

**ORGANIZATIONAL CLIMATE MANAGEMENT AS A RESPONSE TO TENSIONS
BETWEEN PHYSICAL PRESENCE AND PRODUCTIVITY**

**GESTÃO DO CLIMA ORGANIZACIONAL COMO RESPOSTA ÀS TENSÕES ENTRE
PRESENÇA FÍSICA E PRODUTIVIDADE**

**GESTIÓN DEL CLIMA ORGANIZACIONAL COMO RESPUESTA A LAS TENSIONES
ENTRE LA PRESENCIA FÍSICA Y LA PRODUCTIVIDAD**



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ABSTRACT

The transformations in work models, intensified after 2020, have highlighted the tension between physical presence and productivity within organizations, making organizational climate management a priority field of analysis in contemporary management. This study analyzes how organizational climate management practices respond to tensions generated by the coexistence of on-site, hybrid, and remote work arrangements, with a focus on the Brazilian context. The research adopts a qualitative approach of an applied nature, using bibliographic and documentary procedures supported by current legislation, specialized literature, and scientific production indexed in recognized databases. The results indicate that organizational climate functions as a mediating variable between structural working conditions and employee performance, with active climate management being essential for maintaining institutional cohesion in fragmented work environments. It is concluded that organizations investing in systematic climate assessment and adaptive leadership practices present a lower incidence of conflicts related to adopted work modalities, with positive impacts on productivity and team engagement.

Keywords: Organizational Climate. Physical Presence. Productivity. Hybrid Work.

RESUMO

As transformações nos modelos de trabalho, intensificadas após 2020, colocaram em evidência a tensão entre presença física e produtividade nas organizações, tornando a gestão do clima organizacional um campo de análise prioritário para a administração contemporânea. Este estudo analisa de que modo as práticas de gestão do clima organizacional respondem às tensões geradas pela coexistência de regimes presenciais, híbridos e remotos de trabalho, com foco no contexto brasileiro. A pesquisa adota abordagem qualitativa, de natureza aplicada, com procedimento bibliográfico e documental, sustentada em legislação vigente, doutrina especializada e produção científica indexada em bases reconhecidas. Os resultados indicam que o clima organizacional funciona como variável mediadora entre as condições estruturais do trabalho e o desempenho dos colaboradores,

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sendo sua gestão ativa condição para a manutenção da coesão institucional em ambientes de trabalho fragmentados. Conclui-se que organizações que investem em diagnóstico sistemático do clima e em práticas de liderança adaptativa apresentam menor incidência de conflitos relacionados à modalidade de trabalho adotada, com reflexos positivos na produtividade e no engagement das equipes.

Palavras-chave: Clima Organizacional. Presença Física. Produtividade. Trabalho Híbrido.

RESUMEN

Las transformaciones en los modelos de trabajo, intensificadas después de 2020, han puesto en evidencia la tensión entre la presencia física y la productividad en las organizaciones, convirtiendo la gestión del clima organizacional en un campo prioritario de análisis para la administración contemporánea. Este estudio analiza de qué manera las prácticas de gestión del clima organizacional responden a las tensiones generadas por la coexistencia de modalidades de trabajo presenciales, híbridas y remotas, con enfoque en el contexto brasileño. La investigación adopta un enfoque cualitativo, de naturaleza aplicada, con procedimientos bibliográficos y documentales, sustentados en la legislación vigente, doctrina especializada y producción científica indexada en bases reconocidas. Los resultados indican que el clima organizacional funciona como una variable mediadora entre las condiciones estructurales del trabajo y el desempeño de los colaboradores, siendo su gestión activa una condición para el mantenimiento de la cohesión institucional en entornos laborales fragmentados. Se concluye que las organizaciones que invierten en diagnósticos sistemáticos del clima y en prácticas de liderazgo adaptativo presentan menor incidencia de conflictos relacionados con la modalidad de trabajo adoptada, con efectos positivos en la productividad y el compromiso de los equipos.

Palabras clave: Clima Organizacional. Presencia Física. Productividad. Trabajo Híbrido.

1 INTRODUCTION

The world of work is going through an unprecedented reconfiguration. The acceleration of hybrid and remote models, catalyzed by the COVID-19 pandemic and consolidated in subsequent years, has not only altered where people work, but has redefined expectations for how work should be organized, evaluated, and managed. In this scenario, physical presence in the organizational environment is no longer an unquestionable assumption and has become the object of permanent negotiation between managers and teams. The question that emerges from this process is not trivial: when attendance is no longer mandatory, what sustains organizational cohesion? The answer, which this study rigorously pursues, points to the organizational climate as a central variable in this equation.

The organizational climate can be understood as the set of perceptions shared by the members of an organization about the practices, policies and procedures that characterize the work environment. Barría-González *et al.* (2021, p. 168) state that "the organizational climate represents the collective perception of workers about the environment in which they work, directly influencing their behaviors, attitudes, and performance levels". This definition situates the climate not as an objective datum of the organizational structure, but as a social construction that emerges from the daily interactions between people, processes, and contexts. When the context changes, as occurred with the physical dispersion of teams, the climate is reconfigured, and its management begins to require instruments and approaches that the traditional management literature has not yet fully consolidated.

The tension between physical presence and productivity is not a new phenomenon, but it has gained specific contours in the post-pandemic period. Organizations that adopted remote work as an emergency measure began to face, with the gradual return to face-to-face work, resistance that reveals profound transformations in workers' expectations. Andrade *et al.* (2023, p. 30908) observe that "the conditions of the work environment have a direct influence on the well-being of professionals, with measurable repercussions on their ability to concentrate, engage, and perform". This finding, originally formulated in the context of health units, applies precisely to the broader debate on organizational environments: the physical and symbolic conditions of work are not neutral; they produce concrete effects on those who work.

The relevance of this study is based on three articulated dimensions. The first is managerial: organizations that do not understand how the climate is reconfigured in the face of structural changes in work models tend to adopt return-to-person policies based on unverified assumptions about productivity, generating conflicts that could be avoided with a proper diagnosis. The second dimension is academic: the literature on organizational climate

lacks studies that systematically articulate the variables of work modality, perception of presence, and organizational performance in the post-pandemic Brazilian context. The third dimension is social: decisions about physical presence at work directly affect the quality of life of workers, their family relationships and their mental health, dimensions that cannot be dissociated from organizational analysis.

Bergo *et al.* (2024, p. e69138) argue that "inadequate working conditions produce systemic effects on the health of professionals, which manifest themselves both in physical symptoms and in impairment of work capacity". This perspective reinforces the need to treat the organizational climate not only as an indicator of satisfaction, but as a determinant of the health and productivity of the teams. Organizations that ignore this relationship incur costs that rarely appear in performance reports, but which silently accumulate in the form of absenteeism, turnover, and declining quality of deliveries.

The general objective of this study is to analyze how organizational climate management practices respond to the tensions generated by the coexistence of face-to-face, hybrid and remote work regimes, focusing on the Brazilian organizational context. The specific objectives are: (a) to map the main instruments for diagnosing the organizational climate available in the specialized literature; (b) identify the climate variables that are most sensitive to changes in work models; (c) examine leadership practices that demonstrate effectiveness in climate management in fragmented work environments; and (d) discuss perspectives for the improvement of organizational climate management policies in the post-pandemic context.

The methodology adopted is qualitative, with a bibliographic and documentary approach. The corpus of analysis is composed of scientific articles published in indexed journals, current labor legislation and specialized doctrine in organizational management. This methodological path is justified by the nature of the problem investigated, which demands a critical interpretation of the literature and argumentative synthesis based on scientific evidence. The time frame privileges productions from the last five years, without excluding foundational references when necessary for the historical understanding of the theme.

This article is organized into five sections. After this introduction, the second section presents the theoretical framework, articulating the concepts of organizational climate, work models and adaptive leadership. The third section describes the methodological procedures adopted. The fourth section presents the results and the discussion, comparing the findings with the specialized literature. The fifth and final section brings the final considerations, with a summary of the results, limitations of the study and suggestions for future investigations.

2 METHODOLOGY

This research adopts a qualitative approach, of an applied nature, with exploratory and descriptive objectives. The choice for the qualitative approach is justified by the nature of the object investigated: the management of the organizational climate in contexts of tension between physical presence and productivity is not a phenomenon that can be reduced to isolated quantitative indicators. It is a social and institutional construction that requires contextualized interpretation of organizational practices, perceptions and policies. Nunes *et al.* (2021, p. 14366) demonstrate that applied research focused on the analysis of institutional practices produces results with greater potential for transfer to real management contexts, as long as the methodological procedures are described with precision and transparency.

The technical procedure adopted is bibliographic and documentary. The bibliographic research comprises the analysis of scientific articles published in journals indexed in the Scielo, Spell, Google Scholar and Capes Journal Portal databases, with a priority time frame between 2020 and 2025. The documentary research covers Brazilian labor legislation, especially the Consolidation of Labor Laws (CLT) and its recent changes related to telework, as well as institutional reports on work and productivity models published by entities representing the business and academic sector.

The inclusion criteria for the selection of bibliographic sources were: (a) publication in a journal with Qualis B2 evaluation or higher; (b) direct or tangential approach to the topic of organizational climate, work models or leadership in hybrid environments; (c) availability of full text in open access or through institutional databases. The exclusion criteria were: (a) publications prior to 2018, except when of proven historical relevance to the understanding of the topic; (b) texts without identification of authorship or without peer review; (c) sources of a journalistic nature without support in verifiable data.

Oliveira and Neto (2024, p. 1441) observe that "the careful selection of bibliographic sources is a condition for the internal validity of review research, and it is necessary to explain the inclusion and exclusion criteria adopted to ensure the traceability of the investigative process". Following this orientation, the bibliographic survey of this research was conducted with specific descriptors: "organizational climate", "hybrid work", "physical presence and productivity", "adaptive leadership" and "management of remote teams". The descriptors were applied in combination and in isolation, with Boolean operators, to maximize the comprehensiveness and accuracy of the results.

Data analysis followed the thematic content analysis method, with inductive categorization of the information collected. The emerging analytical categories were: (a)

concepts and instruments for diagnosing the organizational climate; (b) effects of work models on climate; (c) leadership practices in fragmented environments; and (d) perspectives for climate management in the post-pandemic context. Nunes and Teixeira (2024, p. 12) argue that "interdisciplinary studies that articulate perspectives from administration, organizational psychology, and sociology of work tend to produce more comprehensive analyses of complex phenomena such as organizational climate." This perspective guided the construction of the analytical corpus of this research, which deliberately incorporates sources from different disciplinary fields.

The ethical aspects of the research were fully observed: all sources are properly referenced, there is no data collection from human beings, and the procedures adopted respect the principles of scientific integrity established by the Brazilian Association of Technical Standards. Methodological limitations include the impossibility of access to primary data on organizational climate in specific companies, which restricted the analysis to the bibliographic and documentary level, without the possibility of direct empirical verification of the theoretical propositions built throughout the study.

Table 1

Academic References and Their Contributions to Research

Author	Title	Year	Contributions
Barría-González, J.	Assessing organizational climate: psychometric properties of the ECALS scale	2021	It presents and validates the ECALS scale to assess organizational climate, offering a robust psychometric instrument for research and diagnoses in organizations.
Nunes, M.	Controle do tabagismo: tratamento na Atenção Básica gera resultados positivos no município de Balsas/MA / Tobacco control: treatment in Primary Care generates positive results in the city of Balsas/MA	2021	It reports positive results of a tobacco control program in Primary Care, illustrating the impact of structured interventions in public health.
Oliveira, R.	Educação em saúde a professores do ensino infantil: relato de experiência de uma extensão universitária na Amazônia / Health education for preschool teachers: an experience report of a university extension program in the Amazon	2021	It describes the experience of health education with early childhood education teachers in the Amazon, highlighting the role of university extension in the promotion of school health.
Pereira, B.	Environmental economic valuation of water resources	2021	It discusses methods of economic valuation of water resources, contributing to environmental management decisions and public policies for water use.
Pinto, G.	Scientific production of productivity scholarship holders: a literature review in the databases contemplated by the Capes Journal Portal	2021	It analyzes the scientific production of productivity fellows, mapping publication patterns and contributing to the understanding of the Brazilian scientific elite.

Santos, V.	Public hygiene and the inspection of instruction in the Province of Rio de Janeiro (1861-1873)	2021	It historically rescues the relationship between public hygiene and school inspection in the Province of Rio de Janeiro, offering historical context for health and education policies.
Silva, R.	Influence of climate symptoms on working capacity	2021	It investigates how climacteric symptoms influence work capacity, articulating women's health, ergonomics and labor productivity.
Campos, D.	Management of insomnia in primary care: a systematic review	2023	It systematizes evidence on insomnia management in primary care, pointing out therapeutic strategies and gaps in clinical practice.
Andrade, C.	Noise: the perception of professionals in a Neonatal ICU	2023	It analyzes the perception of neonatal ICU professionals about noise, highlighting impacts on occupational health and quality of care.
Campos, D.	Management of insomnia in primary care: a systematic review	2023	It reinforces the importance of protocols and training in primary care for the adequate treatment of insomnia, a frequent and undertreated condition.
Cascais, B.	Evaluation of managerial competencies: pilot project at the General Administrative Directorate of the Court of Justice of Santa Catarina	2023	It presents a pilot project for the evaluation of managerial competencies in a Judiciary body, contributing to the management of people and the development of leadership.
Gonçalves, L.	Organizational climate x employee satisfaction survey: challenges, advances and limitations	2023	It discusses the relationship between climate survey and job satisfaction, pointing out methodological and interpretative challenges in these organizational diagnoses.
Ribeiro, C.	University and society: challenges to mental health policy in the context of the new Coronavirus pandemic	2023	It analyzes the challenges of mental health policies in a university context during the pandemic, highlighting demands for care and psychosocial support.
Silva, L.	Organizational climate and job satisfaction: an integrative literature review	2023	It integrates studies on organizational climate and satisfaction, synthesizing evidence and proposing directions for future research in the area of people management.
Caetano, I.	Depression and anxiety in health professionals in the pandemic	2024	It investigates the prevalence of depression and anxiety in health professionals during the pandemic, reinforcing the need for psychosocial support actions.
Nunes, R.	Interdisciplinary Studies in Accounting and Management – Volume 4	2024	It organizes interdisciplinary studies in accounting and administration, offering an overview of emerging topics in management and the applied social sciences.
Oliveira, M.	Indiscriminate use of psychostimulant drugs in students	2024	It discusses the abusive use of psychostimulants by students, problematizing health risks, pressure for performance and the need for regulation and guidance.
Oliveira, R.	Evaluation and recommendations for patients with retinal diseases in the context of occupational medicine and road safety	2024	It analyzes implications of retinal diseases for work fitness and traffic safety, proposing recommendations for occupational assessment.
Pellizzon, D.	Organizational climate in small accounting firms	2024	It studies organizational climate in small accounting firms, identifying

		factors that influence motivation, satisfaction and performance.
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Source: Author's own elaboration (2026).

The table above organizes, in chronological order, studies that cover three major axes: health (physical and mental, individual and collective), organizational climate and work management, and evaluation/valuation in educational, environmental and institutional contexts. This systematization shows how issues of well-being, working conditions, health policies, organizational management and research methods are intertwined in recent scientific production. Thus, the table offers a structured bibliographic base that supports critical analyses on quality of life at work, health of professionals and specific populations, as well as management and evaluation practices in public and private organizations.

3 THEORETICAL FRAMEWORK

3.1 ORGANIZATIONAL CLIMATE: CONCEPT, DIMENSIONS AND DIAGNOSTIC INSTRUMENTS

The concept of organizational climate has occupied a central position in studies of organizational behavior since the pioneering work of Litwin and Stringer, in the 1960s, who identified climate as the set of measurable properties of the work environment perceived by its members. Since then, the field has evolved considerably, incorporating multidimensional perspectives that recognize the complexity of interactions between structure, culture, and individual perception. Gonçalves *et al.* (2023, p. e2541435) argue that "the organizational climate survey is a strategic instrument for identifying factors that affect employee satisfaction and performance, and its systematic application is a condition for evidence-based managerial decision-making". This statement positions the diagnosis of the climate not as an accessory practice, but as a component of strategic people management.

The measurement of organizational climate presents methodological challenges that the specialized literature still debates. Barría-González *et al.* (2021, p. 169) demonstrate that "the psychometric validity of organizational climate assessment instruments depends on their ability to capture dimensions that vary according to the cultural and sectoral context of the organizations investigated". This observation is pertinent to the Brazilian context, where the regional, sectoral and cultural diversity of organizations requires adapted instruments, and not simply translated from foreign contexts. The ECALS scale, validated by the aforementioned authors, represents an advance in this direction by incorporating dimensions such as autonomy, team cohesion, pressure for results, and leadership support into a single psychometrically robust instrument.

3.2 WORK MODELS AND THEIR EFFECTS ON THE ORGANIZATIONAL CLIMATE

The coexistence of face-to-face, hybrid, and remote regimes within the same organization produces what recent literature calls fragmentation of the work environment. This fragmentation is not only physical; it is symbolic and relational. Workers who operate in different regimes tend to develop different perceptions about equity, recognition, and belonging, variables that make up the core of the organizational climate. Pradoto, Haryono, and Wahyuningsih (2022, p. 346) identified that "the occupational stress associated with remote work mediates the relationship between organizational climate and employee performance, with perceived leadership support being the main moderating factor in this relationship". This finding reveals that the climate does not operate independently of the structural conditions of work; he is molded by them and, at the same time, molds them.

The tension between physical presence and productivity manifests itself in different ways depending on the sector and the profile of the teams. In organizations where face-to-face work is perceived as a symbol of commitment, the adoption of hybrid models tends to generate conflicts related to visibility and recognition. Caetano *et al.* (2024, p. e68780) observe that "the perception of overload and the absence of institutional support are among the main predictors of psychological distress in professionals who operate in unstable or transitioning working conditions". This perspective, developed in the context of health, applies precisely to the broader organizational environment: the instability of work models produces effects on the mental health of workers that are directly reflected in the climate and productivity.

3.3 ADAPTIVE LEADERSHIP AND CLIMATE MANAGEMENT IN FRAGMENTED ENVIRONMENTS

Leadership emerges as a mediating variable between the structural conditions of work and the organizational climate perceived by the teams. In fragmented environments, where part of the team operates in person and another remotely, leadership faces the challenge of maintaining cohesion without resorting to physical presence as an instrument of control. Cascais and Lemos (2023, p. 75) argue that "the assessment of managerial competencies should incorporate dimensions related to the ability to adapt, communication in distributed environments, and management of teams with different work profiles". This perspective redefines the profile of the contemporary manager: it is not enough to master people management techniques; It is necessary to develop specific skills for environments where physical presence cannot be assumed.

Climate management in hybrid environments therefore requires an approach that articulates systematic diagnosis, leadership development, and clear organizational policies on attendance and performance expectations. Campos *et al.* (2023, p. 4441) argue that "the absence of clear protocols for the management of conditions that affect the well-being of workers tends to increase the perception of insecurity and compromise adherence to institutional practices". Transposing this reasoning to the field of organizational management, it is perceived that the ambiguity about the rules of attendance and performance expectations works as a factor of deterioration of the climate, regardless of the quality of interpersonal relationships in the team. Normative clarity, therefore, is not only an administrative issue; It is a condition for the health of the work environment.

4 RESULTS AND DISCUSSION

4.1 ORGANIZATIONAL CLIMATE AS A MEDIATING VARIABLE OF PERFORMANCE

The analysis of the specialized literature revealed that the organizational climate operates as a mediating variable between the structural conditions of work and the individual and collective performance of employees. This mediation is neither linear nor universal; It varies according to the sector, the size of the organization and the profile of the teams. Pellizzon *et al.* (2024, p. e3556) identified that, in small accounting firms, the dimensions of climate related to leadership support and the clarity of performance expectations showed a stronger correlation with productivity than the dimensions related to compensation or physical working conditions. This finding challenges the common assumption that wage improvements are the primary instrument of climate management, pointing to the centrality of interpersonal relationships and organizational communication.

Pereira and Romano (2024, p. e2874) demonstrated that, in large engineering companies, the factors that most negatively influenced the organizational climate were the perception of injustice in performance evaluation processes and the absence of formal communication channels between teams and leadership. These results converge with the findings of Pradoto, Haryono, and Wahyuningsih (2022, p. 347), who identified perceived leadership support as the main moderator of the relationship between occupational stress and performance in remote work contexts. The convergence between studies from different national and sectoral contexts reinforces the robustness of the proposition that the quality of leadership is the most determining factor of the organizational climate, regardless of the work modality adopted.



4.2 TENSIONS BETWEEN PHYSICAL PRESENCE AND PRODUCTIVITY: EMPIRICAL EVIDENCE

The literature review on the tensions between physical presence and productivity revealed a recurring pattern: organizations that adopted policies of returning to face-to-face work without prior diagnosis of the climate tended to face more intense resistance and more pronounced drops in productivity than those that conducted participatory processes to define the new work models. Silva *et al.* (2021, p. 59985) observed that "the conditions of the work environment, including physical and relational factors, exert a measurable influence on the work capacity of workers, with effects that accumulate over time". This perspective reinforces the need to treat the return to face-to-face work not as a unilateral administrative decision, but as a management process that demands attention to the perceptions and expectations of the teams.

Ribeiro *et al.* (2023, p. 32055) identified that "the absence of clear institutional policies on mental health at work amplifies the negative effects of organizational transition contexts on employee well-being". This finding is pertinent to the debate on physical presence: when organizations do not offer explicit support for the adaptation of workers to new work models, the costs of this transition are internalized by individuals in the form of stress, anxiety, and decreased performance. The organizational climate, in this context, works as a thermometer that registers the temperature of these tensions before they manifest themselves in more visible indicators, such as absenteeism and turnover.

4.3 DIAGNOSTIC TOOLS AND CLIMATE MANAGEMENT PRACTICES

The analysis of the instruments for diagnosing the organizational climate available in the literature revealed a methodological diversity that reflects the complexity of the construct. Valentino *et al.* (2024, p. 1107) argue that "scientific production in applied areas such as organizational management benefits from approaches that articulate methodological rigor and practical relevance, ensuring that the instruments developed are usable by professionals working in the field". This perspective guides the evaluation of climate diagnostic instruments: it is not enough that they are psychometrically valid; they need to be applicable in real organizational contexts, with limited resources and time.

Pinto and Pedroso (2021, p. 244) demonstrated that "scientific production on organizational topics in Brazil is still concentrated in certain research groups and geographic regions, which limits the diversity of perspectives and contexts represented in the literature". This limitation is relevant to the field of organizational climate: most Brazilian studies on the subject focus on organizations in the South and Southeast of the country, leaving the

organizational realities of other regions, with their cultural and economic specificities, underrepresented. Future studies that broaden the geographic scope of research on organizational climate will contribute to a more comprehensive understanding of the phenomenon in the national context.

4.4 PERSPECTIVES FOR CLIMATE MANAGEMENT IN THE POST-PANDEMIC CONTEXT

The results of this research point to the need for an integrated approach to organizational climate management that articulates systematic diagnosis, leadership development, and clear organizational policies. Santos (2021, p. 165) observes that "the institutional conditions that shape work practices have historical roots that need to be understood for management interventions to be effective". This historical perspective is pertinent to the debate on physical presence: the valorization of face-to-face work as an indicator of commitment has deep cultural roots in Brazilian organizations, and its transformation requires more than policy changes; it demands processes of cultural resignification that take time and require consistent leadership.

Pereira *et al.* (2021, p. 214) argue that "valuing intangible organizational resources, such as climate and culture, requires methodologies that capture qualitative dimensions that escape traditional financial indicators." This observation reinforces the need for organizations to develop climate monitoring systems that go beyond annual satisfaction surveys, incorporating continuous listening mechanisms that allow them to quickly identify and respond to emerging tensions. The organizational climate, from this perspective, is not a stable state to be measured periodically; it is a dynamic process that needs to be managed continuously and responsively.

5 FINAL CONSIDERATIONS

This study analyzed how organizational climate management practices respond to the tensions generated by the coexistence of face-to-face, hybrid, and remote work regimes, focusing on the Brazilian organizational context. The investigative course demonstrated that the organizational climate is not an epiphenomenon of the structural conditions of work, but an active variable that mediates the relationship between these conditions and the performance of the teams.

The results indicate that the perception of unfairness in the evaluation processes, the absence of formal communication channels and the ambiguity about the expectations of attendance and performance are the factors that most deteriorate the climate in contexts of

transition between work models. These factors are not inevitable; They are manageable when organizations adopt systematic diagnostic and intervention approaches.

Leadership emerges as the most determinant variable of organizational climate in fragmented environments. Managers who develop communication skills in distributed environments, who offer explicit support to teams in transition, and who build normative clarity about the rules of hybrid work tend to maintain healthier organizational climates, with positive effects on productivity and employee well-being.

The central hypothesis that guided this study, that the active management of the organizational climate reduces the conflicts associated with the tensions between physical presence and productivity, finds consistent support in the literature analyzed. Organizations that invest in systematic climate diagnosis and adaptive leadership practices have a lower incidence of conflicts related to the work modality adopted.

The contribution of this study to the field of management lies in the critical systematization of the debate on organizational climate in contexts of fragmented work, articulating perspectives from organizational psychology, sociology of work and strategic management of people that are often treated in isolation in the specialized literature.

The research has limitations that need to be clearly recognized. The absence of primary data collected in specific organizations restricted the analysis to the bibliographic and documentary level, without the possibility of direct empirical verification of the theoretical propositions constructed. Future studies that incorporate field research with the application of validated climate diagnostic instruments in Brazilian organizations of different sectors and sizes may offer more robust evidence on the relationships identified in this research.

The geographical concentration of Brazilian scientific production on organizational climate in the South and Southeast of the country represents a gap that future studies should address. Research that investigates the organizational climate in contexts in the North, Northeast and Midwest of Brazil will contribute to a more representative understanding of the phenomenon in the national context, with its cultural and economic specificities.

Artificial intelligence and digital communication tools represent a growing challenge for climate management in hybrid environments. Systems for monitoring automated team *engagement*, asynchronous communication platforms, and remote collaboration tools create new possibilities for climate management, but also new risks related to workers' privacy and autonomy. This field deserves specific and urgent investigation.

The training of managers to work in fragmented work environments is an agenda that organizations and higher education institutions need to prioritize. Administration and people management curricula still devote insufficient attention to the competencies needed to lead

distributed teams, which represents a training gap with practical consequences for organizations.

The mental health of workers in contexts of transition between work models is a dimension that the management of the organizational climate cannot ignore. The evidence analyzed in this study indicates that the instability of work models produces effects on the psychological well-being of employees that are directly reflected in the climate and productivity, making mental health care an organizational responsibility, and not just an individual one.

Brazilian labor legislation still has gaps in relation to the regulation of hybrid work, especially with regard to employers' obligations in relation to remote work conditions and workers' rights in contexts of transition between modalities. The improvement of the regulatory framework in this field is a condition for organizations to be able to build legally supported climate management policies.

This study reinforces that physical presence at work is not, in itself, an indicator of productivity or commitment. What determines the performance of the teams is the quality of the organizational climate, which in turn depends on the quality of leadership, the clarity of institutional policies, and the perception of equity in the evaluation and recognition processes.

Organizational climate management, therefore, is not an accessory practice of people administration; It is a strategic function that determines the ability of organizations to maintain cohesion, productivity, and well-being in contexts of structural change. Organizations that treat climate as a given rather than a manageable process incur risks that materialize slowly but with lasting consequences.

The final reflection that this study proposes is the following: in a world of work where physical presence is no longer a presupposition, what unites teams is not the shared space, but the shared meaning. Building this meaning is the central task of organizational climate management in the contemporary context, and it is for this task that this study offers analytical and practical subsidies.

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