


## HOW DO PEOPLE MANAGEMENT AND ORGANIZATIONAL CLIMATE FAVOR THE QUALITY OF PUBLIC MANAGEMENT?

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### ABSTRACT

Public management is vital for social well-being, promoting access and transparency in the services offered. Excellence in management depends on overcoming organizational challenges and motivating employees, reflecting on the quality of public policies. The organizational climate is crucial for the effectiveness of public management, directly influencing the motivation and performance of employees.

**Keywords:** Public Management. Organizational Climate.

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## INTRODUCTION

Public management is essential for the well-being of society and guarantees access to all citizens to the activities offered and managed by municipal, state or national management. In this sense, excellence is increasingly sought in the services provided, so that the duty to be accountable to the population favors public transparency, which, consequently, improves the quality of life and the effectiveness of public policies (LOPES et al., 2023). For this process to flow, there are several challenges that must be overcome, as they have a direct impact on the process of organizing and executing activities. Thus, understanding such challenges is essential to ensure success within the work activity (CANCIAN et al., 2023).

In order to achieve the objectives intended by the public administration, it is necessary that the bodies and entities of the public sector act with excellence. In the organizational sphere, mainly related to people management, it is essential that the organization remains connected to strategic and social objectives (FERNANDES; GONZALEZ; PECCIOLI, 2024).

Thus, detecting the signs of fragility within public management is essential, since when appropriate instruments are used, the organizational climate is positively influenced, which is essential for the achievement of strategic objectives. When work activity and the organizational climate are limiting, the employee feels insufficient and non-productive, sometimes not believing in the ability to expand activities and services (WANG; CHEN; ZHU, 2021). Thus, it is essential to understand the functioning of public management, as well as the use of tools for its expansion and improvement, since motivated employees tend to produce better and deliver quality service to the population in all public spheres. The organizational climate is essential for building quality public management, as it will reflect on the motivation of employees to lead to improvements in the sector (MAGIERSKI & MONTEJANO, 2022).

In this sense, the present study aims to present the importance of the organizational climate in quality public management. In this sense, the following specific objectives are: (1) To present the importance of people management in public organizations; (2) Present the variables (positive and negative) that influence the organizational climate; (3) Reflect on the importance of people management and organizational climate impacting quality public management.

## **THE IMPORTANCE OF PEOPLE MANAGEMENT AND ORGANIZATIONAL CLIMATE IN PUBLIC ORGANIZATIONS**

Nowadays there is frequent concern with the implementation of new technologies for agility at work, however, sometimes it should be emphasized that in addition to technology, the human factor is the main support of organizations. It is the people who manage, control, produce and deliver the desired results. It is worth noting that in some situations the cultural and personal aspects of each employee influence the work activity, so the manager must show himself to be a leader who knows how to observe the different perceptions of the team, maintaining an organizational standard of excellence (SONG; TIAN; KWAN, 2022).

Such management in public organizations contributes to the promotion of a healthy and motivating work environment. Care for working conditions, valuing talents and recognizing good performance are elements that stimulate the engagement and productivity of public servants (ZAHARI; KALIANNAN, 2022).

Bureaucracy and the rigidity of organizational structures are also challenges that affect the management of people in public organizations. One solution would be to adopt more flexible and participatory management models, respecting hierarchy, but allowing the autonomy and creativity of employees. In addition, it is essential to promote a culture of constant feedback, in which employees are encouraged to give and receive constructive feedback, aiming at growth and continuous improvement (PECI, IRIGARAY & STOCKER, 2021). Thus, the organizational climate is a topic that can be approached from different perspectives within organizations. For some, the organizational climate is seen as a reflection of the work environment, interpersonal relationships, and the policies and practices adopted. It is an indication of the degree of employee satisfaction, motivation and engagement with the company's goals and objectives (MARZZONI & PEREIRA, 2020).

In order to reconcile productivity and satisfaction, sector coordinators must become leaders, but employee leadership in the public sector faces a number of challenges that include: Teams composed of employees with different backgrounds, skills, and often dealing with all the peculiarities and promoting collaboration among members can be hard work (PECI, IRIGARAY & STOCKER, 2021).

In summary, the relationship between public management, people management and organizational climate is fundamental for the efficiency and quality of services provided to the population. Effective integration of these elements ensures that public servants are prepared, motivated, and engaged, resulting in a more efficient administration that is

responsive to the needs of citizens. A positive organizational climate, combined with people management policies and practices, not only improves employee satisfaction and productivity, but also strengthens the capacity of public administration to face challenges and implement policies effectively (CAMÕES, 2019; MACINI; BANSI; CALDANA, 2017). Therefore, investing in the creation of a healthy work environment and the continuous development of human resources is essential to ensure excellent public management and promote a positive and lasting impact on society.

## **METHODOLOGY**

This study was carried out through the bibliographic methodology, which is based on the review and analysis of existing literature on a given topic, aiming to build a solid theoretical basis to understand the state of the art on the subject in question, identify gaps in knowledge and support the development of new research or theories (GONÇALVES, 2014).

The analysis was carried out through content analysis, characterized by being a qualitative research technique that aims to interpret and understand the content of texts, documents and other materials in a systematic and rigorous way (BARDIN, 2011). To this end, scientific articles from national and international databases were collected, from the inclusion of the following keywords: people management, organizational climate, public sector, public administration, and quality. The related words in English (people management, organizational climate, public sector, public administration, quality) were used to collect the papers in international databases, such as Web of Science and Scopus, without specific filters regarding the time interval or types of publications.

## **REFLECTIONS ON THE IMPORTANCE OF ORGANIZATIONAL CLIMATE IN PUBLIC QUALITY MANAGEMENT**

In public administration, the effectiveness of the services offered and the efficiency of operations are strongly linked to the way human resources are managed and the work environment established (BORST et al., 2020). The relationship between public management, people management and organizational climate is fundamental to ensure efficient administration and citizen satisfaction (PERRY, 1997). Understanding this relationship is crucial to implement practices that promote a productive and sustainable

work environment, resulting in high-quality public management (ZAHARI; KALIANNAN, 2022).

Leadership in the public sector also requires a high level of accountability and transparency in decision-making and in the management of public resources. Leaders need to deal with pressure to deliver results and demonstrate effectiveness in their actions (KAUPPILA et al., 2022). It is worth noting that the public sector is subject to frequent changes, including political reforms, new regulations, and societal demands. Dealing with these changes and effectively implementing policies and initiatives can be a challenge for managers (DIAS & BORGES, 2015). Bureaucracy and structural limitations can hinder innovation and quick decision-making. Public managers must look for ways to overcome these limitations and promote a culture of efficiency and flexibility. Engaging and motivating employees in the industry becomes one of the main challenges, especially due to salary restrictions and the perceived lack of opportunities for career advancement.

Public managers must always seek the best administration, providing quality service to social demands, through the use of resources in an appropriate and transparent manner. In this way, communication with the population that uses the service and the servers must occur clearly, always informing them of the impacts of the use of the strategies outlined, the budget to be used and also the weaknesses found in the process so that the team is part of the planning process, so that it feels included in the management process (PECI, IRIGARAY & STOCKER, 2021).

One of the strategies that the public sector can use in evaluating the quality of work is performance measurement, which was once considered by many to be a strategy for only financial measures. Over the years, performance monitoring has become a factor for measuring non-financial factors, which has led to greater management of the organizational process, aiming, among several factors, at employee satisfaction, reflected through the organizational climate. The use of performance is directly related to the improvement of the behavior of civil servants, with regard to the organizational area, since through clear and consistent results they adapt to the adopted objectives, as well as reformulate or reanalyze them goals (AKIM & MERGULHÃO, 2015).

Since the satisfaction of the civil servant significantly influences the performance of the task, it should be noted that for public management this becomes even more determinant. Within the public sphere, strategies must be aligned with all sectors, since the bureaucratization of systems means that in several situations activities are no longer carried

out in a timely manner, also leading to a conflict between workers (CAMPOS; CAVAZOTTE, 2023). When the objectives are aligned by all, the demands are more easily met. In this way, each server will become an administrator within their activities, in helping other employees or in new activities requested. For such a strategy to be efficient, it is important that within people management the integration of the team occurs, so that the work is carried out together and cooperatively, in addition to strengthening bonds. Cooperation is seen as one of the main variables responsible for organizational success, whether in the public or private sector (MARZZONI & PEREIRA, 2020).

When talking about the work environment, it is found that human conditions, related to the quality of work, efficiency, among others, are intrinsically linked to the organizational environment, with the organization's climate being one of the main factors of interference. In this way, it is seen that the organizational climate plays a crucial role with regard to experience, relationships and interpersonal development, whether among the group of employees who play the same role, with other sectors and with management. Thus, it should be borne in mind that for success at work, with the prosperity of the company, the human factor will always be analyzed, since with the increasing implementation of technological innovations, it tends to stop perceiving the employee as an essential part of achieving the goals and results expected by the company. The vision of joining, commitment and teamwork conceptualize a new model of institutional work (CURVO & HEINZMANN, 2017).

Souza, Junior & Magalhães (2015), conceptualizes organizational climate in a comprehensive and complete way, referring to it as a set of values and attitudes that an institution advocates for better institutional progress. He also mentions that when the servers have courage in their work activity, the reflection is good results and a preserved emotional structure. It refers to the quality of the environment, of time, which leads workers to be influencers of positive experiences, as well as engagers of new organizational proposals.

Cunha et al. (2014), in their study, cite that a great tool to be used by municipal management to improve the sector is the organizational climate survey, when carried out, it enables a detailed analysis of the worker's satisfaction with the company in general, and also, in a specific sector, analyzing it internally and externally. From such a survey, comprehensively outline the points to be aligned for the improvement of the company, as well as the degree of commitment and satisfaction of the team in the face of the company's

objectives and culture. Working with such a strategy, it becomes possible to develop actions aimed at improving the organization's climate, and consequently, an improvement in employee productivity, which leads to an increase in the quality of the service offered, generating problem-solving capacity and gaining the trust of the citizen served, since their demands will be met efficiently.

In this way, aiming to adopt strategies that lead to the well-being and meet the needs of the servers, the management becomes more complete, and achieves the desired results more easily. The manager is now seen as a leader by his team and admired for the work provided, since he organizes management faster, understands the servers and always seeks dialogue as a strategy for resolving differences. The leader who aims at the organizational climate understands that the employee is a fundamental part of improving public management. Using inclusive management, where problems, strategies and goals are promoted as a team, it is possible to bring to public management a process of efficiency that promotes and establishes the quality of life in the work activity and the offer of a quality public service to the population (JUNIOR et al., 2014).

The creation of the organizational climate is necessary, and its maintenance is essential, but challenging, since it passes through such as: bureaucracy, lack of autonomy and flexibility, rivalry between sectors, lack of resources, and slow decision-making always tend to be present in the public sector (SANTOS, 2019). It is important for managers to be committed to improving the organizational climate and to be proactive in creating policies, programs, and actions that promote a positive and motivating environment. This includes encouraging open communication, recognition of performance, and employee development (ZAHARI; KALIANNAN, 2022).

However, it is worth noting that the responsibility for creating a good climate is not only of the leaders, but of all employees in the sector, regardless of position or position, and it is everyone's role to work to promote a healthy, collaborative and motivating environment. Therefore, the implementation and maintenance of a successful organizational climate requires the commitment of the general public sector. Each individual has the power to influence the climate through their attitudes, behaviors, and interactions with co-workers (SONG; TIAN; KWAN, 2022).

In relation to the organizational climate, it is reflected and understood that the importance of using it as a strategy for better development of the company, especially when portraying the public sector. The productivity and excellence of the services delivered at

work is directly linked to the employee's satisfaction with the company, so understanding that a healthy relationship between management and servers leads to success in the management process is essential (MAGIERSKI & MONTEJANO, 2022).

## **CONCLUSION**

In view of the above, it is emphasized that the organizational climate within public organizations, based on people management, is essential for a better work environment, as well as organizational improvement in the sector, which leads to the satisfaction of the server, generating positive results for the organization, since satisfied servers produce actions with better quality and more effectiveness.

Among the main factors that interfere in the organizational climate, whether positively or negatively, we can highlight the working conditions, leadership, communication, motivation and personal aspects. With an emphasis on working conditions, information can be collected through the implementation of employee satisfaction surveys. When the surveys are implemented, the employee has the perception of welcoming, he feels part of the environment and from then on shows more interest in matters pertinent to the organization, becoming more proactive and resolute.

A healthy organizational climate favors cooperation, reducing as much as possible the cases of competitiveness and rivalry within the work sector. In this way, it is possible to verify that new strategies and actions must be taken by managers who do not adhere to the terminology organizational climate as part of their management, and it is of great relevance that such leaders have access to information and understand that the practice of it will lead to great positive impacts on the sector.

In the context of public management, it is necessary to have a vision of satisfaction with the work activity, so that all citizens can easily solve their problems. When it comes to the form of evaluation, one can mention the organizational climate survey, where one can palpate more concrete results in relation to the employee's satisfaction with the activity developed.

It is believed that new studies should be carried out, with the suggestion of a greater number of works with field research, with qualitative delimitation, aiming to identify through questionnaires to the public servant the points of fragility within the organizational climate, being possible, through evidence, the elaboration of new strategies to improve the public work environment, and consequently the greater satisfaction of the server and user.



Finally, the main limitation of the study is the absence of quantitative analyses on the subject, giving rise to the possibility of further bibliometric studies. In addition, most studies refer to the organizational climate in a general sense, not specifically in the public sector.

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