

ORGANIZATIONAL CLIMATE IN A HEALTH UNIT OF THE FAMILY HEALTH STRATEGY IN PONTA GROSSA - PR

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Abstract: This research highlights the concept of organizational climate, the management of nurses in Family Health Strategy Health Units, and the relationship between organizational climate and its influence on the health and motivation of employees. A literature review of field studies in two Family Health Units in Brazil was conducted, as well as an intervention project in a Family Health Unit in the city of Ponta Grossa, Paraná. The objective of this study is to demonstrate that through an intervention project (team meeting) in a Health Unit, it is possible to improve the organizational climate. This study concludes that in Family Health Strategy Units, it is possible to have a positive organizational climate through a nurse manager who has knowledge in people management and behavioral skills such as dedication, commitment, and strategic vision. The nurse manager needs to meet the demands of the establishment's employees, promoting a positive work environment through actions aimed at all employees.

Keywords: Family Health Strategy Unit; people management; intervention project.

INTRODUCTION

The Intervention Project was carried out in a Family Health Strategy Health Unit in the city of Ponta Grossa, PR, located an hour and a half from Curitiba, PR. The population is predominantly elderly, people using mental health medications, pregnant women, and children. Next to the Health Unit, there is a state school, a municipal school, and a daycare center, all on the same block as the Unit. It is a neighborhood located far from the city center, located in the rural area of the city, which means that the population regularly attends appointments.

The Health Unit provides vaccinations, electrocardiograms, dressings, preventive care, prenatal care, prescription renewals,

home visits with community health agents and endemic disease agents, and health education in neighboring schools. The team consists of a nurse who manages the unit, a dentist, a doctor, five community health agents, a pharmacist, an administrative assistant, and four nursing technicians.

A favorable work environment with a good organizational climate is essential to be successful in a company. A hostile work environment demotivates employees and reduces their performance, engagement, and health.

According to Niemic (2018), when a person is engaged, they are able to use their strengths or abilities. Reis (2009) states that when a person is low in motivation, disinterest, discouragement, and low performance prevail. When there is motivation, interest, enthusiasm, and high performance are characteristic. Therefore, organizational climate is an extremely important element in the context of an organization so that the work environment can be adequate and becomes a relevant factor in employee satisfaction.

According to Ordinance number 2,436, of September 21, 2017, which approves the National Primary Care Policy, the Family Health Units of the Brazilian Unified Health System (S.U.S.) are managed by nurse managers who coordinate a nursing team and teams of community health agents (CHA). Each Health Unit is responsible for providing health care to a specific population.

Providing care to sick people, pregnant women and children through the Unified Health System (S.U.S.) (according to Law number 8.080 of 1990, which establishes the conditions for the promotion, protection and recovery of health) is not an easy task. This requires the manager to try to maintain a favorable organizational climate so that public servants do not fall ill.

For Goleman (2014), leadership styles such as self-management, self-awareness, empathy and socialization skills have a positive impact on the development of employees, favoring the emotional climate of an organization. It is up to the nurse manager of a Health Unit to act using emotional intelligence and motivate his team so that it does not enter a state of pathological stress: *Burnout*¹.

The organizational climate research by Cortes, E.M; Rodrigues, J.F.M; Toro, I.M.P (2019), Oliveira, I.M.B.S.A; Pena, F.G, Rocha, S.A.S (2019) and Quarto, L.C, Souza, C.D.F; Souza, S.M.D.F (2020), both carried out with employees of Brazilian Family Health Strategy Service Units, confirm that the appropriate organizational climate to achieve institutional goals and with a manager who presents a strategic vision in his actions, promotes the well-being, satisfaction and development of the people who work in this environment.

Therefore, this intervention project aimed to present to the reader the importance of the organizational climate in Family Health Strategy Units promoted by the nurse manager.

JUSTIFICATION

For Reis, 2009, the organizational climate directly and indirectly influences behavior, motivation, work productivity, and the satisfaction of people involved with the organization. Therefore, it is the employee's perception of their work environment, a group of factors that constitute it. Organizational climate is the internal environment that exists among team members, the collective perception that employees have of the company (Moraes, 2015); the factor that influences its development (Mocci & Dantas, 2015); the atmosphere originated from practices, procedures, and rewards linked to the behavior of managers and the actions rewarded by them (MENEZES, I.G; SAMPAIO, L.R; GOMES,

1. International classification of diseases ICD-10, characterizes burnout syndrome, resulting from physical and mental exhaustion related to work.

A.C.P; TEIXEIRA, F.S; SANTOS, P.D.S, 2009).

According to Reis (2009), the greater the motivation in the work environment, the greater the level of satisfaction, collaboration, interest, participation and enthusiasm of employees. The lower the motivation, the greater the level of depression, apathy, dissatisfaction, disinterest and discouragement. Oliveira (2019) reports that the characteristics of the environment also influence the organizational climate: benefits, behavior of other professionals, leadership style, work tools, workload, goals and challenges, potential and performance indicators. Mocci & Dantas (2015) state that the workplace is an unstable environment, as dealing with people is a task of challenges and rewards.

Oliveira (2019) confirms that the relationship between company and employee influences the growth and development of people and maximum productivity and quality. Strategic management is necessary to guide interventions and changes through understanding the organizational climate. Golemann (2014) emphasizes that a good leader influences the performance and mood of his team, and skills related to emotional intelligence, such as self-management (self-control over the biological impulses that drive our emotions), self-awareness (understanding one's own emotions), empathy (ability to put oneself in someone else's shoes and understand their feelings) and socialization skills (ability to relate to other people), are essential factors for the development and success of a team. This author summarizes that leadership brings results based on emotional intelligence skills, which generate favorable impacts on the emotional climate of an organization, and leaders with strength in six emotional intelligence competencies are much more efficient at work than leaders who lack these strengths. There are six virtues

and twenty-four-character strengths within the virtues. They are: wisdom and knowledge (with the character strengths of creativity, curiosity, critical sense, love of learning and perspective); courage (honesty, bravery, perseverance and enthusiasm); humanity (kindness, love and social intelligence); justice (impartiality, leadership and teamwork); temperance (forgiveness, humility, prudence and self-control) and transcendence (appreciation of beauty and transcendence, gratitude, hope and spirituality). Certain virtues and character strengths facilitate a good organizational climate.

The character strength of kindness, which is within the virtue of humanity, for example, towards oneself and others can have many benefits such as optimism, social bonds, mastery of self-criticism and perfectionism, in addition to protecting against the negative effects of stress. The character strength of social intelligence is associated with a pleasurable life and emotional intelligence. Teamwork promotes a high degree of social trust and predicts fewer symptoms of depression. The character strength of impartiality is based on the engagement of positive behaviors, since all people are given equal opportunities without distinction. Leadership can be distinguished as a practice or as a personal quality. Transactional leaders clarify responsibilities, expectations, and tasks to be done, and transformational leaders motivate others to perform at a high level and foster a climate of trust and commitment.

This type of leadership is related to lower levels of anxiety and depression in the leader and the team. Forgiveness is associated with several physical and psychological benefits such as emotional well-being, healthy lifestyle behaviors, social support, and spiritual well-being. People who forgive experience less anger, anxiety, depression, and hostility (PETERSON, P; SELIGMAN, M.E.P 2004).

To ensure that there is a continuous balance between people and organization, a set of practices is needed to support a set of processes to maintain a good organizational climate. When employees are engaged in their roles and in the place where they work, burnout does not occur, which is a negative mental state characterized by exhaustion, stress, demotivation and the development of dysfunctional attitudes. Engagement is achieved through an exemplary leader (OLIVEIRA, 2019).

Csikszentmihalyi (1997) defines flow, which is the mental state that people experience in a pleasurable activity and with work that does not overwhelm. In this state, the person is fully using their skills and fully immersed in the present moment. If the leader has the ability to stimulate flow in employees, burnout rates, which is the opposite of engagement, increase. According to decree number 94,406, of June 8, 1987, article 8, the Nurse is exclusively responsible for:

- a) managing the nursing department and leading the nursing service and unit;
- b) organizing and managing nursing services and their technical and auxiliary activities in companies providing these services;
- c) planning, organizing, coordinating and evaluating nursing care services. The Family Health Strategy is based on the guiding principles of the Unified Health System (SUS) in Brazil and is part of the National Primary Care Policy. Santos L.J & Paranhos, M.S (2017) emphasize that the Health Unit manager (Nurse) needs to know how to deal with unexpected events with users and staff, relate to multidisciplinary teams, mediate conflicts in inter-relational situations, transform ideas into results, harmonize the work environment, know the guidelines of the SUS and the Family Health Strategy to meet the needs of the assigned population. Peterson & Seligman

(2004) use virtues and character strengths for personal flourishing (utilization of each person's maximum potential through resilience and use of virtues and character strengths).

The nurse manager needs to invest in behavioral skills, not taught in university, to improve their interpersonal relationships, learn how to deal with people and focus on goals and results through them. Thus, using their potential, it is possible to stimulate those of employees and provide an adequate organizational climate, since every institution, whether public or private, needs to rely on the operational support of workers for its functioning and has the need to structure and guide the activities developed by them. Nursing represents a crucial work group for the functioning of a health establishment and for this team to have quality of life, it is necessary to balance the workload of the profession and the psychological and organizational resources (VIZCAÍNO, Y.Y.M, ALONSO, M.D.C.V; VIZCAÍNO, Y.M; 2020).

As a nurse and technical manager of a USF, and in view of recurring conflicts between the professionals of this unit, this intervention project aimed to reduce and/or end them, since at a certain point, such conflicting behaviors began to reflect on the work process, with a decrease in the team's productivity.

GOALS

GENERAL GOAL

- Carry out an intervention, through ongoing education, to improve the organizational climate in a Health Unit.

SPECIFIC GOAL

- Promote a positive organizational climate through group dynamics;
- Agree on a favorable work environment to strengthen the team and health actions

METHODOLOGY

This is an intervention project, which is an educational tool capable of generating skills and knowledge, the requirements of which are understood from a dialogue with various fields of work, technology, science and culture, which serve as a subsidy for the professional to exercise his/her role with competence, autonomy, responsibility, intellectual and technological suitability, guided by ethical principles (BRAZIL, 2012).

A meeting was held with all the professionals of a Health Unit in the city of Ponta Grossa - PR, in June 2024.

The topic addressed at first was about Organizational Climate. For this, I used the dynamic of the cordless telephone, where one person received information and passed it on to others by whispering the word in the ear. From this dynamic, it was verified that the final information was not the same as that received at the beginning of the dynamic. Therefore, the participants were able to recognize that when information is not passed on correctly and professionally, communication is impaired and with several interpretations.

The matchboxes dynamic was also carried out with the song "*Escravos de Jó*", where participants sat in a circle and were able to see the importance of each person for the group work. Everyone on the team sat on the floor in a circle and each participant took a full matchbox. With the matchboxes in their hands, everyone sang to the rhythm of the song, banging the matchboxes on the floor and passing them to the person next to them, and so on, until the song ended. It was noticed that each person in the circle has a different rhythm. From this, I talked to the participants to try to sing and pass the matchboxes with the same rhythm. From this, it was realized the importance of having a cohesive and organized team with the same purpose, in order to provide a quality service to the population.

After the meeting, it was determined that the team must use the Electronic Information System (SEI), since some of the conflicts occurred in changes to schedules, adjustments to nursing shifts, group work, requests, among others.

The S.E.I. is a system used by the Municipal Health Foundation in which important information is passed on to the foundation's employees and in which everything is documented. Primary Care in Ponta Grossa-PR uses the S.E.I. for invitations, summons, information, and various requests.

In order to promote team strengthening, meetings will continue monthly with the application of group dynamics.

TARGET AUDIENCE

The USF employees: nursing technicians, community health agents, doctor, dentist, caretaker.

CONTROL EVALUATION

A group is an association of people and the interactive presence between them. For a group to exist, there must be interactive and relational action between its members, unlike a group of people without interaction. For it to survive, personal bonds must be created between its members. People only remain integrated with each other if certain interpersonal needs such as inclusion, control and affection are met. Group dynamics aim to teach people new behaviors through group decision-making, so that through it there can be group development, group growth and a positive organizational climate (GATTAI, 2014).

The "Chinese telephone" dynamic that was carried out with the team made them reflect on good communication in the workplace. The dynamic of the song "*Escravos de Jó*" brought the reflection of good organization for decision-making. The importance of

harmonious group work through a group leader, such as the nurse, technical manager of the health facility, manager and with knowledge of People Management, became evident.

During the Industrial Revolution, management in the workplace was authoritarian. The bosses decided what to do, how to do it and how each employee would perform. The employees never questioned anything and were conditioned to perform a specific task without complaining. The hierarchical level was a pyramid where the top ruled. Over time, the hierarchical levels flattened and the pyramid became a line. Workers began to produce more, the work was of better quality and employees became more satisfied with their work (MAGGIN, 1996). As a nurse in a Health Unit, I seek this administration and management in a linear way where employees can make suggestions, take turns at work and also promote group meetings and dynamics to create a good work environment. After the dynamics were carried out, each professional began to work harmoniously with the group and influenced the population to receive better care from health professionals, since through a favorable organizational climate it is possible for the virtue of each employee to be used and valued through the intervention of the nurse who coordinates the team within a Health Unit. Continuing education will be used once a month, with the main purpose of providing a good organizational climate in the work environment. The National Policy for Continuing Education in Health (PNDEPS) is a political-pedagogical strategy that aims to qualify and improve the health work process, incorporating teaching and system management to bring about positive changes in this context. It aims to improve the responses of services to needs and the quality of health care (BRAZIL, 2018). The evaluation of the work carried out will be

through the positive experiences reported by the employees themselves and, if necessary, adjustments will be made in team meetings to maintain harmonious work.

SCHEDULE

Organization for carrying out the intervention project with the team (study and planning)	Implementation of the intervention project with the team in a team meeting (first dynamics: Cordless Telephone and the song: ``Escravos de Jó``)	Upcoming dynamics in team meetings
01/05/2024 to 04/06/2024	06/05/2024	07/03/2024 08/07/2024 09/04/2024
		02/10/2024 06/11/2024 04/12/2024

RESOURCES

Physical resources	Financial Resources	Human resources
Community Health Agents' Room at the Health Unit Notebook with sound	Matchboxes Health Unit Light	Health Unit Team

FINAL CONSIDERATIONS

With this intervention project, it was possible to achieve positive results in relation to the organizational climate with Continuing Education using strategies such as group dynamics. This is only possible if the nurse manager has knowledge in people management and behavioral skills such as dedication, commitment and strategic vision. To do this, this professional needs to diagnose existing and persistent conflicts, which cause a reduction in the quality of service, distancing between team professionals, and, consequently, affecting therapeutic and

interprofessional communication, affecting the care provided to the patient, as well as the organizational climate.

The dynamics carried out (with the cordless telephone and the song: ``Escravos de Jó``) during Continuing Education through the team meeting, highlighted the importance of good communication in the work environment, good organization for decision-making, conflict-free group work, and meetings to seek necessary measures for a good organizational climate.

Therefore, such measures highlight the challenges of working as a team in the workplace among professionals working in Basic Health Units. Continuing Education is necessary to understand these challenges and to directly and indirectly interfere in multi- and interprofessional relationships to provide quality care to UBS users.

The professionals admitted that the functions they perform must be better guided, and to this end, the nurse, as the technical manager of the unit, needs to perform his/her role as a fundamental member in this process, with the aim of strengthening teamwork, promoting effective communication among them, and thus fostering a healthy work environment.

Finally, such aspects bring reflections for the continuous development of innovative action plans that mitigate conflicts in the workplace, which, through Continuing Education in Health, promote the fragmented performance of these professionals so that they work effectively as a team, enabling a favorable organizational climate.

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