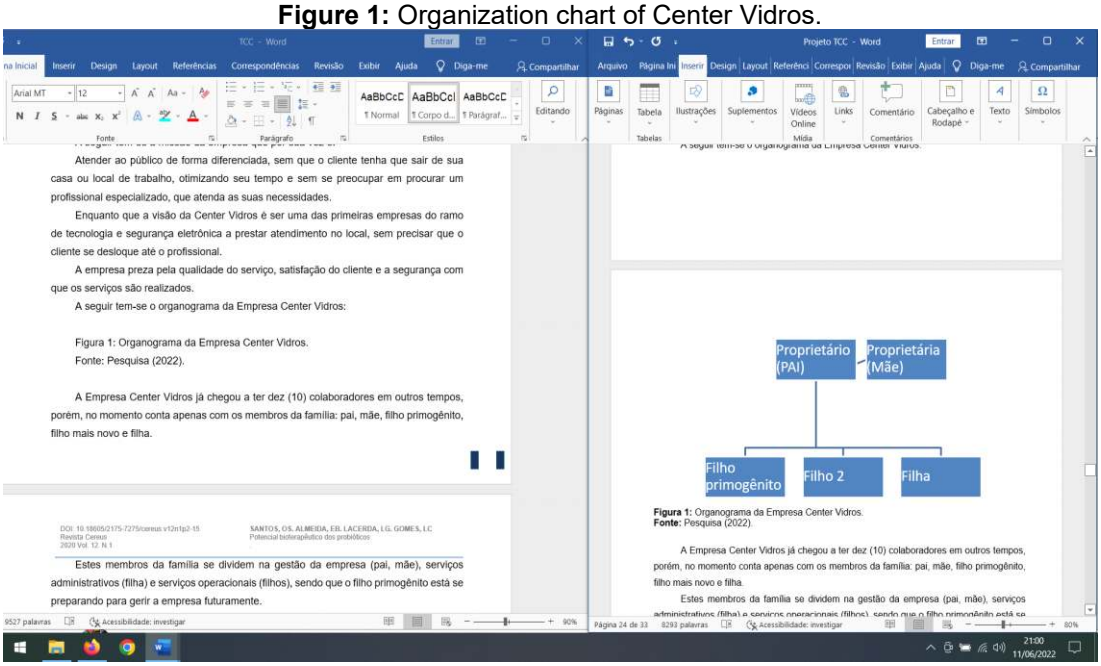
Serve the public in a differentiated way, without the customer having to leave their home or workplace, optimizing their time and without worrying about looking for a specialized professional who meets their needs.

While Center Vidros' vision is to be one of the first companies in the field of technology and electronic security to provide on-site service, without needing the customer to go to the professional.

The company values the quality of service, customer satisfaction and the safety with which the services are performed.

The following is the organizational chart of the Company Center Vidros:

Figure 1: Organization chart of Center Vidros.



Source: Research (2022).

The Center Vidros Company has had ten (10) employees in the past, however, at the moment it only has family members: father, mother, firstborn son; youngest son and daughter.

These family members are divided into company management (father, mother), administrative services (daughter) and operational services (sons), and the firstborn son is preparing to manage the company in the future.

Center Vidros has a history of being a pioneer in the glass market in Gurupi-TO and southern Tocantins and offering quality products and investing in production technologies, having an excellent relationship with its customers and suppliers, it still has strategic planning even though it is a small and family business, and maintains a traditional management system.

Family businesses need to have managers who take intelligent attitudes in order to seek to know the management practices and the market in which they operate (BANKER, 2017).

It was noticed that through the history of this organization that it has undergone transformations throughout its trajectory, which demanded decision-making from its managers/owners based on knowledge of the market in which it was inserted and, most likely, that because of these correct decisions it survived so long in the market.

Traditional management models are not entirely adequate for the management of family businesses, such companies have their advantages, but they also present difficulties, among which the issues of power within the company stand out, for example, when there is retirement or death of the founder and the management of the company passes to his heirs (BEZERRA, 2021).

For a company to be considered family-owned, it is necessary that this is the main asset of the family and that there is a clear intention that the business is passed on to the following generations, according to industry research, around ninety percent of Brazilian companies are family businesses, it is one of the most common models in the market (DENCK, FILE; 2018).

People usually start a family business when they are unemployed or when they need to supplement their income, and this usually becomes a permanent and sufficient source of income for the family, in addition to the fact that they can have flexible schedules and processes, that they can count on family, friends and acquaintances as possible customers, in addition to the fact that the people involved in the work share the same values (BEZERRA, 2021).

Professor *Eric Lethbridge*, from the University of Oxford, is a reference when it comes to the conceptualization of family businesses, and even makes a subdivision classifying them into traditional, hybrid and family-influenced (BANKER, 2017).

Family businesses that are privately held fit into the traditional model, and most Brazilian companies fit into this category, whether small or medium-sized, these companies are those in which family members play the role of managers as well, there is not much habit of exposing financial information or having boards to approve decisions of

this nature (DENCK, FILE; 2018).

The family business characterized as hybrid is the one that is publicly traded, that is, anyone who wants to can invest in it through their shares on the stock exchange, but the control of the company will always remain with the family itself, since it does not give up ownership of the majority of the shares, while the management process even family needs to be more transparent since it is necessary to be accountable to the other shareholders. However, management is usually done by trained professionals hired by shareholders (BEZERRA, 2021).

While the company with family influence is publicly traded, that is, the family does not own more than half of the shares, but this does not detract from the characterization of it as a family business due to the fact that a certain family owns a significant portion of the shares, not exercising management, but still has a strong influence on decisions, even if indirectly, in the management of this company (BANKER, 2017).

The challenges are many for family businesses and are specific to themselves, and their special conditions generate many challenging situations that are different from traditional businesses, including family succession, jealousy, issues involving profit sharing, sustainability and investment in the company itself, among other factors that are decided much more by the criteria of emotion that is provoked by family ties than by aiming at economic strategies (BANKER, 2017).

The management of family businesses is complex and based on variables that are not the same as traditional companies, since it has many positive points and also difficulties that have to do with family relationships (BEZERRA, 2021).

For Freitas and Barth (2012) family businesses have a culture that comes from the family that founded it, which is transported to the corporate environment through beliefs, principles, customs and values, so it is very common to have an organizational culture where a family member who is illustrious for that family is worshipped, their myths and heroic acts even for the construction of the company itself, so these stories are worshipped for generations and become increasingly important for the organization, making it become its identity.

From this perspective, ethics and values of family businesses have a lot to do with this illustrious personality, which is sometimes even its founder, who lends characteristics of his habits and personality to the organization itself.

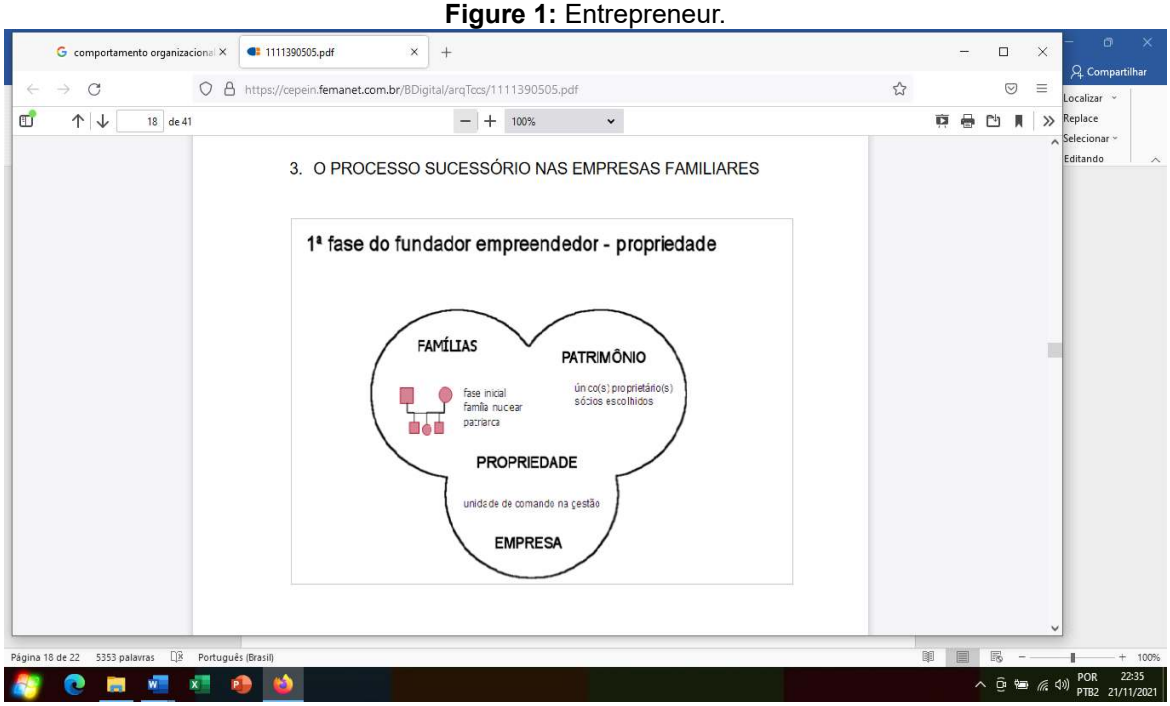
Family businesses have people who are committed and not committed to their goals like any other type of company, but specifically these can be more affected by this specificity since there are people who are linked to the company in some way or for family

issues, but are not employees or owners, therefore, they are uninformed of their processes, but, nevertheless, it influences certain decisions, or even makes capital withdrawals without planning.

The negative aspects of family businesses that harm their management can also be transformed into strengths for them and thus contribute to the improvement of administrative processes, depending on the posture and professionalization of their management, which will facilitate the perception that it is urgent to separate matters of a personal nature from those related to the company.

The following are two figures that show the first, second and third phase of a family business.

Figure 1: Entrepreneur.



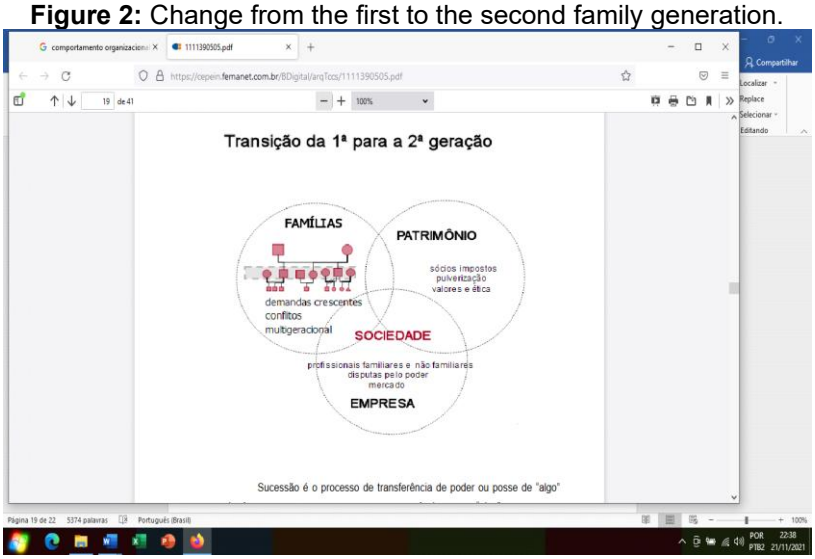
Source: Souza (2014, p. 64).

The transfer of power within a family business happens when a person in the family of the same family creates an enterprise and over time transfers it to another member of his family, usually this happens between parents and children.

It is carried out through a kind of rite where a representative of a previous generation passes to the next generation, this is the main point for a company to be conceptualized as a family business.

From this perspective, there is a legal procedure that must be complied with by the people involved, and the initial holder will pass on his initial right of power to the next who is called "successor".

Figure 2: Change from the first to the second family generation.



Source: Souza (2014, p. 64).

It is important that people who undertake and create companies, during their lives, are concerned with choosing a family member so that their rights are passed on and that this person has knowledge and preparation to run the company.

The questionnaire was answered by the five family members who manage and work in the researched company.

The first part of the questionnaire asked the respondents to inform their personal data, namely, three stated that they belonged to the male gender and two to the female gender.

As for the age group, three family members stated that they are between 26 and 42 years old and two are over 42 years old.

As for the position held within the company, of the five members, three stated that they are administrative assistants and two said they are managers and owners.

Regarding the organizational context and quality of life at work, in the topic in which they should deal with the qualification of the work environment, considering aspects such as luminosity, noise, ergonomics, temperature and hygiene, all classified it as "excellent".

The mission, vision and values of a company are materialized by the behavior of managers and employees, therefore, the personnel of an organization are its resources par excellence, and they define its success or failure (CARVALHO et al, 2018).

Considering this perspective, it can be stated that organizational behavior can be metaphorically understood as the emotional state of a person, it is about how people feel in their work environment, in this case family businesses can be considered double-edged swords: or they can offer a family climate that is very prone to professional growth and learning, through the security of being among loved ones or can be hostile due to conflicts typical of family environments (MARQUES, 2015).

Even though it is a family company, it is known that there is an intimate connection between results and organizational behavior, and between this and the values, vision and mission that in turn need to migrate from the hypothetical field and become effective in practice (GIL, 2011).

The attitudes of managers and other employees are thermometers, but they are also responsible for making the business environment conducive or harmful for it to achieve its objectives (MARQUES, 2015).

The search for building a favorable environment within a family business is necessary so that there is commitment and co-responsibility of all the people involved in its management and operation. But what would the organizational climate be? According to Carvalho et al (2018), it is a survey of individual and collective conducts of managers and employees of a given organization and what their reflections are in the work environment.

The physical environment is also important to measure the quality of life in the work environment. About the environmental aspects at work that bother the most, everyone also stated that it is the temperature.

When asked if the company uses programs that stimulate QWL, all also answered "sometimes", but did not mention what actions exist in this regard.

The study of the organizational climate should not be limited only to the diagnosis, but should understand the development needs of the points diagnosed and thus propose an intervention in order to seek a benefit that is collective.

It is a search for guaranteeing conditions that are favorable to the development of the functions of each individual employee, making everyone feel involved with the objectives that are desired by the company (GIL, 2011).

Therefore, everything that collaborates with a work environment conducive to the employee feeling safe, so that he realizes that there is a harmonious and peaceful environment for the performance of his daily tasks is considered a favorable organizational environment (CARVALHO et al, 2018).

John W. Newstrom in the book Organizational Behavior: Human Behavior at Work (2011 apud Martins, 2015), stated that organizational climate is a kind of study that systematizes and makes the subsequent application of strategies thought out about how people act in the internal environment of organizations, both individually and collectively. It addresses the ways in which individuals make decisions and behave and which one brings greater effectiveness according to the company's objectives.

The organizational climate undergoes changes according to certain variables: values, objectives, directions, or even according to the personality of its leaders, so it can

be classified in different ways, there is not even consensus among researchers in the area (PEDROSO, 2018).

What is called organizational climate is the result of how the company organizes its tasks for its employees and/or owners, its rules of conduct and organizational chart of functions and tasks desired for each team member. Especially the values that are implicit between the lines of these rules, which in turn define the standard of development of the activities of each person involved and the execution of the foreseen processes, as well as action should be taken if the planning does not go as planned (PEDROSO, 2018).

When asked about the company's organizational culture, respondents stated that they are satisfied with the work they do and qualify the company's organizational culture as "good".

Marques (2015) also adds that in an organizational environment, responsibility can be perceived through a very wide conceptual range, therefore, responsibility has to do with the joining of forces of several people in order to achieve their goals respecting their organizational culture, which means that it is not just about achieving quantitative goals, of earnings and profits, but also related to social obligations, to the well-being of the members of your team, for example. Thus, the behavior, not only of the people who make decisions at a management level, but also of all the others who compose it, also influences its organizational climate.

Regarding motivation, the respondents were unanimous in stating that the attributes of the task they perform, as well as the level of responsibility, are factors that influence their positive state of motivation, and all of them attributed a high degree of relevance to factors such as salary, praise and recognition, participation; benefits, professional improvement, feedback on your work and encouragement of creativity as motivation factors as well.

All these factors must be considered for the construction of a favorable organizational climate project. The company may or may not have a specific project that aims to create an organizational climate, but it will always have one, intentional or not, favorable or not, but there will always be one that acts on its activities, often this is related to the way hierarchical relationships are placed, interpersonal relationships, the way managers treat the people on their teams and how they deal with customers and suppliers, and this organizational climate, planned or not, will influence its results (PEDROSO, 2018).

It is important to emphasize that the management control of an organization can take place in several ways, whether planned or not, it can be based on values that contribute to an organizational climate favorable to its growth and the well-being of its

employees or not, but it will always have a direct relationship with its results. It is a very real reflection of how managers lead their teams and what values they cultivate within their companies (MARQUES, 2015).

When it comes to the family business model, the mere fact of being so already determines many of the characteristics of the company's organizational climate, for example, companies managed by members of a family, which in turn passes control of the company from generation to generation (MARQUES, 2015).

Thus, there is a scenario strongly influenced by the affective relationships between family members, where preferences for one person or another can determine the management of teams, where feelings are more valued than the qualification of a person to assume a certain position, just as the individual superimposes the collective, and leads managers to cross the thin line that separates the personal from the professional (MARQUES, 2015).

An autocratic environment is understood when the organizational climate is more influenced by hierarchical differences and respect for rules than when the environment is dialogical, this can happen in different types of companies, both family and non-family (PEDROSO, 2018).

Having an autocratic organizational environment does not mean that the leader or management team is completely unpleasant to their subordinates, leadership can be perfectly kind, but deprive their subordinates of participating in the management and organization processes, limiting their autonomy and centralizing decision-making power in a single person or a privileged group, and for the others, it is only up to compliance with the rules, so that the employee adjusts to the institution's code of rules or else cannot be part of his team (MARQUES, 2015).

Therefore, autocratic management has the disadvantage that its employees do not feel part of the organization and thus do not "wear the shirt" of it, doing only the necessary and basic of their functions, without any extra effort, unless the management forces more than was initially determined for each employee, this situation is even worse, since naturally the individual will feel wronged and will nurture a feeling of rejection in relation to the company and its managers (MARQUES, 2015).

Situations that constitute harassment and embarrassment to the employee, as well as the use of inappropriate words, aggressive communication, even if veiled, adjustments in conduct towards other employees, exposure of individual failures or those of a specific group, have a strong negative impact not only in an individual sphere, but also collectively

for the organizational environment, since it can affect the health of the worker and consequently their satisfaction with the work environment (GIL, 2011).

For Pedroso (2018), research and studies on behavior and organizational climate are divided primarily into two levels: individual and group. Thus, on an individual level, the person and their subjectivities and perceptions are important, as well as their personal goals, their personality and life projects, their abilities and limitations, professional training and experiences, in addition to their values, visions and attitudes (PEDROSO, 2018).

Thus, the research does not focus only on how much that person can produce, but on their professional career and their evolution as a person, considering their perception of the organization in which they work, what they think about their code of conduct, seeking to understand what are the factors that influence both positively and negatively their individual organizational behavior and what should be done to improve their work environment and their satisfaction with the company (MARQUES, 2015).

On an individual level, it is recommended to seek to understand how to explore their professional potential, what are the characteristics of their individuality that are favorable to their professional growth and that can contribute to the organizational climate as a whole.

While in a group aspect, attention is focused on interpersonal relationships and their quality (PEDROSO, 2018).

The perception of the collaborative body as a collectivity, observation of group behaviors, communication patterns and the involvement of people in decision-making processes, as well as interactivity and many other factors that go far beyond simply observing the productivity of certain subgroups within the company.

In a research on group organizational behavior, it is observed the characteristics of the teams that work to achieve the company's objectives, what are their reactions to the set of rules and values of the company, how they deal with hierarchical issues and conflicts, as well as how daily negotiations occur, how people are welcomed or not in the face of a situation of illness, among other situations (PEDROSO, 2018).

It is about seeking to understand how the bond between employees and the company occurs, since the result of this connection is called the organizational climate, which can be favorable or not for its productivity, since it is possible to stimulate or curb its potential depending on the way a person is treated, how affectively it involves him in relation to the work he develops, since a person's emotional factor is of great importance for their performance in any activity (MARQUES, 2015).

The emotional factor is paramount for a person's engagement in relation to their professional function in a given organization, so many authors consider the human person

as a primary factor when it comes to evaluating a company's capital, so its employees are very notable for a company (GIL, 2011).

Even though the industrial revolution has marked the history of companies for having inserted mechanized means of production, inserted technologies in processes and increased production at the industrial level that we know today, the human factor is still the main factor for the success of an organization, regardless of the nature of the company, whether it is a service provider or an industrial company (MARQUES, 2015).

Thus, nothing is built without human labor, even if it is to operate machines and systems, the human being is essential for a company, since it is not enough for a carrier to have a fleet of new trucks if it does not have qualified and engaged employees, in addition to being satisfied with its organizational climate, since an employee with a feeling of injustice does not produce either in quality or quantity, in addition to becoming a moody, uncreative and inhibited person, it is therefore necessary to invest in a favorable organizational climate so that the full potential of its employees is used (MARQUES, 2015).

Therefore, when managers are going to carry out strategic planning to achieve a certain goal, they should not focus only on material and financial resources, but also need to consider the fact that they need to qualify their teams, plan strategies to improve the organizational climate, think of ways to practice justice to their employees, since the organizational climate depends on how these issues are conducted within the company.

But many managers are still unaware or unconvinced that an organization's environment can affect its productivity and performance. The results can be extremely disastrous, even if your drawers are full of resumes of people who want an opportunity in the company, so you will still have costs with dismissal, qualification and training after being hired repeatedly, in addition to the fact that an employee who is dissatisfied with the company may affect some customers who may stop doing business because they have some connection with that person who left feeling wronged in some way (MARTINS, 2015).

Regardless of the size, nature or purpose of the organization, an unfavorable climate becomes unhealthy and affects the motivation of the people who work there, all dissatisfactions originate at the individual level, because of the communication between people they become collective, since they share their dissatisfactions among themselves and realize that they are common, therefore, it is recommended for the organization that wants to succeed with its goals and objectives to plan actions aimed at building of a

healthy environmental climate that is favorable to the growth of everyone as a professional and human being that will be reflected in their productivity (PEDROSO, 2018).

The well-known "turnover" that is characterized by the turnover of employees in a company is a negative factor for the construction of a favorable organizational climate, since a climate of insecurity is created, since work has an important social function, which is to finance people and family groups, so a worker without professional stability is a nervous person, affected by the fear of not being able to fulfill his obligations to himself and his family, and will also be an unqualified worker for not having been in the company for a long time, not having participated in all the necessary training and not having the experience that contributes to the processes (MARTINS, 2015).

Another situation that can be caused by an unfavorable organizational climate is the increase in absenteeism or even medical certificates caused by an unhealthy emotional state and even physical conditions within an organization, so productivity drops considerably, since people tend to somatize their unpleasant emotional experiences and the body transforms them into numerous diseases.

High rates of absences, whether unjustified or medical certificate, as well as difficulty in retaining talent, mean that a company always has to train its employees, a situation that generates financial and time losses.

Harassed employees, reflecting in their mood the repressions, the nagging and all the discouragement of working in an environment unfavorable to their professional growth are more work than setting goals for the development of a favorable climate for the company, since motivating people is easier than facing them when they are dissatisfied and worn out (LOPES, CASSUNDÉ, 2015).

Regarding corporate social responsibility, the respondents stated that the company is guided by ethical values, has aspects that characterize it as socially responsible and that the company enjoys a good image before employees.

Regarding organizational communication, the respondents stated that the guidance they receive about the work to be developed by each one is clear and objective, they stated that they feel adequately informed about the decisions that affect the work of each one and also said that they know the company's priorities and objectives.

The construction of a favorable organizational climate is much more than simply making a list of actions that will possibly please people, but this has a scope and an unfolding that requires a look at its various faces, communication is one of the factors that most influence this aspect (LOPES, CASSUNDÉ, 2015).

This is because work influences people's lives in all aspects, so an organization

must be attentive to the quality of its organizational climate if it wants to be successful with regard to the management of its objectives and goals.

Regarding teamwork, the respondents stated that there is a cooperative relationship between the various departments of the company, which mutually encourage teamwork and debate divergent ideas.

The professionalization of family businesses is a very important aspect for this type of company to be able to strengthen itself and compete in the market with others in an equal situation.

It is very important to emphasize that these are situations that have the potential to make something positive or extremely negative, what can be a decisive factor is precisely the fact of professionalizing the company's management.

The fact that there is an emotional involvement among the members of the company, especially the people who are involved in management, represents a favoritism since affection can contribute to a pleasant environment and this can influence the organizational climate, but it is important to emphasize that this situation needs to be channeled to favor the company.

It is important to emphasize that the elements that influence organizational behavior are also like "double-edged swords", so it is important that research and studies are carried out that enable ways to work with these levels of commitment within the scope of family businesses, so that methods and techniques can be developed that prevent these positive factors from being converted into negative ones.

Regarding leadership, the family members of the three children evaluated their parents and bosses as people who motivate their subordinates, they also stated that they consider themselves respected, consider their parents as good leaders and also said that they are receptive to change.

They also say that they receive adequate remuneration for the work they perform and that the work climate of the team is "good", as well as that of the entire company.

The culture of family businesses contributes to the construction of their organizational behaviors, since they form beliefs and values, this has a direct impact on negotiations with suppliers, employees and customers, therefore, depending on the knowledge of business management processes and methods, it can convert negative aspects into positive ones and this can be decisive for the health of the organization itself.

FINAL CONSIDERATIONS

The family business researched in this study demonstrated through its historical account that, despite being small, it has a solidity in the market in which it operates, given its long history operating in the municipality of Gurupi and region.

The Company Center Vidros went through the succession process, and is in the second and making the transition to the third generation. During this time, he maintained what was necessary with regard to harmonious relationships and stable relationships that made him sustainable and persist in his existence.

The organizational climate was classified as excellent by its owners/workers, who gave affirmative answers to the factors that contribute to the composition of a favorable climate within a company.

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