



THE THEORY OF ORGANIZATIONAL ACTION IN THE INTEGRATED SUBSYSTEM OF HEALTH CARE FOR CIVIL SERVANTS (SIASS): ELUCIDATING BEHAVIORS AND INTEGRATING OCCUPATIONAL HEALTH ACTIONS

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ABSTRACT

This article investigates how the Theory of Organizational Action can improve work processes and management in the Integrated Subsystem of Server Health Care (SIASS), focusing on the behavior of employees, organizational culture, and interactions between individual and collective actions. The research demonstrates that the principles of this theory can be applied to strengthen occupational health management in SIASS, highlighting the role of individual and organizational action, as well as social interactions in creating a more collaborative and efficient work environment. The results indicate that the Theory of Organizational Action offers a deeper understanding of internal dynamics, highlighting the need to align individual behaviors with institutional and collective objectives, aiming at the optimization of management processes. In addition, the approach allows the identification of critical points and opportunities for improvement in occupational health practices, contributing to a healthier and more productive work environment. The study recommends that future research carry out comparative analyses between different SIASS units, to expand the practical evaluation of theoretical concepts and provide subsidies for the development of more effective management strategies, adapted to the specificities of each unit that make up the SIASS network.

Keywords: Integrated Subsystem of Attention to the Health of the Server, Theory of Organizational Action, Occupational Health, Work Processes, Organizational Behavior.

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INTRODUCTION

Occupational health and safety in Brazilian public organizations has received increasing attention, driven by the need to promote work environments that prevent risks and value the quality of life of civil servants. In this context, the Integrated Subsystem of Public Servant Health Care (SIASS) emerges as an innovative initiative, offering an integrated and holistic approach to face the complex challenges of occupational health in the federal public service. By centralizing resources and competencies, SIASS seeks to harmonize the management of epidemiological information and surveillance in work environments, consolidating itself as an essential strategy for the sustainability and well-being of civil servants (Martins et al., 2017; Bifano and Freitas, 2019).

Created to implement the Policy for Attention to Health and Safety at Work for Federal Public Servants (PASS), SIASS's main objective is to coordinate and improve actions aimed at health care, promotion and surveillance, disease prevention and official expertise. Its structure favors the integration of diverse specialties, strengthens collaboration between multidisciplinary teams, and encourages a comprehensive analysis of working conditions and dynamics. This approach is essential to identify and mitigate health risks, in addition to providing a broad view of the factors that affect the well-being of federal public servants (Torres and Silva, 2022; SIASS, 2024).

Despite the innovations brought by SIASS, its implementation still faces considerable challenges. One of the main obstacles is the need for a deeper understanding of the core competencies of the professionals involved. In addition, there is a growing demand for the improvement of regulation and control mechanisms, which are essential to ensure more effective action. These obstacles are compounded by cultural and structural barriers that, if not overcome, can jeopardize the achievement of the system's objectives. The effectiveness of official medical expertise and the integration of health promotion practices require balanced management, which reconciles individual autonomy with collective needs, aiming to create a comprehensive and sustainable support environment for the health of federal employees (Possas, Meirino and Pacheco, 2019; Oliveira, Azevedo and Júnior, 2024).

As described in the SIASS Manual (2017), the efficient integration of official expertise with multiprofessional health teams is fundamental. This integration requires the promotion of co-responsibility and the appreciation of individual autonomy, experiences and different cultures. To be effective, this approach must include civil servants, their families, institutions, and the multiprofessional teams of SIASS, creating a more inclusive and



efficient care model for the health and functional recovery of civil servants. In this context, the Theory of Organizational Action, proposed by Bruno Maggi, offers an analytical perspective to investigate individual interactions and decisions in the organizational environment. By focusing on decision-making processes and relational dynamics, this theory clarifies the mechanisms that affect organizational effectiveness and the ability to adapt to changes in the work environment. Based on this approach, the present study aims to understand how regulatory structures and individual actions interact, shaping both the organizational culture and the actions promoted by SIASS. With this analysis, it is intended to provide insights that contribute to the improvement of occupational health policies.

OBJECTIVE

This study aims to investigate the application of the Theory of Organizational Action in the context of SIASS, with emphasis on the integration of actions and processes related to occupational health. The research seeks to contribute to the improvement of management practices, deepening the understanding of the factors that influence the development of civil servants' competencies, in addition to identifying strategies that promote autonomy and proactivity, essential aspects for the continuous advancement of occupational health in the federal public service.

THEORY OF ORGANIZATIONAL ACTION

The Theory of Organizational Action, developed by Bruno Maggi, offers relevant contributions to the understanding of behavior within organizations. His work "On Organizational Action: A Point of View on Work, Well-Being, Learning", published in 2003 and translated into Portuguese in 2006, consolidated Maggi as a reference in the field of organizational theory. A professor at the universities of Bologna and Milan, Maggi has also served as a visiting professor at renowned institutions such as the Sorbonne and the HEC, being widely recognized for his academic contributions (Maggi, 2006).

Maggi's theory offers an innovative view of organizations, interpreting them as dynamic processes composed of actions and decisions. The concept of "organizational action" is characterized by the strategic capacity to produce order, understood as the construction and continuous reconstruction of regulatory processes. This process is self-sufficient, as actions and decisions are interdependent and self-organizing (Munck, 2009). For Maggi, organizations are constantly evolving systems, in which time is seen not only as a chronological dimension, but also as a strategic variable that shapes both organizational structure and dynamics. In this context, individuals act as active agents, who at the same



time shape and are shaped by the organization, integrating work, well-being, and regulation in a holistic way (Castro, 2010).

A central point of the Theory of Organizational Action is the recognition of individuals as social agents, whose actions are guided by meanings, intentions, motivations, values and objectives. Maggi emphasizes the importance of ethics and responsibility in organizational actions, highlighting the role of individuals in the construction and transformation of organizations. Each agent has decision-making skills that allow them to influence the direction of the organization.

The theory also explores the complexity of organizational regulation through three dimensions: autonomy, heteronomy, and discretion. Autonomy refers to the ability to act independently within organizational boundaries; heteronomy refers to the influence of external factors on actions; and discretion involves the freedom of decision in situations not provided for in the regulations or ambiguous, highlighting the need for flexibility in organizational action (Castro, 2010). These dimensions are essential to understand the complexity of human interactions within organizations, where cooperation between individuals is fundamental to the functioning and development of the organization (Munck, 2009).

Maggi takes an interdisciplinary approach, integrating concepts from theorists such as Max Weber, Anthony Giddens, and Chester Barnard. Weber, with his theory of bureaucracy, highlights the formal and rational structures of organizations; Giddens, with the theory of structuration, explores the reciprocal relationship between human action and social structures; and Barnard, in turn, emphasizes the importance of cooperation and communication for organizational effectiveness. By combining these perspectives, Maggi builds a theory that recognizes both the relevance of organizational structures and individual agency, offering a comprehensive view of organizational action (Maggi, 2006).

Another relevant aspect of the theory is the emphasis on the continuous interaction between individual and collective actions. Maggi proposes an integrative approach, which analyzes the interdependence between decisions and the well-being of the agents involved (Munck, 2009). He associates this dynamic with the rationality of choices, arguing that organizational management should promote both efficiency and individual well-being. In this sense, the process of actions and decisions is seen as a social action, in which the interaction between people is fundamental for organizational development.

According to Maggi, the organizational process develops from autonomous and heteronomous rules, which regulate the different levels of decision and action. The organization produces itself, self-regulates and self-organizes, constantly reevaluating and



adjusting its internal processes (Maggi, 2006). The theory also highlights the interconnection between the subjective and objective conducts of the agents, recognizing the limited rationality of the actors. The creation of rules within the organizational process contributes to self-organization and to the efficient coordination of activities (Maggi, 2006).

In this way, Bruno Maggi's Theory of Organizational Action offers a solid structure for the analysis of organizational dynamics, highlighting the interaction between individual and collective actions, in addition to the continuous development of organizations. This theory is particularly relevant for the study of complex systems, such as the Integrated Subsystem of Server Health Care (SIASS), providing a theoretical basis for understanding and improving the interaction between civil servants and the organizational structure in the context of occupational health in the federal public service (Bifano and Freitas, 2019).

INTEGRATED SUBSYSTEM OF HEALTH CARE FOR THE PUBLIC SERVANT

Established by Decree No. 6,833/2009, the Integrated Subsystem of Attention to the Health of Employees (SIASS) represents a milestone in the management of occupational health of federal civil servants. Its main objective is to coordinate and integrate actions aimed at health care, official expertise, promotion, prevention and monitoring of the health of civil servants. With a focus on improving working conditions and protecting health, SIASS adopts a multidisciplinary approach, bringing together occupational health and safety professionals to carry out systematic assessments of work environments, identify risks and implement preventive interventions. This integrated action establishes a new paradigm of interaction between health and work in the public sector, promoting a safer and healthier work environment (Cavalcanti and Olivar, 2011; Andrade, Martins and Machado, 2012).

Understanding organizational processes is essential for the improvement of occupational health management. The identification of risk factors and the monitoring of diseases, as well as other health events, provide subsidies for control actions and the development of promotion and prevention strategies. The analysis of data on leaves and leaves resulting from medical expertise allows the formulation of more effective public health policies and guides specific interventions for surveillance and promotion of occupational health (Fernandes, 2017; Krolls and Presser, 2021).

According to Decree No. 6,833/2009, health care within the scope of SIASS involves prevention, early detection, treatment of diseases and rehabilitation of employees, covering several areas related to health care. The official expertise, in turn, consists of medical or dental evaluations that determine the employee's fitness to perform his or her work



activities. Health promotion, prevention, and monitoring actions, on the other hand, aim to prevent the illness of civil servants, both individually and collectively (Pizzinga, 2021).

Ferreira and Brusique (2014) point out that health care activities focus on harm prevention, promotion of well-being, early detection of diseases, treatment and rehabilitation. Damage prevention is a proactive measure, aimed at avoiding negative impacts on the health of employees, resulting from behavioral, environmental or labor factors. Zanin et al. (2015) highlight that the government strategy to strengthen health care for civil servants includes the provision of supplementary health benefits and the integration of existing health services into the SIASS network, seeking a more efficient management focused on the well-being of civil servants.

Official health expertise, one of the central elements of SIASS, nationally standardizes medical and dental assessments, ensuring consistency and equity in the treatment of issues related to occupational health (Possas, Meirino and Pacheco, 2019). This process ensures equality among employees and contributes to the creation of a fairer and healthier work environment.

Another essential component of SIASS is health surveillance, which involves the continuous monitoring of factors that affect health in work environments. The objective is to implement preventive actions that minimize health risks. These actions are essential for a broader understanding of the relationship between health and work, in addition to helping in the development of effective preventive strategies (Carneiro, 2011).

Periodic medical examinations play a key role in monitoring the health of civil servants. They are aimed at preserving health through the early detection of diseases, whether or not they are work-related. The evaluations include clinical, laboratory and imaging exams, based on the risk factors to which the civil servants are exposed in the exercise of their functions (Possas, Meirino and Pacheco, 2019).

In addition to periodic evaluations, SIASS encourages the creation of local health commissions, which promote the active participation of employees in the management of their health and well-being in the workplace. These committees function as platforms for dialogue between civil servants and the administration, facilitating the implementation of initiatives aimed at risk prevention and the continuous improvement of working conditions (Possas, Meirino and Pacheco, 2019).

In summary, SIASS stands out as an integrated model of occupational health management, promoting a culture of prevention and well-being. Through its multidisciplinary structure and holistic approach, SIASS seeks to align occupational health practices with the guidelines of the Federal Public Servants' Occupational Health and Safety Care Policy



(PASS), contributing to the improvement of the quality of life at work and meeting the specific needs of federal public servants. Chart 1 below summarizes the three fundamental axes of SIASS.

Chart 01: Axes of the Integrated Subsystem of Attention to the Health of the Server (SIASS)

| SIASS Axes | Description | Forms of Implementation |
|----------------------------|---|---|
| Health Care | It encompasses activities focused on disease prevention, health promotion, early diagnosis, treatment, therapeutic support and rehabilitation of employees. | Provision of supplementary health benefits, facilitating access to private health plans, in addition to maintaining medical services in institutions. This approach aims to ensure broad and efficient coverage of the health needs of federal employees. |
| Health Expertise | It consists of medical and dental evaluations to determine the fitness of employees for work, which are fundamental for the occupational health management process. | Implementation of a model for assessing work aptitude, with nationally standardized expert practices, supported by computerized systems and electronic medical records, according to the manual of official expertise in health of federal public servants, seeking uniformity and precision. |
| Surveillance and Promotion | It includes actions to identify and analyze health risk factors in the workplace, with a view to developing policies and interventions to promote a safe and healthy workplace. | Establishment of local civil servant health commissions, conducting periodic medical examinations, and developing health promotion policies in the workplace. These actions are designed to act proactively in the prevention of health problems and promote the well-being of federal employees. |

Source: prepared by the authors

METHODOLOGICAL PROCEDURES

This study adopts a qualitative approach, considered ideal for its ability to explore the complexity of social phenomena, especially in the context of work and management processes in SIASS. Qualitative research is particularly appropriate to investigate the dynamics of organizational action, as it allows the analysis of human interactions and social and structural influences within organizations (Martins and Theóphilo, 2007). This approach is aligned with Maggi's (2006) Theory of Organizational Action, which emphasizes the need to understand organizational actions through an interpretative and contextualized perspective. Thus, the theory offers an essential tool to interpret the work and management processes in the context of SIASS.

In addition, this study adopts the form of a theoretical essay, according to the definition of Whetten (2003), whose objective is to describe, explain and establish relationships between distinct phenomena through a critical analysis. The choice of this method is justified by its ability to explore organizational theory and practices, allowing an in-depth examination of the applicability of the Theory of Organizational Action in the

context of SIASS. The theoretical essay also offers the necessary flexibility to integrate different perspectives, facilitating the dialogue between theory and practice.

The narrative review of the scientific literature is the central axis of this study, being essential for the identification of new ideas and subthemes that broaden the understanding of the theme. This type of review is particularly effective for describing and discussing the "state of the art" of a subject from a theoretical or contextual perspective, providing methodological flexibility. Based mainly on the analysis of published literature, both in books and in scientific articles, the narrative review enables a critical interpretation of the content (Rother, 2007). In this work, the focus falls on the intersections between the constructs of the Theory of Organizational Action and the work and management processes in the SIASS network, deepening the understanding of these dynamics.

Thus, the focus of this investigation is on the application of the Theory of Organizational Action in the context of SIASS, with emphasis on the integration of actions aimed at the occupational health of federal civil servants. The research is guided by the following guiding question: How can the application of the principles of the Theory of Organizational Action contribute to the integration of occupational health actions and processes in the different units that make up the SIASS?

The objective is to contribute to the improvement of management practices in SIASS, offering a deeper understanding of the factors that influence the development of civil servants' skills. This theoretical basis is essential to explore the interactions and influences present in the work environment, highlighting the importance of aligning theory and practice for efficient management.

The main theoretical sources used include Bruno Maggi's work, "On Organizational Action: A Point of View on Work, Well-Being, Learning", which serves as a theoretical basis for the study. The doctoral thesis of Mariana Gomes Musetti Munck and the master's thesis of André Luís de Castro were consulted to deepen the application of the theory. The article by Bifano and Freitas (2019), which analyzes the Theory of Organizational Action in the context of a SIASS unit, was also crucial for the theoretical foundation.

Data collection on SIASS processes was carried out through a literature review, covering the period from May 2009 to May 2024, corresponding to the 15 years since the implementation of SIASS by Decree No. 6,833, of April 29, 2009. The databases used were Capes, Scopus, SciELO and Google Scholar journals. For the research, the keyword "Integrated Subsystem of Attention to the Health of the Server" was used, focusing on articles published in scientific journals with Qualis Capes in the period from 2009 to 2024.



The inclusion criteria prioritized studies that directly discuss the work and management processes in SIASS, as well as aspects related to the Theory of Organizational Action. Only full articles in Portuguese and English that met the criteria of relevance and quality were considered. Studies that did not directly address SIASS, duplicate articles or those that lacked scientific rigor were excluded, ensuring the quality of the selected sources.

RESULTS AND DISCUSSION

The analysis presented in Chart 02 shows a correspondence between the principles of Bruno Maggi's Theory of Organizational Action and the activities developed by SIASS. This relationship highlights how the application of these principles can contribute to the integration of occupational health actions and processes in the different units that make up the SIASS. Maggi's theory offers a systemic view of the organization, where individual actions align with the organizational structures and norms that govern institutional behavior. This approach enables not only a deeper understanding of SIASS, but also the identification of points of synergy between practices and theoretical principles, enhancing organizational efficiency.

Chart 02: Relationship between the Theory of Organizational Action and SIASS Activities.

| Construct | Concepts of the theory | Description of the concepts | SIASS Axes | SIASS Activities |
|--|----------------------------------|--|----------------------------|--|
| The individual action of the person in the labor process | Autonomy and limited rationality | It emphasizes the central role of people, highlighting the ability to make decisions with autonomy and responsible ethics. | Health expertise | Technical evaluation of health issues and work capacity of the civil servant, carried out by a doctor or dental surgeon. |
| | | | Surveillance and promotion | Systematic actions that allow for the identification, analysis and mitigation of risks to the health of civil servants. |

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|--|---|--|----------------------------|--|
| The person's action in the context of the organization | Variable structure and contextual order | It refers to an adaptable framework, facilitating dynamic actions and decisions in an integrated system. | Health care | Integrated health services, wellness and prevention programs. |
| | | | Health expertise | Standardization of criteria and expert procedures, with a focus on the readaptation of the server. |
| | | | Surveillance and promotion | Development of risk management programs, safety inspections and improvements in work processes. |
| Integration of individual action with | Integrative approach | It promotes synergy | Health care | Preventive health programs, focusing on mental health and quality of life at work. |



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|-------------------------|--------------------------|--|----------------------------|--|
| organizational action | | between individual and collective actions, creating a dynamic and cohesive organization. | Health expertise | Integration of official medical expertise with other SIASS professionals for a comprehensive approach to the health of the civil servant. |
| | | | Surveillance and promotion | Implementation of employee health committees, occupational health promotion and workplace wellness programs. |
| Evaluation of processes | Assessment of congruence | It analyzes the alignment between organizational practices and the well-being of employees, serving as an indicator of organizational effectiveness. | Health care | Evaluation and continuous adjustment of policies and practices to promote the integral health of the civil servant to ensure compliance with the objectives of the PASS-SIASS. |
| | | | Health expertise | Monitoring and evaluation of forensic procedures to ensure equity and adequacy to the organizational context and PASS. |
| | | | Surveillance and promotion | Constant evaluation of health surveillance and promotion programs, ensuring improvements in interventions in the work environments of federal employees. |

Source: prepared by the authors

By observing specific SIASS practices – such as the analysis of medical certificates, expert evaluations, environmental risk analysis, ergonomic evaluations and specialized care in occupational health and safety – it is perceived that these activities are influenced by multiple dimensions, in addition to the formal norms that guide the execution of these tasks. Social, cultural, and contextual interactions among SIASS professionals play a key role in how these processes are conducted. These interactions shape perceptions and behaviors, generating informal adjustments that directly affect the implementation of organizational policies. This evidences an organic connection between individual and collective actions, reflecting the impact of interpersonal dynamics on institutional outcomes (Munck, 2009; Castro, 2010; Bifano and Freitas, 2019).

The application of the principles of the Theory of Organizational Action strengthens the integration of occupational health actions in the SIASS units. The concept of "social agent", central to Maggi's theory, positions the civil servant as an active participant in the construction of organizational culture, directly influencing working conditions. As Castro (2010) emphasizes, individual actions, even if shaped by organizational structures, have the power to modify them, creating a dynamic cycle that impacts processes and results.

In addition, the principle of "substantial rationality" highlights the importance of decisions anchored in ethical principles and social responsibility. In SIASS, this rationality is



reflected in the prioritization of the well-being of civil servants, integrating occupational health policies with a humanized focus. Thus, decisions aim at both organizational efficiency and the creation of a healthy work environment (Castro, 2010; Bifano and Freitas, 2019).

Action networks, another crucial point in Maggi's theory, are fundamental for efficient coordination and collaboration among SIASS units. These networks not only facilitate integration between teams, but also promote a more collaborative work environment capable of responding to the emerging needs of federal public servants (Munck, 2009; Moser, 2023).

When considering the individual behavior of civil servants through the lens of the Theory of Organizational Action, it is clear that individual actions contribute to shaping organizational effectiveness. This understanding allows SIASS management to develop more effective strategies to integrate occupational health practices in its various units, promoting a more efficient and proactive work environment (Castro, 2010; Bifano and Freitas, 2019).

The organizational culture of SIASS, analyzed in the light of the Theory of Organizational Action, also reveals the importance of elements such as shared values, norms and leadership practices in the formation of an environment conducive to occupational health and safety (Freire and Pacheco, 2016). A culture that encourages open communication and innovation tends to promote better outcomes, while overly normative cultures can make it difficult to adapt and implement improvements.

Maggi's theory also helps to identify barriers and opportunities within the cultural dynamics of SIASS. Challenges such as resistance to change require effective management strategies, such as continuous training and clear communication. In this sense, strengthening the organizational culture is vital to ensure the sustainability of occupational health and safety actions (Castro, 2010; Filho and Ponce, 2017).

Thus, the effectiveness of SIASS depends on the integration between individual actions and organizational practices. The Theory of Organizational Action offers a framework that emphasizes effective communication, engaging leadership, and collaboration as essential elements for achieving occupational health objectives (Maggi, 2006; Munck, 2009; Bifano and Freitas, 2019). In this sense, the application of this theory in SIASS provides a comprehensive analysis of organizational processes, identifying both strengths and areas for improvement. It seeks to ensure operational efficiency and the well-being of civil servants, promoting a sustainable and resilient system (SIASS, 2017; Possas,

Meirino and Pacheco, 2019). Chart 03, below, summarizes how each theoretical principle can improve occupational health processes in SIASS units.

Chart 03: The Theory of Organizational Action and the integration of processes in SIASS

| Constructs of the Theory of Organizational Action | Application in SIASS actions | Contribution to the integration of processes in SIASS units |
|---|---|---|
| Social agent and autonomy | The civil servant is an active participant, capable of making decisions autonomously and ethically in his or her duties. | It promotes the engagement of civil servants, cultivating a collaborative and proactive organizational culture, essential for collective success. |
| Integrated individual and collective action | The activities of forensic analysis, surveillance and health promotion involve both individual technical competence and the collective dynamics of the teams. | It ensures synergy between individual actions and organizational processes, ensuring effective coordination between SIASS units. |
| Substantial Rationality | Decisions are based on ethical and humanized principles, prioritizing the well-being of employees in all occupational health actions. | It ensures that health policies are implemented in an integrated and ethical manner, unifying processes in the units with a focus on collective well-being. |
| Action Networks | Collaboration between units is underpinned by action networks that facilitate the exchange of information and joint problem solving. | It promotes efficient coordination between multidisciplinary teams and SIASS units, ensuring continuous integration that can be adapted to the needs of civil servants. |
| Organizational Culture and Social Dynamics | Interactions in the work environment shape the perceptions and practices of employees, adjusting occupational health policies to local realities. | It strengthens cohesion between sectors and units, valuing open communication and flexibility, facilitating the implementation of policies in different contexts. |
| Evaluation and Continuous Improvement | Organizational practices are constantly evaluated and adjusted to ensure alignment with the occupational health and well-being objectives of employees. | It encourages a continuous feedback loop, resulting in more effective onboarding and a healthier work environment for federal employees. |

Source: Prepared by the authors

The analysis of tables 02 and 03 reveals that the application of the principles of the Theory of Organizational Action in SIASS can strengthen the synergy between individual and collective actions. This approach not only facilitates the integration of occupational health processes but also promotes a more collaborative and efficient work environment. Therefore, Maggi's theory is a useful tool for understanding and improving SIASS practices, resulting in a more dynamic system focused on the well-being of federal employees.

FINAL CONSIDERATIONS

This study aimed to apply the principles of Bruno Maggi's Theory of Organizational Action to the Integrated Subsystem of Attention to the Health of Employees (SIASS), demonstrating how this approach can strengthen the integration of occupational health actions and processes in the different units that make up the SIASS network. By emphasizing the interdependence between individual action and the organizational context,



Maggi's theory offers a deeper understanding of the dynamics that sustain this integration, allowing a more effective alignment of occupational health and safety policies with institutional structures and realities.

The application of the principles of the Theory of Organizational Action demonstrates that the civil servants, both in the SIASS Units and in the organizations served by it, are active social agents, whose performance is not limited to the execution of tasks, but directly influences the way occupational health processes are implemented, adjusted and improved. This recognition is fundamental, as it reaffirms that effective integration depends on the active engagement and responsible autonomy of civil servants, whose actions need to be in line with institutional strategic objectives. By promoting a more critical and reflective participation of civil servants in the decision-making process, the theory strengthens the cohesion between the principles of SIASS, ensuring that occupational health practices are adjusted appropriately to local specificities and challenges, favoring a more efficient and integrated performance.

The study also highlighted the importance of ongoing collaboration and information sharing between the different sectors and units of SIASS, a process facilitated by Maggi's theory's emphasis on effective communication and collective engagement. The integration between individual and organizational action, one of the pillars of the theory, is essential for SIASS units to act cohesively, sharing good practices and optimizing the execution of occupational health policies. This collaboration strengthens the system as a whole, creating a support network that facilitates the exchange of solutions and improves the responsiveness to the needs of federal public servants.

Another relevant point is the ability of the Theory of Organizational Action to show how cultural interactions within each unit can influence the integration of occupational health actions. By aligning the organizational culture with the strategic objectives of SIASS, the theory highlights that values, norms, and behaviors shared by civil servants should be oriented towards collaboration and transparency, creating an environment conducive to the cohesive implementation of health policies. This avoids the fragmentation of occupational health and safety actions, promoting uniformity in practices between units and ensuring greater institutional effectiveness.

Based on the results achieved, it is recommended that future studies explore the variations in organizational practices among the different SIASS units, in order to identify good practices that can be replicated and, thus, promote continuous improvement in the management of occupational health processes. This comparative analysis will allow us to



better understand the particularities of each unit and identify opportunities to further strengthen the integration and efficiency of the policies implemented.

In conclusion, the Theory of Organizational Action is shown to be a strategic theoretical tool to effectively integrate occupational health actions and processes in the different SIASS units, promoting synergy between the agents involved and facilitating the adaptation of policies to local specificities. This approach not only reinforces the effectiveness of occupational health and safety actions, but also contributes to building a healthier, more collaborative, and more efficient work environment. Therefore, the application of this theory can play an essential role in promoting the health and well-being of federal public servants, integrating occupational health policies more harmoniously and effectively throughout the SIASS network.



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