A STUDY ON ORGANIZATIONAL CULTURE IN THE BRAZILIAN COSMETICS SECTOR

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ABSTRACT

The concept of culture can be defined as the way in which things are done in a particular environment, ranging from a house to a country, through the various actors involved in relationships. In the case of companies, it is specifically identified as organizational culture. Power, hierarchy and conservatism influence the culture of organizations. This research gathers results of the assessment of organizational culture in the Brazilian cosmetic industry, through the analysis of segmentation and matching. The analyses show that the overall profile of culture in these companies is hard, with influence based on position, prioritization of individual aspects, and traditionally masculine values. The correspondence analysis showed that British companies with more than 500 employees are associated to more flexible cultures, to the lack of differences in privileges in each level, to the prioritization of the group over the individual, to access equality among employee and directors, and to the absence of gender-role divisions. Chinese and Japanese companies are associated with companies with a clear division of roles between men and women, and companies that lack analytical thinking.

Keywords: organizational culture; power; cosmetic industry.

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1. INTRODUCTION

The process of intensifying the use of technologies leads to changes in company activities, which also means that more segments demand from organizations a greater capacity to properly execute changes. Businesses increasingly need to be managed with responsibility and an adequate level of strategic vision, as pointed out by Milani, Righi & Ceretta (2012). The culture of a particular environment becomes decisive to the success of these changes. According to Chiavenato (2010), organizational culture is a set of habits and beliefs established by norms, values, attitudes and expectations, divided by the members of an organization; it refers to a group of meanings shared by all members, and distinguishes one organization from the other.

The concept of organizational culture emerged from the 1970s to the 1980s (HOFFSTRIE 1981; OUCHI & PRICE, 1993; SCHWARTZ & DAVIS, 1981) as one of the most controversial topics in management (CRANE, 1995). There was a wide range of interpretations that resulted in a lack of consensus: definitions of culture include notions of behavior, norms and rituals proposed by Trice & Beyer (1984), values, ideologies and beliefs suggested by Schwartz & Davis (1981), and shared forms of meaning, as defined by Smircich (1983). Schein (1992) defines basic assumptions, which form the core of a particular group culture. These assumptions or paradigms refer to feelings and perceptions of a group's environment.

Schein (1992) states that culture can be separated into three levels, which correspond to organizational phenomena's degree of visibility: artefacts; values; and basic assumptions. Schein (2004) points out this third level as the most important for the effectiveness of organizational change, involving the basic assumptions of a group, which will be further discussed later. Fleury & Fleury (1997) propose the separation of organizational culture into three levels: visible products and behaviors; stories, myths and heroes; and values. According to the authors, these levels have a direct relationship with Schein's proposal. Also, considering the political dimension is a relevant contribution in this model.

The article is structured in section 1, where the research is presented; section 2, that contains the main components of the bibliographic review; and section 3, the study in the sector and main results of the survey. The article concludes with a discussion of results and final considerations.

2. BIBLIOGRAPHIC REVIEW

Organizational culture is formed through group experience in dealing with problems, whether they are within the learning process where issues are solved or not. Hofstede (1998), Belmonte & Freitas (2013) point to culture as a collective and not an individual characteristic. Fleury & Fleury (1997) argue that culture refers to the deep values of an organization, developed and assimilated by the group throughout its history, and to how an organization learns to deal with issues (CRANE, 1995), (LINNENLUECKE; RUSSELL; GRIFFITHS, 2009; ROBBINS; JUDGE, 2013). Schein (1992) proposed a theoretical model of organizational culture composed of three levels or dimensions (Figure 1).
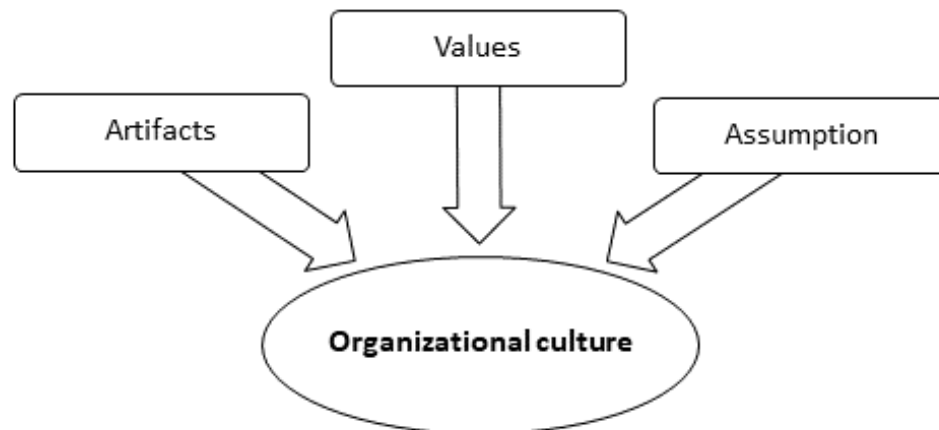
Figure 1 – Organizational culture components
Source: Extracted from Schein (2004).

These three levels correspond to the degree of visibility that organizational phenomena have: (1) Artefacts, which include tangible elements, easily identifiable in an organization (architecture, furniture, dress code). They are the visible elements of a culture and can be recognized by other people. (2) Values as declared by an organization, such as rules of behavior. It corresponds to the way individuals present the organization, both for themselves and for others. (3) Basic assumptions, the deeper aspect of a culture, or the actions taken in a normally unconscious way. They correspond to the essence of each culture, constituting the most difficult part to identify.

An organization must aim objectively towards the correct management of this third level. According to Schein (2004), it is most important for the effectiveness of an organizational change, because it involves a group's basic assumptions. The artefacts are the visible, audible aspects, manifestations of the basic assumptions, such as patterns of behavior, rituals, physical environment, histories, and myths. For instance, dress codes may represent some basic culture. Shared values comprise another component of the organizational culture, whose rationale explains why things are the way they are, such as internal norms, codes of ethics, formalization of company values and others. Many companies state a mission, informing clients and employees what the company expects, and they link this to essential elements of organizational culture.

Fleury & Fleury (1997) affirm that researching organizational practices allows unveiling the organization's culture. They propose a model in which the organizational culture is subdivided in: (i) visible products and behaviors (inner circle in Figure 2); (ii) stories, myths and heroes (middle circle in Figure 2); and (iii) values (outer circle in Figure 2):
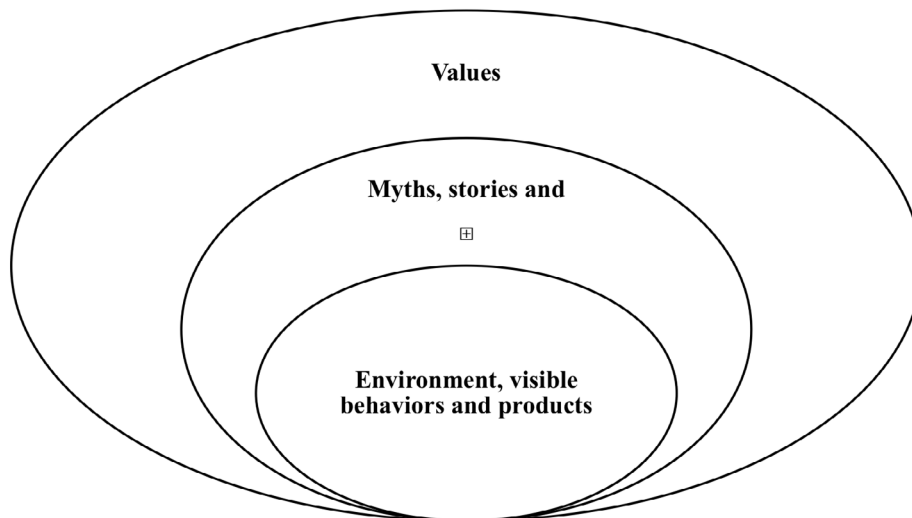
Figure 2 – Levels of organizational culture
Source: Extracted from Fleury & Fleury (1997).

This model has a direct relationship with Schein's original proposal, regardless of the different terms used. Fleury & Fleury (1997) further delve into the issue by adding a political dimension. According to them, culture comprises a set of values defined by symbolic aspects and organizational practices, which attribute meanings to construct an identity through its capacity to order and generate significance, which can be elements of communication and consensus, as presented in power relations.

Once the cultural standard is defined and accepted, it becomes the appropriate way to think, act, and feel in the group. The pattern becomes recognized as the "right way to do things", and any kind of change becomes difficult to achieve (FLEURY; FLEURY, 1997). The existence of a definite and accepted cultural pattern is itself a resistance to change, especially those that may challenge an organization's basic assumptions. According to Fischer (1989), inadequate patterns can prevent changes projects, even with all arguments of effectiveness or importance of the new technique or management model, as in the case of sustainability. Hofstede (1998) states that practices are generally followed by a broad set of members, however, not everyone shares the same values. Separating values from practices is recurrently viewed in organizations, such as the hierarchical issue, where a manager uses his power to determine a will, which is not always the best technical decision. This fact contributes to Hofstede's statement about the asymmetries between practices and values of the members of an organization.

Baumgartner's (2009) approach deals with how organizational culture, artefacts, values, and basic assumptions, influence sustainability programs. Sustainability programs will affect power relations within the organization, and especially since it is a new concept, it is natural that there is resistance from people or departments who feel as if they are losing their power: the people or sectors leading the project will have more financial resources at their disposal, in addition to greater visibility, which will certainly result in greater strength to impose their priorities and objectives and thus trigger resistance.

Denison et al. (2012) state that an adequate management of changes will identify the likely resistances and will have to deal with them, although there is no consensus on how best to

deal with these resistances. According to Linnenluecke & Griffiths (2010), organizational culture is often the main reason behind the failure to adopt organizational change programs. Significant changes in systems and methods in companies must be preceded by culture transformation, otherwise, new techniques adopted may not be as successful as expected, changes will only be superficial, the organization will be wasting time with unsustainable ideas. For Denison et al. (2012), certain types of cultures decisively influence the success of adopting new business models. A company with more permeable culture will have a greater chance of success since its less closed than a conservative culture.

Quantitative research to measure culture

Organizational culture can be measured as classified by Hofstede (1980) and Alcântara et al. (2010) in their multicultural research. Silva, Medeiros & Enders (2011) state that a quantitative approach allows describing a culture from an external point of view. Homburg & Pflesser (2000) demonstrate that the use of quantitative methodologies allow a greater understanding of the phenomenon, whereas Schein (1992) considers that they may be reductive, and undermine the culture's complexity. The quantitative approach is described by Cameron & Quinn (2006) based on competitive values, typifying culture (Table 1).

Typology	Culture characteristic
Clan	Friendly workplace where people share both personal and professional experiences. The organization is seen as an extension of the family, and is built based on loyalty and tradition. Teamwork, participation, consensus, cohesion, and morality are valued.
Hierarchical	Its main characteristic is a formal and structured workplace, with rules and policies that keep the organization integrated and emphasize stability, efficiency, and predictability.
Innovative	These lead to changes and new challenges, believing that success lies in the production of unique and original products and services. Commitment to experimentation and innovation is what keeps the organization cohesive.
Market	Their main task is to guide the organization towards productivity, results, and income. The organization's main goal is to improve its competitive position by assuming that a clear purpose and aggressive strategy leads the organization to productivity and profitability.

Table 1 – Organizational culture quadrants model.
Source: Adapted from Hofstede (1980); Alcântara *et al.* (2010); Cameron & Quinn (2006).

Authors state than an organization's values compete with each other, due to divergences and dilemmas within the system. Culture is measured in shared dimensions and values. The model incorporates two main dimensions: one is based on the organizational structure, focusing on flexibility or control, and the second dimension is based on the organizational matters, according to their internal or external environment orientation. According to Cameron & Quinn (2006), these dimensions create four distinct cultural elements, according to characteristics and values assumed: clan, hierarchical, innovative and market (Figure 3). This model highlights how cultures can manifest differently.
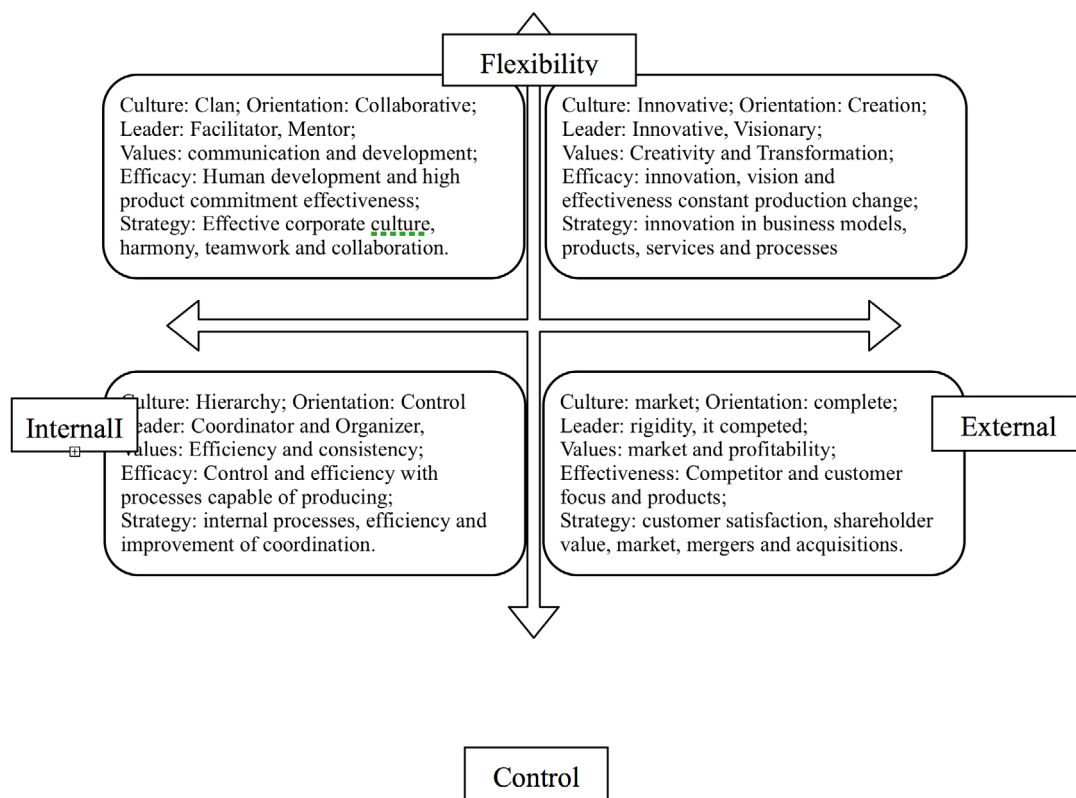
Figure 3 – Competitive values assumed - cultural elements
Source: Based on Cameron & Quinn (2006).

The framework is composed of two intersecting axes: one approaches control or flexibility and the other is associated with organizational internal or external aspects. When control is emphasized, there is a reliance on formal mechanisms such as rules, policies, and budgets for compliance with behavioral norms. When the focus is on flexibility, there is greater confidence in the internalization of beliefs, formation, sharing and pressure of the group itself to attend the desired results and behaviors. This picture results in four quadrants corresponding to different types of cultures:

Top left: These are cultures dominated by human values, which aim to promote moral cohesion among employees. It is possible to develop human resources, create an efficient internal communication process, and have a participatory environment for decision-making. There is a need for individual obedience to organizational results, based on tradition, trust, and long-term commitment. Techniques such as teamwork, collaboration, empowerment, talent management, or interpersonal relationships are associated with these cultures;

Top right: These are cultures dominated by open value systems, which focus on growth and acquisition of resources through the promotion of change, adaptability and readiness, visionary, flexible communication and decision-making. Coordination has a more informal character. Ideological meaning is what motivates individuals. Their techniques are focused on innovation, creativity, change, transformation, or entrepreneurship;

Lower right: These are dominated by rational values and goals, which promote efficiency and productivity. It is a rational approach to culture with centralized decision-making. Individuals are motivated by a belief that they will be rewarded for their competence in meeting organizational goals. This quadrant includes techniques focusing on competitiveness, rapid response,

ability to overcome barriers, goals, and achievements.

Lower left: These are cultures dominated by internal process values, which seek to promote stability and control with formal means, such as information management. It has also been described as hierarchical since it involves compliance, application of rules, and attention to technical issues. Coordination and control are carried out through vertical communication, policies and procedures; rules and regulations. Their techniques are evaluation and measurement, process control, structuring, improvement and quality efficiency;

When inquiring about these cultures, it is verified that they are not mutually exclusive, although predominance is expected. This model has an important role in determining the prioritization of a balance between stability and adaptation, as well as the direction between competing demands. Quinn (2000) points out that organizations with excessive focus on one type of culture are more likely to become dysfunctional. For instance, an orientation to internal process values (lower left quadrant) will result in rigid bureaucracy, resistant to change initiatives. Since sustainability encompasses changes in internal structures and values, it is necessary that cultures develop these characteristics so that sustainability is successful.

Hofstede (1980) proposes a different typology, comparing the culture in national and multinational companies in several countries and detailing five dimensions: hierarchical distance, individualism, masculinity, uncertainty control, and short or long-term vision. Alcântara, Reis & Meneses (2012) used Hofstede's model with multivariate statistics to evaluate organizational culture. Hofstede's (1980) dimensions are:

Hierarchical Distance Index (HDI), a measure in which employees with less power accept an asymmetry in the distribution of power. In such cases a well-established definition is likely to exist, with difficulty in mobility between levels. Alcântara et al. (2010) states that a smaller hierarchical distance is indicative of little relevant power or wealth distance between the members;

The Individualism Index (INDI), the measure that an organization relies on individual, collective, and interpersonal relationships. A high level of individualism points to prioritization of individual rights in an environment in which participants tend to form more relationships outside the work environment; whereas in an environment with low individualism, the organization is collectivist, with ties between the collaborators. Collective societies are characterized by deeper relationships, people distinguish groups with similar interests, and members protect each other and exchange loyalty (Motta & Caldas, 1997; Alcântara et al., 2010);

Masculinity Index (IMASC), the degree to which traditional masculine values of achievement, such as control and power, are reinforced. There is a low index of differentiation between genders in companies with low masculinity. Assertiveness and enrichment are values of the masculine society, with no emphasis on people. These are characteristics of organizations with low IMASC index values based on relationships, people and quality of life;

Uncertainty Control Index (ICI), which characterizes organizations that seek to avoid surprises and uncertainties. Companies less focused on this tolerate multiplicity of opinions, are less guided by rules, are more flexible to change, and are willing to take greater risks (HOFSTEDE, 1980);

Long-term or short-term Vision Index (IVI), which refers to when an organization relies on traditions relating to past and present events, or the benefits of a desirable future. Focus on the long-term will value savings and persistence, whereas focus in the short-term will be oriented toward the past and the present, complying to tradition and the fulfillment of social obligations.

Hofstede's dimensions allow identifying the predominant culture, given the system's characteristics, whether rigid or flexible (Table 2).

Index	Flexible system characteristics	Rigid system characteristics
IDH	Small hierarchical distance Inequalities should be minimal; Interdependence of power levels; Hierarchy is a form of inequality; Decentralization is common; Minimum wage gap between levels; Subordinates expect to be consulted; The ideal boss is democratic, and competent; Privileges and status are frowned upon.	Large hierarchical distance Inequalities are desirable; Dependence of power levels; Hierarchy is existential inequality; Centralization is common; High wage gap between levels; Subordinates expect to be targeted; The ideal boss is a benevolent autocrat; Status privileges are essential.
INDI	Collective societies People take care of each other, loyalty and exchange; Identity is a function of the social group; Harmony, avoiding direct confrontations; Employment under moral conditions; Employees are considered in decision-making; Manage relationships; The relationship prevails over the task.	Individualist societies People grow, take care of themselves and theirs; Identity is based on the individual; Say what you think is for the honest; Employment under advantageous conditions; Decisions according to the rules; Task administration; Tasks prevail over relationships.
IMASC	Female societies Values: attention and care for others; Men and women can be tender; Work to live; Intuition and quality of life at work; Equality, solidarity, quality of life; Conflicts resolved through negotiation; Everyone should be modest; Importance of people, warm relationships.	Male societies Values: success and material progress; Women are tender and related; Live to work; Decisive and self affirmative; Equity, competition and performance; Conflicts resolved by confrontation; Self-confidence, ambition and hardness; The importance of money and goods.
INCI	Low uncertainty control Little stress, well-being; Emotion and aggression should be minimized; Flexible education to what is dirty and taboo; What is different is curious; There are as few rules as possible; Time is just the frame of reference; You work hard when you need to; Accuracy and punctuality are learned; Tolerance and moderation prevail.	High uncertainty control High stress, anxiety; Emotions and aggression may occur; Strict rules on taboo and dirt; What is different is dangerous; It demands rules, even ineffective ones; Time is money. Emotional need for occupation; Accuracy and punctuality are natural; Resistance to innovation.

	Short-term vision	Long-term vision
IVI	Values: freedom, respect for rights. They should produce fast results. Focus on generating profits this year. Managers and employees are different. Reward: Meritocracy, for skills. Loyalty meets business demands. Concern on possessing the Truth. Analytical thinking.	Values: honesty, self-discipline and re-sponsibility. The focus is on growing, gaining market share. Importance of profits ten years from now. Everyone shares the same aspirations. Satisfaction in correcting injustices. The priority is the common good. Disagreement does not hurt. Synthetic thinking.

Table 2 – Organizations based on flexibility or control.
Source: Adapted from Hofstede (1980); Alcântara *et al.* (2012).

Hofstede (1980) claims that cultural dimensions represent important possibilities for the development of organizational research. These researches have been used to describe the perception of cultural values between countries, groups within the same organization, or between organizations. Other relevant studies contribute to this topic's development (Souza, 1978; Ramos & Cardoso, 1989).

A quantitative approach fixes some universal cultural elements, allowing comparative analyses between different organizations or smaller groups in subcultures. It may also be possible to analyze relationships between variables and research longitudinal systems that are stable over time. Hofstede (1991) points to the greater credibility of quantitative studies due to greater independence, impartiality, and neutrality on behalf of the researcher. The current state-of-the-art statistical techniques and software helps to increase reliability, accuracy and objectivity. Fleury & Fleury (1997) point to the relevance of hypotheses construction, data collection, validation, sample design, and the use of statistical tools adhering to the type of data collected, thus avoiding invalid or unreliable results. Santos (2000) states that quantitative methods are faster tools for collecting and interpreting data, and showing results. Fleury & Fleury (1997) argue that the numbers allow reinforcing analyses, and research recommendations.

Schein (1992), an eminent figure and developer of the Organizational Culture theory, holds a major critique to quantitative models. Together with Hofstede, he argues that culture is abstract and, thus, measuring it is impossible. According to them, data collection instruments can only identify some artefacts and values, but hardly reveal the basic assumptions. The amount of dimensions involved would require an immense questionnaire in order to be really effective. There is no possibility of asserting that a qualitative approach is superior to a quantitative one or vice versa, since techniques must be selected to fit the object of study. Method choice is guided by the author's assumptions regarding the research problem. It takes a method that is consistent with the theoretical basis used to interpret the data. There are several authors who suggest hybrid approaches, in a practice known as triangulation. According to Santos (2000), triangulation is a process by which different data collection methods or research instruments are used simultaneously. By combining methods, it is possible to provide a holistic description of the phenomenon, facilitating understanding, and revealing something unknown if a single method was applied. Triangulation can provide greater reliability, validity and consistency. However, its application is not simple and requires more work and time, besides increasing the costs in the project budget.

Fleury & Fleury (1997) classify four basic types of triangulation: i) data, subdivided in time, space and person; ii) the researcher, with several observers for the same object; iii) theory, which includes several theoretical perspectives to analyze the same object; iv) methodological,

separate methods develop comparable data; and v) intra-method techniques of the same method in data collection.

The discussion about culture allowed a broad characterization of this theory. Culture has some dimensions and general elements from which questions are deployed to determine the predominant type. Hierarchy, or power distance, was the first identified element. How much less powerful members accept and expect unequal distribution of power; which is the value system of those who have less power are aspects reviewed to determine hierarchy. The second dimension identified was individualism, which addresses the extent to which people feel they can take care of themselves, their families or businesses. The third dimension is organization flexibility, which addresses the level of sexism, specifically referring to male predominance, instilled in the organization. For instance, how power is concentrated in the hands of men, how aggressive and competitive their behavior is when they negotiate, how much more they are interested in results or justice. In the fourth dimension is the degree of threat that the environment imposes on its individuals, and may reflect an environment of discomfort through the sensation of risks, chaos, and unstructured situations. Additionally, these feelings are expressed through nervous stress and a need for predictability, such as clear and written rules. The fifth dimension is related to the capacity of innovation. It is difficult to innovate in environments that think in the short-term, because they value the past and the present, respect tradition, and fulfill social obligations. Innovative companies with long-term cultures have future-oriented values, such as economy (savings) and persistence. A particular culture type that can be favorable to the success of corporate sustainability is expected from the characterization of each profile.

3. ADVERTISING APPLICATION IN THE BRAZILIAN COSMETICS INDUSTRY

The cosmetic segment is part of the Personal Hygiene, Perfumery and Cosmetics sector. According to ABIHPEC, this sector showed an average growth of 10.09% between 1996 and 2011, and went from a net sales tax billing of MMR$4.9 in 1996 to MMR$29.4 in 2011. The growth is due to factors such as the increasing participation of women in the labor market and the use of high technology (ABIHPEC, 2012). Productivity increase is responsible for prices with lower inflation than other economic general indices. Another aspect that contributes to its growth is the increase in life expectancy, which implies the need to preserve an impression of youth. According to ABIHPEC (2012), there are 1,659 companies in the personal hygiene, perfumery and cosmetics sector, where CosméticosBR (http://www.cosmeticosbr.com/index.asp) classify 330 of these as producers and marketers of finished products.

The finished product group was invited to participate in this research; the questionnaire was sent to 330 companies, obtaining 102 responses. Data was partly collected through an online questionnaire on www.surveymonkey.com.br applied between May and July 2013, and partly through phone or e-mail conversations with the researcher. The objective of the questionnaire was to verify the perception about organizational culture of cosmetic companies in Brazil. An increasing scale of agreement of five points was used.

Segmentation and correspondence analysis were used for data analysis. Segmentation means sample groups are established to assess their specific opinion, while correspondence analysis is a statistic of the multivariate analysis group, in the case of a data reduction method, which aims to obtain similar groupings of data, with the purpose of classifying according to a sample's natural relations, forming groups of objects (size of companies, nationality, market of

action, among others).

3.1 Organizational culture issues analysis

Culture questions were evaluated using an increasing scale of agreement, with the following composition: (1) never; (2) fewer times; (3) sometimes; (4) most of the time; and (5) always. The first group of questions was the Hierarchical Distance Index (HDI), which is a measure in which employees with less power accept an asymmetry in its distribution. A greater distance between the hierarchy points to greater power and wealth inequalities. It is more likely that there is a well-established definition in these companies, with difficulty in mobility between levels (see Table 1).

Item	Description	Never	Few times	Sometimes	Most times	Always
1	A person's influence is primarily based on the position they occupy	0.0	29.4	39.2	28.4	2.9
2	Officials are not at liberty to question superior orders	4.9	33.3	35.3	24.5	2.0
3	Employees can not speak directly to their directors	9.8	34.3	29.4	23.5	2.9
4	People on higher positions have different privileges from those in lower positions	4.9	20.6	39.2	30.4	4.9

Table 1 – Evaluation of the hierarchical distance index (HDI)
Source: own elaboration

Organizational culture in evaluated companies generally shows that people have at least some influence based primarily on the job they occupy (most respondents answer 'Few times', 'Sometimes', or 'Most of the times'). 68.6% affirm that either sometimes or just at few times they are free to question the orders of the superiors. 4.9% of respondents say they are never free to question orders. 90.2% of employees can talk directly to their directors at least in the minority of times, while 9.8% say there is no such dialogue. 69.6% of respondents stated that some or most times, employees in the highest positions have privileges different from those in lower positions.

The second group is related to the Individualism Index (INDI), which is the measurement of how much an organization is based on the individual, collective and interpersonal relationships. A high level of individualism evidences prioritization of individual rights in an environment in which participants tend to form more relationships outside the work environment. On the other hand, in an environment with low individualism, the organization is more collectivist, with ties between employees. Most companies indicated that 47.1% of employees sometimes use individualism and selfishness in their professional relationships. They also affirm that the

individual is more valued than the group, and that there is no teamwork in some cases or most of the time (69.6%) (table 2).

Item	Description	Never	Few times	Sometimes	Most times	Always
5	Employees use individualism and selfishness in their professional relationships	3.9	24.5	47.1	21.6	2.9
6	The individual is more valued than the group, there is no teamwork	8.8	19.6	39.2	30.4	2.0
7	Individual interests overlap collective ones	9.8	14.7	44.1	30.4	1.0
8	Professional competition is clearly perceived	2.0	19.6	45.1	32.4	1.0

Table 2 – Assessment of individualism index (INDI)
Source: own elaboration

Consequently, individual interests overlap collective ones, sometimes by 44.1%. At 45.1% of times professional competition relations are clearly perceived in most companies.

The third group is the Masculinity Index (IMASC), which corresponds to the degree to which traditionally masculine values of achievement, such as control and power, are reinforced. The high weight in this index is indicative of gender differentiation, a situation in which women are dominated or controlled by men. For companies with a low level of masculinity, it can be concluded that there is a low index of differentiation between genders. Assertiveness, enrichment, and not emphasizing in people are values of the masculine society. Organizations with low IMASC index culture have dominant values based on relationships, people, neighbors, and quality of life.

42.2% of the respondents stated that sometimes the majority of employees are rude. Ergo, most of the participating companies are characterized by individualism sometimes in a day-to-day basis. Most companies (45.1%) say that employees hide their emotions sometimes. Most companies claim to have few or no women in managerial positions, and that at least once or most of the time (65.7%) there are clear gender-role divisions. Yet, only 33.3% say never or almost never are there such clear gender-role divisions (Table 3).

Item	Description	Never	Few times	Sometimes	Most times	Always
9	Most employees are characterized by rudeness.	11.8	27.5	42.2	17.6	1.0
10	There are few or no women in managerial or administrative positions.	5.9	25.5	40.2	28.4	0.0
11	Most employees hide their emotions.	1.0	24.5	45.1	28.4	1.0
12	There is a clear division of roles between men and women.	13.7	19.6	39.2	26.5	1.0

Table 3 – Evaluation of the index of masculinity (IMASC)
Source: own elaboration

The fourth group is the Uncertainty Control Index (ICI), common in organizations that seek to avoid surprises and uncertainties. These have low ambiguity tolerance and are governed by norms, rules or controls, reducing uncertainty. In organizations with a lesser focus on avoiding uncertainties, there is tolerance for multiplicity of opinions and also less rule guidance. They are more flexible to change and willing to take risks (Table 4).

Item	Description	Never	Few times	Sometimes	Most times	Always
13	Employees almost never feel tense or nervous.	1.0	22.5	49.0	24.5	2.9
14	Most employees prefer well structured and clear tasks.	2.0	15.7	38.2	35.3	8.8
15	Much of the work is planned, leading to few unexpected events.	2.0	19.6	42.2	35.3	1.0
16	Meetings are often planned in advance.	1.0	24.5	40.2	33.3	1.0

Table 4 – Evaluation of uncertainty control index (ICI)
Source: own elaboration

Most respondents (49%) say that employees sometimes feel tense or nervous, and that 73.5% prefer well-structured tasks most of the time. 77.5% stated that all or most of the time work is mostly well planned, and that meetings are often planned in advance (73.5%).

The fifth group of culture assessment questions is the long-term or short-term vision (IVI), which indicates when an organization relies on traditions relating to past and present events or the benefits of what is desirable for the future. In the long run, the values will be future-oriented, such as savings and persistence. On the other hand, in a short-term view, values are oriented

toward the past and the present, accepting tradition and the fulfillment of social obligations as the truth.

All respondents say that rapid results must be produced at least a few times. Personal loyalty varies according to business needs some or most of the times (73.6%).

Item	Description	Never	Few times	Sometimes	Most times	Always
17	Should produce fast results, the focus is on generating profits for the year	0.0	15.7	41.2	41.2	2.0
18	Personal loyalties vary according to business needs	3.9	20.6	41.2	32.4	2.0
19	The main values are freedom and the valorization of achievements	0.0	22.5	44.1	28.4	4.9
20	Thought is most often analytical.	0.0	14.7	46.1	38.2	1.0

Table 5 – Assessment of long-term or short-term vision index (IVI)
Source: own elaboration

Sometimes and in most cases (72.5%), the company's main values are freedom and achievement valorization. Finally, thinking is sometimes or mostly (84.3%) analytical.

3.2 Multiple match analysis

Correspondence analysis allowed the best visualization of associations between the variables of organizational culture and the company's general data, such as size and nationality. Figure 4 shows the assessed dimensions, in which it is possible to identify four groups with associations. The first group (1) refers to companies in which employees never hide their emotions; always feel tense or nervous; never use individualism and selfishness in their professional relationships and are free to question their leaders' orders.
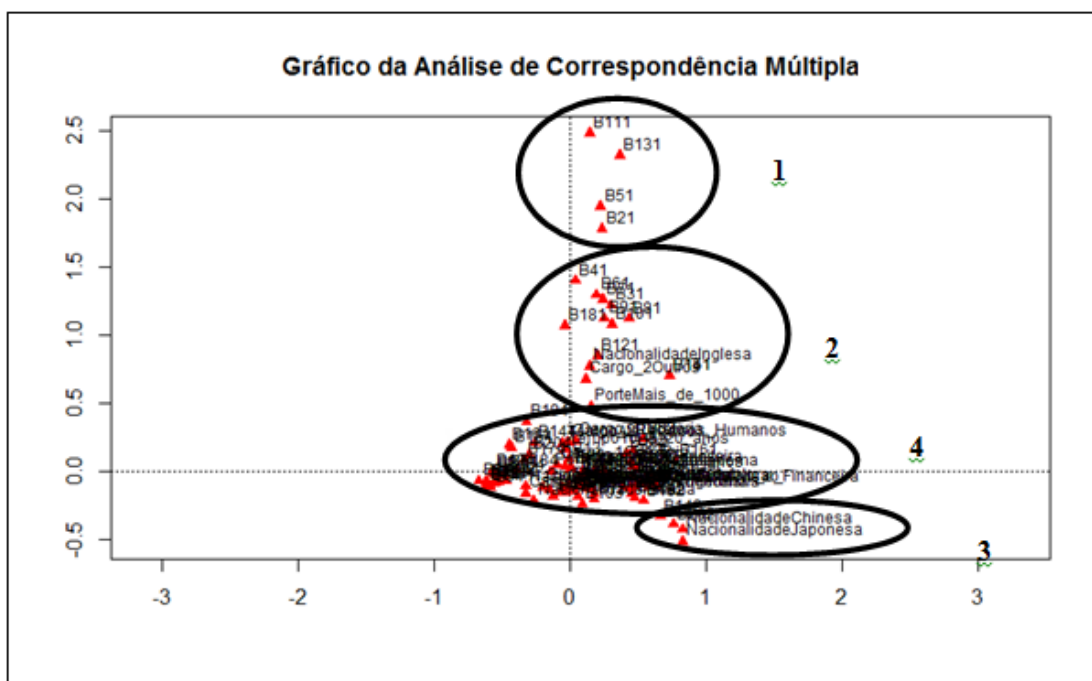
Figure 4 – Correspondence between general business data and culture
Source: own elaboration

The second group (2) is characterized by companies in which those in higher positions never have different privileges from those in lower positions; the individual is never more valued than the group; individual interests never overlap collective one; employees can speak directly to their directors; most employees are never characterized by rudeness; professional competitive relations are never perceived; personal loyalties never vary according to business needs; there are several women in managerial positions; there is no gender-role division; and they are British companies with more than 500 employees. The third group (3) represents companies of Chinese and Japanese origin for which there is a clear gender-role division, and thought is almost never analytical. The last group (4) cannot be distinguished in the graph, since companies have very similar characteristics.

4. RESULTS AND FINAL CONSIDERATIONS

The application of a Survey in the Brazilian cosmetic sector was carried out in this research, allowing to understand the managerial perception of 102 companies of the sector on the topic Organizational Culture. Some general results identified in these companies are that people have at least some influence based primarily on the position they hold, a high level of individualism pointing to the prioritization of individual rights in an environment in which participants tend to form a greater number of relationships outside of the work environment, traditionally masculine values of achievement such as control and power are reinforced, there is a low tolerance to ambiguity, with an orientation towards norms, rules or controls, reducing uncertainty, and the production of fast results is necessary. There are also environments in which personal loyalty varies according to business needs.

Correspondence analysis showed there is an association between companies of British origin, over 500 employees in size, and it is that those in higher positions never have differentiated privileges; the individual is never more valued than the group; individual interest never overlaps collective ones; the employees have access to the directors; people are never rude; professional competition is not perceived; personal loyalties do not vary according to business needs; there are several women in managerial positions; there is no gender-role division. Companies of Chinese and Japanese origin are associated clear gender-role division, and a type of thinking that is almost never analytical.

It was possible to identify important elements of the culture existing in the Brazilian cosmetic sector, yet this study does not exhaust the possibilities for analysis, which can be deepened and compared with results from other approaches, as suggested for future research in the sector.

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