

**ORGANIZATIONAL CULTURE AND SOLIDARY ECONOMIES: A STUDY ON  
THE IMPACTS AND INFLUENCES OF ORGANIZATIONAL CULTURE ON  
CHANGE PROCESSES**

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**SUMMARY**

This study presents, through a research carried out in a Cooperative of natural artifacts, in the Vale do Jari region, an analysis of the main aspects of the organizational culture and the consequent impacts of the change in the organization's culture and climate. In the literature review, the main authors and their considerations on organizational culture, organizational change, organizational climate and solidarity economies are presented. In the field research, participant observation was used to analyze the organizational environment, in addition to the use of information and data from the reports and action plans provided by the members and the application of a form with closed questions, to then be carried out. analysis with the aid of EXCEL software. The analysis of quantitative and qualitative data revealed, in general, the various aspects of culture and organizational climate and the impacts that both suffered due to organizational changes, sometimes positively, sometimes negatively, but, in the case of the researched cooperative, it was minimized by the implementation of action plans in the years 2014 and 2015 aimed at strengthening the organizational management, and thus collaborating for the analysis and final considerations presented in this research. The contribution of this research refers to the deepening of the topics covered in the literature review, providing the development of a deep reflection of the most important elements of organizational culture. in the case of the researched cooperative, it was minimized by the implementation of action plans in the years 2014 and 2015 aimed at strengthening organizational management, and thus contributing to the analysis and final considerations presented in this research. The contribution of this research refers to the deepening of the topics covered in the literature review, providing the development of a deep reflection of the most important elements of organizational culture. in the case of the researched cooperative, it was minimized by the implementation of action plans in the years 2014 and 2015 aimed at strengthening organizational management, and thus contributing to the analysis and final considerations presented in this research. The contribution of this research refers to the deepening of the topics covered in the literature review, providing the development of a deep reflection of the most important elements of organizational culture.

**Key words:** Organizational culture, change, economy.

**1. INTRODUCTION**

The world scenario is undergoing a whirlwind of changes in the economic and socio-cultural aspects, changes that direct us to new horizons. World dynamism, globalization, the competitiveness of people and markets have further accelerated the runaway race to seek improvement, innovation, increased productivity and profit. The world economic crisis has

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been the driving force that forces us to constantly reinvent ourselves, to discover new ways to undertake, to learn or relearn to do what has been done over the years.

This article addresses the themes of organizational culture, change, organizational climate and solidarity economies. We sought to produce knowledge based on theoretical and methodological assumptions of Anthropology and Administration. This research was undertaken on the main aspects of the organizational culture and the organizational climate and the possible impacts of the change in the culture of the Jari / COOP Natural Artifacts Cooperative, in the light of bibliographic research, field research, application of forms and through of participant observation in the organizational environment.

We sought to outline a brief profile of the members in terms of sex, age, education and the history of the researched organization, in an attempt to elucidate the various peculiarities of the organizational culture as one of the pillars to know the organization, its principles, its norms, its values and their history. Grasping this institutionalized way of thinking and acting that exists in organizations and deepening discussions and understanding about organizational culture is a relevant factor for the processes of change and participatory organizational development.

The analysis of the organizational culture implies identifying the set of habits, beliefs, norms, organizational structures, individual values, attitudes and expectations of the employees and the experience of those involved with the organization, taking into account both internal and external aspects, since, it is believed that the organizational culture is formed by all members of the organization, who exhibit influential behaviors and attitudes in the work units, and with some features imposed, often by the founders or managers of the institution. Finally, in the light of the considerations made, the intention is to identify the most relevant aspects of the organizational culture of COOP, based on the perceptions of the cooperative members at the technical and management level, how to also analyze if the organizational culture suffers or not influences during the processes of change? What factors (internal or external) influence organizational culture? What sustains and reinforces these factors? Its main impacts on organizational culture?

However, this proposal is not characterized as an intervention process, to be incorporated by the cooperative, in which it diagnoses problems and actions. It does not develop in a systematic way, nor a process of analysis, development and implementation of strategies or actions to be applied by the cooperative in the process of managing improvements, climate and organizational changes.

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The purpose of this work arose with the organization of Participatory Organizational Development / DOP Workshops at the Cooperativa Naturais da Amazônia in 2015. This process permeated the entire field research, establishing greater contact with the organizational environment and with all the members. These moments will be contextualized in the cooperative and the results of the participant observation.

Thus, based on the data obtained in this research, it will be possible, through its dissemination, to contribute to the understanding of the organizational culture, solidarity economies, organizational climate and the process of change in organizations and to base cooperatives so that they can develop its own model for managing improvements and changes.

The Jarí / COOP cooperative was a very important alternative for the community where the research was carried out, as this research, as well as the other existing cooperatives, has in itself means to promote economic development, since they generate income for the members, they also provide opportunities and promote social capital, making society reintegrate. Thus doing a beautiful job of valuing the citizen and rescuing citizenship through practical and organized participation in the labor market and promoting financial autonomy.

A good example of this is Coopnharin (Cooperative of Natural Artifacts of Rio das Castanhas), in Vale do Jari, bordering Pará with Amapá. The cooperative is the result of the Center for Professional Opportunities and Potentialities (Copp), a project by the Orsa Foundation that encourages professional training and the organization of young people for autonomous and sustainable insertion in the region's production chains. The cooperative is the first step for these young people, who are between 16 and 26 years old, to become partners of Orsa Florestal (company of Grupo Orsa) in a chair factory aimed at the national and international market. Fundação Orsa, in partnership with Orsa Florestal, foresees a series of technological, managerial and social improvement activities for these young people during 2005. From April,

The name Coopnharin comes from the expression “Nharim” of indigenous origin, popularly known as Jari, which means “river of chestnuts”. According to Tibúrcio, it was the way they found to represent this new business, associating the identity of the place where they live with the entrepreneurial potential of youth and the natural wealth of the region. The inauguration ceremony of the cooperative's board of directors was held at the cooperative's provisional headquarters in Vitória do Jari (AP), when the bylaws were discussed and approved.

“Since the beginning of the training offered by Fundação Orsa, we have been  
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encouraged to be entrepreneurs and have our own business. We managed to get here and I hope that we will be an example for other groups of young people in the region ”, says Rodrigo Santana, 24, president of Coopnharin. The boys who participate in the cooperative are part of the Coop's Madeira School, where they learned to produce artifacts from the leftover wood from Orsa Florestal, from forests managed and certified by the FSC. During the training period, the young people went through several training courses and workshops for personal development, finishing and product design, in addition to courses and continuous advice on the development of solidary and sustainable businesses. “I entered the Escola da Madeira a year and a half ago. Today, it is a dream to see the cooperative formed. Now we can sell our products, which stimulates our production even more. This is professional and social growth, ”says Alessandra PR Borges, a member of Coopnharin and an alternate member of the Cooperative's fiscal council.

According to Vinícius Tibúrcio, coordinator of the Orsa Foundation in Vale do Jari, the creation of COOPNHARIN is a new agent of social inclusion and sustainable development that starts to operate in Vale do Jari. “This is another seed launched by the Orsa Foundation in Vale do Jari. We cannot forget that, for this achievement, the support of partners such as the Amapá State Government through APC - Citizenship Promotion Agency, Vitória do Jari city halls, Laranjal do Jari and Almeirim, SENAI / AP, SEBRAE / AP, IBAMA, Banco do Brasil and DLIS Forums ”, he says.

The general objective of this research is to identify the aspects of the organizational culture and the organizational climate and to analyze the possible impacts of the change in the organizational culture of the Cooperative of Natural Artifacts of Jari / COOP.

The transformations arising from initiatives such as those of the cooperatives mentioned above are of paramount importance for a community, see that from the “school of Madeiras”, Coopnharin emerged, the seed sown to those young people yielded much more than professional training, work, and ideas of sustainability, was the fulfillment of dreams, a new perspective on life and professional fulfillment. The opportunity to develop quality work, training, the availability of learning and entrepreneurship together with good partnerships increases the level of chances for success.

When a cooperative performs its work well planned and oriented, it does not encounter marketing difficulties, as there is already a local market, raw material available, which in some cases, facilitates the development of the work and consequently the insertion of its products in the market with more competitive prices , whether in the local market or not.

The difficulties of locomotion, or distancing from the producer pole to the capital, as in the REGMPE, Brasil-BR, V.1, N°4, p. 63-88, Jul./Ago.2016 <http://www.regmpe.com.br>

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case of Vitória do Jari and the capital Macapá, is seen naturally, just as one more challenge to be overcome, because in this region it can be said that locomotion by road is part of the routine of all residents of Vale do Jari. For some reason, it is part of the daily lives of these people who always use the capital Macapá for various purposes in the first instance.

The social side of this initiative is another positive point, as it allows young people to have a professional direction from an early age, freeing them from idleness or even from the streets. The work carried out by the cooperatives is very attractive, as it covers audiences of different ages. For some it is the beginning of a dream, for others the continuation of it, and for some it is regained dignity and the reintegration into social life in a broader and fuller way. Work is a valuable bond for human beings, as it goes beyond the practical side, rescues values, strengthens affective bonds, qualifies, prepares, provides opportunities, reintegrates and promotes dignity.

This proposal is related to quantitative and qualitative data raised, both in the application of the form, as well as from verbal reports of the members during the field research, through participant observation in the work environment, which involves the question of intentionality.

Thus, considering the organizational aspect, culture and climate are elements that are influenced by changes, which in turn affects the degree of motivation of employees. However, through strategic and well-structured action plans, the impacts of these changes on culture and the organizational climate can be minimized, and as a consequence the likely impact on companies' sustainable profitability.

In this respect, the relevance of the research stems from the fact that knowledge of the organizational culture and the management of the organizational climate have direct impacts on the sustainable profitability of the business. In this sense, it is believed that the case study of the cooperative is undoubtedly an excellent thermometer to check aspects of organizational culture, due to the high degree of organizational changes experienced by the cooperative in the past two years.

## **2 THEORETICAL FRAMEWORK**

### **2.1 ORGANIZATIONAL CULTURE**

Organizational culture can be understood as a set of rules and values established by an organization that guides the behavior of its members and cooperates in a way that is aligned with the objectives, development and success of a company. It also concerns the behavior of employees in the workplace and in relation to your company. In general, the

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behavior of employees is directly linked to the culture and politics of the organization to which they belong. Taking care of a company's Organizational Culture is the same as taking care of its future, weaving guidelines that will lead it to success, because the way employees see the company determines the way of acting within it.

Culture is the accumulated and shared learning by a certain group, covering the behavioral, emotional and cognitive elements of the psychological functioning of its members. (SCHEIN 2009)

The unity in thinking and acting within the organization, the harmony of the environment, the team spirit, demonstrates in practice the essence of a company's culture. Organizational culture is very important, as it determines leadership standards that will be demonstrated through the way of dealing with your business, through the relationship with your employees and customers. It's through organizational culture that one can be aware of perception of its leaders, as well as of its employees, because the actions arising from the organization is a reflection of the mentality that overlaps in that environment.

There are great reasons to continuously think and evaluate the behavior of the members of an organization, as it is necessary to create an organizational culture that is able to align business values and mission with the personal and professional development of the members of the organization. The value of a well-established organizational culture is demonstrated through the company's success, which makes it different and well established in the current environment.

Culture, because it is about values that dictate norms of behavior, is something built over time, each one has its own culture, each member of an organization bears the 'marks of time', but what we are dealing with here is the organizational culture, something that should override personal culture, and perhaps that is the great challenge of organizations, to establish a unanimous culture, so that the organization functions as a single interdependent organism, that has a unilateral culturally speaking look, thus aiming to reach the target determined by the company.

Organizational culture, being something to be learned and learned, is subject to changes and adjustments, which is very good, because dynamism, innovation and restructuring is what keeps an organization alive and active. For this to happen, it is necessary for the environment to foster innovation and work towards it. The commitment to assimilate a homogeneous organizational culture is firstly to have well-established bases, in order to facilitate internal relationships, to promote mutual respect, collaboration, and finally, to increase productivity.

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What makes a company strong and well-established is the way it works, in an articulated way it produces quick and effective responses in what it proposes. This can only happen if the members of this company are committed to the pursuit of a single objective. It is necessary to be seeing, thinking and acting based on the existing culture in the organization, because the company that is attentive to its culture will always be ready to manage the changes that are necessary, whether internal or external. A well-established and strong organizational culture is well represented through its employees who bring the contentment and happiness of being part of the “X” organization, which has its identity recognized and is synonymous with success.

Organizational culture has been taking shape as an object of analysis by scholars of organizations, precisely because of its character of defining internal actions. Through the organizational culture instance, it is possible to capture the logic of internal relations, its contradictions, its mediations, to better understand the administrative stages, the organizational successes and failures and the facilities or difficulties imposed on institutional changes. (CURVELO 2012)

There are extensive studies on organizational culture, but addressing this issue is not a simple task. The depth and complexity of the theme, as well as the variety of the existing literature, make the study challenging and unsettling as the look on the theme deepens. The biggest challenge is to build a set of ideas and reflections before a theoretical mosaic that is multifaceted and has a significant and consistent character.

Organizational culture is not a neutral phenomenon, given that often the culture of an organization can be dominant and have several artifacts and is subdivided into several types, being learned and absorbed in daily life by members of organizations. However, even before starting to explain about this topic, it is necessary to be clear about the organization itself. The concept of organization was then adopted for this study as:

A consciously coordinated social unit, composed of two or more people, that works relatively continuously to achieve a common goal. Based on this definition, industries and service companies are organizations, as well as schools, hospitals, churches, military units, stores, police stations and public bodies, whether municipal, state and federal. (ROBBINS, 2005)

In this way, it is possible to understand that an organization is formed by people or groups of people who interact with each other, based on certain standards, organizational routines, activities, culture, scale of authorities with common goals. In view of this, and without any intention of exhausting the topic of organizational culture, this proposal was based on the reflections of some authors, respecting the differences and theoretical and methodological approaches adopted by each one.

Culture represents the symbolic universe of the organization and provides a benchmark for performance standards among its employees, influencing personality,

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productivity and concern for quality and customer service. Culture expresses the organization's identity. It is built over time and starts to permeate all practices, constituting a complex of mental representations and a coherent system of meanings that unites all members around the same goals and the same way of acting. (CHIAVENATO, 2004)

According to Robbins (2005), most of the founders of an organization are those who have the greatest influence and impact on the organization's initial culture and often only hire and retain employees who think and feel things the same way as they do. However, they are not limited by previous customs, beliefs, values or ideologies. However, this style of thinking and acting becomes a model that encourages employees to identify with the founders of organizations and, thus, introduce their values, beliefs and ideologies. After a culture has been established, there are practices in the organization that aim to maintain it, giving employees a set of similar experiences.

### **2.2 ORGANIZATIONAL CLIMATE**

Studies on organizational climate began in the 1920s, after Hawthorne's experiments found that changes in lighting in the workplace directly influenced employee satisfaction and company production. Based on this experiment, we can conceive by Organizational Climate the collective perceptual experience that people have of the company, that is, it is the perception arising from the interaction between people and the environment through the experimentation of practices, policies, structure, processes, systems and the consequent reactions to this perception.

Organizational climate is the name given to the product of feelings. The feelings and perceptions that are linked to the organization's objective reality are: satisfaction, dissatisfaction and indifference, and these feelings and perceptions are affected by all components, from the physical location to the objectives. Everything influences the way people feel about the company (MAXIMIANO, 2010).

The Organizational Climate is a factor of singular importance within an organization, as it is in this context that the interpersonal relationships of the company take place, and it is these interactivity relationships that constitute a mechanism for building and sustaining the organizational climate. The result of this situation is that it will directly influence the behavior and performance of employees. The Organizational Climate can also be considered an intangible management tool that measures the degree of employee satisfaction and contributes to the improvement of the company's quality system.

For successful companies it has become essential to make the work environment a pleasant place, as it makes interpersonal relationships easier and improves productivity. It also reduces accidents, illnesses, absenteeism and staff turnover (CHIAVENATO, 2010)

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It is possible to perceive that organizational climate refers to the environment in the broadest sense, of the organization, the place where the employee deposits all his desires, his dreams, his perspectives, where he performs his function, his role that will influence positively or negatively on behavior of employees. The climate is represented by the feelings and perceptions that employees share about the organization and that influences motivation for work. The Organizational Climate is also the mirror that reflects the disposition and contentment of the people of a company, how they interact with each other in the work environment and with the other people involved with the internal environment, in this case, customers and suppliers.

In this sense, it is clear that the organizational climate directly affects the degree of employee satisfaction, since the greater the satisfaction, the greater the company's productivity and effectiveness in carrying out work activities. Therefore, the organizational climate seems to be closely linked to socio-psychological, physical and technological factors that affect the organization's culture. Because, it is known that when the motivation among the employees of an organization is high, the climate rises and translates into relationships of satisfaction, cooperation, commitment and equity.

Otherwise, frustrations or barriers arise, directly influencing the level of satisfaction, productivity and defining the organization's results. Therefore, the organizational climate is inserted within a larger sphere that concerns the organizational culture and all the elements that compose it. The Organizational Climate is, in a way, a reflection of the organization's culture, or better said, a reflection of the effects of this culture on the organization as a whole.

The climate maps the internal environment that varies according to the agents' motivation. Learn your immediate reactions, your personal satisfactions and dissatisfactions. (Soares 2002)

The Organizational Climate has a peculiar characteristic, it is variable, it is constantly changing. It monitors the requirements of each situation, such as: market difficulties, financial crises, adoption of new technologies, among others. These are factors that directly influence the Organization's Climate. Under these aspects we can see some characteristics that differ Organizational Climate from Organizational Culture. In the first case, there is a lot of dynamism, in the second, there are profound changes, which take longer to happen. The climate is easier to perceive and has a more transitory nature, which can be administered both in the short and medium term.

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The observance of the Organizational Climate gains greater significance in relation to the others because it offers comprehensive information from the company to the employee context. Information such as: employees' attitudes towards the company and researches the organization's culture, measures the degree of satisfaction, assesses motivation, in addition to determining the level of connection between departments.

### **2.3 ORGANIZATIONAL CHANGE**

One of the hallmarks of the modern world is the phenomenon of change. The changes that have taken place in society are directly reflected in organizations that face an increasingly dynamic, innovative and demanding environment. The speed with which they are occurring has determined profound changes in the form and philosophy of organizations.

Analysis that corroborates with Chiavenato (2004) when he affirms that change is everywhere: in people, in customers, in products and services, in technology, in time and in climate. The change involves transformation, rupture, depending on its intensity.

Change has become a constant in modern times, it means at certain times transposing from one situation to another, quite different from what one was used to experiencing, especially within organizations. The change often involves renunciation, mutation, on many occasions, painful, generating anxiety and resistance. The change involves inculcating new values or rearticulating old ones to compose a new system of values, beliefs, ideas and practices.

The change brings new ways of being, thinking and acting, so the success of the organization and people starts to depend not only on new organizational models, but also on the personal and professional satisfaction and the performance of its employees in human aspirations, in the greatest autonomy in the performance of tasks, based on the idea of humanizing work, and on the company's social responsibility.

Another important concept is that of Robbins (2005), who states that there are forces that drive these changes, classifying them into: nature of work, technologies ... These forces, says the author, encourage organizations to carry out their actions in a different.

### **2.4 SOLIDARY ECONOMIES**

Solidarity Economy is understood as organizations whose essence is cooperation in their working relationships. It is an innovative way of working and social inclusion that has been gaining space for decades, as it integrates people who produce, sell, exchange, or buy. It is a different way of undertaking, since it is based on the principles of self-management, REGMPE, Brasil-BR, V.1, N°4, p. 63-88, Jul./Ago.2016 <http://www.regmpe.com.br>

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democracy, solidarity, cooperation, respect for nature, fair trade and solidary consumption. The focus of the Solidarity Economy is focused on human capital, which differentiates it from the existing jobs in the conventional market.

It is a mode of production and distribution that encompasses a wide variety of organized economic and social practices that are presented in the form of cooperatives, associations, exchange clubs, self-managed companies, cooperation networks, among others, that carry out wealth distribution activities. centered on valuing the human being and not on capital, characterized by equality.

In Brazil, the phenomenon called Solidarity Economy is very recent and comprises an enormous diversity of economic and social initiatives. It is certainly a practice and a concept under construction. That in the face of a capitalist scenario in continuous and increasing ascension and that the currency of exchange is still eminent, sustains what we know as the original financial economy.

It is in this sense that in the mid-90s, the concept of solidarity economy takes shape and inspires new cultural values that place the human being as the subject and purpose of economic activity, instead of the mere accumulation of capital. And today the conceptual discussion continues to transform the meaning of Solidarity Economy, also referred to as Social Economy, Solidary Socioeconomy, Humanoeconomy or Popular Economy.

The Solidarity Economy corresponds to the set of economic activities - production, distribution, finance, exchanges, commerce, consumption, savings and credit - organized in the form of self-management, that is, by the collective ownership of the means of production of goods and services and by democratic participation (one person, one vote) in the decisions of the members of the organization or enterprise. (Ministry of Labor and Employment 2003)

And it is in this scenario that associations and cooperatives are born and believe they can provide work and income in a more humane way. Cooperativism in the mid-19th century sees the following principles as guiding its essence:

- a) Voluntary and free membership;
- b) Democratic management;
- c) Economic participation of members;
- d) Autonomy and interdependence;
- e) Investment in education, training and information;
- f) Intercooperation;
- g) Authentic interest in the community.

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These principles gained multiple forms of manifestation, depending on socioeconomic realities, with the convergence: the valorization of human work, the promotion of basic needs as an axis of economic and commercial activity, the recognition of the privileged place of women and women, the search for a harmonious relationship with the nature and values of solidarity and cooperation.

Within the organized society we can notice three distinct sectors that have a well-defined function and organizational model, the first is the governmental one, whose administration is governmental, that is, public. The second is constituted by for-profit institutions, which can be understood by private and also governmental companies, as well as the economies studied here, the cooperatives and associations, which remunerate labor and not capital, but which intervene in the economy in any way from the market. And finally, the third sector, which brings together a plurality of agents working in leisure, culture, sports, education, health, sustainable development, the environment, among others, known by private non-profit organizations. And as Iron (1997) puts it, it can be considered a fourth sector, that formed by families,

Basically the solidarity economy is composed of institutions of an economic nature, where one of its main functions is production, and this keeps them related to the market, of course not exempting itself from free competition. The distribution of dividends is defined as follows, part is distributed to each associate member and part is collective, which belongs to the entity and is not shared by the participants, this for survival and the financial growth of the institution.

In the constitution of the solidarity economy, an ideal was created, whose humanism and solidarity added to the capacity to maintain values of participation, responsibility and business effectiveness were the basis for free and organized citizens to generate their own businesses. The ideas secured by the basic pillars: humanism, solidarity, democracy, autonomy, equity, future solidarity and initiative.

Based on the pillars, each institution will appear, with the most different internal rules, statutes and structures. The peculiarities extend to the profile of the Solidarity Economy in each country in the world in which we find them. In Brazil, cooperativism is the exponent, in other countries it is workers' pension funds that generate jobs. It is in this perspective that the group that this work sought to research is born, the Cooperative of Natural Artifacts of Jari / COOP.

### **3 METHODOLOGY**

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For the research in question, we opted for a quantitative and qualitative approach and focus the scope of the study on a specific organization that would provide the necessary information for the study. With this, it was sought to deepen the analysis on the organization, within a defined period of time for the collection and analysis of the data.

As a methodological path, initially, bibliographic research was chosen, indicated by Lakatos and Marconi (2001), which consists of research, reading and understanding of information sources. In this phase, data were collected in books, scientific articles in the area and internet sites. This procedure aimed to deepen the theoretical and methodological basis of the categories: organizational culture, organizational climate and change.

After this first moment, which allowed for greater clarity regarding the theoretical and analytical categories, field research was carried out. For the collection of data at COOP, a quanti-qualitative form was elaborated, containing twenty questions, which contained questions related to the profile of the members and regarding their perceptions regarding culture and organizational climate, and later it was applied with the members of the technical and technical level. management, making a total of 11 forms. This instrument enabled a general idea about the researched universe, placing itself fundamentally as a source for the collection of quantitative data.

Before applying this tool, the cooperative members were informed of the purpose and relevance of the research and the importance of their collaboration. Thus, the field research aimed to collect information about the members' perceptions regarding the culture and organizational climate and the change processes experienced by them in the cooperative. It is worth mentioning that the cooperative members were extremely interested in the research and the results that it can bring and collaborate with the cooperative's participative organizational development.

It should be noted that, as far as possible, participant observation was still used, which according to William Foote-Whyte (1990), contributes to the research, especially with regard to subjective data, which are not expressed in the forms and the importance of obtaining support from “key individuals” in the research universes we are researching. Participant observation consisted of the researchers' presence in the work environment, seeking recognition and strangeness of the researched object.

The final and conclusive moment of the research was reserved for the process of systematization and analysis of the collected data, in which all the material was submitted to reading and tabulation of the forms data using the Windows Excel 2007 tool, to perform the analysis itself and subsequent final elaboration of the document - article.

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The study was developed in a cooperative of natural artifacts in the municipality of Vitoria do Jari. This municipality is located in a region called Vale do Jari and its origin is linked to the introduction of extractive trade in the region, which influenced a strong migratory process, especially attracting the people of the Northeast in search of work and housing and who settled here and were maintained by the aviation system, which controlled the region for a long time and, more recently, to the socioeconomic influences resulting from the implementation and operation of the Jari Project. The Vale do Jari is formed by two states, Pará and Amapá, composed of the municipalities of Laranjal do Jarí, Vitória do Jarí - AP and the municipality of Almeirim - PA. A Valley of contrasts, an extensive mosaic of physical, geographical and social spaces,

The subjects of this process were members of the operational and management level of the cooperative of natural artifacts, whose staff in the period of the research revolved around 06 members with more than 04 years of experience and 10 members with less than three months of cooperation. . 11 forms were applied and 04 informal interviews were carried out, which were of fundamental importance for this data collection process for the research, which made it possible to know the main characteristics of the cooperative and its field of activity.

The organization chosen to be the object of this work is a cooperative of natural artifacts of national capital and active in Vale do Jari, with three years of experience in the furniture sector. The fancy name Cooperativa de Artefatos natural / COOP was used for the studied organization in order to preserve its identity and that of its members. Its headquarters are located in the municipality of Vitoria do Jari, south of the State of Amapá, and its area of action, for the purpose of admitting members, covers the Municipalities of Almeirim / PA, Laranjal do Jarí and Vitória do Jarí / AP.

Founded on March 19, 2005, it is governed by the values and principles of Cooperativism contained in Law No. 5,764 of December 16, 1971 and other legal provisions in force, by self-management guidelines and by Statute. The cooperative aims to bring together workers in its area of action, carrying out their economic interest. And its purpose is to carry out work compatible with its members, freeing themselves from employers' dependence and directly addressing their economic interests.

Unless professionals who dedicate themselves to the activity that is the object of the entity and fulfill the prerequisites defined in the Internal Regulations, the cooperative can join the cooperative, unless there is a technical impossibility to provide services, without harming the cooperative's interests.

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Through its membership it develops economic activities such as the production of prefabricated wooden houses, the manufacture of wooden frames, shutters and wooden parts for industrial and commercial installations, the manufacture of other carpentry articles, the manufacture of various wooden artifacts and manufacture of toys and other recreational games. The cooperative operates eight hours a day, Monday to Friday. On weekends and holidays it does not work, except in case of emergency demands.

The cooperative's organizational structure is made up of a Board of Directors that is the highest body in the administrative hierarchy, with its exclusive and exclusive responsibility for deciding on any and all economic or social matters of interest to the cooperative or its members, pursuant to the law, the Statute and the recommendations of the General Assembly.

The Executive Board is composed of 04 (Four) members, all cooperating in the enjoyment of their social rights, elected at the General Meeting for a term of 04 (four) years, being mandatory, at the end of each term, the renewal of, at least, 1/3 (one third) of its components. The members of the Executive Board exercise the functions of President, Vice-President, Secretary and Treasurer, whose powers and duties are defined in the Statute, approved by the General Assembly.

The cooperative's business and activities are assiduously and thoroughly inspected by a Fiscal Council, consisting of 03 (Three) effective members and 03 (Three) alternate members, all cooperative members, elected annually by the General Assembly, with the reelection of only 1/3 allowed (one third) of its components.

The cooperative is composed of the following coordinations: Production Coordination (Controlling production goals, meeting schedules, product quality, among others); Quality Coordination (Control / monitor the quality standard of products); Marketing and Marketing Coordination (Establish the strategies for buying and selling products, local, regional and national calendar of exhibitions, fairs and business roundtables, among others); Social Coordination (Conservation of Natural Resources, generation of Work and Income; Propose training and qualification to the community, among others) and Financial Coordination (Coordinates financial procedures; Controls and monitors the entry of revenues, among others).

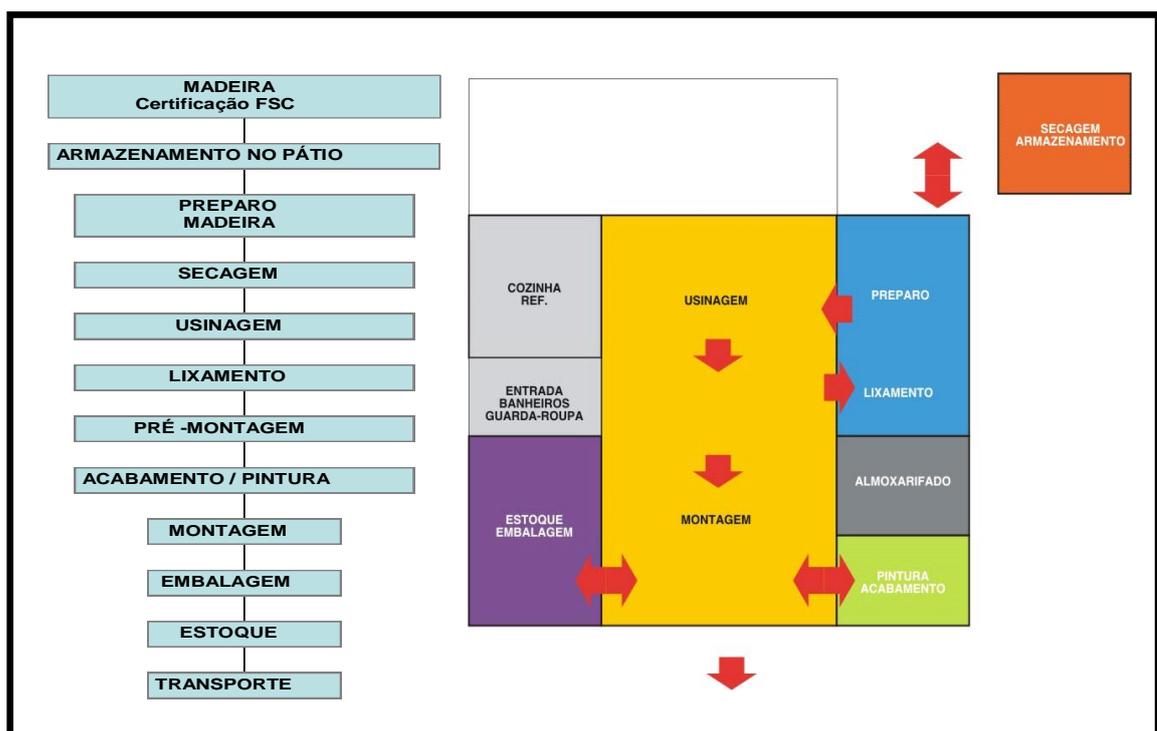
The cooperative's production capacity by product line is approximately fifty pieces a day and fifteen hundred monthly, considering the demands of the local market and opportunities of the regional, national and international market. This capacity is not currently being fully utilized, as the cooperative, at the time of conducting this research, was

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readjusting its action plan, expansion plan and the need for capital for immobilization and turnover. In order to contribute to the effectiveness of production, sales and marketing of the product not only at the local level, but also transnationally, as well as in the sustainability of the cooperative and its members.

**Figure 1:** Flowchart of activities and workplace.

**Source:** Adapted from ROBBINS (1996: 22).



The production process consists of purchasing and receiving certified wood. Stock storage for the production of artifacts in the cooperative's yard. The place has a cemented floor, covered and with space between the stored wood and the floor (at least 30 cm high) to facilitate pest control and cleaning, it is important to ensure correct stacking and order, in addition to preparing the wood for production in scale. Drying is done with a dehumidifier,

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low cost equipment, but high energy cost. After drying, the wood goes to the machining sector, where it is sanded, cut and prepared for assembly, finishing and painting.

The cooperative also has a quality control sector, an activity considered essential and important for the quality of the product itself and for subsequent certification. Each piece has a prototype, a drawing and a set of indicators that facilitate the evaluation during the process.

And for the best organizational structure and adaptation to the market, it counts on the technical cooperation of a sustainable eco-business incubator in the Jarí region, which has been helping the cooperative, the success of the cooperation took place in mid-2008, where the group entered into an agreement with the Petrobras company through the agreement process for non-refundable projects. Such financing proposed the Natural Artifacts Furniture Factory project in order to create conditions for the strengthening of the organization and generate income for 30 young professionals qualified in basic joinery, through the acquisition of the expansion of the cooperative's physical and technological infrastructure and development markets for the Organization's products.

### **4 RESULTS AND DISCUSSION**

The members answered 20 questions, involving closed questions, in the first part questions about the profile of the members and in the second, questions of general aspects about the COOP. The first information collected concerns: sex; age group; educational level; organization's history; when it was founded, its mission and field of activity; norms, beliefs and values of the same; explained rules and guidelines; physical structure of the cooperative; human resources of the cooperative; communication in the cooperative; participation in the cooperative's decision-making processes; level of relationship between the members; aspects of organizational culture and change processes.

The intention was to apply the form to all members, seeking the greatest possible return, in the period from x to y. However, it was possible to reach 70% of the members and the application was individualized, that is, each member sought to answer the questions in isolation, in order to avoid responses influenced by other members. Considering a total of 20 cooperative members able to answer the forms, obtaining 11 answered forms, corresponds to a sample of 60% of the total cooperative members, and can be considered sufficient to carry out the research.

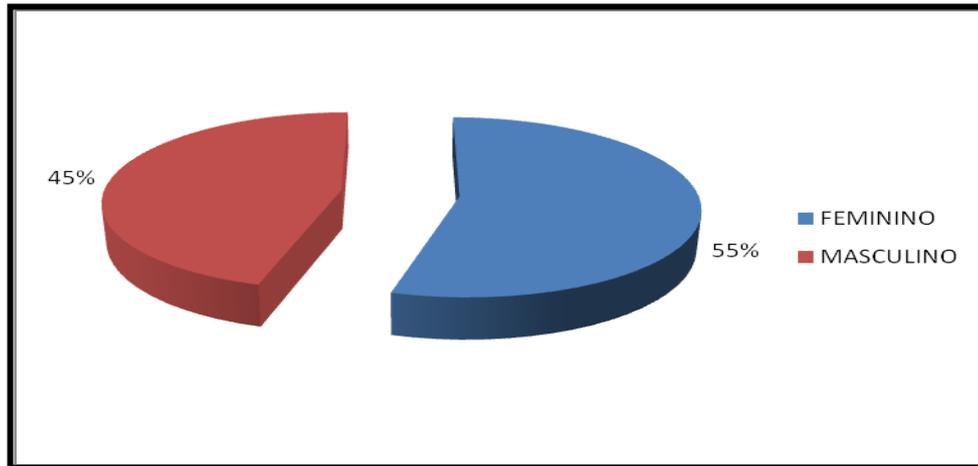
The first part of the form has questions that aim to outline a brief profile of the members. With regard to gender, the data collected show that 45% of respondents are male and 55% female. In the sequence, we tried to verify the age group of the members. The REGMPE, Brasil-BR, V.1, N°4, p. 63-88, Jul./Ago.2016 <http://www.regmpe.com.br>

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consolidated data on this issue show that 45% of the cooperative members are up to 20 years old, as well as 21 to 25 years old. Regarding education, 82% of the members have completed High School. The data regarding the gender of the cooperative members are presented below and it is clear that the female gender predominates in the group of cooperative members:

**GRAPHIC 1:** Distribution of respondents by gender, Monte Dourado 2015

Source: Research data

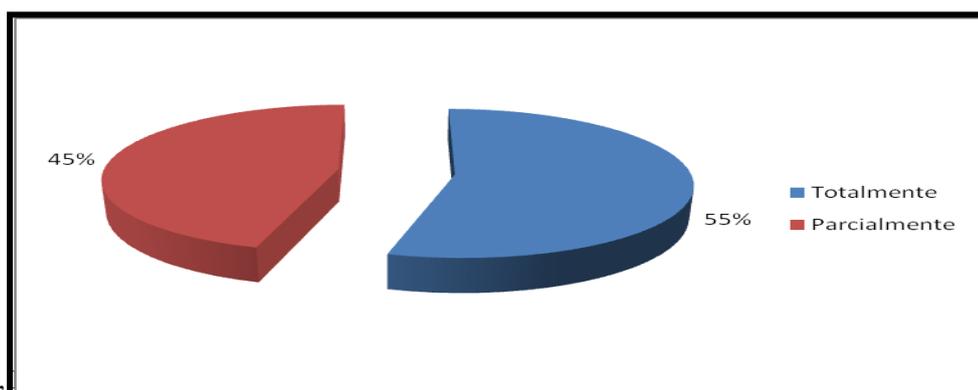


As expected, in the second part of the form, which discusses the general aspects of the cooperative. When asked if the cooperative member knows the history of the organization they work for, that is, when it was founded, its mission and its branch of activity, 64% replied that they know partially, since they were less than a year in the cooperative, whereas the 36% who answered that they know completely, are in the cooperative even before its foundation.

Next, the cooperative members were asked about the knowledge of part of the norms, beliefs and values of the organization that works, more than half, that is, 55%, answered that they are aware of all the norms, beliefs and values of the cooperative. As shown in the graph below.

**GRAPH 2:** Distribution of cooperative members regarding knowledge of the cooperative's norms, beliefs and values, Monte Dourado 2015

Source: Research data

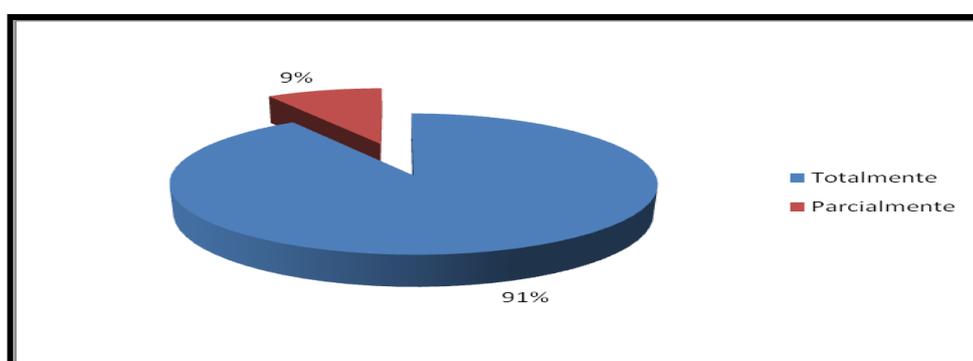


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Regarding the period they were part of the cooperative, the rules and guidelines were clearly explained to 82% of the cooperative members, as well as 91% have clarity of the cooperative's physical structure, that is, how each sector or area for processing natural artifacts works. The distribution of responses is represented as follows:

**GRAPH 3:** Distribution of cooperative members regarding knowledge of the cooperative's physical structure, Monte Dourado 2015

**Source:** Research data



Regarding the cooperative's human resources structure, that is, how positions and functions are defined, 55% say they partially know how this area works or how it is divided.

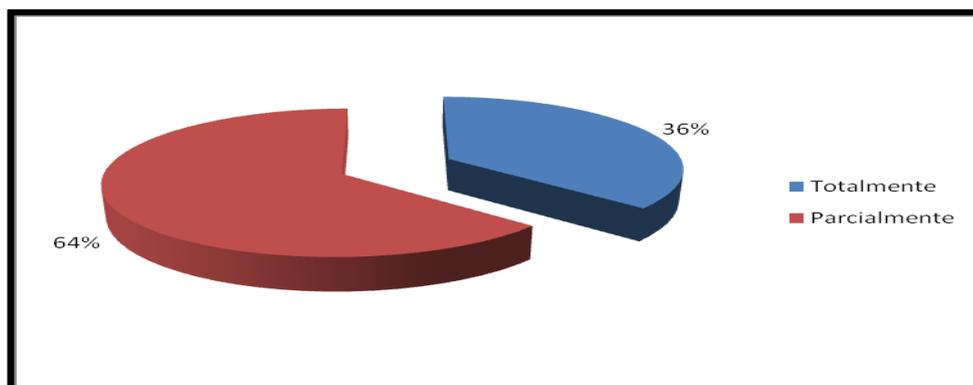
In relation to communication, 45% of respondents, or almost half, consider that communication in the cooperative does not circulate easily through the members, but 55% consider that it is wide and circulates, constituting a fundamental value for the success of the cooperative.

As for the analysis of the data on the issue that deals with the participation of the members in the decision-making processes, 64% consider that there is partial participation of the members, contributing to freedom of expression and democratic participation.

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**GRAPHIC 4:** Distribution of cooperative members regarding the participation of cooperative members in decision-making processes, Monte Dourado 2015

Source: Research data

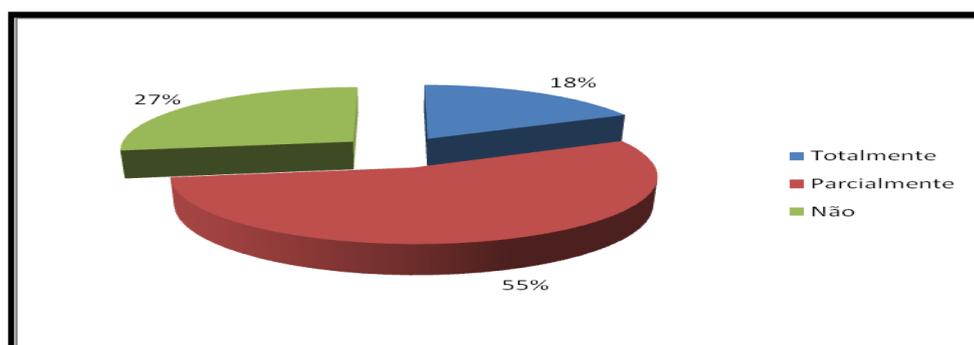


It was found that 64% of the members consider that there is a good level of relationship between them, and that this is fundamental to the success of the cooperative. Another factor that must be considered, when analyzing organizational culture, is that 64% partially consider that the cooperative has an organizational culture in accordance with the wishes and expectations of the members.

From the results of question 11, it was found that 55% of the cooperative members partially consider that after the change processes experienced by them, since their admission to the cooperative, the organizational culture has undergone significant changes. This finding can be corroborated by the answers obtained in the following question, in which 55% of the members, after the change processes, realized that the organization's particular culture, reflected the existence of collective projects, a sense of belonging, and the acquisition, transmission and sharing the same culture by everyone involved in the organization, as shown in the graph below:

**GRAPH 5:** distribution of cooperative members regarding the organization's particular culture, Monte Dourado 2015

Source: Research data



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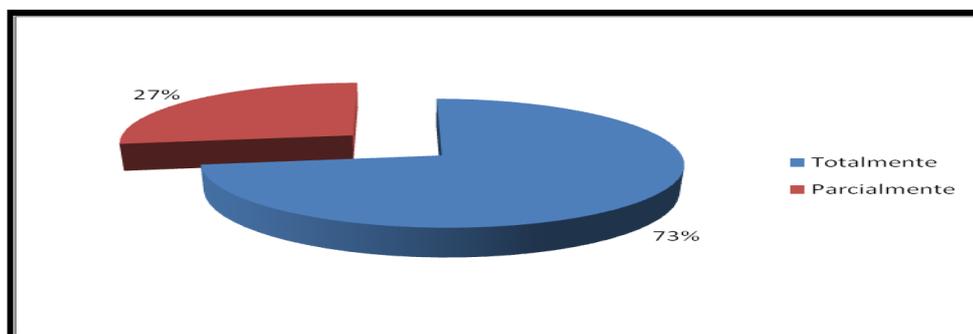
With the process of change in the cooperative, 82% of the cooperative members partially perceived an improvement in human resource management actions, such as: development of strategies to improve the cooperative, training and capacity building, remuneration. In contrast, less than half of the members (45%) feel that the organizational culture is shared by most members.

Considering that it is an organization of the furniture sector located in the Vale do Jari region, with a majority of young people, aged between 18 and 25 years. It is noteworthy that only 55% identify more with the cooperative as a whole, than with their specific profession or task.

Graph 6 shows the number of responses related to the integration among the cooperative members, in which it is observed that 55% consider that there is total integration between them and this is visible to the extent that everyone has the possibility to work as a team. These data corroborate the results obtained from question 16, in which 73% totally believe that the actions developed in the cooperative are essentially based on teams, and not on an individual basis.

**GRAPHIC 6:** distribution of cooperative members regarding actions developed based on teams, Monte Dourado 2015

Source: Research data



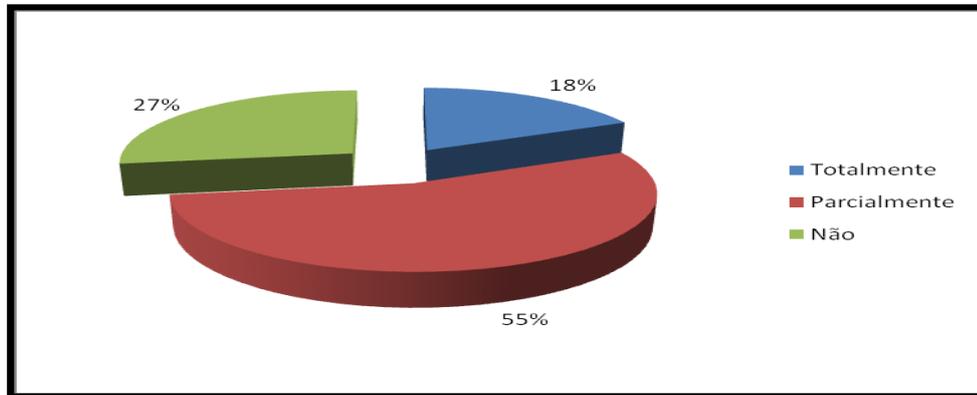
Question 17 assesses whether everyone in the cooperative thinks the same way. There is an agreement of 73% of the respondents who partially believe and deal with the same problems and adopt identical solutions in the face of day-to-day demands.

However, there is a reduction in this percentage when asked if they believe that the structure of their cooperative is plural, integrates different groups, being natural the existence of conflicts between different groups, originating different interests and ways of interpretation and reaction to everyday situations. The data are shown in the graph below:

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**GRAPH 7:** distribution of the members regarding the organization structure: plural, integrates different groups, among others, Monte Dourado 2015

Source: Research data



When asked how you perceive changes 36% in the organization, 27% in the processes, 27% in the people and 9% in the structure. 73% participated fully and directly in some discussion to add their opinion and their specific knowledge in the change processes.

### 6 CONCLUSION

The purpose of this study was to analyze and describe the organizational culture in the face of personal relationships, the environment of the cooperative organization of natural artifacts, as well as to describe the possible conflicts generated by the phenomenon of change. In the cooperative of natural artifacts, the change is or should be natural, because as it consists of young members, they are at all times in contact with different and different opportunities, whether to meet economic needs, or even to meet some personal desire, young people end up leaving the cooperative, this makes room for a new youth.

According to the results obtained with the in-depth contact with the group, the changes end up disrupting some processes in the organization, such as administration and production, which suffer until the new members adapt to the norms of the cooperative. Directly proportional to this disruption, say administrative, the new members reinvigorate the group's esteem, instantly boosting the cooperative spirit.

With the development of this work, the importance of Brazilian culture in the structuring of organizations was realized, as well as its origins and applications. Thus, the influence of national identity on the culture of organizations was noted. The organizational culture is full of definitions and concepts, which seek to improve productivity, work relationships and quality of life for workers, which directly and indirectly affect people's actions and behaviors, through the application of power.

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When dealing with the organizational culture, its intimate relationship with personal interests and conflicts was perceived, that is, with the manifestations of power, whether in family, business or public organizations. Power in organizations, understood as a tool or as a product of social relations, which contributes to the development of organizations and people, must be developed in an ethical manner, respecting the personality characteristics of each person and group, values, customs and social norms.

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