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CORPORATE CULTURE IN PRIVATE ORGANIZATIONS: A CASE STUDY OF THE HEADQUARTERS OF THE CATHOLIC UNIVERSITY OF MOZAMBIQUE

Abstract

Allied to the change of each organization is the diversity of its human capital, the need to continuously adapt to the different changes in the work environment itself, resulting from the resistance to prioritizing the changes ensuing from the business activity. In order to understand how culture can affect an institution, especially in the private sector, there is a need to understand how it manages its human resources in order to achieve its goals in a more efficient and effective manner. Using a qualitative approach, the study sought to understand the organizational strategies used at the Headquarters of the Catholic University of Mozambique, to achieve its objectives in terms of understanding and aggregation in its organizational culture. The participants in this research were employees with more than five years employment at the institution. The results obtained showed that at the Catholic University of Mozambique, there is an organizational culture that tends to play a crucial role in the institution, as the organization currently tends to be dynamic both in its creation of value, as well as in its composition and organizational and environmental structure. More precisely, this dynamism is evidenced in the equipping of its facilities, using information and communication technologies, training staff, as well as its internal and external working relationships.

Keywords: Organizational Culture, Change, Communication, Diversity, Human Resources.

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Introduction

This research aims to analyze the impact of corporate culture in improving organizational competitiveness from the point of view of achieving objectives and improving the performance of its human resources. Thus, it was assumed that all the methods used by companies must be strategically employed, taking into account the human being, since these are the ones that relate to technologies, techniques, logistics, production in all areas of work. For the execution of the research, a case study of the headquarters of the Catholic University of Mozambique was chosen. In Mozambique, corporate culture is notorious in organizational practices through variables created by governing and strategic bodies of public or private institutions, which are in charge of managing their diverse staff at all levels. In some institutions there are programs aimed at staff training, segregated for different areas and needs, which can occur inside or outside them. Such training adds great value, as it increases the company's capacity to respond efficiently and effectively to its needs, as well as having in its organizational list people with the capacity to perform the organization's functions and diverse activities. For this study, a private institution was selected, in which it is possible to find in its work profile elements that are adequate to its organizational culture.

Organizational culture began to be studied and disseminated given the perception held by Japanese companies that business success was increasingly tied to the involvement of their employees with the organization's mission, values and objectives. Authors like Cameron and Quinn (2005) found that the concept of organizational culture leads to the understanding of acquiring specific value attributes of the organization itself, being mirrored by what is valued in the organization, by the dominant leadership styles, language, symbols, procedures, routines and definitions of organizational success. In the opinion of Mamede (2011), organizational culture represents the informal and unwritten norms that guide the behavior of the members of an organization, on a day-to-day basis, and that direct their actions towards the achievement of organizational objectives.

Thus, the present study intends to analyze the way in which the organizational culture is understood within the Institution, in all its hierarchical levels of functioning, the fundamental question being, of this article, to perceive what is the impact of the organizational culture within the Institution that is under study.

In structural terms, the article consists of five sections, namely the introduction, where the study is contextualized; the literary review, composed of concepts and reflections by authors on the present research topic; the methodology, which presents the type of approach and methods for achieving the research objectives; the discussion of results and final considerations. Finally, the bibliographic references used to carry out the study are presented.

Literature review

In today's world, companies are struggling with the need to create the most appropriate ways to retain and mobilize their employees, through the implementation of different strategies with a view to developing motivations and professional zeal, as well as loyalty and aggregation of employees to the cultural and business project. Thus, the present review sought, through theories, to discuss the different ways used by organizations to understand organizational culture.

In the perception of Santos (2012), organizational culture has been the basis for the development of organizations and the perception of their values, which are extremely important for the proper

exercise of their activities. Thus, it is understood that through change and culture it is possible to understand the bond and commitment that the individual establishes within the Organization, warning that such changes can impact employees with positive and negative expectations (Carvalho, 2015).

Campos, Rédua and Alvareli (2011), on the other hand, on organizational culture, maintain that in the current globalized world, changes occur that trigger the reevaluation of cultural premises, which presents a challenge to organizations in the face of how to deal with their cultural differences.

Carvalho (2015) presented a study on culture and organizational change with the main objective of understanding the functioning of the change process and how individuals internalize this process in the practice of their work, as well as how they feel and interact with the organization in the face of any type of change that may occur.

The aforementioned author, in developing this study, aimed to understand the process of change in the organizational context, the possible procedures adopted by the organization when dealing with change management and to highlight the relevance of the commitment and link with organizations by its employees. Thus, the study highlights the need for organizations to invest in their human resources and promote in them a motivation that makes them create a bond with it, as well as proposing that companies create a mediator who participates in the management of organizational change.

As Carvalho (2015) maintains, the management of organizational change implies, in some way, the analysis of the company culture that is composed of its mission, its objectives in the face of market and work changes, whether internal (imposed by the Organization) or external. Therefore, it is important that companies provide their employees with the necessary resources to carry out their activities, and that there is permanent control and evaluation, in view of the achievement of their objectives, their efficiency, effectiveness and performance. In view of the research, this author concluded that it is crucial that organizations are attentive to any and all changes or alterations in their objectives or projects, since it deals with people. And these are transforming the environment in which they act, being necessary, as a first step, to observe and listen to what people think so that one can continue, adapt or change, the path to be followed towards their success.

Another study on the importance of culture for organizations was developed by Santos (2012). The aim of this research was to demonstrate the influence that culture has on organizations and what interference they cause in decision-making, internal and external relationships, productivity, among other factors. The aforementioned author emphasizes that the entire organization has its norms and rules, thus defining how the relationship and behavior of its employees should be established in relation to the organizational environment. In this sense, employees have to understand the objectives of the organization they represent in order to better understand their functions and the role they have in the organizational whole.

Responding to a question about the duration of the implementation of a culture, it stated that it is indisputable to think that the same culture can be followed for a long time, but that it is essential that companies create strategies in order to adapt and respond to different internal and external changes that may occur in the development of their activities.

Sometimes, as Santos (2012) indicates, within each organization there may be dysfunctions between the company and its employees. And these dysfunctions can occur, when top management ends up defining a very complex culture which is difficult for employees to

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understand, and because they do not understand it, end up creating their own way of behaving in the organization, which can cause friction between real and planned culture.

This author's research concluded that the definition of an adequate organizational culture is the best path for organizations, as this, when strategically well presented, disseminates the values capable of treating equally and adding all employees to the business project, as well as the embedded values are an essential element in conducting their business and seeking the necessary competitiveness in the market.

The aforementioned studies by Carvalho (2015) and Santos (2012) are interconnected with the present research, as both seek to understand the contributions and the relevance of culture within an organization, highlighting from this the objectives, the mission, the vision of the company and what perception and role each employee has as an integral member of the company. In this sense, these studies highlight the need for top managers to invest in employees by creating training plans, capacitation, internal or external mobility, investment in information and communication technologies, diversification of routine activities and especially for organizations to reinvent themselves and outline strategies so that they can adequately and specifically respond to the needs of society. Moreover, for such purposes it is crucial to have motivated employees who understand that the achievement of the company's objectives requires a collective contribution from everyone, before any legitimate individual interest.

In times of a pandemic such as COVID-19, there is a need for companies to strengthen their culture. In different contexts, both national and international, teleworking has been the most recommended, at a time when social distancing (Vasco, 2020) is the best ally to fight the virus. Private companies have been reinvented to ensure their sustainability. However, there are some limitations to overcome the challenges in the use of digital tools that promote activities. These weaknesses (Bachita, 2020) have somewhat affected the productivity of companies, which can lead to delays or shortages, reduced number of employees, and in extreme cases, the closure of the company. Thus, it is understood that at a time like this, companies need to empower themselves, supporting and investing in short training courses, lectures, workshops that bring employees closer to the company.

Prado (2020) in validating this perception, understands that in times of social isolation and working from home, it is essential that there is a digital transformation in organizations, which necessarily requires a cultural transformation for there to be a true adhesion of these resources. However complex they may seem at the time of their adoption and implementation, numerous benefits will be obtained, as a consequence, at a later time. In this sense, and so that everything can function normally, it is a priority for companies to create mechanisms, some of which are computerized, so that remote work is efficient, people are safe, confident and, at the same time, protected, feel monitored and coordinated and, essentially, to maintain the continuity of the companies and, consequently, to safeguard the jobs of their employees (Basto, 2020).

Methodology

The methodological option adopted for the present study was to follow the qualitative method (Gil, 2002). The concern was to deepen the understanding of organizational culture within the Catholic University of Mozambique, specifically at its Headquarters. Likewise, the phenomenon studied was interpreted as qualitative research supported by semi-structured interviews (Manzini, 2004) and according to the perspective of the subjects who participated in the study, without excessive concern with the search for numerical representativeness, statistical generalizations and linear cause and effect relationships.

The data collection techniques for the present study were based on documentary analysis, participant observation that allowed for support from semi-structured interviews conducted with the employees of the Headquarters.

The interviews were conducted with the employees of the Headquarters of the UCM under study, in order to be able to perceive the level of information about the organizational culture of the company they represent, as well as their perception of interpretation and external identification.

The participant observation allowed a more comprehensive verification, with regard to the organizational environment of the institution, as well as helped in the understanding and interpretations of the phenomena leading to a corporate culture within the faculty under study. In this context, Oliveira (2010) argues that observation enables a descriptive analysis of a particular object of study.

UCM's Headquarters is made up of 85 (eighty-five) employees. For this research, employees with a minimum seniority in the institution of 5 years were selected. Thus, 12 employees responsible for different areas of work participated, such as: support staff (three respondents), administrative technical staff (one respondent), teachers (four respondents), research and research center (two respondents) and the department quality (two respondents).

In order to carry out the qualitative study, the answers obtained by those involved in the interview process were recorded and reformulated into categories initially presented for the purpose. After conducting the 12 interviews, there was no need to carry out further interviews, as the responses were already conclusive in view of the research objectives initially envisaged.

The sources of information in this study were described, understood and the categories developed in the interview process were followed, as well as in the verification of the organizational culture within the institution.

The data from the qualitative study were coded according to the following acronyms: PA, for support staff; CTA, for technical administrative personnel; CD, for faculty; CIP, for the Research and Research Center and PFQ, for the quality focal point, both from the Headquarters. In this context, it should be noted that the sources of information obtained from the interviews and the checks were analyzed using the technique of content analysis.

Discussion of Results

Organizational culture is made up of several elements (values, rituals, beliefs, stories or myths, conduct, regulations, norms, customs, communication, material, structural and other aspects) with its subjective implementation and the criterion of each company according to its nature, size and extent of its business. Thus, it is important that companies find a match between the elements of organizational culture and the motivation of employees.

For this study it was important to analyze some relevant aspects such as the understanding, components, indicators, classifications, functions and dysfunctions of the organizational culture verified in the Headquarters and supported with some studies developed on the theme.

Thus, the responses of the participants interviewed indicate that organizational culture is essential in any institution, whatever its size, where the aspect to be taken into account is the human factor. In other words, it is people who promote, dynamize and cooperate for the achievement of organizational advances, at all their hierarchical levels and of a technical and functional nature. The second point indicated is the intellectual factor of knowledge generation

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(Minayo, 2008), which needs to be enhanced in organizational life, in addition to the availability of information and communication technologies (ICTs).

In the context of understanding the organizational culture, the interviewed participants stressed the importance of ICTs in the Institution, but that they should not replace the human workforce, as well as the fact that some workers remain oblivious to the uses of ICT, arguing that the organization must combine technologies and the intellectual factor of knowledge generation (Minayo, 2008) to promote its activities, as an Institution, as one of the respondents indicated:

“For a Higher Education Institution, institutional communication is fundamental for the achievement of the pre-set goals and the workers, external and internal, have an essential role in how they contribute to the achievement of the objectives established by the Organization.” (CIP)

Thus, Robbins (2001) stresses that it is understandable to assume that the implementation of institutional objectives depends fundamentally on the existence of good organizational communication. Likewise, the absence of organizational communication is a source of maladjusted behavior, which can have adverse effects on the organization's success.

In this, there is a preponderant aspect for the organizational culture, which is the differentiation it will bring to the Institution, in order to distinguish it from other similar external institutions through a unique identity of the organization. In this sense, through organizational culture, changes in people's attitudes should be encouraged, making them create the spirit of working for the institution, and that this spirit works as a team effort to achieve the goals, regardless of the hierarchical level of the same.

Carvalho (2015) points out that the dimension of culture is incorporated into the individuals it makes up, and that they should, as employees, carry with them the way companies operate. The functions of culture will bring benefits not only to companies, but also to employees by adding value to the organization and increasing the frequency of desirable employee behavior.

Campos, Rédua and Alvareli (2011) add that organizations seek the use of a conduct that is identified as fundamental for good development: the actions of leaders in organizations, aiming at articulation and managing, through cultural aspects, to fulfill objectives that let it appear that group learning reflects the values of the company and its employees.

Culture provides an identity for the members of the organization, as it allocates them to an organizational and occupational structure that is recognizable by everyone. Culture also creates a sense of commitment to a social entity greater than simple personal interest (Robbins, 2001; Hofstede, 2003 & Fleury, 1991).

Components of Organizational Culture

Chiavenato (2004) compares organizational culture to a system of different meanings shared by the entire company, such as beliefs, habits, values, norms, attitudes and expectations. And according to Santos (2012), managing organizational change implies the proper adaptation of the company's culture, composed of the mission and objectives in view of the constant transformations of the labor market.

In this regard, three constituents of the organizational culture were founded in the Headquarters of UCM, namely: the mission, adaptability and involvement.

As for the mission, the participants stated that it represents the tool that gives the institution its purpose and direction. They explained that the mission must be clear, concise and objective so that there are no doubts about the objectives which the company intends to achieve at the moment.

One of the respondents said:

“ The Institution's mission must be seen as a responsibility of all its employees, so that it can be objective.” (CTA)

The objectives that the company intends to achieve should not be seen by only a part of employees, but, by all, whatever the hierarchical level. Therefore, it is important that all members know in depth the mission of their institution, and work to ensure that it is carried out as planned.

In the same context, given this observation, one of the interviewees indicated that,

“ Every employee must know the mission of his Institution, but not everyone does know it, a fact that worries the Faculty Directorate, which is thinking about giving lectures and training to all employees at a suitable time ” (PFQ)

In the analysis of the information provided by the interviewees and different theories presented throughout this study, it coincides with what was observed in the Institution, as it was found that all members work to achieve their mission, where each worker, regardless of their hierarchical level, gives the contribution, through the sectoral activities carried out by them.

Adaptability is the second component of organizational culture and concerns the willingness that the worker has to learn and the ability to produce internal and external changes in the company. For respondents, adaptability has to do with:

“ The creation of motivation by the employee to learn continuously and through his knowledge, create new ideas for the improvement and progress of his Institution. ” (DO)

In order to achieve their goals, be they short, medium or long term, companies invest in training, and in information and communication technologies, in order to add value to their activities, which, for this, needs people able and capable to understand and accept institutional changes.

Within the institution under study, it can be seen that the motivation of employees in all sectors is constantly implemented, with a greater focus on the pedagogical and administrative sector, through the introduction of cutting-edge technologies, training, lectures and training.

The other constituent of the organizational culture is the involvement that concerns the act of the institution's workers to feel part of it, thus being responsible for it.

In this context, the statement of one of the respondents was as follows:

“ Our institution has the meaning of home, as this is where we spend most of our time, which makes us all strive to organize and contribute to its well-being and growth. ” (PAN)

Involvement is an item that requires the person's commitment as a worker of the Institution to dedicate himself, understand the environment where he is inserted and feel like the owner of the

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Institution, where each one carrying out his activities with zeal can create positive results for the organization.

Thus, Marques (2017) points out that in addition to ensuring that its employees are result-oriented, a company that wants to have a well-developed organizational culture also needs to focus and value its human capital, because it knows that it is through people that the processes are properly carried out and that the objectives are properly achieved.

Still on this component, Carvalho (2015) adds that involvement with work was identified as one of the main affective bonds of the individual with his professional activities, thus providing a good organizational environment.

Analyzing the perceptions that the interviewees have about involvement with the observed, it can be said that within the Institution in analysis, this concern exists where mutual assistance for the accomplishment of individual and collective activities in favor of the Organization is verified.

In general, organizations are today facing challenges associated with increased competitiveness. The increasing ease of access to technology makes innovation a constant threat and, if it is not encouraged within the organizations themselves through the use of intellectual capital inherent in their workforces, organizations will have difficulty in surviving, according to the testimonies of surveyed:

“ We will encounter an organizational culture if there are the objectives of the Institution, quality and capacity of workers, commitment and monitoring of activities. ”
(DO)

This statement is supported by the position of some authors such as Marques (2017) when stating that the organizational culture of a company is something that guides the actions of all individuals involved in its organizational processes, such as beliefs, values, rules of conduct, moral and ethical principles, and management principles and policies implemented by the organization.

And similarly, another interviewee indicated that,

“ ICT's will only be useful in the Institution if the members of the Institution are qualified to use and work with them and mainly able to adapt to the changes of the same, which means that the intellectual factor should not be replaced by technologies. ” (CIP)

In this regard, Rossetti and Morales (2007) add that the technological evolution that involves the world, organizations and people affects practically all activities and favors the free and fast transmission of a large volume of information through different means.

In this sense, Robbins (2001) points out that most senior executives are familiar with the language and activities that give vision to their business. However, all of these efforts can succeed or fail, due to a much more subjective and difficult to quantify aspect: culture. Your organization's culture determines how hard, or joyfully, your employees work and how much excellence is rewarded. Therefore, in the long run, culture will also ultimately determine whether your organization will survive.

Organizational culture indicators

The research carried out at UCM's Headquarters on the implementation of organizational culture was fundamental to understand and analyze the indicators of organizational culture.

Regarding the indicators of the organizational culture of Schein (2004), it can be concluded that in the institution under study, the following standards are verified: level of responsibility, freedom and independence of employees; level of encouragement of aggressiveness, innovation and risks; clarity regarding performance objectives and expectations; capabilities of the company's units to work in a coordinated manner; managers' willingness to provide clear communications, assistance and support to subordinates; a volume of rules and regulations and direct supervision used to supervise and control employee behavior; degree of identification of people with the organization as a whole, rather than with their immediate group or professional colleagues; association between rewards and performance; and tolerance in the divergence of opinions: degree of openness to the expression of opinions and criticisms, according to the statement below:

“ The Institution is governed by the indicators of the organizational culture, in order to streamline its activities in all sectors, where the demand of the members of the Board towards employees is made continuously through monitoring and coordination.” (PFQ)

Notwithstanding the standards mentioned above, it should be noted that in relation to their implementation in the Institution, some of them still lack involvement, monitoring and adaptability, as a portion of workers still have difficulties working according to the components and indicators of the organizational culture.

The reported indicators contrast with some authors who estimate that the problem and the objectives of the investigation condition the definition and characterization of the organizational culture.

Neves (2001) states that, according to the various perspectives, the problem currently focuses on the different terms of the unit of analysis of the culture that needs to be understood. Again, the problem arises in selecting indicators, based on the aspects and dimensions of culture that are intended to be addressed and under what conditions.

It is clear and coherent the need to describe theoretically the functioning of the structure of an organization, as it allows one to decide on the application of the effective methodology to reach solid and valid responses, so that it is possible to encompass all the coordination mechanisms, the establishment of functions, hierarchies, positions, analyzing the flows between the various departments and observing the forms, management strategies and decision making.

In the comparative analysis of the indicators observed and those highlighted in the literature, Schein (2004) identifies specific aspects that can be added to the organizational structure of the institution under study, with a greater focus on social responsibility and human relations that must be practiced, continuously, by all members of the organization, as shown in the following table.

Organizational Culture Indicators from the perspective of Schein (2004)

In order to achieve the research objectives, it was considered pertinent to test the implementation of the indicators proposed by Schein (2004) in the Headquarters of UCM, which throughout the present study were evidenced and proven, through some methods such as observation, semi-interviews structured and document analysis, as shown in the table below.

Organizational Culture Indicators: Schein's perspective (2004)

Principles of the system of work	Character of principles
Objectives	Efficient and complete fulfilment of objectives
Training	Investment in recruitment and training of employees and in professional activity
Professionalism	Acceptance of principles, statutes and formal practices in professional work by all employees
Commitment	Degree of commitment to the organization
Communication	Open, transversal and transparent at all levels
Integration	Development of integration of new employees
Culture	Consolidation of a business culture
Norms and Regulations	Character of norms and regulations
Working hours/Premises	
Values of the Organisational Structure	Character of values
Bureaucrac	Stability, norms and procedures formalized
Power	Centralized organization of work
Human Relations	Well-being of employees, good environment, personal interactions
Social Responsibility	Actions taken with a view to the well-being of society
Development	Growth and consolidation in the market and training of employees
Individual initiative	Level of responsibility, autonomy and freedom in the work
Team Spirit	Cooperation between team members and between teams
Identity	Level of identification of employees with the organization as a whole instead of with only team members
Stability	Type of employment contracts, promotions, working hours, weekly workload, etc.

Source: Lages (2014, p.53)

Classification of Organizational Culture

From the perspective of Mamede (2011), the culture of a company can be: i) strong - if there are well-defined and widely shared core values, the greater the positive impact of leadership on employee behavior; ii) weak - if the essential values are mistaken and clash with the values adopted by the majority, the lesser the degree of commitment to them; iii) open - if there is any risk stimulus, solidarity, humanistic and team-oriented attitude, easy to live with and focused on growth; iv) closed - if there is a structured, task-oriented, individualistic, tense and stability-oriented environment.

Given the observations made at the Institution under analysis, the organizational culture can be classified as open and weak, since some components and indicators lack greater commitment, monitoring and adaptability on the part of all workers in the organization. These weaknesses must be tested for continuously, through lectures, training, sensitization and monitoring of the level of perception of each employee.

In this context, the institution's quality department, responsible for the evaluation and improvement of the organizational culture, made it known that there are activities programmed at the faculty level to improve it, with emphasis on lectures to employees about the organization's mission, which will be done in a sectorial way taking into account the existing departments, according to those responsible for quality:

“ Each employee must have a commitment to the institution, it is not enough to know what is right, it is necessary to communicate, it is necessary to dignify their work. A significant number of employees are unaware of the Institution's mission. We need to spread the mission further. Many do not know why they come to work.” (PFQ)

In the opinion of Salgado (2003), a culture begins with leaders who manage to pass on their values and assumptions to the community. If the group is successful and the assumptions are accepted, there is a culture that will define for the next generation the types of leadership that will be acceptable. From that moment on, culture defines leadership. An organizational culture becomes unique insofar as it is specified by the particular characteristics of its members and their insertion in the environment, resulting from the movement of the social construction of the reality of a group or community, when it is understood that living organisms meet in a constant dynamic, following changes in the environment (Zago, 2013).

Functions and dysfunctions of organizational culture

In Zago's perception (2013), the culture of an organization is the genesis of any business strategy due to its dominant role as a trainer of the mental models and collective behaviors of the organizational members. When there is a lack of clarity in the definition of the basic and structural elements that support their understanding this needs to be studied. For this author, the construction of organizational culture is a learning process as it involves the promotion of both change and the incorporation of concepts and principles, assuming a character of cognitive redefinition of organizational members.

For Mamede (2011), the biggest dysfunction (negative consequence) of the organizational culture is that of creating barriers to change and creating conflicts within the organization itself. An organization with a strong culture produces members with a set of explicit behaviors that have worked well in the past and that also work well in the present. Naturally, the expectation is that these behaviors will also be even more efficient in the future. Paradoxically, a strong culture can produce rigidity in the organization, making the necessary changes to the new conditions difficult.

Still regarding the functions of the organizational culture, it is important to note that from the observations and research carried out in the organization under study, it exists and is well-known through the acceptance that it has with its employees and the demand for its services by the market, and in its relationship of fair competition.¹ Indicators and components are tools that concern the highest bodies of the Institution that have been streamlining operations for their effectiveness through lectures, events, training of staff, campaigns and dissemination of their services and some social and human responsibility activities .

In this context, the management of the Headquarters, in one of its regular meetings with employees, stated that the Institution has several activities at the sector level, namely: testing, counseling and voluntary monitoring for HIV/AIDS and other diseases, which is executed by a qualified professional, hired for the purpose, who collaborates with the HIV department implanted in the Institution; collection of clothing, food and other aid to schools and centers in need through the collection of donated items in a deposit located in the Institution; and campaigns and events that promote the organizational and professional image of its employees.

The weakness of the organizational culture in the researched Institution is related to the internal communication by the employees, and the employees' commitment to their activities, namely: knowledge of the mission of the organization where they work and spend most of their time and work with the means of technologies with a greater focus on the use of the internet and some working tools.

¹ The latest ranking of African universities, published in early January 2017, placed the Catholic University of Mozambique in second place after the Eduardo Mondlane University.

Final considerations

Globalization brings with it different changes in the labor market, pushing companies to reinvent themselves and devise strategies that respond to the needs of different users. These changes can be physical, logical, structural and behavioral and have a significant direct impact on the organizational culture of the company. With the emergence of the coronavirus pandemic, the world began to adopt social distancing to fight the virus without a cure until now, forcing companies to adapt to ensure their sustainability, through telework. Therefore, the materialization of activities through digital tools requires mastery and motivation from stakeholders. Therefore, top managers need to strengthen their culture by promoting activities that increase the intellectual, mental and moral capacity of their employees (Prado, 2020 & Basto, 2020).

The results of the present study highlighted that the organizational culture directly affects the institution's performance, through the practices and attitudes adopted by its human resources as an integral part of the organization. Thus, organizational culture must be assumed as a routine practice in the institution through internal and external training of workers, in order to be able to improve the quality of their tasks and the achievement of pre-established goals in the organization.

The review of literature related to the present study (Mamede, 2011; Zago, 2013; Schein, 2004 & Robbins, 2001) reinforces the importance of culture within the members of the organization, being relevant that the members of the companies' management permanently invest in adding value to the human being, as an employee of their company, through some benefits that support the performance of their activities at the Institution, but also as a person.

Likewise, it was noted that the Institution's employees have a fundamental role in the functionality of the organizational culture, as they must be able to manage diversity within and outside the company, accept the investments in their favor to improve their tasks and especially the capacity for self-investment, not just settling for waiting for the company to spend resources on training and education. The organizational culture incorporates all the members of the Institution, regardless of their hierarchical and functional levels, with the need for everyone to work according to the Institution's mission and vision.

Thus, it can be said that a healthy institution is one that has and applies its organizational culture. Well, there may be the components of a good culture within the Institution, but it is necessary that all members of the organization apply and encourage it in favor of the company and in the development of its technical and human capabilities.

In general, it is understood that the implementation of the organizational culture in the Headquarters of UCM according to the proposal by Schein (2004) can be improved in accordance with the opinion of the interviewees. The training of employees in different matters can add positive value to the Institution, which will have more committed and qualified employees to perform the tasks that contribute to the achievement of the organization's goals. Allied to the training incentive is communication, which is an essential tool for organizational life. The Institution should endeavor to adopt, whenever necessary, more flexible means that allow internal and external information to circulate quickly and effectively.

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