



**CHARACTERIZATION OF THE PROFILE OF ENTREPRENEURS IN THE
CONTEXT OF THE ORGANIZATIONAL CULTURE OF MICRO AND SMALL
COMPANIES IN THE AMAZON ZONE IN BRAZIL**

António Nogueira de Sousa¹
Benedita do Socorro Matos Santos²

SUMMARY

At the beginning of 2000, the Global Entrepreneurship Monitor (GEM) report found that there was a positive correlation between entrepreneurship and economic growth, with Brazil and five other prominent countries appearing. The economic, social and cultural evolution of the last three decades in Brazil, has allowed a considerable change in the market indicators and in the population's living conditions. In this sense, the objective is to characterize the profile of the entrepreneurs in the context of the values of the organizational culture of the Legal Amazon in Brazil. The methodology used was based on conducting a survey using a questionnaire applied to a sample of 370 micro and small entrepreneurs from Macapá, Capital of the State of Amapá. Given the difficulties in cognitive access to the sample data, it was defined by convenience. The results showed positive attitudes towards organizational culture. Despite obstacles to accessing the region,

Key words: profile of entrepreneurs, organizational culture, Amazonia.

Introduction

A standard of living clearly above the regional average. In the case of the State of Amapá, which was chosen to be the subject of this study, the GDP per capita has a value very close to the regional average (R \$ 14.9 thousand), which may indicate the existence of some similarity in the characteristics of this state with the average values of the North Region. The economic, social and cultural evolution of the last three decades in Brazil, has allowed a very considerable change in the market indicators and in the population's living conditions. Among the several reasons that can explain this positive evolution in Brazil, is the fact that it is a young country with a society with many needs yet to be satisfied, which means that there are market failures to undertake (CAMPELLI; CASAROTTO FILHO; BARBEJAT; MORITZ , 2011).

According to data from the Brazilian Institute of Geography and Statistics (IBGE, 2014), the North Region is still one of the least economically developed regions, as evidenced by its contribution to the Brazilian Gross Domestic Product, which represents just over 5%. The rate of entrepreneurial activity that measures the percentage of inhabitants between 18 and 64 years old who are involved in the creation or management of a business in this region

¹ Évora University- dr.ansousa@gmail.com

²University of Évora- dra.bsms@gmail.com

Sousa, AN, Matos, B. Do S .;Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil. Journal of Entrepreneurship and Management of Micro and Small Companies V.2, Nº1, p.65-84, Jan./Apr.2017. Article received on 02/10/2017. Last version received in 03/18/2017. Approved on 04/22/2017.

(28.9%) is among the smallest in Brazil. Higher education in the North Region is slightly lower than in most regions of Brazil and lower than in the Southeast Region of Brazil. The index of entrepreneurs with higher degrees is 11.5%, while in the Southeast this percentage is 15% (SEBRAE, 2012).

In the 17th century, Maranhão and Grão Pará, which today correspond to the Amazon region in Brazil, were inhabited by the Portuguese Jesuits under the administration of the Philippine government and in this period Brazil was divided into two states, the State of Maranhão and Grão Pará (region Amazon) and the State of Brazil that today corresponds to the other regions in Brazil (BETTENDORFF, 1910),

Development in the Amazon region was quite slow, both in industry and in education since the 20th century, as mentioned in Martins' (1997) work, "Frontier: the degradation of the other in human confines", in the 60s, there was a minimal number of industries in the Amazon region and the military government asked some industries to settle in the region, but many refused because they would not make such an investment in an environment that showed no effective development. So the military government had no option but to finance industries in this region.

In this context, the objective of this work is to characterize the profile of entrepreneurs in the context of the values of the organizational culture of the Legal Amazon in Brazil, based on the case study of the State of Amapá.

Literature review

The organizational culture in the development of entrepreneurs

The essence of the organization is driven by the organizational culture. This leads us to believe that cultural diversity establishes the development of cultural values through actions. In this way, organizational culture can be associated with business behavior and entrepreneurial intention, which is crucial to understand the businesses that predominate in the market. The term "culture" in this sense can apply to nations but also to organizations, occupations and professions, age groups, genders, religious groups, ethnic groups and others, although cultural manifestations at these different levels vary considerably (HOFSTEDE, 1991, 1994).

However, the effect of cultural contingency on the cognitive model of entrepreneurial intention determines the path of entrepreneurship. Second, Busenitz and Lau (1996), some cultures produce many more entrepreneurs than others. To explore this phenomenon, a

cognitive perspective must be adopted because it is assumed that the way each one thinks has a significant impact on the intention to start a new business (SOUSA; SANTOS 2016, b), culture translates into implementation, in the intention and creation of a business, considering the market in order to guarantee the entrepreneur the best control of the business institution and the best understanding of the economy. This in turn can be seen as your own experiment and its understanding can clarify the behaviors of an agent (an entrepreneur) over time and the multiple interactions between multiple agents (CRAWFORD, 2009). Therefore, the entrepreneurial attitude also depends on the economy and market perception.

According to Hofstede (2003), organizational culture derives from practices because it is a visible attitude of culture. As for its cultural meaning, it is invisible and resides in the way the practices are interpreted by the subjects. Despite this, it generates influence through the entrepreneurial attitude in the organization's environment. The entrepreneurial intention shows a willingness to create and transform in a given business environment. Thus, technological modernization is an important force in the direction of changing culture and leads to developments in different societies, but there is no evidence that it eliminates variety in other dimensions (HOFSTEDE, 2011).

Cooperation between business units with different organizational cultures can also be very useful, but it is very difficult. Relevant cultural differences include things as different as standards of interpersonal behavior, terminology and basic business philosophy Porter (1992). Entrepreneurs motivated by the creation of their business go from individual to institution. The cognitive effect in its entrepreneurial process is inspired by an entrepreneurial attitude assumed in the broadest sense that a business must have in alignment with the market, so that it is not only reactive but also proactive (ASQUIN; MOORE, 2003).

Some organizational cultures produce more entrepreneurs than others and may also have different direct and indirect business influences. Organizational culture, through an entrepreneurial activity, seeks to influence the business. However, the entrepreneurial attitude depends on the economy and the market perception that is developed.

Human values

Values are relevant issues for humanity to guide and guarantee its duties Hessen (2001). However, the values do not point to their substantive content, hence the need to explain motivational goals Schwartz (1994). Human behavior is characteristic of cultural values that comprise material and organizational aspects and establish relationships in entrepreneurial

attitudes, thus constituting the foundation for an organizational culture (MARCH; SIMON, 1981).

Culture is a substantially important premise in human development, which gives reference to different activities. Cultural differences are manifested in different ways. Among the many terms used to describe the manifestations of culture, we can retain four that cover the whole concept in detail: symbols, heroes, rituals and values Hofstede (2003). Human behavior is developed according to its genetic and cultural characteristics and its contribution is valued in the organization for its ability to relate in society, which is usually the result of cultural diversity. However, it seems that this diversity of cultures has rarely shown itself to men as it is (LÈVI-STRAUSS, 1993).

Human evolution is differentiated by the characteristics of the social values that outline in its experience process Schwartz (1994). In this context, business activity is developed through the strategic resource planned in several different situations to do business. The important thing is to manage knowledge and behave appropriately to business needs. There is an excessive tendency in the approach on cultural values to address issues of social change according to the apparent action of the market (SOUSA; SANTOS 2016, a). Cultures are not static and can be modified over time. When economic, social and political environments change, peoples' cultural values also change.

The ability to understand the act of changing depends on the attitude and behavior managed through culture. Culture is developed by people who live in a given space and who contribute to the development of relationships in professional activities. In this way, in the environment found, various types of change are established that are only perceived when one has the knowledge to observe Hall (1994). Individuals live in their environment and develop certain values to deal with reality in a given social context Schwartz (1994). However, the individual's attitude establishes his behavior according to his cultural values (HESSEN, 2001).

The economy and employment

Table 1 shows the distribution of GDP, resident population and GDP per capita by the federal states that make up the Northern Region. The State of Pará is the most populous with 47.8% of the region's population and is also the one that concentrates the most production (39.3%). It is followed by the State of Amazonas with 22% of the resident population and 27.7% of the regional GDP. However, it should be noted that the states of Rondônia and

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

Amapá with 9.7% and 4.3% of the resident population represent a higher percentage in terms of regional GDP, which is 12.7% and 4.5%, respectively.

With regard to GDP per capita, which in the North Region is about 14.2 thousand reais, it appears that the states of Rondônia, Amazonas and Roraima have values that reflect.

Table 1

Distribution of GDP, resident population and GDP per capita in Northern Brazil in 2012

Federal States	GDP		Resident population		GDP per capita	
	A thousand million. of reais	%	Population	%	Reais / inhabitant	%
North region	231 383	100.0	16 318 163	100.0	14 179.48	100
Rondônia	29 362	12.7	1 590 011	9.7	18 466.50	130
Acre	9 629	4.2	758 786	4.6	12 690.32	89
Amazon	64 120	27.7	3 590 985	22.0	17 855.78	126
Roraima	7 314	3.2	469 524	2.9	15 577.13	110
For	91 009	39.3	7 792 561	47.8	11 678.96	82
Amapá	10 420	4.5	698 602	4.3	14 914.84	105
Tocantins	19 530	8.4	1 417 694	8.7	13 775.67	97

Source: IBGE (2014)

Table 2 shows the distribution of occupied assets according to type of occupation in Brazil and in the North Region by state.

Table 2

Percentage distribution of assets occupied by occupation in Brazil and in the Northern Region in 2009

Occupation	Brazil	Region North	States						
			Acre	Amapá	Amazon	For	Rondônia	Roraima	Tocantins
Wage earners	66.4	59.8	62.9	73.7	61.5	56.8	59.9	69.0	60.7
Own account	20.5	25.2	21.1	18.2	26.6	28.4	20.1	23.2	18.4
Employers	4.3	3.7	3.1	3.5	2.7	4.3	3.9	2.4	3.8
Self-use and self-consumption	4.2	4.3	4.7	1.6	1.9	2.8	8.6	3.6	12.3
Unpaid	4.6	7.0	8.2	3.0	7.3	7.7	7.5	1.8	4.9

Source: Portal mte.gov.br

In terms of the type of occupation, wage earners, self-employed workers, employers, workers for self-use and self-consumption and unpaid workers were considered.

Wage earners are workers who receive a salary in exchange for their work. Self-

employed workers are individual entrepreneurs who are responsible for their own wages. Employers are entrepreneurs who hire workers and are responsible for paying their wages. Self-employed and self-employed workers work to their own advantage without wages being their main counterpart. Finally, unpaid workers, who are those who provide service without earning a monetary or material remuneration, as is the case for workers for self-use and self-consumption.

According to the definition of entrepreneurship that we considered earlier, self-employed workers and employers may eventually be classified among the employed as entrepreneurs.

In Brazil, 66.4% of the employed are salaried workers and 25% are potential entrepreneurs, of which 20.5% are self-employed and 4.3% are employers. In the North Region, the percentage of salaried workers is only 59.8% of the employed, ie, almost 7% less than the average for Brazil. Thus, potential entrepreneurs represent a percentage higher than the average for Brazil (29%), divided between self-employed workers (25.2%) and employers (3.7%).

In addition to the relative number of potential entrepreneurs being higher in the North Region than in Brazil, it appears that the percentage of employers is lower and the percentage of self-employed workers is higher, which may announce a greater fragility of employees. regional entrepreneurial processes compared to the country's average. Another curious fact in the North Region is that the percentage of unpaid employed persons exceeds by more than 50% the average value in Brazil.

When looking at the distribution of assets occupied by the federal states of the Northern Region, it appears that the State of Pará appears to be the one with the highest proportion of entrepreneurs, given the higher percentages of self-employed workers and employers that it concentrates, 28.4% and 4.3, respectively. In the case of the State of Amapá, the percentage of wage earners is well above the regional average (73.7%), and therefore it is to be expected that lower percentages of entrepreneurs, both self-employed (18.2%) and employers (3.5%).

Methodology

This study was conducted in the State of Amapá, which is one of the twenty seven federative units in Brazil, which is inserted in the Legal Amazonia and in terms of the large Brazilian regions in the Northern Region. This region is one of the least developed regions in Brazil and is located in the extreme north of the country, part of the Amazon basin and also

on the border with the territories of French Guiana. Thus, the focus of this investigation is to characterize the profile of entrepreneurs in the context of the values of the organizational culture of micro and small companies in the Amazon region in Brazil.

Entrepreneurs identify business opportunities where they can create value for their stakeholders through the realization of future ventures. The relationship of their characteristics as entrepreneurs with the entrepreneurial intent largely depends on the education they had for business (ARDICHVILI; CARDOZO; RAY, 2003; BAE; QIAN; MIAO; FIET, 2014).

Looking at the global picture, it is clear that some cultures produce many more entrepreneurs than others Busenitz and Lau (1996). According to previous models, business behavior can contribute to operationalize entrepreneurship, thus influencing entrepreneurial intention and developing the individual's personality in order to give him more stability (AJZEN, 2001; DAVIDSSON, 1995; LAURENT, 1987; STEVENSON ; JARILLO, 1990; HOFSTEDE, 1994).

The research model

According to Saunders, Lewis and Thornhill. (2009) in the knowledge production and development process, there are two alternative routes, positivism and phenomenology. The research model is based on the realization of a questionnaire to a sample of entrepreneurs from the State of Amapá, namely, micro and small entrepreneurs from the capital Macapá.

Thus, the study began by trying to understand the dynamics of entrepreneurial activity in the Legal Amazon and in the State of Amapá. For this purpose, a characterization of the Northern Region of Brazil was carried out, and whenever the available information allowed it from the State of Amapá, taking into account the statistical information on the economy and employment, the entrepreneurial activity, the entrepreneurs, their enterprises and the main conditions perceived as favorable and limiting entrepreneurship.

The characterization of entrepreneurial dynamics in the Amazon and the literature review materialize the exploratory purpose of the study, serve as a basis for the elaboration of the questionnaire, help guide the study and determine the type of results that are obtained.

In terms of the research strategy, we have, on the one hand, the survey or survey based on the realization of a questionnaire and, on the other hand, the case study, since it is an application to the context of entrepreneurs in the State of Amapá in the Amazon. , namely, in its capital Macapá.

Robson (1993) defines case study as the detailed development and in-depth knowledge of a given case or a number of related cases. This strategy is of particular interest when it is intended to have a great understanding of the context of the object of study, in this specific case of entrepreneurs in the Legal Amazon.

According to Yin (1994), there are four types of case studies, taking into account whether we have to choose single-case or multiple-case designs and depending on the type of units of analysis, ie, whether it consists of an analysis unit single or by multiple units of analysis.

Sample selection

According to Hill and Hill (2012), we must choose a representative sample of the universe, using formal sampling methods to collect data from each of the cases in the universe, considering the time and resources available. According to Yin (1994), the case study can only be generalized to theoretical propositions. This assumes that the use of samples in the case study allows analytical generalization of theoretical assumptions, but does not allow for inference or statistical generalization for populations and universes.

In a convenience sample, the elements are chosen for convenience or ease. An example of this type of sampling is the case where a certain group of people is invited to answer a questionnaire. For this purpose, the individuals in our sample were selected based on their availability rather than randomly from the entire target population. As a result, the extent to which the sample is representative of the target population is not known.

From what was mentioned earlier, it becomes evident that the purpose of this study in relation to heuristics is to explore the question of sampling convenience and the use of intact groups in some detail and to introduce a set of conditions and criteria that can be applied to most research work in the field (FARROKHI; MAHMOUDI-HAMIDABAD, 2012).

In this study, we also opted to use a convenience sample in which the sampling base concerns a universe of 9972 entrepreneurs from the State of Amapá, according to the Brazilian Federal Revenue Registry. An insufficient sample size can lead to erroneous results and incorrect conclusions. The accuracy of the results and the statistical analysis depends on the sample size, Mendenhall and Sincich cited by McStay (2008, p. 89).

Researchers generally work with a 95% accuracy level, which means that if 100 choices are made in a population, 95 represent the characteristics of the population. Saunders et al. (2009) presents a guide to indicate the sample size to an accuracy level of 95%, considering

different population dimensions between 50 and 10 000 000 and different margins of error (5%, 3%, 2% and 1%) .

In this case, for a margin of error of 5% and for a population of 10,000 elements, similar to ours, it would be necessary to consider a sample of 370 elements. We could also use the following formula, which is widely used to determine the minimum size of random samples:

$$n \geq \frac{N}{Nd^2 + 1}$$

Where, N is the population size; d is the margin of error considered; and n is the minimum sample size.

In our case, considering our population of 9972 elements and a margin of error of 5%, we have a minimum sample size of:

$$n \geq 9972 / (9972 \times [0,05]^2 + 1) = 384,57 \cong 385$$

Taking these results into account, we ended up considering a sample of 400 elements, which corresponds to approximately 4% of the population considered for the sampling basis.

The orientation of sampling techniques should be based on the attributes, attitudes and behaviors of individuals Creswell, Shope, Plano Clark and Green, (2006). The treatment of the business activity sectors comprises micro and small entrepreneurs in full commercial activity that are faced with career decisions and with the change that the market offers. Therefore, it can be considered that the sample is representative of the population of interest.

According to Hill and Hill (2012), according to the research methodology for data collection by questionnaire, special attention should be paid to situations in which the questionnaire is developed in a different universe from the one to which it will be applied. This is the case of this study, since the questionnaire that was developed was based on the questionnaire previously developed at the Department of Business Organization and Marketing and Market Research at the University of Valladolid in Spain, within the scope of the work of the Tordesillas Group.

Methodological procedures

The response rate was quite high, as of the 400 questionnaires distributed and entrepreneurs found, only 30 did not answer. Therefore, 370 questionnaires were answered, which makes a response rate of 92.5%. This number of valid questionnaires, despite being lower than the 385 obtained as a minimum sample size, can be considered to be sufficient to guarantee the representativeness of the study.

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

Once the questionnaire was applied and the response rate was evaluated, the questions were codified and the information was prepared to perform the statistical analysis of the data. As most of the variables considered in the questionnaire are multiple choice or scale of attitudes, ie, dichotomous or categorical and the purpose of the study is mainly descriptive, a descriptive statistical analysis was carried out in which the central tendency and the dispersion distribution are answered. For this purpose, the SPSS 22.0 software was used.

Results

In this result, the questionnaire variables were analyzed, the questions were coded and the information was prepared to perform the statistical analysis of the data. As the purpose of the study is mainly descriptive and taking into account most of the variables considered in the questionnaire, a descriptive statistical analysis was carried out in which the central tendency and the dispersion distribution are met.

Figure 1 shows the level of male and female participation among entrepreneurs in the State of Amapá, which is 53.24% for men and 46.76% for women. As expected, the survey results indicate that there are more male entrepreneurs than female ones.

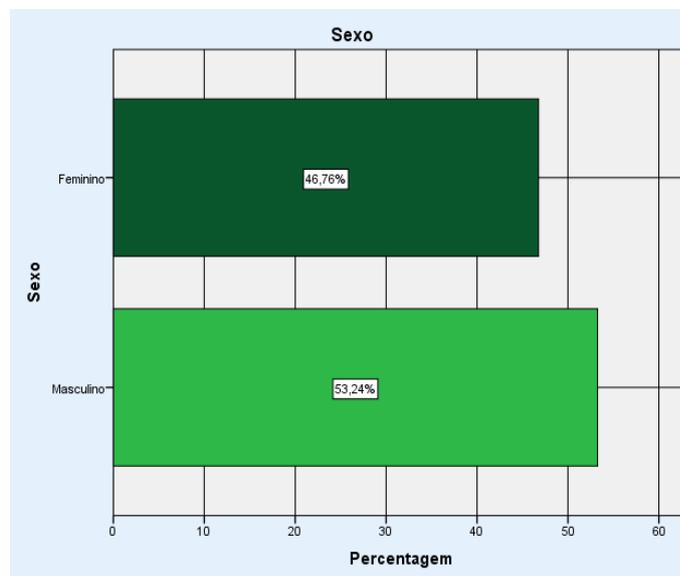


Figure 1 Results of entrepreneurs by gender

Source: Survey results

Figure 2 reveals that a large part of the entrepreneurs belong to the age group of 25 to 34 years old (46%), followed by the age group of 35 to 44 years old (24%). These data reflect the trends in the literature, namely, the GEM study (2013).

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

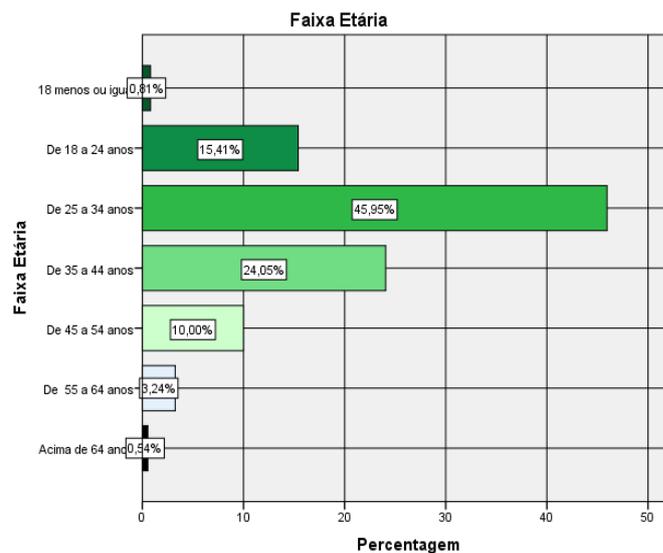


Figure 2 Result of entrepreneurs according to age group

Source: Survey results

The following figure shows the level of eolarity of the entrepreneurs in the studied sample. A large number of entrepreneurs have completed high school (34.66%), with this level of education being the most frequent among the individuals in the sample studied. However, it is interesting to note that practically the same percentage of entrepreneurs have already attended higher education. Among entrepreneurs, 17% have incomplete higher education, 11, 35% have complete higher education, 2.70% have incomplete graduate degrees (master's and doctoral degrees) and 3.51% have complete graduate degrees.

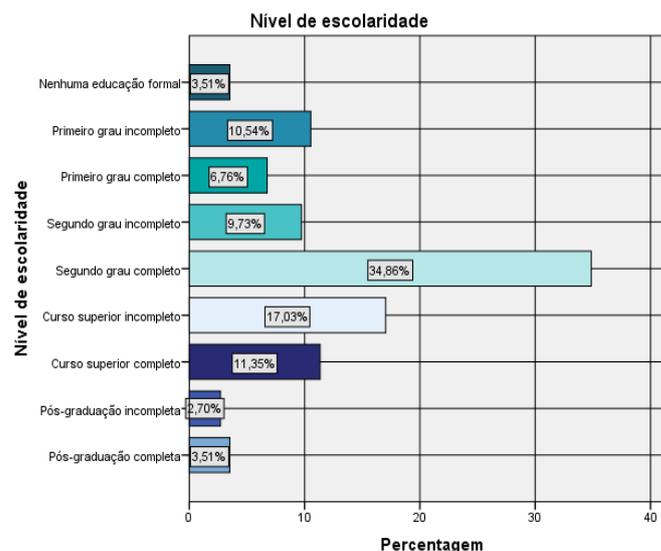


Figure 3 Results of entrepreneurs according to educational level

Source: Survey results

To analyze the income of entrepreneurs, income classes of 3 minimum wages were used, in which the lower class refers to less than 3 minimum wages and the upper class refers to more than 9 minimum wages. In Figure 4, it can be seen that most entrepreneurs (70.54%) are in the income class of less than 3 minimum wages. These results suggest that the income that the entrepreneur earns in his entrepreneurial activity is the best option for regular income. However, revealing a phenomenon of survival entrepreneurship, as stated by Nkurunziza (2012, p. 3) "... in addition to the threshold income, many people who would be in paid employment choose to become more creative, independent, and take more risks for the entrepreneurship".

Figure 5 shows the percentage of entrepreneurs in the sample studied according to the industry to which they are engaged. The main branches of activity in which entrepreneurs develop their activity are commerce (48.11%), where they sell their merchants directly to consumers, and the provision of services (27.3%), in which they offer their own consumer work. These results suggest that activities related to trade and the provision of services are those in which entrepreneurs in Amapá are more aware of having success in their enterprise.

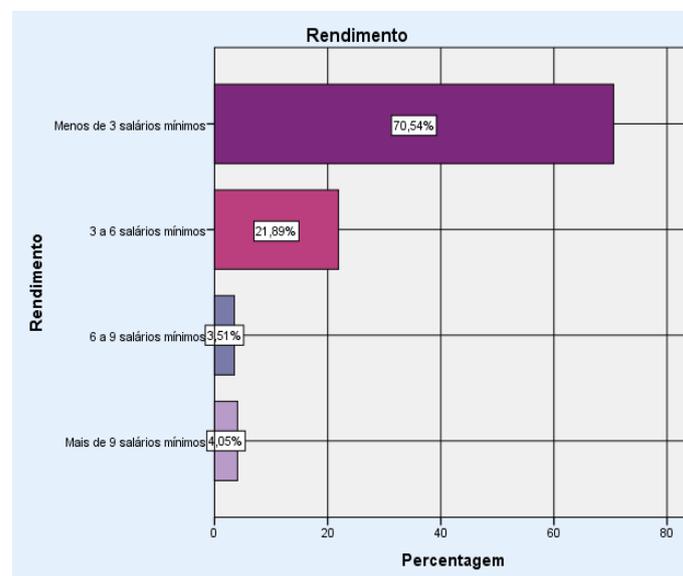


Figure 4 Entrepreneur's results by income level

Source: Survey results

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

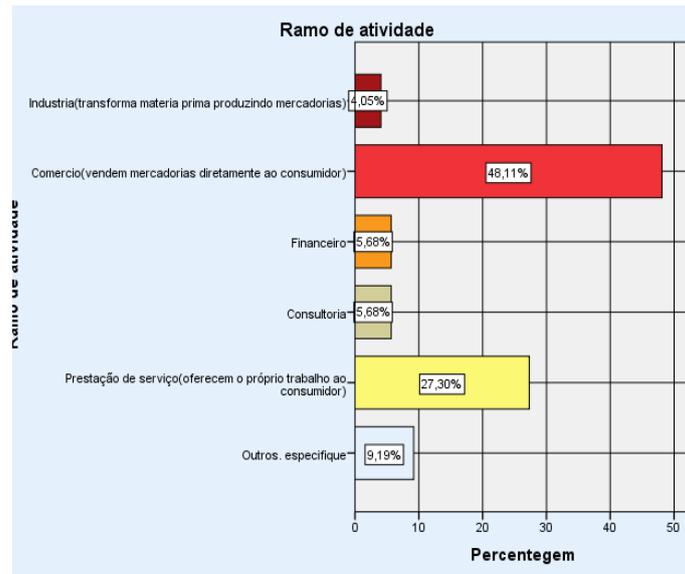


Figure 5 Results of entrepreneurs by industry
Source: Survey results

Figure 6 shows the percentage of entrepreneurs according to the mode of access to the entrepreneurial activity. Almost a third (32.7%) of the participants became an entrepreneur through courses and education or training. An important part (29.92%) became an entrepreneur due to family influence. Only 18.38% were influenced by previous jobs and 20% by looking closely at the work of others.

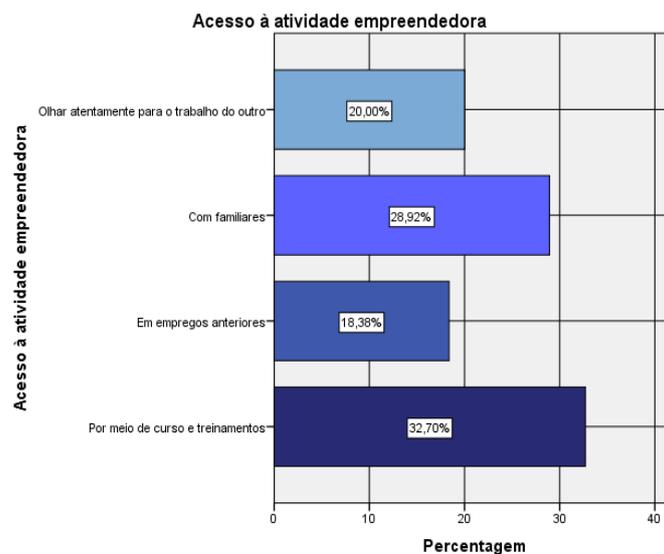


Figure 6 Results of entrepreneurs according to the mode of access to entrepreneurial activity
Source: Survey results

Discussion and conclusion

The present study had as main objective to characterize the profile of entrepreneurs in the context of the values of the organizational culture of micro and small companies in the Amazon region in Brazil. In this research work, the characteristics of the entrepreneurs are determined, which in the specific context of their organizational culture may influence their entrepreneurial intention.

In this study, it is assumed that the entrepreneurial profile is based on certain cultural values that interact in the procedures of the specific dimension of business activity. In this way, the organizational culture model gave rise to the current entrepreneurial intention, based on previous business experiences and on the convictions associated with the entrepreneurship process.

In order to determine the characteristics of the entrepreneurs and to characterize their profile in the context of the organizational culture of the Amazon region in Brazil, a survey was carried out through a questionnaire to a stratified sample of entrepreneurs from the State of Amapá. The fundamental objective of this survey was to have relevant information about the socio-demographic characteristics of the entrepreneurs and the dimension and values of the organizational culture.

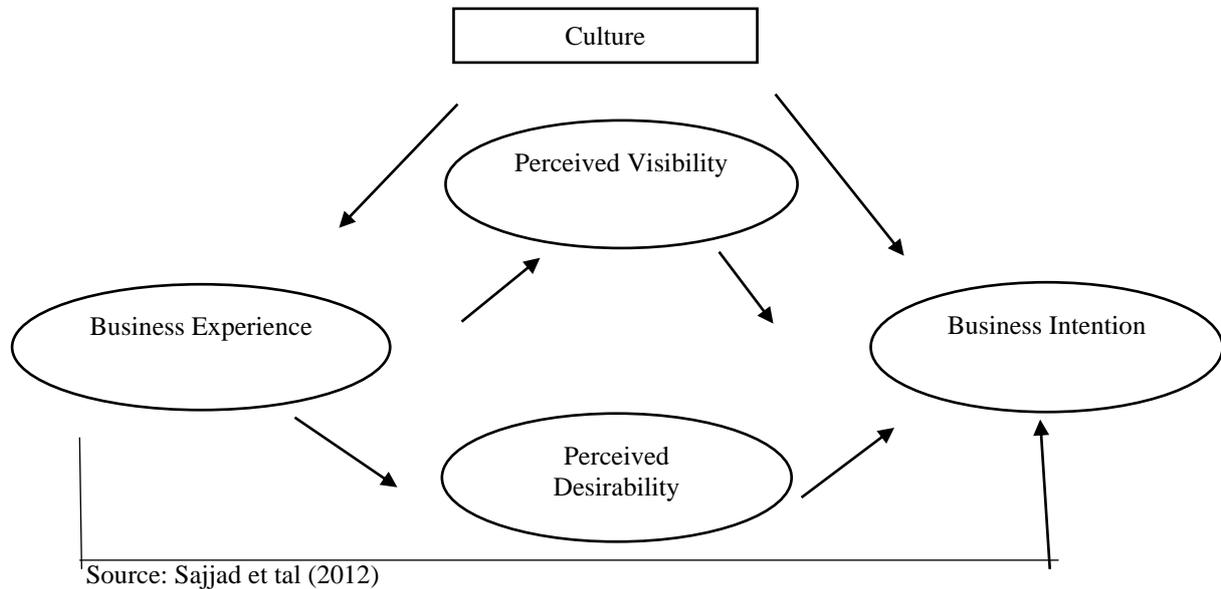
The results allow us to conclude that the majority of entrepreneurs in the Amazon are male, in the age group from 25 to 34 years old or in the age group from 35 to 44 years old. In most cases, entrepreneurs are in the income class of less than 3 minimum wages, which is indicative of some of the phenomenon of survival entrepreneurship. Almost a third of the participants became an entrepreneur through education or training courses, but an important part became an entrepreneur due to family influence.

However, the cooperation of the empirical data consolidated the relationship of business experience and business intention, as well as agreeing the data obtained through a questionnaire. In this variable of previous experience in the entrepreneurial activity where the data shows the way in which the entrepreneurs obtained business experience: through training course the percentage (32.70%); through family members (28.92%), and learned to look closely at the work of the other (20.00%) and with a lower percentage stayed with the experience of previous jobs (18.38%). This means that entrepreneurs in the state of Amapá obtained knowledge in a variety of ways and forms. In the business intention, "I have an

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

intention to start a company one day”, the data were of great relevance on the business intention, which 5.68% strongly disagreed,

According to the Sajjad model, Shafi and Dad (2012) certify through the conceptual framework.



In general, entrepreneurs in the Amazon have a high perception of their abilities and skills to create and manage a company. More than two thirds of the surveyed entrepreneurs have a very strong perception of their leadership skills, creativity and ease of communication. The contact with the entrepreneurial activity is, in most cases, a result of living with family and friends. It can be concluded that, in general, entrepreneurs have a favorable attitude towards entrepreneurial activity.

After analyzing the results, one can see the importance of the contribution of knowledge of the profile of the entrepreneur within the organizational culture as a behavioral attitude in the entrepreneurial activity. Thus, this dissertation contributes to highlight the profile of entrepreneurs and the organizational culture in the Amazon region, taking into account the scarcity of research on entrepreneurship in this region.

Given the particularity that involves the Amazon region in Brazil in general and its entrepreneurs in particular, one of the main limitations of this investigation is related to the methodology used, namely, the fact that a survey based on a questionnaire was chosen instead of conducting interviews. The option for this latter approach of a more qualitative

nature could have contributed more clearly to the consolidation of details related to specific issues of the current organizational culture and the entrepreneurial intention.

References

- AJZEN, I. Nature and operation of attitudes. *Annual review of psychology*, v. 52, n.1, p. 27–58. Mar. 2001.
- ARDICHVILI, A .; CARDOZO, R .; RAY, S. A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, v. 18, n. 1, p. 105–123, Jan 1 2003.
- ASQUIN, A .; MOORE, R. (2003). Trajectories, Strategic Formulas and Contingencies: pathways to entrepreneurial success. In EURAM. Available at: from <http://halshs.archives-ouvertes.fr/halshs-00688892/>. Accessed on: 10/10 2015.
- BAE, TJ et al. The Relationship Between Entrepreneurship Education and Entrepreneurial Intentions: A Meta-Analytic Review. *Entrepreneurship Theory and Practice*, v. 38, n. 2, p. 217–254, 1 mar. 2014.
- BETTENDORFF, JF *Chronica of the Mission of the Fathers of the Society of Jesus in the State of Maranhão*. Brazilian Historical-Geographic Institute, volume LXXII, Rio de Janeiro: Imprensa Nacional, 1910.
- BUSENITZ, LW; LAU, C.-M. A cross-cultural cognitive model of new venture creation. *Entrepreneurship: Theory and Practice*, v. 20, n. 4, p. 25–40, Jun 22 1996.
- CAMPELLI, MGR et al. Entrepreneurship in Brazil: situation and trends DOI: 10.5007 / 2175-8077.2011v13n29p133. *Journal of Administration Sciences*, v. 13, n. 29, p. 133–151, Apr 18 2011.
- CRAWFORD, GC A Review and Recommendation of Simulation Methodologies for Entrepreneurship Research. Rochester, NY: Social Science Research Network, Sept. 11. 2009. Available at: <<https://papers.ssrn.com/abstract=1472113>>. Accessed on: 21 abr. 2015.

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

- CRESWELL, et al. How interpretive qualitative research extends mixed methods research. *Research in the Schools*, v. 13, n. 1, p. 1–11, August 2006.
- DAVIDSSON, P. Determinants of entrepreneurial intentions. Available in: <http://eprints.qut.edu.au/2076/>. Accessed on: 08/24/2015.
- FARROKHI, F .; MAHMOUDI-HAMIDABAD, A. Rethinking Convenience Sampling: Defining Quality Criteria. *Theory and Practice in Language Studies*, v. 2, n. 4 p. 784-792, April 2012.
- GLOBAL ENTREPRENEURSHIP MONITOR (GEM). Entrepreneurship in Brazil - Executive Report. Available in: http://www.ibqp.org.br/upload/tiny_mce/GEM_2013_-_Livro_Empreendedorismo_no_Brasil.pdf. Accessed on: 10/10/2015.
- GLOBAL ENTREPRENEURSHIP MONITOR. (GEM) Entrepreneurship in Brazil - Executive Report. Available in: http://www.ibqp.org.br/upload/tiny_mce/Empreendedorismo%20no%20Brasil%202012.pdf. Accessed on: 06 March 2015.
- Hall, ET *The Silent Language*. Lisbon: Relógio D 'Água Editores. 1994.
- HESSEN, J. *Philosophy of Values*: Editor Livraria Almedina. Coimbra. 2001.
- HILL, MM; HILL, A. *Questionnaire research*. (2nd Ed) Lisbon: Silabo, 2012.
- HOFSTEDE, G. (1991). *Culture and organizations: software of the mind*. McGraw-Hill. London.
- HOFSTEDE, G. (1994). Management scientists are human. *Management science*, v. 40, n.1, p. 4–13.
- HOFSTEDE, G. *Cultures and organizations: understanding our mental programming*. Lisbon: Silabos. 2003.
- HOFSTEDE, G. Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, v. 2 n.1, p. 1-26. April. 2011.
- BRAZILIAN INSTITUTE OF GEOGRAPHY AND STATISTICS (IBGE). Estimate of the Resident Population in Brazil and Federation Units. Available in: <http://www.ibge.gov.br/home/>. Access: 01 July 2014.
- LAURENT, A. A Cultural View of Organizational Change. In: EVANS, P .; DOZ, Y .; LAURENT, A. (Eds.). *Human Resource Management in International Firms*. [sl] Palgrave Macmillan UK, 1990. p. 83–94.
- LÈVI-STRAUSS, C. *Structural anthropology two*, (4th Ed) Rio de Janeiro: Editions Tempo Brasileiro. 1993.
- MARCH, J .; SIMON, H. *Organization Theories*, (5th Ed) Rio de Janeiro: Editora da Fundação Getúlio Vargas. 1981.
- MARTINS, JS *Fronteira: the degradation of the other in the confines of the human*. Human Sciences at the University of São Paulo, 1997.
- MCSTAY, D. An investigation of undergraduate student self-employment intention and the impact of entrepreneurship education and previous entrepreneurial experience. Theses, Jan 1 2008.

Characterization of the Profile of Entrepreneurs in the Context of Organizational Culture of Micro and Small Enterprises in the Amazon Region of Brazil.

- MINISTRY OF LABOR AND EMPLOYMENT (MTE). Yearbook of the Public System of Employment, Work and Income in Brazil 2010-2011. Available in:<http://portal.mte.gov.br/data/files/8A7C816A333FE61F013341780DBB382F/mercado.pdf>. Accessed on: 10/25/2015.
- NKURUNZIZA, JD Entrepreneurship and Income Level in Developing Countries. Available in:http://www.uneca.org/sites/default/files/page_attachments/aec2012-098.pdf. Accessed on: 10/09/2015.
- PORTER, M. Competitive Advantage: Creating and Sustaining Superior Performance, (4th Ed) Rio de Janeiro: Editorial Campus, 1992.
- ROBSON, C. Real World Research. Oxford: Blackwell, 1993.
- SAJJAD, et tal. Impact of culture on entrepreneurial intention. Information Management and Business Review, v.4, n.1, p. 30–34. July, 2012.
- SAUNDERS, M., LEWIS, P., THORNHILL, A. Research Methods for Business Students (5th Ed). New York: Prentice Hall, 2009.
- SCHWARTZ, SH Are There Universal Aspects in the Structure and Contents of Human Values? Journal of Social Issues, Vol. 50, n. 4, p. 19–45, Jan 1 1994.
- BRAZILIAN SERVICE TO SUPPORT MICRO AND SMALL COMPANIES (SEBRAE). Survey on digital entrepreneurship. Available in:<http://www.sebrae.com.br>. Accessed on: 10/12/2015.
- SOUSA, AN; SANTOS, BSM (a). The Institutional Dimension in Entrepreneurial Activity in the Amazon Region, Magazine of Entrepreneurship and Management of Micro and Small Enterprises 1, 4: 1 - 19. Jun.2016.
- SOUSA, AN; SANTOS, BSM (b). Entrepreneurial Attitude from the Perspective of Gender and Economic Development in Extremadura, Magazine of Entrepreneurship and Management of Micro and Small Enterprises 1, 3: 76 - 93. Jun.2016.
- STEVENSON, HH; JARILLO, JC A Paradigm of Entrepreneurship: Entrepreneurial Management. Strategic Management Journal, v. 11, p. 17–27, 1990.
- YIN, R. Case Study Research: Design and Methods (2nd Ed). Applied Social Research Methods Series, v. 5. Sage Publication, 1994.