ORGANIZATIONAL CULTURE AND CLIMATE: DRIVERS OF THE PRODUCTIVE ECOSYSTEM

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ABSTRACT

This qualitative literature review article aims to understand which intervention strategies in organizational culture and climate are likely to be implemented to foster common well-being and productivity, as a whole, in organizations. Likewise, to understand that culture and climate, as the 'soul of organizations', are *drivers* of this productive ecosystem that effectively produce measurable effects in qualitative and quantitative aspects, and how the perspectives of work in society over time move from labor and manufacturing activities with long and unhealthy working hours with workers in precarious conditions, aiming to culminate in the integration of the employee's life areas such as the leisure and study and life at work. It was concluded that behavioral reinforcers such as social, symbolic, work-related and financial in the organizational context as well as adaptability, identity, environmental perspective and integration and review and update processes with stages of

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thawing, change and refreezing are steps for intervention in the culture and climate in organizations.

INTRODUCTION

Organizational culture and climate are intrinsic aspects of any and all forms of human productive structuring. Organizations, regardless of their size, niche or segment of activity, whether public, private or non-governmental, interact internally with the areas, departments or sections that compose them in their respective production processes and also with the ecosystem or external environment – market, government and society, the *stakeholders*.

These production processes are structured in *inputs* of: raw material or tangible and/or intangible inputs, processing, transformation and value addition. These, with *outputs* of products, services or information to the market and customers and the proper feedback for improvement or maintenance of the system or process.

In this context of relations with the outside, there is interdependence and exchanges that improve organizations in their policies and strategies for attracting, developing, retaining and retaining talent through promotions or functional progressions. In addition, the implementation of a culture appropriate to the achievement of the organization's mission, vision and values, striving for an internal climate conducive to the productivity and psychological safety of employees, using perspectives and references from success stories or *benchmarking* (here understood as the 'best market practices').

Organizational culture and climate must be optimized and updated frequently as *drivers*[9] of an informational or productive system. In this sense, Organizational culture and climate act as *software*[10] that aims at the modernization, productivity and profitability of organizations (formatting or behavioral standardization, in a word) so that individual and collective subsistence is made possible, as well as the maintenance or expansion of their *market share* in the markets, in this context of plural and globalized economy.

The research of Canela, Lima and Santiago (2016) reverberates with criticism of the view that people are seen as costs and the treatment of them as resources. Because they are crucial for business success, the understanding and management of the organizational culture and climate are the objective of this literature review research with a predominantly qualitative bias to understand each of these constructs or factors, as well as their importance for productive interventions in organizations, in books and articles indicated or on the *internet*.

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[9] According to Microsoft Learn, *drivers* is a software component that allows the operating system and a device to communicate with each other.

[10] According to IBM, *software* development refers to a set of computer science activities dedicated to the process of creating, designing, implementing, and supporting *software*. Software itself is the set of instructions or programs that tell a computer what to do. It is hardware-independent and makes computers programmable.

This article, a qualitative literature review and narrative writing, aims to understand which intervention strategies in organizational culture and climate can be implemented in order to foster common well-being and productivity, as a whole, in organizations.

ORGANIZATIONAL CULTURE AND CLIMATE: *SOUL* OF ORGANIZATIONS

Organizations are open and living systems having in themselves not only their physical and visible, tangible part or composition; but especially their 'soul' – intangible – as a product of the mission effectively embodied in each of their members. It is noteworthy whether or not it is planned 'the soul of the company', as it is what consolidates the identity of this organization, being essential for its effectiveness in the group – the purpose, this soul or *Soul* of the organizations. This soul must be germinated in the company's own mission as a greater purpose. It is understood that it is the essence of an organization. Consequently, work becomes noble and of high value, which results in the consolidation of values and principles to be followed.

Along the same lines, Tula *et al.* (2023) and Santos *et al.* (2024) ensure that the climate is the soul of the company and that this same climate needs to be taken care of in order to guarantee maximum employee productivity. The responsibility of climate management by managers is essential because the organizational climate is evaluated and experienced based on the perceptions of each member of the organization, which influence each other.

Wilson (1994 *apud* ARAÚJO & GARCIA, 2015), author of the important work *Innovative reward systems for the changing workplace,* published in October 1994, highlights four reinforcers of behaviors, such as social, symbolic, work-related and financial behavior in the organizational context, namely:

1. Social: linked to recognition and non-material or financial rewards, they explicitly or implicitly indicate the *behavior* expected by the organization's strategic leadership;
2. Symbolic: these are strategies for pleasing public awards in the organization's internal environment, such as tickets to *concerts*, tourist packages or even congresses and/or sporting events;
3. Work-related: promotions and functional progressions, participation in special projects in which expertise is evident, raising to another *status* of recognition by the organization and with the groups of which it is a part;
4. Financial: these are financial bonuses for the results achieved as a whole by the organization, such as PPR (Profit Sharing Program) or PPL (Profit Sharing

Program) or even bonuses granted specifically to certain employees for their commitment and performance in the organization's results.

Araújo and Garcia (2015) argue that punishments also act as behavioral reinforcers whose characteristics are fear and repression, as well as "financial and privilege restrictions" (ARAÚJO & GARCIA, 2015, p.47). In this sense, the importance of the management of the organizational climate and culture as drivers of beliefs and values, as well as attitudinal and behavioral ones, is clear: *drivers* of the business productive ecosystem or of the 'desired' behavior, the possible *Soul* of organizations.

ORGANIZATIONAL CULTURE AND CLIMATE: A DEFINITION

According to Chiavenato (2009), culture is in the DNA of organizations and companies. However, the author points out that social culture, in which every human being is immersed and is part of, influenced and influenced, represents a set of beliefs, habits, customs and values, including here all philosophical, political, academic, literary production and from the way of speaking, dressing and eating. However, from the author's point of view, "organizational culture has nothing to do with this" (Chiavenato, 2009, p.164), about Organizational Culture itself, 'the soul of organizations' (TULA *at al.*, 2023; SANTOS *et al.*, 2024).
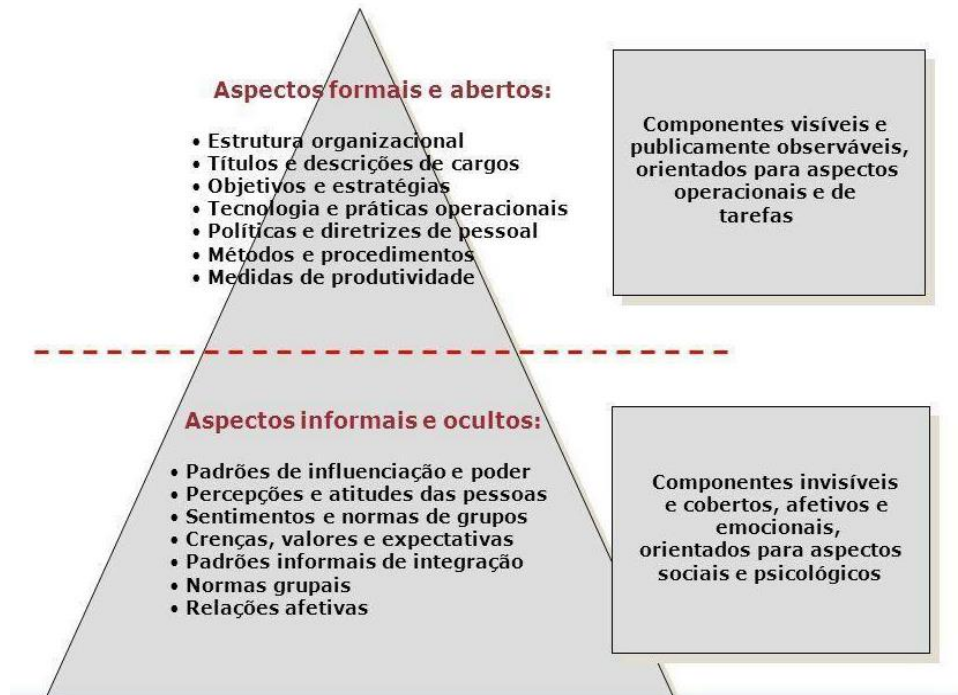
In this line, as an argument of authority, it is affirmed that culture distinguishes, in essence, one organization from others. This is what happens as in an ethnographic reading, the habits, customs, beliefs and values of a certain group of people or even of a country.

> Organizational or corporate culture is the set of habits and beliefs, attitudes and expectations, shared by all members of the organization. It refers to the system of meanings shared by all members that distinguishes an organization from others. It constitutes the institutionalized way of thinking and acting that exists in an organization. (CHIAVENATO, 2009, p.165).

Still under the view of Chiavenato (2015), organizational culture is a customary way of acting and thinking, being common to all members of the corporation, also explaining that culture is any formal and informal norm that guides or directs attitudes (less frequent or habitual) and behavior (more frequent, habitual) in the day-to-day work to achieve the convergence of individual objectives, the collective and organizational in the productivity and prosperity of all.

In this context, using the metaphor of the *iceberg* (Figure 1). The open, known and formal part of the organizational culture is described (visible characteristics with emphasis on tasks and operations), while hidden there are informal, non-formal and invisible aspects or nuances (emotional and affective characteristics).

Figure 1. The *Organizational* Culture Iceberg

Aspectos formais e abertos:
- Estrutura organizacional
- Títulos e descrições de cargos
- Objetivos e estratégias
- Tecnologia e práticas operacionais
- Políticas e diretrizes de pessoal
- Métodos e procedimentos
- Medidas de produtividade

Componentes visíveis e publicamente observáveis, orientados para aspectos operacionais e de tarefas

Aspectos informais e ocultos:
- Padrões de influenciação e poder
- Percepções e atitudes das pessoas
- Sentimentos e normas de grupos
- Crenças, valores e expectativas
- Padrões informais de integração
- Normas grupais
- Relações afetivas

Componentes invisíveis e cobertos, afetivos e emocionais, orientados para aspectos sociais e psicológicos

Source: Chiavenato, 2009; 2015.

Culture, on the other hand, is composed or segmented into parts or layers that balance and consolidate it to put into effect the values of the founders, the source of this same organizational culture, constituting the most basic and initial assumptions of an organization (Table 1).

Table 1. Basic and initial assumptions of an organization

Artifacts	Behavior patterns	Values and beliefs	Basic assumptions
Buildings / Facilities	Tasks	What they say or do	Beliefs or values
Technologies	Processes	Philosophies	Perceptions
Goods	Standards	Objectives	Feelings
Services	Regulations	Goals	Conceptions
Physical Environment	Relations	Strategies	Paradigms

Source: Adapted from Chiavenato, 2015.

As for the organizational climate, the author indicates, respectively, that the climate is a psychic atmosphere of each organization, and the meeting of the needs of employees (satisfaction) is linked to morale (mood and confidence), which can be warm or not, positive or negative, satisfactory or unsatisfactory (CHIAVENATO, 2009, 2015).

ORGANIZATIONAL CULTURE AND CLIMATE: INTERVENTION PROPOSAL

Labor relations, throughout the social and industrial development of humanity, have been radically transformed in terms of the breaking of paradigms such as slavery, unhealthy child labor and excessive working hours. Silva (2009) presents aspects in relation to work –

power, wealth, communication and free time – in each of the eras/societies classified below in Table 2.

Table 2. Aspects in relation to each era/society

Epochs/Societies ⟋ Factors	Industrial	Industrial	Intellectualization and Diversity	Teleworking and Logistics Integration
Work	Physical Labor, Fatigue	Robotization, Standardization	Ownership of the means of production and communication	Knowledge, Creativity, Innovation
Power	Land tenure, Servitude	Ownership of the means of production, Formal work	Financial speculation	Quality of Life, Relativized Values
Wealth	Subsistence	Investments and job creation	Globalization and interactivity	Selectivity, Interactivity
Communication	Limited to location	Mass Communication	More free time, diversification of activities	Integration of work with leisure and studies, Temporal and spatial flexibility
Free time	No reference	Long working hours	Intellectualization and Diversity	Teleworking and Logistics Integration

Fonte: Adapted from Silva, 2009.

In view of the above, a long and slow process of transformation is evidenced that aims to culminate in a perception of work as integration into life. In this way, common development and well-being are provided, in a perspective diametrically opposed to the Judeo-Christian culture, which sees and lives work as an original form of punishment, purification or atonement. As can be seen from the biblical writings, about the product or consequence of man's sin: "By the sweat of your face you will eat your bread, until you return to the ground; because you were taken from it; for dust you are and to dust you shall return." (BIBLE, 1978, Genesis 3:19, p. 5).

The specialist in Corporate Education Kira Tarapanoff, according to the studies of Silva (2009), highlights that the continuity of organizations, one of the principles of accounting, or survival of organizations, permeates continuous learning with the creation of new knowledge, innovation or creation. Especially, Peter Senge (1990) is cited here, for whom survival depends exclusively on learning before the competition to effectively maintain the competitive differential.

In this sense, education in general is seen as a complementary strategy of *the Learning Organization,* because the construction of knowledge is a proposal for intervention by itself at the core, in the 'soul of the company' (TULA *at al.*, 2023; SANTOS *et al.*, 2024),

and we add climate and culture here, since knowledge is developed or created, retained or shared by humans in the context of Knowledge Management (KM), as well as culture and climate in the organizational ecosystem.

For Chiavenato (2015), organizations are complex controlled environments that must be monitored in order to achieve motivation and productivity. The aforementioned author points out that for the change in the climate and culture of companies to take place, it is necessary to have the capacity for innovation. Thus, there are four areas listed and described without which there is no change in climate and culture:

1. **Adaptability**: ability to meet demands and 'solve problems' with promptness, flexibility and innovation;
2. **Identity**: knowledge of the organization's history, as well as sharing the organization's goals and objectives;
3. **Environmental perspective**: accurate perception of the environment for the possibility of investigating by observing, analyzing, concluding or inferring hypotheses, limits and possibilities;
4. **Integration**: of employees and other participants to change the culture and favor, which leads to the improvement of the organizational climate.

Change is understood as the modification from one state to another and this rich process brings interruptions, disturbances, ruptures and transformations in the internal environment of the organization. (CANELA, LIMA AND SANTIAGO, 2016). In summary, according to our author, adaptation, renewal and revitalization are or should be watchwords and constants in organizational dictionaries.

Organizational change has three distinct moments or stages (Figure 2), namely: unfreezing, change and refreezing:

1. **Thawing**: From the current model of behavior so that the next phase can occur or be implemented;
2. **Change**: moment in which the business collective adopts new mental models or *mindset* promoting new attitudes, behaviors and values in professional practice, and
3. **Refreezing**: individual and/or collective moment of sedimentation, consolidation of new behavioral and attitudinal patterns, culminating in a change in organizational climate and culture.

Figure 2. Moments or stages of organizational change

Source: Chivenato, 2015.

CONCLUSION

This literature review study was able to bring the perception that organizational culture and climate act as tools, *drives* or modus *operandi devices* in internal relations in companies, within the constitution of the 'soul of organizations'. The continuous and thorough management of the organizational climate or atmosphere, as well as the applicability or experience of the culture on a daily basis are preponderant factors within the structure and survival of companies and their productive ecosystem.

It was identified that there is a process of change in labor relations in societies in the timeline. A process that transitions from a more categorical, manual and manufacturing work to an activity that integrates all areas of life: work, studies, leisure and even spiritual, as it aims at a purpose that is not limited to the 'what' and 'how', but to the 'why' of things

The relations of work, power, wealth, communication and free time have worked and work as master and invisible lines that permeate changes in society and organizations. In this context, survival is only ensured with the 'learning to learn' in a constant way, not only of individuals, but in a systemic way.

Factors such as adaptability, identity, environmental perspective and integration are watchwords and the day for organizational learning and its maintenance in a global and multicultural context. The much-needed change from time to time only takes place through a constant review of organizational direction and performance.

Thawing, changing, and refreezing may seem simplistic for proposals for effective change in the culture and climate of organizations. However, in the volatile, uncertain, complex and ambiguous world (VUCA) in which we live and in a political, economic, social, technological, legal and environmental context (PESTLE) such as the current one, these are collective and urgent challenges.

Finally, this study is a relevant tool to assist in identifying an organization's strengths and areas for improvement. Understanding the perception of the organization as a whole generates major impacts on the entire ecosystem.

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