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PROPOSALS FOR INTERVENTIONS IN ORGANIZATIONAL CULTURE AND CLIMATE

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Abstract: Proposals for interventions in organizational climate and culture have proven to be promising, capable of providing companies with significant results in terms of profits and time savings, as well as quality in the reliability of their brands and improvement in a company's organizational climate. This paper addresses how these strategies influence a company. We sought to focus on the main concepts, how they can be implemented, thus benefiting the organizational environment, and their main difficulties. The research method adopted was an integrative literature review, based on searches in the Scientific Electronic Library Online (SciELO) and Virtual Health Library (VHL) databases, resulting in the analysis of concepts and results from 12 scientific articles. The literature review indicated that proposals for intervention in the organizational climate and culture are extremely important and prove to be an excellent ally for generating long-term profits for companies. Analyzing this subject helped to better understand and visualize the functioning of proposals for intervention in organizational climate and culture, in which it was possible to thoroughly analyze their characteristics, how they influence organizational results, as well as their main benefits and obstacles.

Keywords: intervention, climate, culture

Introduction

Currently, the culture and organizational climate of any company are fundamental factors that are gaining visibility in defining how the general flow of a company will be directed. There is no way to consider obtaining profits and productivity while ignoring these two important aspects that become the true driving force of a company.

The objective of this paper is to analyze and verify proposals for intervention in a company's organizational culture and climate, in terms of their form, benefits, and difficulties of implementation, as well as their contextualization. As secondary objectives, it sought to delve deeper into which types of intervention proposals would be most valid, as well as their benefits and difficulties.

Finally, the paper is structured as follows: contextualization of the main concepts regarding organizational culture and climate; then, the intervention proposals on these two points discussed above; immediately after, the difficulties and challenges of implementation are addressed. The final considerations are presented next. Finally, the references used in this work are presented.

Methodology

This study was developed through qualitative research, exclusively bibliographic in nature, based on an integrative review of the literature. The search strategy was conducted in national and international databases, using the descriptors "intervention," "organizational climate," and "organizational culture," combined with the Boolean operator AND. In the BVS database, the sequence ("intervention" AND "organizational climate") and ("intervention" AND "organizational culture") was applied, obtaining 39 and 76 references, respectively. The same strategy was used in the Scielo database, but no references were found. Thus, the strategy was changed by

inserting another sequence, this time only ("organizational climate" AND "organizational culture"), resulting in 7 references.

The selection process followed the following steps: initially, a total of 122 references were obtained; after removing duplicates, 97 records remained, which were selected for screening using inclusion and exclusion criteria. At this stage, 76 articles remained. Next, the titles and abstracts were read, resulting in the selection of 33 for evaluation. After full analysis, some articles were excluded because they did not meet the inclusion criteria, resulting in 13 articles that comprised the final sample of this qualitative review.

Inclusion	Exclusion
Studies published between 2015 and 2025	Studies that do not directly address the proposed topic
Use of emotion to facilitate thinking	
Texts available in Portuguese, English, or Spanish	Publications lacking methodological rigor or with unverifiable data
Publications that directly address the relationship between emotional intelligence and bullying in an organizational context	
Scientific articles, dissertations, and theses with clearly described methodology	Duplicate or incomplete documents

Table 1 - Inclusion and exclusion criteria

Source: Own.

Theoretical basis

Organizational culture

According to Dante, Rodrigues, and Cremonezi (2016), organizational culture is a complex set of beliefs, values, knowledge, and customs that define the coexistence of a group of people. A similar concept can be found in the following statement:

> "Organizational culture can be understood, then, as the cognitive result of a social construct that is extracted from important aspects of the collective experience of the members of a society that are configured as mental models, shared vision, or archetypes; which, once incorporated, pass to the level of the collective unconscious, where often the 'why' of the procedures is not explainable. They are simply accepted as true, without question. They just are" (Zago, 2013, apud Barbosa, 2021).

For Ferreira and Pezuki (2017), organizational culture is the shared values (what is important) and common beliefs (how things work) that interact with the organization's structures and control systems to produce behavioral norms (the way things are done here). Another concept would be the collective programming of the mind that distinguishes the members of one organization from those of another; most authors who write on the subject agree that: it is holistic; historically determined; related to anthropological studies; socially constructed

by the group of people who form the organization; difficult to change due to its intrinsic and intangible stability, but requiring tangible measures to change it.

Delving deeper into the subject, according to Santos (2017), there are three different ways of understanding organizational culture: integration, differentiation, and fragmentation. The perspective that the organization should have the same culture is part of the integration approach. In differentiation, on the one hand, there is the premise that there are different groups with distinct cultures within the institution and, on the other hand, the possibility that human groups can share values and attitudes according to their interests, conditioning their actions in the organizational environment. Fragmentation, on the other hand, tends to lean toward the absence of consensus and multiplicity of interpretations, signaling cultural diversity.
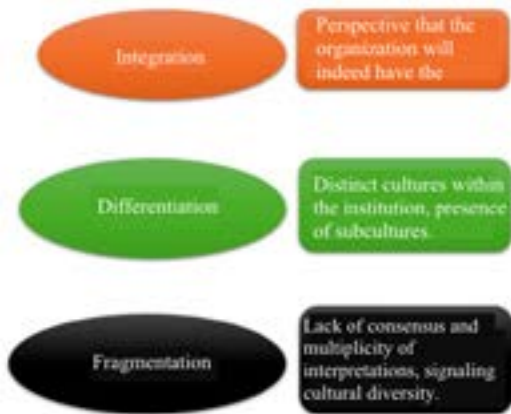

Figure 1: Approaches to organizational culture.

Source: Own.

According to Gupy (2023), the main points to be considered when talking about organizational culture are: company beliefs: these are defined based on people's in-

teractions within the group; organizational values: considering the weight that each thing has within the organization; customs to be exercised: considering that they are the materialization of values and beliefs; rites and activities: these are developed frequently with a view to improvement; ceremonies performed: formally and informally, by members of the company.

Organizational climate

According to Velazco (2024), organizational climate refers to a set of policies, practices, and actions within an entity that relate to the employee experience. In other words, it is the environment experienced in an organization, which can be positive or negative. A healthy organizational environment significantly affects employee motivation, effectiveness in their roles, as well as their satisfaction and performance. People need to feel committed to their work. An appropriate environment facilitates this, but it is essential that workers feel motivated and enthusiastic, which contributes to promoting a positive organizational climate in which they work, thus enabling them to provide optimal, quality care that satisfies both internal and external users at different levels of competence.

For Cordeiro (2024), a positive organizational climate is characterized by: a culture of support and good relationships, trust, respect, openness to innovation, collaboration, recognition of work well done, and employee effort, while a negative organizational climate is characterized by communication conflicts, mistrust, micromanagement, lack of clarity in expectations, and lack of employee support.

Another interesting issue regarding organizational climate was noted by the Garcia study (2017), which found that there is an inversely proportional relationship between organizational climate and the length of time an employee has been working. In other words , the longer the employee had been working from home, the greater the tendency for them to become accustomed, resigned, or even neutralized to the work situation, undermining some very important elements for employee motivation and engagement, such as creativity and innovation.
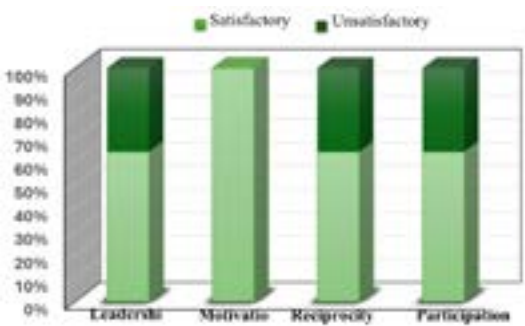

Figure 2 - Levels of perception of the organizational climate by dimension.

Source: Translated and adapted from Garcia (2017).

It was also concluded that most workers were satisfied with the organizational climate at their workplace. The author divided the organizational climate into four dimensions: leadership, motivation, reciprocity, and participation. As can be seen in the figure above, the requirements of leadership, reciprocity, and participation obtained a final score of 63% satisfaction versus 37% dissatisfaction. The motivation requirement, on the other hand, obtained 100% satisfaction. It is clear that the dimension of motivation carries significant weight, as it was a

driving and fundamental factor in achieving the final result of employee satisfaction.

Dimension	Male	Female
Leadership	80 ± 2 3	69 ±7.0
Motivation	86 ±545	80± 4
Participation	75 ±3 7	67 ± 6.5
Reciprocity	88 ± 2 2	73 ±7

Table 1- Levels of organizational climate acceptance by gender.

Source: Translated and adapted from Garcia (2017).

The last factor that is relevant to point out in relation to this same study was that the level of perception by dimension of the organizational climate was also measured by gender. It was noted that women obtained lower job satisfaction indices when compared to men. It can be noted that the indices referring to the leadership and participation dimensions were the lowest. One explanation for this fact is that one need only look at the history of women in the workplace. Women have always had fewer job opportunities and fewer management or committee positions, which are generally occupied by men—who tend to sympathize more with the ideas of their male subordinates—and are often not given a voice or significant importance in an organization. Although this is not a main topic of the study, this factor ultimately has an impact on the positive scores related to organizational climate and culture.

In summary, it can be noted that the organizational climate has some characteristics and indicators of its own, which can lead to important deliberations about

variables related to the work environment. However, it is not uncommon for organizational culture to be confused with organizational climate. That said, it is important to define the difference between the two, so as not to confuse them or generalize them. According to Gupy (2023), the latter refers to the purpose, actions, and values that drive a company toward its goal. The former, on the other hand, refers to employees' perceptions of the quality of the work environment, which includes benefits, compensation, colleagues, and the company's physical structure.

Intervention proposals and their benefits

According to a study conducted by Barbosa (2021), the relationship between the organizational environment and the quality of work involving customer service was demonstrated. Regarding the organizational environment factor, 57.6% of the surveys indicated that there is a need for improvement, while regarding the quality of service, 98.9% pointed to an appropriate environment. The survey concluded that there is a significant correlation between the organizational environment and the quality of service, that is, there is a positive correlation between the perception of the organizational environment and professional satisfaction. Therefore, the quality of work and the image of a company are strongly influenced by the level of satisfaction with organizational climates and cultures.

Ferreira and Pezuki (2017) also highlight the importance of these factors. The authors suggest the following strategies to achieve this goal: focus on interventions that provide a solid foundation for well-being and performance in work functions,

such as feedback, performance evaluation, development programs, and recognition; promotion of a culture of well-being and restoration of balance; appropriate recognition in evaluations to increase productivity, promote resilience, and mitigate burnout; programs with an emphasis on resilience as a strategy for managing stress and anxiety, extending the well-being model beyond professional activity and incorporating it into personal life; and assessment of the family support network, demands, workload, and financial attributes, personal implications, or time management.

Along the same lines, Gupy (2023) suggested, among his proposals to improve the organizational climate and culture, providing a favorable environment, investing in training and development of people, promoting recognition of good work, and creating a well-structured career plan.

In Garcia's 2017 view, the proposals are similar but slightly more focused on the organizational climate, citing: Involving team members so that the decisions made are important for the development of their functions, developing an incentive plan that responds to workers' expectations and needs, developing plans that strengthen communication, conducting more research on the organizational climate and with greater frequency at the macro and micro levels of an organization, developing performance evaluation programs and diagnosing the need for missing training.

According to Martins (2024), it is important to note that organizational culture and climate are often fragile or even unconsolidated. In such cases, the first step should be to strengthen them through interventions and tactics such as creating real shared values and putting them into prac-

tice. An organization's core values should describe how group members should treat each other, how employees can expect to be treated, and what core values everyone in the company shares. invest in diversity, inclusion, and a sense of belonging; studies show that companies with diverse teams are more innovative, make better decisions, and are more effective in achieving financial goals, hiring, and inclusive integration practices; propose events for sincere conversations and transparency about the processes that are taking place in the company; share responsibilities when appropriate.

Therefore, as mentioned several times in this paper, if there is no attention and a satisfactory balance between climate and organizational culture, the possibility of serious consequences affecting the company's productivity and profit is high. To illustrate such situations, Strapazzon (2017), in a study analyzing the influence of organizational culture on employee retention, concluded that, in the view of employees, the lack of periodic individual performance evaluations, promotion opportunities, incentives for schooling when there is no continuing education program, recognition, opportunities for professional growth, better working conditions, interest in employee growth and development, in addition to dissatisfaction with salary, highlight the difficulty of retaining these talents, diverging in some points from the manager's view on the following aspects: salaries, pleasant environment, and feedback. These factors compromise employee satisfaction and motivation.

In short, it has been proven that organizations must always be attentive to the need to implement interventions in the organizational culture and firm. However, in practice, there are many difficulties in implementing this reality. According to Ferreira , and Pezuk (2017), the organization and its way of managing activities have an impact on work-related stress and appear as factors that contribute to chronic stress, increasing the status of exhaustion. Environmental and cultural factors within the organization are sources that can either build or undermine worker motivation. The concern and commitment to creating workplaces where people can thrive and work to their full potential, within their physical and emotional limits, enjoying clinical and mental health, without facing burnout or illnesses resulting from institutional practices, is what makes a company sustainable in human terms and preserves its intellectual capital, an intangible asset within its scope of operation.

Final Considerations

This paper first sought to demonstrate the main concepts of organizational culture and climate. It then demonstrated the main proposals for intervention in these two areas that could be beneficial to the organization. Examples include efforts to provide a favorable environment, invest in training and development of people, promote recognition of good work, conduct frequent assessments of organizational climate, promote a culture of well-being, and restore balance.

The difficulties of implementation were also discussed. The main point raised was the contemporary reality in which capitalism, in its essence, tends to move in the opposite direction to interventions aimed at improving the organizational climate and culture. Companies still find it very difficult to see that these intervention proposals are long-term investments that will bring pro-

fits, productivity, talent retention and development, and stimulate worker motivation and engagement when properly implemented and planned.

Finally, we advocate for the inclusion of this topic in various training courses for managers and psychologists and in events related to worker health and safety. We hope that this work can contribute to the advancement of the Brazilian field of organizational psychology and occupational safety, with regard to proposals for interventions in organizational climate and culture.

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