

Organizational Culture at Home: A Belonging Sense Developer

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Abstract

Organizational Culture at home is not a traditional review to understand the relevance of it to family organizational development. But today's researchers like Velez, S., Rosario, I., Mendez, V & Vargas, L. (2016) and Velez-Candelario (2019), who examine the organizational behavior at home for the first time, observed and measure the family as a socioeconomic organization including the Organizational Culture as a one of the main areas to develop. These researchers exposed that a successful organizational development at home will depend on a well define organizational culture that enhances the belonging sense of the family members. They explain that depending on the family members' cultural manifestation at home, a sense of belonging will be strong, unifying the members' organization and enhancing their leaders' influence or not. It is bibliographical research in a monographs format that will guide the lector to understand this phenomenon of the family organizational culture and the influence of it to enhance the belonging sense of this socioeconomic organization. This analysis will expose how belonging sense helps to develop the family group cohesion to work together to reach their vision, mission and goals, capable of delivering a healthy and productive human capital to their macro-economic system.

Keywords: Family, Formal Organization, organizational culture, belonging sense

Introduction

Organizational culture is an activity that a human group develops through their frequent social commitment and their needs to be engaged, becoming one and aligned with their organizational purposes. Believes, norms, rituals and common projects are normative behaviors that help to build the synergy of a social group. According to Vocabulary.com (2025),

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Synergy means working together to create something greater than either of you could do alone. The word synergy comes from the Greek sun, 'together' and ergon, 'work' (the same root that gives us ergonomic and energy). When one thing magnifies the effect of another.

Synergy helps any social group to work together to become a functional organization that follows the same vision, mission and goals. Otherwise, within a synergistic social organization a mutual culture stimulates a positive behavior that produces their belonging sense as a motivational factor that produces a teamwork factor. But what is the relevance of the belonging sense daily? According to Maslow's Hierarchy of Needs Theory, belonging sense has been part of human creatures since their existence, giving them love, happiness and other motivational factors to move on, in other words a fountain of energy. Moreover, McLeod exposed that, "is necessary to understand what motivation is". He expresses that,

Moslow Motivational theory in psychology comprises a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. The five levels of the hierarchy are physiological, safety, love/belonging, esteem, and self-actualization. Lower-level basic needs like food, water, and safety must be met first before higher needs can be fulfilled. Few people are believed to reach the level of self-actualization, but we can all have moments of peak experiences. The order of the levels is not completely fixed. For some, esteem outweighs love, while others may self-actualize despite poverty. Our behaviors are usually motivated by multiple needs simultaneously (2024).

As it is mentioned, belonging sense is a motivational factor that Moslow brought aboard as part of his theory. For many authors motivation is that energy that helps humans and other living creatures to move forward reaching goals or any other thing as a piece of meat. Cherry K., explains that motivation is,

Why does a person do something? It is the driving force behind human actions. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. For instance, motivation is what helps you lose extra weight or pushes you to get that promotion at work. In short, motivation causes you to act in a way that gets you closer to your goals. Motivation includes the biological, emotional, social, and cognitive forces that activate human behavior (2024).

Otherwise, more authors are defining motivation as a force that helps human beings to move on, they characterize it as an energy. For example, Reeve explains that,

Motivation is an internal process. Whether we define it as a drive or a need, motivation is a condition inside us that desires a change, either in the self or the environment. When we tap into this well of energy, motivation endows the person with the drive and direction needed to engage with the environment in an adaptive, open-ended, and problem-solving sort of way (...2015; in Souder, B. 2019).

The Belonging Sense

The belonging sense is what an organizational cultural manifestation promotes through in common share core values, beliefs, rituals, and goals within a human organization. But what does belonging mean? “Belonging means acceptance as a member or part (Psychology Today, 2025)”. These same authors explain that a “sense of belonging is a human need, just like the need for food and shelter. The feeling that you belong is most important in seeing value in life and in coping with intensely painful emotions”. This same fountain also exposes that,

- A sense of belonging to a greater community improves one's motivation, health, and happiness.
- Feeling a sense of belonging is important to see value in life and cope with intensely painful emotions.
- One way to increase one's sense of belonging is to look for similarities to others rather than focus on differences.

Organizational culture includes a common way to behave during a coexistence activity with similar values, beliefs, goals, between other characteristics and activities that give to the daily interaction sense and purpose. The researcher Velez-Candelario (2016) found a clear sense of belonging in the family members that identify explicit and unique organizational culture characteristics that include share core values within their family members. This same scientist found that families who could identify their organizational norms, beliefs, rules, rituals and customs explicitly show a better commitment and synchronize behavior at home that helps to develop a belonging sense. According to Velez-Candelario families that have a clear belonging feeling also show a higher school grade average in their young human capital at school. They also have family leaders that produce their own money to support their family organization's basic needs without any governmental

subsidy. As an interesting detail in this study, all the productive families' members share these three similar core values as work, be responsible and productive.

Otherwise, the organizational culture at home enhances their belonging sense through their common beliefs, rituals and shared values. Organizational Culture also helps to develop group members' synergy. Synergy, according to the Merriam Webster Dictionary (2025), combined action or operation and a mutually advantageous conjunction or compatibility of distinct business participants or elements (such as resources or efforts). This synergy also helps to develop a synchronize organizational behavior that helps the performance of each one of the at home members inside and out of it. In other words, families who share common values, beliefs, rituals and goals create synergy that helps them to enjoy a strong sense of belonging. According to Velez-Candelario (2020), this family type is more efficient and productive during their daily performance as a coexisting group and individually.

Some researchers explain that "In social psychology, the need to belong is an intrinsic motivation to affiliate with others and be socially accepted (Cherry, K. 2023)". Cambridge Dictionary (2025) defined affiliation as "the state or relation of being closely associated or affiliated with a particular person, group, party, company, etc.". The previous explanation exposed that a belonging sense is a motivational factor that helps human beings to move on. Due to that the creation of the activity that helps to promotes this motivational factor as the organizational culture must be a main administrative task at home.

Formal and Informal Organization

The literature exposed that exist two types of human organizations, the formal and the informal ones. The formal human organization is this pre-design and using formal processes to reach their goals. Britannica (2024) defines formal organization as one that has formal structure designed to guide and constrain the behavior of the organization's members. Otherwise, Max Weber (1864–1920) one of the founders of sociology, recognized long ago the efficiency as a characterization to identify what type of human organization it is. He said,

As societies become more complex, their procedures for accomplishing tasks rely less on traditional customs and beliefs and more on rational methods of decision making.

The development of formal organizations, he emphasized, allowed complex societies to accomplish their tasks in the most efficient way possible (Weber, 1921/1978: cited at Pressbook, 2024).

In this explanation Max Weber didn't include the family as a rational organization that has to be effective or efficient. He does not consider the family to be an organization that needs scientific strategies to be productive, alive and motivated within that complex society that he mentioned. Weber doesn't include the family members that need to reach socioeconomic goals to preserve their household activity and permanence without violating their ecosystem legal statements. Even so, the Ecological System Theory by Urie Bronfenbrenner expose that, *"Is posits that an individual's development is influenced by a series of interconnected environmental systems, ranging from the immediate surroundings, family, to broad societal structures, e.g., culture (Guy-Evans, O., 2024)"*. Moreover, this same author explains that the macrosystem is focuses on "how cultural elements affect a child's development, consisting of cultural ideologies, attitudes, and social conditions that children are immersed in beliefs about gender roles, individualism, family structures, and social issues establish norms and values that permeate a child's microsystems". Otherwise, this same "American psychologist Urie Bronfenbrenner formulated this Ecological Systems Theory to explain how social environments affect children's development (The Psychology Notes, 2024)".

In contrast with Max Weber the researcher Velez-Candelario (2016) exposes that family is a formal organization that has a predesign system established by their ecosystem political and legal statements. This scientist also analyzes the family as a formal organization that needs to be functional and productive like a business workplace organization does. For that she measures the family organizational and administrative functionality using the Family Organizational Administrative Functionality Scale (Velez-Candelario, 2020). According to this author findings "this scale possesses an internal consistency of .9 (Cronbach Alpha), meanwhile, the Factor Analysis had adequacy of .8, Kaiser-Mayer-Olkin (KMO by the English acronyms) recognizing each measured area as an independent factor". It was created following the scientific organizational and administrative theories guidelines and recommendations to identify the family organizational behavior efficiency. The measure areas include leadership, communication, organizational culture and environment. This author also summits this FOAF Scale (Velez-Candelario, 2021), to two hundred sixty-five children (young human capital) to measure the efficiency

of their family management quality while they perform the academic work. Her findings confirm a positive correlation between FOAF Scale results and the school GPA of the young human capital (children's).

Velez-Candelario (2021) explains that family was categorized as an informal organization due to the first spontaneous or casual meetings of their leadership that helps to develop their relationship as a future family owner, but without considering the real legal establishment that happens after the organization is configured. Due to this characteristic of having their first meeting without a previous plan, sociologists' categories this organization as an informal one. But without doubt any type of organization can start in this way, including a business one. Spontaneous creation is also a universe creation theory. Even so, Velez, et al. (2016), proves that family is a pre-design organization with formal processes as part of an organize society that used legal statements to regulate human social behavior and economic activity within their household and social systems. In this study she also proofs that as soon as the couples formalize their commitment through a marriage contract or without a marriage contract but with kids living below the same roof as family, their legal ecosystem and socioeconomic community force the organization to follow a formal management system at home without a minimum explanation of how they should do this.

Otherwise, for this pre-design formal organization named Family the social community already has different legal statements that help family owners to decide how they will manage their economic resources and currency. Even if they do not use pre-design and previous options as that stablish their commitment economic management before get marriage, the marriage contract includes a regular one that is activated as soon as a marriage is formalized, named community property. Even if a couple share the same roof in a consensual action without marriage after some years having this activity the law could consider this type of kinship a socioeconomic community. In case that this same consensual action has a common bloodline through in common kids in the law consider this organization automatically a family community with all the legal statements that their mesosystem uses to manage their socioeconomic development.

Furthermore, certain formal behaviors that needs scientific knowledge to be executed are legally demanded from the family managers, as mandatory school attendance, the mandatory medical preventive services for their children (pediatric

revision, vaccines, retirement rights, between others), academic education and the provision of the basic needs as food, close and shelter, between others. The hierarchy that commands the family chain of power makes more than clear a formal characteristic of this human organization. Family leadership is in adults' hands as the owners of the group, who must create a government system at home that distributes specific roles and responsibilities. This governmental system helps to develop their organizational culture. The at home governance puts their young human capital of this organization in the lowest position of the family hierarchy. This means that family leaders have the assignment to implement their rules, beliefs, norms, rituals, expectations, mission, vision and goals.

Otherwise, the informal organizations are defined as “the manner in which an organization operates in reality, as opposed to its formal distribution of roles and responsibilities” (Britannica dictionary, 2024). This same source explains that,

The informal organization can be most directly contrasted with the rational-legal model of bureaucracy theorized by the German sociologist Max Weber. Weber's model is intentionally impersonal. There, responsibilities and functions reside in an office and are designed such that anyone with the necessary skills can occupy the office, learn how to perform its function, and do so with little variation in outputs. In contrast, the informal organization is intensely personal. Individuals may occupy roles and offices, but they bring to those offices their own interests, values, and assumptions. Their organizational behavior is as much a function of their personalities as of their formal duties (Britannica, 2024)

With the Max-Weber assumption an informal organization is not considered a rational-legal model of bureaucracy. Something that according to Velez-Candelario (2016) does not apply to the family organization, that not just have to manage their group with a rational-legal model but must deal with a bureaucracy system to reach their socioeconomic daily needs. According to this researcher if the family organization does not manage their social group aligned with their ecosystem in their rational legal and economic model, they will not be able to engage appropriately with their large community. This dysfunctionality will promote a disrupted management system at home affecting their daily organizational behavior and cultural manifestation that will disturb negatively their atmosphere and climate at the household. Moreover, if the family leaders do not follow the rational-legal

model of bureaucracy to reach their basic economic needs they could infringe the law acting as a criminal mind.

Organizational Culture and Belonging Sense at home

With the definition of what an organization is and how scientists categorize it here are findings in the formal organization named family. These findings include the organizational culture explicit manifesto at home as a main activity that promotes their engagement and synchronize behavior as a socioeconomic group. Group engagement is the glue that any social organization needs to develop the belonging sense that helps to motivate their members to reach their goals. Those findings by Velez-Candelario (2020), categorizing and treating the family as a formal organization where the organizational culture manifesto is clearly different within the productive family's vs the unproductive ones, show the relevance that organizational culture has at the household. But before that let's see how families are also categorized.

❖ Families as a Social System

Families are also named social systems, where each member affects the others and vice versa. In regards of that Science Direct exposes that,

Human organization is one form of an abstract concept called a system. A system is an assembly of parts that form a whole greater than the sum of the parts. Every system has some unifying principle or force that holds it together. In the case of a human organization, this unifying element is provided by the management of the organization. Management in general refers to those people in an organization who are authorized to give directions to the other members of the organization. Understanding management is the key to understanding any organization (2024).

This concept mentions management style as a key to understanding any human organization. Otherwise, the Family Systems Theory uses these same arguments but considering emotional activity the main characteristic of this human organization and suggests that,

It is an insightful framework for understanding family dynamics and relationships. It views the family as an emotional unit and uses systems thinking to describe the complex interactions within it. The theory was developed by Dr. Murray Bowen in the

mid-20th century and suggests that families are systems of interconnected and interdependent individuals, none of whom can be understood in isolation from the system (Microsoft Copilot, 2024).

This same source exposed that the Key concept of this theory includes:

- **Triangles:** This is the smallest stable relationship system. A triangle usually involves three people and can stabilize a dyadic conflict.
- **Differentiation of Self:** This refers to the ability of an individual to separate their own intellectual and emotional functioning from that of the family.
- **Family Projection Process:** This is the process by which parents transmit their emotional problems to their children.
- **Multigenerational Transmission Process:** This concept explains how small differences in the levels of differentiation between parents and children lead to marked differences in differentiation among members of a multigenerational family.

This theory sees the family group as an emotional unit, without considering their legal/socioeconomic characteristics and responsibilities, even the legal definition of family. This theory does not consider the family management system either. This point of view concentrates their premises on the emotional aspect of the family members and how that affects their interaction as a social system. But historically the family organization has its origins in the human being species reproduction needs, with or without affectivity and the basic socioeconomic needs delivery where both parents and child must be protected during their live and childhood development. In today's societies family groups still start after a legal contract named marriage, even when they never share a parenting role.

Otherwise, just the marriage contract is a family law statement. Couples that live together without marriage but have children are categorized as family too due to their parenting role and blood line between their group members. These aspects of what family is in developing societies make clear that their emotional aspect is not defining what family is. In modern societies the legal system defines what family is, that includes the marriage contract with their own legal economic entity selected by the couple before getting married to administrate their goods or established automatically as the marriage contract intrinsic characteristic. If the contracting

parties do not establish a prenuptial contract their legal marriage will create one automatically named community of property companies.

With this information it is perfectly coherent to express that the emotions in the family group members are not the main reason to consider this organization a family. Marriage, parenthood and blood lines are the social and legal reasons to categorize a family. Emotions are part of the human beings' natural characteristics that these species confront during all their life in whatever type of organization. Human emotions will be activated in any human activity where these intelligent creatures get involved.

❖ **The Emotions**

According with Merriam-Webster Dictionary (2025), emotions are “a conscious mental reaction (such as anger or fear) subjectively experienced as strong feeling usually directed toward a specific object and typically accompanied by physiological and behavioral changes in the body”. This same resource explain that emotions are “a state of feeling” or “the affective aspect of consciousness”. Without doubt this definition has nothing to do with what family legal, social and economic definition is according to the social system around the world. Moreover, for the Britannica Dictionary (2025) emotion is “a complex experience of consciousness, bodily sensation, and behavior that reflects the personal significance of a thing, an event, or a state of affairs”. Is clear that emotions are a natural characteristic of the human being that will be part of any organization that this species becomes part of. It means that emotions will affect any type of human interaction, with or without a familiar connection. It is possible to argue that this theory is trying to explain the emotional activity inside a household and how that activity affects their members. Let's see what family is.

❖ **What is a family?**

According to the Britannica Dictionary,

Marriage is a legally and socially sanctioned union, usually between a man and a woman, that is regulated by laws, rules, customs, beliefs, and attitudes that prescribe the rights and duties of the partners and accords status to their offspring (if any). The universality of marriage within different societies and cultures is attributed to the many basic social and personal functions for which it provides structure, such as sexual gratification and regulation, division of labor between the sexes, economic

production and consumption, and satisfaction of personal needs for affection, status, and companionship (2024).

Otherwise, Velez-Candelario (2020) the Family is a formal socio-economic organization but not a commercial business one. This researcher explains that family's main mission is to share affection within their members, including the provision of basic needs such as cloth, food, roof, education, health, among others to guarantee their members' survival. This means that the basic needs provision is an effective action too. As a socioeconomic organization the family also have the mission and responsibility of releasing productive human capital to their socioeconomic community. This research also shows that this organization is assigned to formally work to develop and train their subordinates at home in the social, economic, mental, spiritual and physical area to guarantee their permanence and introduction to their macro socioeconomic community efficiently. It is also a unique group that is naturally created with specific goals of humans' reproduction. This researcher explains that since the human existence the sexual intercourse between woman and men (female and male) is a natural activity that make possible the family community. This family organizational characteristic is in contrast with most business organizations that do not allow their group members to share emotional expressions within a private intimacy environment with the approval of the rest of their macro community members. It happens within the family organization during their group owner's sexual interaction, during their fertility projects, during parenthood management, during siblings' affection interaction and during the whole group socialization. This researcher also found that to complete their purposes they delineate their vision, mission and goals before the organizers formalize their relationship. She found that families pre-design their own custom-made plan to develop their organization economically before establishing their family project (Velez et al, 2016).

Otherwise, in developing countries families means a marriage couple, family ties are many not just emotional ones. Britannica Encyclopedia, explains that family is,

A group of people united by ties of marriage, blood, or adoption, constituting a single household and interacting with each other in their respective social positions, usually those of spouses, parents, children, and siblings. The family group should be distinguished from a household, which may include boarders and roomers sharing a common residence. It should also be differentiated from kindred (which also concerns

blood lines), because kindred may be divided into several households. Frequently the family is not differentiated from the marriage pair, but the essence of the family group is the parent-child relationship, which may be absent from many marriage pairs (2025).

❖ Unmarried Couple Families

The unmarried couple's family who shares parenting responsibility also exist and the law regulates their daily management and socioeconomic activity due to the parenting activity. In developing countries and societies like the USA and Europe the legal system named this an unmarried couple family. This means that even with a commitment without a legal contract the legal system still recognizes the consensual family activity below the same roof if have children in common. What a consensual activity means? According to Cambridge Dictionary (2025) consensual means "with the willing agreement of all the people involved". Otherwise, the Merriam-Webster Dictionary defined this as "existing or made by mutual consent without an act of writing". This same dictionary also defined this as "involving or based on mutual consent".

Cohabitation means a lot more than just being together with sexual activity and emotional ties as a couple. According to American Law (2025),

It is shared accommodation between sexual partners, not registered as a marriage in the established order. It usually occurs when beloveds have been dating for some time, they decide on moving in together and living without being married. In other words, cohabitation is an opportunity for a consensus family activity if the couple have babies in common or a kinship if the group just shares the daily space without kids.

According to modern societies parenthood is a family activity. This particular action of becoming parents together, even if the couple do not have a legal family tie through a marriage, parenting together creates blood ties starting officially a family commitment. As soon as that family commitment starts, the law enforcement inserts their regulations and legal statements of how this organization must be managed in their social group. This legal characteristic force treats and manages the family as a formal organization.

❖ **Organization as a Biological and Social Creature Needs**

According to Hat, M.J., (2011), “organization is working together in a coordinated way to achieve goals. All social species, such as bees, ants and apes, organize, and humans have done so since prehistoric times”. This definition exposes what organization means for many species including the human being and connects this activity with work and goals. In other words, it is trying to explain that living social creatures on earth organize themselves to be able to work together to accomplish a common goal. This explanation suggests that social and biological creatures have a natural tendency to organize themselves to use and apply their abilities, skills, tasks or any other activity that makes it possible complete any project. Organizational activity is a common characteristic between many living (biological and physiological creatures) and social creatures including human beings.

With the natural organizational tendencies that social living creatures have it is possible to suggest that humans’ creatures do this spontaneously, even if their association is during an informal meeting. Otherwise, this tendency to create specific processes and systems to be functional and effective between social living creatures is also manifested during a pre-design process to build a family. According to Velez, Rosario, Mendez & Vargas (2016), families are a pre-design organization that delineate their vision, mission and goals before establishing, giving to the leaders the structural frame that they need to manage in their family organization to prevent mistakes or low functionality. At the same time during this family management activity intrafamilial social creatures build emotional and psychosocial bonding. This bonding normally rises, becoming strongest with the time and developing a group synergy that increases the belonging sense between them.

❖ **Organizational Culture at home**

The researcher Velez-Candelario (2020) measures the Organizational Culture functionality within the family organization applying the Family Organizational and Administrative Functionality Scale (Velez-Candelario, 2019). This scale measures the performance at home of the four main areas that compose any formal organization: communication, leadership, organizational culture and environment. The thirty-four reactive are created applying the organizational and administrative theories recommendation that helps to the enhance organizational behavior at a business organization. According to Velez-Candelario (2019), the scale uses a frequency metric method with a Likert system that helps to reach an overall scale result, and each independent area percentage.

Moreover, in 2015, this scale was submitted to a group of 265 children from elementary school to high school to measure their family organizational functionality and correlate the general performance result with their General Point Average at school. Her findings show a positive correlation between Family Organizational and Administrative performance and the General Point Average performance at school with a significant level of 0.01. This study found that with this sample the Pearson correlation degree between, FOAF and GPA, is medium, $\rho = .341^{**}$ (ResearchGate, 2020), also confirming a positive correlation between the organizational culture performance at home and the GPA results because it is one of the four measured areas.

Why is the organizational culture relevant to family organizational behavior? Let's see what culture means. Britannica (2024) expose that it is "conventionally defined as the ensemble of beliefs, assumptions, values, norms, artifacts, symbols, actions, and language patterns shared by all members of an organization". This same document exposed that,

Culture is thought to be an acquired body of knowledge whose interpretation and understanding provide the identity of the organization and a sense of shared identity among its members. This approach assumes clarity and organization wide consensus among members and discounts ambiguity (Encyclopedia Britannica, 2024).

Otherwise, Watkins, M.D (2024) express that "Culture is consistent, observable patterns of behavior in organizations". He also mentioned that Aristotle said, "We are what we repeatedly do". For Watkins, "This view elevates repeated behavior or habits as the core of culture and deemphasizes what people feel, think or believe". Moreover, due to the relevance of the organizational culture during the organizational behavior performance at home, Velez, et al., (2016) decided to auscultate the organizational culture within the household commitment through a qualitative study. Part of their findings include that families create their own culture at home developing specific customs, beliefs, rituals, morals, and common behavioral characteristics that their members can identify as shared and repeated by the group members and as unique in their groups.

These same researcher's findings also include that productive families (a group that have their leaders making their own income through a work or business activity and have children with a high GPA at school) have a clear define organizational culture

at home. This group defines their daily life assumptions, norms, rituals, social expectations and beliefs quickly with a strong belonging sense. In these productive families the members could identify immediately common activities where each one participates regularly, common phrases that they use to motivate their members, activities that are part of their yearly agenda, specific holidays that they celebrate together, norms and common values, among others. Otherwise in this same study the nonproductive families (where their leaders do not have their own income, depending on the government money and their children have a very low GPA at school), also identify clearly their organizational culture characteristics but without engagement activities that promote the belonging sense. They express that their family group members show a proud behavior of their last name, they express that their family culture includes a laser fair environment where each one can do whatever they want without judgement from their group members. But they did not mention common social activities that they celebrate as a family group. These findings expose that in unproductive families the belonging sense is also manifested as in the productive families. With this observation it is possible to infer that organizational culture helps to develop a sense of belonging between the family members even when the commitment does not get aligned with the accepted social norms.

❖ **Developing a Belonging's Sense Culture at home**

Organizational development plans are a management system activity that any formal human organization as the family need. According to IA (Co-Pilate, 2025) Organizational development (OD) “is a process that provides strategies and solutions to improve human experience while growing a formal organization. It incorporates behavioral science such as psychology and sociology to refine methods of recruitment and retain their talent”. This same fountain explains that “the goal of OD is to modify a group's/organization's performance and/or culture. The process creates a constant pattern of improvement in which strategies are developed, evaluated, implemented, and assessed for results and quality.

Otherwise, OD is a critical and science-based process that helps organizations build their capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes. Vélez, et al (2016) lead the first study that demonstrates that families have the same organizational areas that need maintenance and a custom organizational development plan to help the family organizational behaviors evolution. Lemke, C. and Sconiers, S. (2023) expose that

“In Organizational Development, we work in the realm of culture. We help leaders develop skills to create inclusion within their team”. Moreover, “Creating a culture of belonging is about making people feel heard, valued, and respected—regardless of their role (Shah, A. 2025). This same author said that “leaders are the primary drivers of organizational culture. Leaders work with their team every day. They influence engagement practices, shape team culture, and have the most impact on whether people feel connected to the organization.”

Conclusion

After considering the bibliographical exposition with the qualitative and quantitative findings to analyze the effects of a defined and clear organizational culture within a family organization, is pertinent to recognize that without a strong and clear cultural characteristic at home this organization cannot reach their vision, mission and goal. Without common core values and beliefs, group cohesion is not possible. The reason to be together and develop a social and emotional engagement between them never happens either. Is the human nature who promotes the belonging needs and a group engagement itself to feel that is part of something and that have something to follow? The family members are not an exemption of belonging needs and organizational development projects that need to be motivated daily where the organizational culture has a main role play and a clear mission to make feels each of the family members unique and part of it.

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