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THE IMPACTS OF HR PRACTICES ON THE ORGANIZATIONAL CLIMATE AND PRODUCTIVITY IN HYBRID WORK

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ABSTRACT

With the arrival of the Covid-19 pandemic, many companies had to quickly adapt to the hybrid work model, mixing face-to-face and remote activities. This transition brought challenges to the organizational climate and productivity, requiring HR teams to adopt more flexible practices focused on engagement and well-being. In this new scenario, the role of HR has become essential to support the adaptation of employees and promote a motivating and productive work environment, even with physical distance. This work seeks to analyze how HR practices, adaptive leadership, clear communication, performance evaluation methods and well-being support impact the organizational climate and productivity in the hybrid regime. In addition, performance evaluation methods are discussed as essential tools to monitor and encourage employee growth. In a hybrid environment, adapting these methods becomes one of the main challenges for HR, which needs to balance transparency, frequency of feedback, and appropriate metrics to ensure the effectiveness of the evaluation, without compromising the organizational climate. The research, based on studies and bibliographic references, reveals that adapting these practices to the hybrid model is essential to maintain employee engagement and team efficiency. It was observed that, with the proper support of HR and the use of performance evaluations adjusted to the hybrid reality, this model can become a competitive advantage, offering flexibility and greater satisfaction to employees, while helping the company to achieve its productivity goals.

Keywords: Organizational Climate. Productivity. Hybrid Work.

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INTRODUCTION

The Covid-19 pandemic has caused an unprecedented transformation in work dynamics around the world. With the restrictions on social contact imposed to contain the virus, thousands of companies were forced to abruptly migrate to remote work (CAMPOS, 2021). This initial move, which aimed to ensure the continuity of operations without compromising employee safety, triggered a lasting change, in which the hybrid regime emerged as a viable and preferable alternative for many organizations.

In this new scenario, the role of Human Resources (HR) management proved to be essential, as HR practices needed to be quickly adapted to meet the new demands of this flexible work model (VASCONSELOS et al, 2021).

If before the HR function was structured predominantly for face-to-face environments, now it is essential to adapt these practices to a management model that also considers the needs and particularities of remote work. Chiavenato (2014) states that a positive work environment is decisive for engagement and productivity, emphasizing that maintaining a good organizational climate requires specific and assertive strategies.

Thus, considering the challenges and opportunities brought by the transition to the hybrid regime and the essential role of HR practices in promoting a healthy organizational environment, the central question of this study is: how do HR practices influence the organizational climate and employee productivity in the context of hybrid work, and what strategies can be implemented to overcome the difficulties of integration and performance monitoring in this new work model?

In view of this work modality, it is necessary for HR to implement strategies that go beyond the physical environment, seeking to reinforce the organizational culture through engagement practices, such as periodic meetings, moments of integration, and accessible and effective communication channels (CUNHA & CARVALHO, 2022). In view of this complexity, the present study seeks to analyze the impacts of HR practices on the organizational climate and productivity in the hybrid regime.

The overall objective is to investigate how HR practices can contribute to a productive and motivating work environment, identifying the main factors that influence the organizational climate and productivity in the hybrid context.

As specific objectives, this work intends: to identify HR practices that are effective in the hybrid regime; evaluate the importance of communication and performance monitoring; propose strategies that promote a positive and productive work environment, even in a decentralized work model.

To address this problem, the present research was classified as applied in terms of its nature and, in relation to the objectives, it has an exploratory and descriptive character. As a technical procedure, it is a bibliographic research, carried out through the review of studies and consolidated practices, as well as the authors' experiences in the researched theme.

This work is structured in sections that allow a gradual development of the theme. In addition to this introduction, the theoretical framework is presented, which explores the transition to hybrid work, factors that influence the organizational climate and its importance for productivity in the new work model.

In the chapter after this, the methodological path is detailed, addressing the classification of the research, the procedures adopted for the selection of literature and the approaches used for data analysis.

Finally, in the presentation and discussion of the results, the conclusions of the research are synthesized, highlighting HR practices for a positive organizational climate and productivity in hybrid work, proposing guidelines for the efficient management of people in this work model.

METHODOLOGY

Demo (2006) underlines the importance of research in the process of "discovery and creation". The author emphasizes the need to gather solid information as a basis for a comprehensive analysis of the topic at hand, resulting in solid and realistic research.

Minayo (2001) shares the same view as Demo (2006) when he argues that bibliographic research is the method used to understand the reality studied and its historical dimension. This translates into a systematic search for solutions to specific problems related to the object of study, using literary sources as a basis.

In this sense, this research has an applied nature, as it seeks to generate knowledge that can be used in a practical way by managers and HR professionals in the adaptation of their practices. According to Gil (2017), descriptive research is valuable to identify and describe specific phenomena or groups, being directed, in this case, to the mapping and understanding of these practices in the current organizational context.

The author also reinforces the importance of the literature review as an essential resource, highlighting the need to gather enough information to later compare and examine these data with the purpose of achieving the objectives initially proposed.

In this study, in the methods of collecting and analyzing information, documents published in the last ten years were prioritized to ensure the relevance and timeliness of the

information, with the aim of covering the recent changes in the work environment resulting from the Covid-19 pandemic.

Several perspectives on the effects of these practices on the organizational climate and productivity were explored, seeking to identify points of convergence and divergence among the authors. This analysis allowed a critical and contextualized view, facilitating the proposition of strategies applicable to the hybrid environment that promote a positive organizational climate and maintain productivity at high levels.

Finally, regarding the approach to the problem, the research is classified as qualitative, since it focuses on the descriptive, numerical and objective interpretation of the variables related to productivity in the hybrid regime, offering a basis for classifying and analyzing the impacts of HR practices in this context (MENEZES; SILVA, 2005, p. 20).

THEORETICAL FRAMEWORK

In order to achieve the objectives highlighted in this work, concepts and theories that will support the research and consequently the object of study are presented below.

TRANSITION TO REMOTE WORK AND HYBRID

The Covid-19 pandemic was a milestone that forced a global restructuring of work models. Prior to 2020, remote work was an isolated practice and was usually restricted to specific sectors that could operate remotely without affecting their core activities (SILVA et al., 2022).

The rapid spread of the virus and the consequent restrictions on movement have forced many organizations to adopt the remote work regime as an emergency measure to ensure the safety of employees and the continuity of operations. This movement was made possible by the advancement of Information and Communication Technologies (ICTs), which allowed distance activities to be carried out effectively (ALMEIDA & BARROS, 2023).

With this forced adoption, this work regime went from a little-explored alternative to a generalized reality, which required companies to quickly adapt technologies and forms of management. The transition brought a new organizational approach, focused on flexibility and autonomy, which allowed employees to carry out their activities from home, supported by communication and digital management tools.

This model also raised the need to rethink the physical structure of companies and the methods of performance evaluation, in addition to highlighting issues such as the productivity and quality of life of employees (ALMEIDA & BARROS, 2023).

Hybrid work, in this scenario, appears as an evolution of the *home office*[5], combining the best of both environments: the flexibility provided by remote work and face-to-face interaction, which facilitates collaboration. According to Diniz (2013), the possibility of alternating between working from home and the office provides greater autonomy and contributes to the balance between personal and professional life, which can contribute to an increase in employee satisfaction. The impact of this change is also reflected in people management, hybrid work offers an opportunity for Human Resources (HR) practices to be reformulated, in order to ensure the engagement and well-being of employees in a scenario of flexibility.

In a survey on productivity and quality of life in the *home office*, Silva et al. (2022) found that employees with organizational support to perform their activities remotely showed gains in quality of life and productivity, highlighting that "the remote work model, when well structured and with adequate support, can be an effective tool to achieve organizational results".

This finding suggests that HR practices in the hybrid regime should focus on creating an infrastructure that offers technical and emotional support to employees, in addition to allowing goals and processes to be adjusted to individual and organizational demands.

In addition, remote and hybrid work have brought to light issues that were previously neglected, such as the need for ergonomics and mental health policies, since, when working from home, many employees began to face challenges of adaptation and comfort in their own homes. These factors impact employee productivity and engagement, as the quality of the work environment has a direct influence on their performance (SILVA et al., 2022).

Another relevant point that accompanies the transition to the hybrid model is the redefinition of productivity metrics. In the traditional regime, physical presence was often one of the main indicators of productivity, while in the remote and hybrid model, the need to set clear objectives and adopt digital monitoring tools became prominent.

Still, the transition to hybrid work introduced the issue of the "false dilemma" between productivity and flexibility. Recent studies indicate that, contrary to what was initially expected, flexibility in working hours and locations can be beneficial for productivity, as long as it is accompanied by a solid organizational structure and continuous support from companies (ALMEIDA & BARROS, 2023).

[5] Home Office: home office.

This reinforces the importance of the hybrid regime not only as a temporary measure, but as a long-term strategy, which allows companies to be more adaptable and competitive, while valuing the well-being of employees.

In this way, the transition from exclusively face-to-face work to the remote model and, later, to the hybrid model reveals itself as a phase of challenges and opportunities.

3.2 CHALLENGES AND OPPORTUNITIES OF THE HOME OFFICE

The adoption of the hybrid regime brought with it a significant set of challenges for companies and employees, while presenting new opportunities.

With part of the employees working remotely and another part in person, there is a high risk of mismatch in the exchange of information, which can affect the cohesion and engagement of the team. Digital communication tools are essential to mitigate these effects, but their effectiveness depends on full and well-structured adoption by organizations (SILVA et al., 2022).

Another crucial challenge is monitoring employee productivity and performance. This requires the implementation of new performance metrics that focus on results and the quality of the work delivered, which implies a significant cultural and operational change.

The issue of mental health and well-being also presents itself as an important challenge. Alternating between work environments can generate a feeling of isolation for those who spend more time at home and difficulties in adapting for those who have to deal with constant displacements.

However, the hybrid regime also offers several opportunities. The main one is the increase in flexibility, allowing employees to organize their work routines according to their preferences, in addition to optimizing the physical space of the business. With fewer employees present daily, companies can reduce infrastructure costs.

Thus, the hybrid regime is configured as a model that, despite the challenges, offers opportunities to create more flexible, sustainable work environments focused on the well-being of employees. Chiavenato (2014) points out that the success of this modality depends directly on a positive organizational climate, which favors the engagement and alignment of teams.

CONCEPT OF ORGANIZATIONAL CLIMATE

Organizational climate refers to the social environment within an organization, reflecting employees' impressions, emotions, and attitudes toward the workplace and institutional practices. Chiavenato (2014) defines organizational climate as the way

employees see and perceive the organization, being influenced by the organizational structure and social interactions that occur internally.

Lanzer (2019) complements by characterizing organizational climate as a "collective measure" of the perceptions and feelings of the members of a group at a given time, which can change rapidly in response to significant events, such as the departure of a colleague or the adoption of new organizational policies.

Organizational culture, formed by values, norms, and practices that guide interactions between employees, has a significant influence on the organizational climate. Souza (1980) points out that a positive climate is related to higher levels of motivation and productivity, while an unfavorable climate tends to compromise engagement and performance. Thus, establishing a welcoming organizational environment is essential for the company's success, as it directly impacts the well-being of employees and effectiveness in achieving organizational objectives.

In short, the organizational climate is a collective and dynamic construction, resulting from the interactions between people and the organization's culture, reflecting the level of satisfaction, engagement, and motivation of employees. Understanding this concept and its influences is essential to analyze the impact of management practices and work models on talent retention and organizational productivity.

THE IMPORTANCE OF ORGANIZATIONAL CLIMATE MANAGEMENT FOR PRODUCTIVITY

Management plays a central role in the performance and productivity of any organization, directly influencing the effectiveness with which resources are used, the motivation of employees, the quality of the products or services offered, and the company's ability to adapt and innovate.

To manage the organizational climate effectively, managers need to implement practices that increase employees' sense of belonging and appreciation. According to Silva et al. (2022), flexibility and clear communication are key factors that contribute to productivity in hybrid environments, as they allow employees to maintain motivation and productivity even when they are not physically present.

Rocha and Amador (2018) explain that, in the hybrid model, the lack of constant face-to-face contact can compromise the bond between employees and the company, which requires proactive HR to create and maintain an organizational climate that favors productivity and engagement.

An organizational culture that values respect and cooperation encourages a more accepting organizational climate, where productivity becomes a natural consequence of a positive work environment. As Kahale (2003) observes, "a work environment that promotes trust and recognition of individual and collective efforts favors motivation and, consequently, productivity".

It is also noteworthy that recognition is another crucial factor for the organizational climate. Recognising and valuing employees' work, whether through rewards or development opportunities, has a significant impact on motivation and job satisfaction.

In summary, management is a strategic element to sustain productivity in the hybrid regime, it is essential that managers adopt active practices to ensure a positive climate, including constant feedback, recognition of efforts and clear and accessible communication. By creating a work environment that values communication, cooperation, and recognition, companies can ensure that their employees feel motivated and engaged, regardless of their physical location.

PERFORMANCE EVALUATION

Well-designed performance appraisal systems enable the organization to track and examine employee performance against set objectives. Pimentel (2021) highlights that performance appraisal is an essential component of management, allowing the organization to monitor and analyze employee performance against established goals, and provide regular and constructive feedback.

In a model in which employees divide their time between the face-to-face and remote environment, regular evaluations based on objective criteria help to maintain alignment with organizational objectives and ensure the fairness of the process, which increases the perception of transparency and meritocracy.

The use of clear and measurable indicators allows for an accurate analysis of employee performance, regardless of their physical location. Such indicators can include delivery goals, quality of results, efficiency in the use of time, and engagement in meetings and collective activities. Digital monitoring tools, such as project management and task tracking software, are valuable resources for measuring productivity, as long as they are used ethically and transparently (FERREIRA et al., 2020).

In addition to objective metrics, the control of continuous employee satisfaction is essential for a positive organizational climate. Arruda et al. (2022) point out that open communication and continuous support contribute to a healthy work environment and to

maintaining performance, reinforcing the importance of continuous feedback and active listening.

The application of quick questionnaires, known as "pulse surveys", is a best practice to measure satisfaction on an ongoing basis and allows HR to identify and meet the needs of employees in real time. This agile format facilitates the identification of emerging problems and quick decision-making, enabling adjustments and improvements in the work environment before they become major challenges. For example, when a team is dissatisfied due to work overload, HR can act immediately to evaluate and redistribute tasks.

In this way, employees feel more heard and valued, since they realize that their opinions are being regularly considered. This not only strengthens the bond between the team and the organization, but also contributes to the development of an organizational culture that values transparency and continuous improvement.

RESULTS AND DISCUSSIONS

From the literature review conducted, it was possible to identify several aspects that shape the impact on performance and productivity in the hybrid work model. Although it emerged on a large scale as a response to the COVID-19 pandemic, it has consolidated itself as a preference of employees and an organizational need. Data from the EY consulting survey (2024) reveal that 86% of Brazilian companies have opted for the hybrid model, especially in the technology and services sectors, while only 14% still maintain the 100% remote format.

The analyses suggest that this type of work promotes a balance between flexibility and productivity. According to a study by the Harvard Business Review (2021), companies that implemented the hybrid model recorded an average increase of 18% in employee productivity, as a result of the flexibility provided by remote work and the collaborative environment of face-to-face activities. This data is supported by McKinsey & Company (2021), which showed that 72% of professionals prefer a model that combines remote and face-to-face work days, promoting greater satisfaction and well-being.

While the model has clear advantages, such as reducing costs and increasing employee satisfaction, it also requires significant investments in technology and communication strategies to ensure alignment and efficiency among geographically dispersed teams. In addition, a survey by Vorecol (2024) showed that the lack of a robust communication system can reduce the effectiveness of teams, increasing the risk of isolation and making it difficult to integrate new employees.

In addition to the technological challenges, it requires an adaptation of the organizational culture to support this new way of working. A case study from Stanford University (2013) revealed that productivity can increase by up to 13% in remote work, mainly due to flexibility and the absence of commuting.

However, the University of Warwick (2015) highlights that face-to-face work has intrinsic benefits, such as improved communication and strengthening teamwork, with an increase of up to 20% in productivity in these aspects.

To achieve the objectives of this research, several studies were analyzed that evidence the effects of HR practices on productivity and organizational climate under the hybrid model. It is observed that continuous feedback and recognition are key to fostering a positive and motivating climate, which is essential for maintaining cohesion and alignment with organizational objectives. Organizations that adopt practices such as periodic evaluation and follow-up meetings, as well as performance enhancement policies, tend to observe a positive impact on both employee satisfaction and engagement (SILVA, 2024).

Among the practical implications, the importance of investing in technology and structuring flexibility policies that meet the demands of employees stands out, promoting an organizational environment adapted to the new market demands. FGV (2023) points out that hybrid work constitutes a structural transformation in organizations, demanding leadership that is adaptable and results-oriented.

In this sense, the use of digital communication tools, such as Microsoft Teams and Slack, has proven essential for maintaining connectivity and employee engagement, even in a distributed work environment.

Although it has been possible to identify significant trends in the recent literature, the dynamic nature of the hybrid model suggests that more empirical studies are needed to deepen the understanding of its long-term impacts on productivity and organizational climate.

Finally, it is essential to highlight that human capital is the central focus of Human Resources Management, encompassing capabilities, competencies and attitudes (CHA) expected of hired professionals, which add economic value to the organization. These attributes, developed through study, practice, and experience, are essential for the company's consolidation and profitability. Thus, effective human capital management not only promotes organizational development but also contributes to a positive work environment.

CONCLUSION

This research allowed a broad analysis of the effects of HR practices on the organizational climate and productivity in the context of the hybrid regime, widely adopted after the Covid-19 pandemic. Based on the literature review, it was possible to achieve the central objective, identifying how hybrid work changes corporate dynamics and HR practices that best suit this model, aiming to promote a productive and satisfactory environment.

Initially, it was found that the hybrid regime offers an interesting balance between flexibility and efficiency. Studies show that 72% of professionals prefer a model that combines face-to-face and remote activities, while recent surveys indicate an average increase of 18% in productivity in organizations that have implemented this modality. This data shows that hybrid work, when structured efficiently, can maximize the potential of employees, while contributing to a better quality of life, reflected in higher levels of employee satisfaction and commitment.

However, the adoption of a functional hybrid model requires a thorough adaptation of HR management practices. The data analyzed show that aspects such as transparent communication, frequent performance evaluation, and psychological support are essential to ensure that both productivity and organizational climate remain at a high level.

The absence of daily physical contact, although it increases the autonomy of employees, also increases the risk of disconnection and isolation, especially for those who work predominantly remotely. Thus, it is the responsibility of HR leaders to develop initiatives that promote cohesion and a sense of belonging, even in a partially virtual environment.

Another crucial aspect revealed by the survey is the importance of performance evaluation. In the hybrid context, it is essential that companies adopt objective and clear criteria to measure performance, focusing on result goals and the quality of deliveries, instead of just sticking to physical presence. The use of digital monitoring tools allows organizations to evaluate performance accurately and fairly, reinforcing the perception of meritocracy and transparency within teams. In addition, continuous feedback and recognition of the results achieved are practices that, according to the studies reviewed, increase motivation and engagement, directly impacting performance.

The results also highlighted the positive impact of HR practices on the organizational climate in a hybrid regime. Elements such as flexibility, accessible communication, and employee appreciation were identified as fundamental to maintaining a healthy organizational environment. A workspace that prioritizes open communication and the spirit

of collaboration contributes to the well-being and satisfaction of employees, generating a positive effect that is reflected in the productivity and results of the organization.

While the findings of this research offer a consistent view of best practices for HR management in the context of hybrid work, it is relevant to recognize some limitations. The analysis was conducted through a literature review, so that the results reflect the conclusions of pre-existing studies, without a direct practical or experimental application.

Furthermore, research on the hybrid model is still a developing field, especially in Brazil, where cultural and economic issues can influence the applicability of the revised practices. In this way, future studies could explore more specific data, comparing different sectors and business contexts to expand understanding of the impact of hybrid work on different realities.

In summary, this research confirms that the hybrid regime can be an effective strategy to promote a positive organizational climate and optimize productivity, as long as HR practices are adjusted to meet the particularities of this flexible model. Organizations that invest in appreciation policies, effective communication channels, and frequent monitoring of employees have a greater chance of maintaining motivated and committed teams, even in a scenario of constant transformation.

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