GENERATIONAL CHANGE AND ITS EFFECT ON THE ORGANIZATIONAL CLIMATE OF A GROUP OF FAMILY BUSINESSES IN THE CENTRAL REGION OF COAHUILA, MEXICO

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Abstract: The succession process in family businesses is one of the most difficult tests faced by this type of organization, so it must be carried out while the founder is still active, since a change of command can affect the organizational climate and consequently the continuity of the family business. The objective of this research is to examine if generational change negatively impacted the organizational climate in a group of family businesses in the central region of Coahuila, Mexico considering the following factors: motivation, communication, leadership, and innovation and change. A quantitative, non-experimental cross-sectional research was carried out, in which an instrument was used with 73 items applied to all employees belonging to the group of companies under study that recently had a succession process. The result generated is that there was no negative impact on the organizational climate in the variables of motivation, communication, and leadership, while in the variable of innovation and change, the result was not negative by a very small margin. Based on the results obtained, it can be said that there was no negative impact on the organizational climate due to the succession process.

Keywords: climate organizational, family business, succession

JEL Classification: M10, M14

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Introduction

Generational change in family businesses has profound implications for organizational climate, affecting key factors such as motivation, communication, leadership, and innovation. Family businesses are often marked by strong traditions and inherited values, but the arrival of new generations introduces new dynamics and perspectives. The motivation of younger generations may differ, as they seek to balance their personal and professional development, which can alter traditional ways of rewarding and motivating staff. According to recent studies, younger generations, such as Millennials and Generation Z, prioritize values like flexibility and purpose in their work, differing from previous generations, who may have been more motivated by stability and traditional economic rewards (Bravo, 2020).

Regarding communication, new generations tend to employ more advanced technologies and collaborative dynamics, which can generate clashes with older members who are accustomed to hierarchical and formal communication (González & López, 2018). These differences can create tensions in the transmission of information, decision-making, and conflict resolution within the company. However, if managed appropriately, they can enhance efficiency and agility in business operations.

Leadership is another aspect that changes with generational turnover. Although traditional leaders often exercise a more authoritarian and centralized leadership style, new generations tend to promote participatory and democratic leadership, where collaboration and employee empowerment are valued (Torres, 2019). This change can be positive, as it fosters innovation, but it can also generate resistance among those accustomed to previous leadership methods.

Finally, generational change drives innovation and change, essential elements in a competitive environment. New generations, more open to digital transformation and new ways of doing business, bring a modern and disruptive vision. According to García (2021), the positive impact of innovation in family businesses can result in better organizational performance and greater adaptability to the global environment.

Generational change is an inevitable process that, while challenging, also offers opportunities to improve the organizational climate. Proper management of these factors: motivation, communication, leadership, and innovation is essential to ensure the sustainability and competitiveness of family businesses in the long term. For all the reasons mentioned above, the objective of this research is to understand whether generational change negatively impacts organizational climate in a group of family businesses in the central region of Coahuila, Mexico, considering the following factors: motivation, communication, leadership, and innovation and change.

Literature review

Family business

Family businesses are key agents for generating new globalization processes in the economy, due to their role as job creators and entrepreneurial processes. These types of companies thus serve as engines of added value and growth (Quejada & Ávila, 2016).

Family businesses differ from other privately-owned companies due to the type of influence both from the family's involvement in the company's management and from the desire of the same members to remain as owners (Castilla, 2014).

A family business primarily considers that the majority of ownership or shareholding and the management or operation of the organization is in the hands of one family. It is also important to emphasize that one of the main characteristics of family businesses is the desire to transfer to the next generations, also known as succession, which is the topic of this research (Watkins-Fassler et al., 2018).

Family businesses hold significant social and economic importance worldwide, representing nearly 90% of businesses in various regions, generating more than half of employment, and producing over two-thirds of the Gross Domestic Product in many countries. They often rely on their business experience and knowledge of their clientele (Paz-Pérez, 2023).

In family businesses, the priority is the preservation of socio-emotional wealth, finding that productivity improvement, after employee retention, is the main economic channel for family businesses (Kettunen et al., 2021). Remilien et al. (2018) state that family businesses can start their operations with self-invested capital, financing, bank loans, or capital obtained from partners (related or unrelated). They are family businesses because they arise from the need for self-employment and to add value to their traditional production, diversifying family income sources by starting the business with their own capital. They care about preserving their cultural identity, and the owners feel proud of having created a family heritage that will be inherited by their descendants (Chávez-Bermudez et al., 2022).

Succession

The succession plan of the family business involves the commitment of all family members involved or individuals emotionally attached to the owner and who are presumed to take on the management. It is essential that the successor has an interest in the business, experience, and knowledge of the environment in which it operates (Beltrán et al., 2014).

The succession process occurs from a family institutional logic, where the founding father acts as a mentor to the successor, and under his leadership, professionalization and institutionalization are carried out with the participation of the successor (Aranda et al., 2022).

Succession in the family business is considered a decisive stage for its continuity (Maciel et al., 2018).

Regarding the characteristics of family businesses, an aspect that gains relevance in their study is the succession process, as it is a factor that determines the continuity of family businesses. Research, protocols, and strategies arising from this aspect will allow for a harmonious balance between the business unit and family members (Muñoz et al., 2020).

Succession involves not only a transfer of command but often also includes the act of handing over the person who has managed the business up to that point. It is

a disciplined resignation for the benefit of the business and, typically, also in the best interest of the family (Núñez & Belmonte, 2018).

Culture and organizational climate

The organizational environment has a significant influence on motivation, productivity and job satisfaction, being a motivational factor responsible for employee satisfaction and dissatisfaction, which can affect business outcomes (Luna et al., 2019).

The organizational climate refers to the psychological and emotional environment perceived by individuals and groups within an organization; this environment directly influences employee behavior, affecting their motivation, productivity, and job satisfaction (Andrés, 2024).

In the United States, some scholars suggest that the organizational climate varies by sector and industry. According to a 2021 study on a job search platform, technology and financial services workers report more effective organizational engagement than staff in other sectors (Barría, 2021).

The organizational climate is more important in shaping current perceptions and qualities of employees towards their work environment, including a variety of factors such as norms, values, expectations, management styles, and procedures that influence how individuals behave within the organization (Trilce, 2024).

The organizational climate is the environment in which a person performs their daily work, the relationship between a boss and their subordinates, the interactions among the company's staff, and even the relationship with suppliers and customers. All these elements contribute to what we call organizational climate, which can serve as a link or an obstacle to the overall performance of the organization or specific individuals within or outside of it. It can be a distinguishing factor and influence the behavior of those who comprise it (Aguilar et al., 2003).

Organizational culture is the conventional behavior of a society that influences all its actions, although this reality rarely penetrates its conscious thoughts. It was also found that the definitions of culture are associated with the dynamic systems of the organization, as the values can be modified as a result of continuous learning. Furthermore, they emphasize the importance of change awareness processes as a key part of organizational culture (Aguilar et al., 2003).

Motivation

Motivation is one of the most important social values for individuals and humanity. It plays a fundamental role in the development of people within the company, as it helps to understand individual behavior, allowing them to feel better about what they do and encouraging them to prepare more effectively to achieve their personal and organizational goals (De Jesus & Sánchez, 2020).

Motivation is a factor present in the work environment in the lives of workers, having a significant effect on the organization; it aids in the fulfillment of its goals or objectives, driving workers and subordinates to perform their tasks with greater efficiency and effectiveness (Bernal et al., 2022).

Work motivation is the willingness that characterizes the individual through their own effort to achieve the organization's goals while addressing their need to satisfy their own requirements (Peña & Villón, 2018).

Communication

Communication allows alignment with organizational strategy and enables work teams to be efficient and productive in achieving strategic objectives (Reyes et al., 2020).

Communication in any organization, especially foreign trade companies, is of primary importance both internally to convey messages through communication channels relevant to business activities and externally to reach business partners with the aim of selling a product and establishing a presence in the international market, thus obtaining a specific and corporate image (Méndez et al., 2021). Communication, as an intangible process within the company, requires a fusion between strategic planning and organizational communication practice to ensure continuity and development for organizations that deem it necessary (Méndez & Palacios, 2020).

Leadership

Leadership is an influencing process capable of mobilizing the interests of individuals while also enriching the skills of those involved in a business development framework in which its members also grow (Castillo et al., 2021). Leadership style is defined as the ability to influence and motivate others and is closely related to organizational commitment (Frkovich, 2018). In an organization, there can be several leadership styles, as it depends on the situation and the moment in which decisions are made. Therefore, it is imperative to implement the right leadership style by developing a complete understanding of what is involved and what is necessary for leadership to be effective (Díaz Bedoya et al., 2024). The younger generation may prefer a more collaborative and transparent leadership style, which can influence decision-making and organizational structure. This change can generate a more inclusive and participatory work environment. It is important to promote open dialogue and collaboration between the different generations to address the specific challenges identified during the generational transition. This could include the creation of discussion groups, training sessions, and team-building activities designed to foster mutual understanding, empathy, and conflict resolution between generations (Villavicencio, 2024).

Valdés (2022) states that inclusive leadership draws from other currents and styles, identifying the competencies necessary for its execution: inspiring trust, communicating assertively, aligning values, and maintaining high expectations regarding diversity. Valdés also acknowledges central practices such as managing diversity, addressing learning needs, and building professional communities, noting that this leadership style faces cultural, labor, and socio-political barriers.

Leadership should reflect values of inclusion, justice, and democracy. Democracy is expected to foster social justice and the pedagogical participation of all students (Szeto, 2021).

Time, research, and experience have shown that the behavior and attitude of the person assuming the role of manager in a company are influential elements for achieving sustainability, quality, and success in the market. Based on this, it can be asserted that if changes are to be generated, processes improved, and individuals motivated to achieve results in organizations, it is necessary to have managers who initiate, facilitate, manage, promote and coordinate the transformation process (Aguirre et al., 2017).

Innovation and change

Innovation and change are determinants of companies, as they offer advantages in penetrating new and diversified markets and generating growth opportunities. Innovation is carried out through the improvement of the products or services offered. This sets the standard that we must consider innovation as an essential element (Cruz & Salinas, 2019).

Economic perception, innovative behavior, family ownership, the generation in which the company is located, and family orientation are the possible main aspects that affect family businesses when innovating. Within this framework, the family business can be different from non-family businesses, considering the family orientation in all parts of the innovation process, family interests and values are included in the objectives outlined by the company influencing strategic decision-making.

Family businesses should support activities of professionalization and training with an emphasis on changing the organizational culture to make it more prone to innovation (Mancheno, 2024).

Strategic innovation responds to the growing need for companies to manage innovation not as an isolated business activity focused on a research and development department, but as a whole that encompasses and involves the entire organization, which must be managed from a strategic level to guide the innovation actions developed transversally (Rivas, 2024).

Research methodology

To achieve the objective outlined in this research, a quantitative approach was employed. This approach uses data collection based on numerical measurement and statistical analysis. The aim is to identify and establish behavior patterns in the phenomenon under study.

According to Hernández-Sampieri et al. (2010), the statistical-analogical method was used to quantitatively express the relationships among the variables that constitute the phenomenon under study and to draw conclusions based on the comparison of changes and evolution in the variables of organizational climate in the company under study, stemming from generational change.

This research was carried out on a Convenience Sample consisting of four enterprises: one restaurant, one advertising agency, and two metalworking workshops, all owned by the same family. The facilities for the study were provided by the contact with the founder of this family business group when he presented his concerns about

the impact of organizational climate due to the recent succession process, so he inquired about an organizational climate study in the entrepreneurial group, where this study was carried out. This research was made during 2023 since the succession process was carried out in 2022.

The instrument used in this research, found in Appendix 1, was divided into 14 variables, which are listed as follows: roles, belonging, objectives, collaboration, leadership, innovation and change, hygiene, motivation, human resources, training, pressures, productivity and results, policies, vision and mission, uncertainty and change, and personal and institutional development.

For the purpose of this research, only 4 of the 14 variables were considered: motivation, communication, leadership, and innovation and change, which are the focus of this study. The Likert scale (1997) was used to measure the Organizational Climate, consisting of 73 items. The group of family businesses analyzed in this research has a total of 45 employees. The instrument was applied to the entire population.

To operationalize the variables, it is necessary to use the indicators, which constitute the subdimensions of the variables that are composed of items representing the measure of the indicator of the reality that wants to be known. Table 1 shows the operationalization of the variables: motivation, communication, leadership, and innovation and change that are the focus of study in this research.

Table 1. Operationalization of the variables

Variable	Indicator	Items
Motivation	A factor that is present in the work environment in the lives of workers, having an important effect on the organization; helps with the fulfillment of goals or objectives of the latter, encouraging its workers and subordinates to perform their tasks with greater efficiency and effectiveness	– The opportunities for promotion that I see are satisfactory – My job currently offers me the opportunity to do things that really test my ability – In the company, the one who gives good results has a greater opportunity for progress – Those who do their job well are rewarded – In my department, the most qualified person is recognized – The effort I put into my work is not taken into account – Managers and owners visit my work area
Communication	It allows alignment with the organizational strategy and allows work teams to be efficient and productive to achieve strategic objectives	– The level of communication in my area of work is satisfactory – I am duly informed of what is happening in the company – Communication is good in my area of work

		− Informal communication (gossip) negatively affects me in the development of my work
Leadership	Ability to influence and motivate other people, identify competencies, inspire trust, communicate assertively, align values closely linked to organizational commitment	− My boss is interested in hearing what I have to say − People in my area (colleagues) motivate each other by working together − I can freely tell my boss when I disagree with him − I feel like my boss gives me orders with respect − The treatment I receive is good − When I achieve a good result or do something outstanding, my boss recognizes my contribution − As far as the exercise of my functions is concerned, I am free to act − My boss recognizes the quality of my work − My boss listens to my proposals for improvement − My boss tries to create an environment where people feel motivated, work more productively and are more efficient
Innovation and change	Decisive for companies, as they offer advantages for the penetration of new and diversified markets, generating opportunities for growth and innovation	− Work meetings are held looking for new ideas that increase productivity − I attend courses on new technologies − My proposals for innovation and/or change are carried out − The opportunities that I have to do things differently or new in my work are frequent − There are internal contests for new inventions or improvements

Source: Own elaboration

The family businesses considered for this research have a total of 45 employees (population). This sample was stratified, the size of the population of the family business group is 45 employees in total, and the sample was the total population, which represents 100%.

The mechanics for the application of the instrument to the total population was to go to the four companies, where the workers were gathered in groups of 2 or 3 people and given the instrument to answer it; this procedure was repeated until the total number of workers in each company was covered.

Results

Below are the results for each of the study variables: motivation, communication, leadership, and innovation and change.

To create the figures, all percentages of "strongly agree" and "agree" were summed as positive, while "disagree" and "strongly disagree" were summed as negative, as shown in the tables and figures that present the research variables' results.

Table 2. Motivation variable

Question	Totally Agree %	Agree %	Disagree %	Totally Disagree %
8	31	64	5	0
23	31	64	5	0
43	16	42	42	0
52	38	62	0	0
54	28	67	5	0
56	0	27	62	11
73	62	38	0	0
Total	**30**	**52**	**17**	**1**

Source: Own elaboration. The information comes from the instrument applied in the research
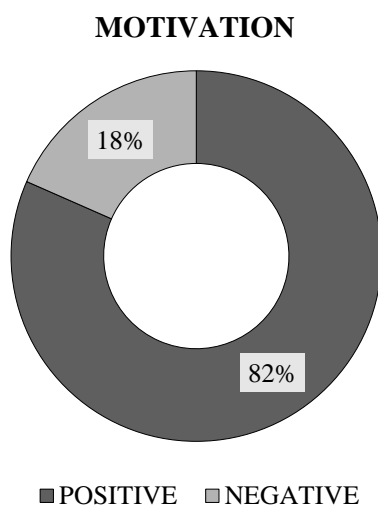
MOTIVATION

Figure 1. Motivation

Source: Own elaboration. The information comes from the instrument applied in the research and from Table 1, by adding the percentages that totally agree and agree to obtain a positive value and the percentages that totally disagree and disagree to obtain a negative value

With a change in top management due to generational change, it is observed in Figure 1 for the motivation variable that the result is positive at 82%, indicating that employees feel motivated regarding their work and are encouraged to prepare better to achieve their own and the organization's objectives.

Table 3. Communication variable

Question	Totally Agree %	Agree %	Disagree %	Totally Disagree %
11	44	56	0	0
26	13	60	27	0
48	29	71	0	0
55	27	0	44	29
Total	**28**	**46**	**18**	**8**

Source: Own elaboration. The information comes from the instrument applied in the research

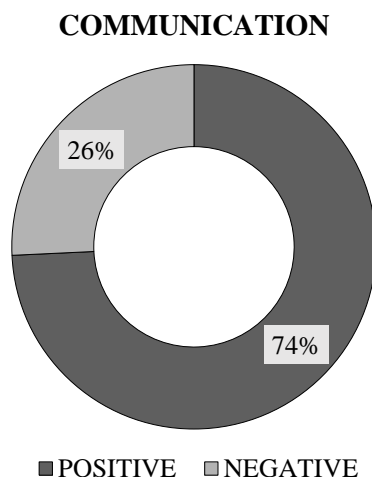## COMMUNICATION

POSITIVE ■ NEGATIVE

Figure 2. Communication

Source: Own elaboration. The information comes from the instrument applied in the research and from Table 2, by adding the percentages totally agree and agree to obtain a positive value and the percentages totally disagree and disagree to obtain a negative value

With a change in senior management due to the generational transition, Figure 2 shows that the communication variable has a positive result of 74%. This indicates that there is good communication within the organization, regardless of the succession process, which allows alignment with the organizational strategy and enables work teams to be efficient and productive in achieving strategic objectives.

Table 4. Leadership variable

Question	Totally Agree %	Agree %	Disagree %	Totally Disagree %
5	51	49	0	0
19	36	44	20	0
20	18	69	13	0
30	29	71	0	0
32	42	58	0	0
35	40	60	0	0
49	9	73	18	0
57	44	56	0	0
62	42	36	22	0
66	58	22	20	0
Total	**37**	**54**	**9**	**0**

Source: Own elaboration. The information comes from the instrument applied in the research

LEADERSHIP
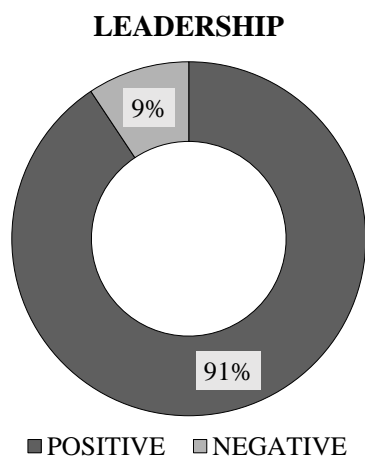

■ POSITIVE ■ NEGATIVE

Figure 3. Leadership

Source: Own elaboration. The information comes from the instrument applied in the research and from Table 3, by adding the percentages totally agree and agree to obtain a positive value and the percentages totally disagree and disagree to obtain a negative value

With the change in upper management due to generational transition, Figure 3 for the leadership variable shows a positive result of 91%. This indicates that the change in leadership did not negatively impact the organizational climate of the analyzed family businesses. It demonstrates that the successor exercised effective leadership, influencing and motivating employees to remain closely connected with organizational commitment.

Table 5. Innovation and change variable

Question	Totally Agree %	Agree %	Disagree %	Totally Disagree %
6	31	5-11	26-58	0
21	24	0	31	44
36	15	49	36	0
50	22	60	18	0
60	40	11	31	18
Total	**27**	**26**	**35**	**12**

Source: Own elaboration. The information comes from the instrument applied in the research

INNOVATION AND CHANGE

47%   53%

■ POSITIVE   □ NEGATIVE
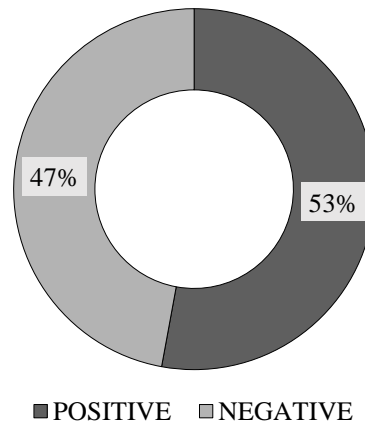
Figure 4. Innovation and change

Source: Own elaboration. The information comes from the instrument applied in the research and from Table 3, by adding the percentages totally agree and agree to obtain a positive value and the percentages totally disagree and disagree to obtain a negative value

Upon the generational change in upper management, Figure 4 of the innovation and change variable shows a positive result of 53%. This indicates that attention is needed since it is close to a midpoint, surpassing it by only 3%. This suggests that succession had a less positive impact compared to the other variables. Innovation and change are critical for companies, as they provide advantages for entering new and diverse markets, creating growth opportunities, and making it essential to focus on this area.

Conclusions

Regarding the objective of the research, which is to determine whether generational change negatively impacted the organizational climate in a group of family businesses in the central region of Coahuila, Mexico considering factors such as motivation, communication, leadership, and innovation and change, the results indicate

that generational change or succession did not negatively affect the organizational climate of the family businesses studied. Employees feel highly motivated about their work, which encourages them to prepare better for achieving personal and organizational goals. Communication is positive, facilitating alignment with organizational strategy and enabling teams to be efficient and productive in reaching strategic goals. Consequently, leadership is also positive; with high levels of communication and motivation, the new leader has the capacity to influence and motivate employees, ensuring their strong commitment to the organization. The innovation and change variable had a slightly negative result, indicating a need for increased attention, as innovation and change are crucial for businesses seeking opportunities in new and diversified markets. The literature suggests that the organizational climate reflects how employees feel about their work environment, focusing on team attitudes, interactions, job security, and communication, aligning with the research findings. Therefore, it can be concluded that generational change or succession did not affect the organizational climate in the areas of motivation, communication, leadership, and innovation and change.

As a future direction, the study may be replicated in other family business groups with a succession process.

The main limitation, since it was a Convenience sample, is the access to only one family business group of four enterprises.

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Appendix 1

The instrument used in this research

Organizational Climate				
Instructions for filling: This is a questionnaire that you are going to answer personally, it is not an exam or measure knowledge, what we are looking for is that you give us information in the way HOW YOU perceive and feel in your work. **Your name is not required, so we ask you to answer in all sincerity.**				
	Response options			
Each of the questions has 4 answer options, please mark with an (X) the box that you consider or think is the answer that best represents how the company is organized.	**Totally Agree**	**Agree**	**Disagree**	**Totally Disagree**
1 I know the organizational structure of my work area.				
2 There is loyalty to the company.				
3 The people in my department are committed to achieving the goals.				
4 In my department, the problems that arise are handled properly.				
5 My boss is interested in hearing what I have to say.				
6 Work meetings are held looking for new ideas that increase productivity.				
7 The facilities for the performance of my work are in good condition.				

8	The opportunities for promotion that I see are satisfactory.				
9	There is a good personnel selection system.				
10	The courses and seminars are applicable to my work.				
11	The level of communication in my work area is satisfactory.				
12	Due to lack of time, I have stopped doing things in my work that I should do.				
13	I have a clear definition of the expected outcome of my work.				
14	I am satisfied with the benefits I am entitled to for being part of the company.				
15	The company provides me with the necessary safety equipment.				
16	I believe the way the departments in my work area are divided contributes to better performance.				
17	I feel that my personal fulfillment aligns with the success of the company.				
18	My goals clearly contribute to the goals of my department.				
19	People in my area (colleagues) motivate each other while working together.				
20	I can freely tell my boss when I disagree with him/her.				
21	I attend courses on new technologies.				
22	In my department, there are safety and hygiene measures in place.				
23	My current job offers me the opportunity to do things that truly test my skills.				
24	The company's induction program is appropriate.				
25	The courses and seminars are delivered at the required time.				
26	I am promptly informed about what happens in the company.				
27	The hours I dedicate to my work outside of my normal schedule are excessive.				
28	In my team, we are focused on meeting objectives.				
29	I know and follow the safety regulations.				
30	I feel that my boss gives me orders respectfully.				
31	There is a duplication of functions.				
32	The treatment I receive is good.				
33	Objectives in my department are monitored for compliance.				
34	If I have problems at work, I can rely on my colleagues.				
35	When I achieve a good result or do something outstanding, my boss acknowledges my contribution.				
36	My proposals for innovation and/or change are implemented.				
37	Job security in this company is good.				
38	Working in this company makes me feel proud.				
39	The training program in my area has helped improve my job performance.				
40	I have the support of my boss to attend courses.				

41	Formal communication, such as policies, procedures, and others, is adequate, timely, and sufficient.				
42	I feel that I am being overburdened in my job.				
43	In the company, those who deliver good results have greater opportunities for advancement.				
44	Policies are handled with clarity and fairness.				
45	My work relationships with staff from other departments are clearly defined.				
46	I care little about what happens in the company, as long as I get paid.				
47	Our objectives are flexible and adjusted as needed.				
48	Communication is good in my work area.				
49	In terms of carrying out my duties, I have the freedom to act.				
50	I frequently have opportunities to do different or new things in my job.				
51	The salary I would receive at another company for a similar job would be higher.				
52	Those who perform well are rewarded.				
53	I receive appropriate support and attention to address my work-related issues.				
54	In my department, the most skilled person is recognized.				
55	Informal communication (gossip) negatively affects my work performance.				
56	The effort I put into my job is not considered.				
57	My boss recognizes the quality of my work.				
58	The organization communicates the importance of values and standards of conduct.				
59	The company's performance aligns with its vision and mission.				
60	There are internal contests for new inventions or improvements.				
61	I am familiar with the company's vision.				
62	My boss listens to my improvement proposals.				
63	There is good communication between staff and Human Resources for employees' academic advancement.				
64	The goals of my department are satisfactorily met.				
70	The job profile is clearly defined and I can understand it.				
71	I agree with the changes the company makes, such as removing the pantry.				
72	The call for new positions is launched with enough time.				
73	Managers and owners visit my work area.				

ZMIANA POKOLENIOWA I JEJ WPŁYW NA KLIMAT ORGANIZACYJNY W GRUPIE FIRM RODZINNYCH W REGIONIE CENTRALNYM COAHUILA

Streszczenie: Proces sukcesji w firmach rodzinnych jest jednym z najtrudniejszych wyzwań, przed jakimi stają tego typu organizacje, dlatego ważne jest, aby został przeprowadzony, gdy założyciel jest jeszcze aktywny. Zmiana kierownictwa może bowiem wpłynąć na klimat organizacyjny, a w konsekwencji na ciągłość firmy rodzinnej. Celem tego badania jest ustalenie, czy zmiana pokoleniowa negatywnie wpłynęła na klimat organizacyjny w grupie firm rodzinnych w centralnym regionie Coahuila, z uwzględnieniem następujących czynników: motywacji, komunikacji, przywództwa oraz innowacji i zmian. Przeprowadzono ilościowe, nieeksperymentalne badanie przekrojowe, w którym zastosowano narzędzie zawierające 73 elementy, skierowane do wszystkich pracowników z grupy firm objętych badaniem, które niedawno przeszły proces sukcesji. Wynik badania wskazuje, że nie nastąpił negatywny wpływ na klimat organizacyjny w obszarach motywacji, komunikacji i przywództwa, natomiast w obszarze innowacji i zmian wynik był bliski neutralnemu, z minimalnym marginesem od negatywnego. Na podstawie wyników uzyskanych w tych zmiennych można stwierdzić, że proces sukcesji nie wywołał negatywnego wpływu na klimat organizacyjny.

Słowa kluczowe: klimat organizacyjny, firma rodzinna, sukcesja