



## INFLUENCES OCCASIONED BY A COMPANY'S ORGANIZATIONAL CLIMATE AT THE TIME OF THE PANDEMIC CRISIS

### INFLUENCES OCCASIONED BY THE ORGANIZATIONAL CLIMATE OF A COMPANY AT THE TIME OF THE PANDEMIC CRISIS

Lenoir José de Oliveira<sup>1</sup>  
Uiliam Hahn Biegelmeier<sup>2</sup>  
Nádia Cristina Castilhos<sup>3</sup>  
Maria Emília Camargo<sup>4</sup>  
Tainá Zanella<sup>5</sup>  
Danielle Nunes Pozzo<sup>6</sup>

#### abstract

Organizations seek survival and growth in the market in which they operate. In the midst of this search, companies realized that people have an important role in expanding their business, so that it is through them that goals are achieved. The evolution in the way of managing people is demonstrated through the concern to promote an organizational environment where people are satisfied and motivated, this implies verifying how they perceive the organizational climate. In this search, this study aims, through a research instrument, to assess the organizational climate from the perspective of employees in a certain sector in a metallurgical company in the city of São Marcos / RS. For this, an instrument with statements regarding variables that interfere in the organizational climate was made available to each employee. Afterwards, the results were tabulated and the analysis was made using a qualitative and quantitative method, which, through frequency analysis, allowed to verify superior results for the statements related to the variables, with the possibility of improvements being noted for items such as resources and training. to employees, the issue of wages, transportation and investment in education. Through the results found, actions were suggested to the company, such as the structuring of the job and salary plan, the revision of the transport system, among others that, when implemented, will contribute favorably to a satisfactory organizational climate. it allowed to verify superior results for the affirmations related to the variables, being observed the possibility of improvements for items such as resources and training for employees, the salary issue, transportation and investment in education. Through the results found, actions were suggested to the company, such as the structuring of the job and salary plan, the revision of the transport system, among others that, when implemented, will contribute favorably to a satisfactory organizational climate. it allowed to verify superior results for the affirmations related to the variables, being observed the possibility of improvements for items such as resources and training for employees, the salary issue, transportation and investment in education. Through the results found, actions were suggested to the company, such as the

---

<sup>1</sup>São Marcos College - lenooliveira1203@gmail.com

<sup>2</sup>São Marcos College - uiliam.hb@terra.com.br - <http://lattes.cnpq.br/2397483078480061>

<sup>3</sup> São Marcos College - nadiacastilhos@hotmail.com - <http://lattes.cnpq.br/8909226553594492>

<sup>4</sup>University of Caxias do Sul - mariaemiliappga@gmail.com -<http://lattes.cnpq.br/7617091280907670>

<sup>5</sup>São Marcos College - taizanella@hotmail.com - <http://lattes.cnpq.br/5054776309141244>

<sup>6</sup>Universidad de La Costa Colombia - danielle.pozzo@acad.pucrs.br -  
<http://lattes.cnpq.br/0084577605611570>

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

structuring of the job and salary plan, the revision of the transport system, among others that, when implemented, will contribute favorably to a satisfactory organizational climate.

**Key words:** Organizational climate. Influences. Organizational culture.

### **1. Introduction**

Nowadays it is possible to perceive, in an expressive way, the great changes in the business world. Globalization has reduced borders, allowing the exchange of knowledge, generating technological and innovative growth. This technological advance makes organizations increasingly seek to remain competitive in this globalized market.

In the midst of great progress, people are seen as a factor of success for the organization, because innovation does not come from the machine, but from human thinking, which, motivated in the work environment, starts to collaborate effectively to achieve the results proposed by the organization, thus promoting an environment where the organizational climate tends to be satisfactory.

The literature presents studies such as those by Abraham H. Maslow, Douglas McGregor, Frederick Herzberg and other researchers who presented their motivational theories in the search to understand what really motivates people and what makes them feel good in the environment where they exercise their activities.

Motivation is internal to each individual and is extremely linked to the organizational climate, given the definition of Luz (2003), that “the organizational climate is a reflection of the mood or the degree of satisfaction of the employees of a company, at a given moment”.

The organizational climate survey allows the manager to monitor the result indicators, make assertive interventions, minimizing and even anticipating any dissatisfaction that may occur in the work environment and ultimately potentiating the strengths that are evident in the company (FLORES; SILVA, 2018).

Organizations are made up of individuals who have different needs. These people cooperate with each other in pursuit of achieving certain goals, whether individual or collective, since individualism and collectivism are dimensions of organizational culture (HOFSTEDE, 2001). Thus, it is necessary for the organization to know its organizational climate and culture, in order to hire employees in sync with the company's culture, leading to improvements in the organizational climate, as well as the maximization of its commitment to it (WEYLAND, 2011).

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

It should be noted that the organizational culture explains how the company involves people in daily decisions. It is not revealed in a simplified way, it is presented from the behavior of people and the conduct of leaders. Culture also influences the behavior of all individuals and groups (MELLO; ORTEGA, 2012; LUZ, 2003).

Leonarczyk and Pizolotto (2015) highlight that the best way to get to know employees and identify the factors that affect the climate is through the assessment of the organizational climate, better known as climate research, the object of study of this work.

Light (2003) states that the climate survey must be viewed from the strategic point of view of a business, because it allows the identification of positive factors, which collaborate in employee involvement, in increasing their motivation and, consequently, promoting growth in the levels of productivity and quality of products .

In this sense Malzchitzky (2011) corroborates when stating that the climate survey brings information of extreme importance, because, through this, the company can identify, evaluate and act strategically in order to contribute to the organizational climate and thus obtain positive results for the entire company.

The climate survey, in addition to presenting the positive factors, also demonstrates the negative factors regarding what employees think and feel about the company they work for. These factors must be observed by the organization from a relevant perspective, as Almeida, Silva and Ângelo (2015) say that this type of analysis serves as opportunities for improvement to contribute in a favorable way to a satisfactory climate in the organization.

In this sense, the present work seeks to answer the question: how is the organizational climate in the perception of the employees of the researched company?

As a general objective this study aims to identify the level of satisfaction of the employees of the researched company through the climate survey. As a secondary objective, to analyze improvement actions for the results that the climate survey will show.

## **2 Theoretical framework**

### **2.1 Organizational Climate**

The organizational climate requires involvement not only by human resources personnel, but also by the entire organization, enabling precise early interventions (FLORES; SILVA, 2018).

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

As with the concept of organizational culture, different definitions of organizational climate are found. For Payne and Mansfield (1973), the organizational climate is the link between individual and organizational levels as a way of expressing, reconciling individual values and interests in relation to formal values and guidelines. In this regard, “climate is a result of cultural variables” (Souza, 1978).

The organizational climate is one of the key factors in determining how successful an organization will be in managing work stress (PANIGRAHI, 2016). According to the same author, the climate is still reflected in people's attitudes, their shared beliefs about the organization, its shared value system and the common and approved ways of behaving at work. The climate also refers to how problems are predictable and resolvable. At the same time it can affect what is experienced as stressful. How this experience translates into health difficulties, how stress and health are formed and how the organization responds to these reports.

Current companies are inserted in an extremely competitive environment in which they need adaptive capacity according to the changes that have occurred. The environments must be tested before effectively applying the strategies in the organization, as this environment is composed of a climate that ends up interfering in the company (BIEGELMEYER et al., 2015).

It can be determined that the organizational climate is taken with an approach or perception that each worker has towards the organization where he works. This idea or interpretation of the person arises from what he perceives in a personal way and which generally falls on his work activities (GAN, 2013).

We may need then, that the organizational climate is, without a doubt, one of the main points that it has in every organization and that, in general terms, it could judge for or against it. Everything will depend on the way in which each of the means is established and developed to intensify the idea or what one perceives of the organizational climate on the part of the employees (NEUCIOSUP, 2020).

For Luz (2001), the climate portrays the degree of material and emotional satisfaction of employees at work and profoundly influences the organization's productivity. Facilitates the organization's ability to attract and retain competent people who really contribute to the desired results (CAMPELLO; OLIVEIRA, 2004). Although the organizational climate is provided with some abstraction, it becomes tangible through some indicators that show signs of its quality, for example: employee turnover, also known as

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

turnover, absenteeism which is the absence from work, graffiti in the bathrooms, suggestion programs, strikes, performance evaluations, among others (LUZ, 2003).

Castillo (2013) proposes that the climate details all the characteristics that belong to the work environment, that is, around work, and that are usually found inside and outside the organization. These characteristics can be differentiated according to the company's employees directly or indirectly. It usually affects the way people behave within a work environment. As a neutral aspect, the climate can and usually acts as a moderator between those points that belong to the institutional system and the way the member of the organization behaves. All of these detailed aspects should be maintained over time and what differentiates are the company and its department.

Martins (2008) corroborates that the organizational climate affects people's behavior and attitudes in the organizational environment, in addition to quality of life and organizational performance. The term organizational climate is widely used to refer to the influences of the work environment on employee behavior.

It is a set of values or attitudes that affect how people relate to one another, such as social relationships, sincerity and standards of authority. The organizational climate is an indicator of the degree of satisfaction of the employees of an organization, with reference to aspects of culture or apparent organizational reality (BENNIS, 1996). Following this reasoning, it is possible to highlight the human resources policy adopted by the organization, management model, company mission, communication process, professional valorization and identification with the company (CODA, 1993).

In Martins (2008), the author differs the organizational climate from the psychological one. The organizational climate is made up of cognitive elements, while the psychological climate involves affective elements.

When these are changed, they cause changes in the organization's climate. According to Toro (2001), organizational culture suggests that managerial philosophies and administrative practices are adapted to the organizational climate. The same organization can have several climates in different sectors, but it has a single culture, so that the climate is part of the culture and is related to what can be experienced immediately (TAMAYO, 1999).

Each of the impressions established in the organizational climate will be known for several aspects. Among those we have are the types of leadership that are established in companies and the way they are run. There are other aspects closely linked to the institutional

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

structures of each company and how they develop systematically. Also, there are aspects such as motivation, and saying how the worker behaves in the organization (CASTILLO, 2013).

Ferreira (2012) defines organizational climate as the way in which people perceive the degree of satisfaction in relation to factors in the organizational environment. Already Lacombe (2005) understands organizational climate as the degree of satisfaction of the staff, as an internal environment of the company. It is noticed that the organizational climate is related to the internal work environment and how people react to agents that influence the work environment.

In this sense, Pirolla, Lima and Rasoto (2012) highlight that a bad climate influences negatively and in an impacting way in the performance of the activities carried out, to the point that, when the climate is translated as good, the disposition of the employees and the produce more and better.

Siqueira and Neto (2015) emphasize that, when the climate is satisfactory, everyone benefits. Otherwise, everyone loses, so the climate is extremely important for organizations that want to be competitive, because it is through people that companies achieve success.

### **2.2 Organizational Culture**

In Durhan (1984) the author states that culture can be defined as a structure that allows and gives some meaning to people's actions. According to Kilmann, Saxtone, Serpa (1985), culture has been singled out by many authors as referring to the people. Something that involves the quality and unique styles of the company, the way in which things are done or the non-rational expressiveness of an organization (DEAL; KENNEDY, 1982).

At the beginning of solemn writing on organizational culture, Pettigrew (1979) launched the anthropological concept of culture and demonstrated how symbolism, myth and rituals can be related in organizational analysis. Dandridge, Mitroff and Joyce (1980) denote how the study of these myths and symbols corroborate to designate the structure of an organization. In this way, culture can come to be designated as an internal variable of an organization, as it is the concept most commonly used by researchers (COLLINS; PORRAS, 1994; PETERS; WATERMAN, 1982).

Fleury and Fischer (1989) emphasize that organizational culture is assimilated as a complex of basic values and assumptions expressed in symbolic elements that, in their ability to design, assign meanings, build organizational identity, both act as an element of communication and consensus as cover up and instrumentalize relations of domination.

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

The organizational culture is a composite of values, beliefs and also technologies that perpetuates uniting all members of the organization, regardless of hierarchy, in the face of deadlocks, objectives and purposes (NASSAR, 2000). Wilkins and Patterson (apud Freitas, 1991) claim that organizational culture refers to the conclusions obtained by a group of people from their experiences, which include conventional practices, values and assumptions. According to Vergasta (1991) it is the organizational culture that produces a grouping of perceptions called the corporate image, being in permanent transformation due to its history, its actors and context, since it is not something immutable. Another definition, also presented, alleges that the organizational culture is a reference to the basic assumptions that the group has developed, determining what the group has discovered or developed in the learning process to deal with the problems of external adaptation and internal integration. Once the assumptions have worked well enough to be considered meaningful, they are instructed to the other members as the exact way to perceive, think and feel about those problems. According to the same author, it is feasible that there is a convincing organizational culture that stands out over several subcultures. if you think and feel about those problems. According to the same author, it is feasible that there is a convincing organizational culture that stands out over several subcultures. if you think and feel about those problems. According to the same author, it is feasible that there is a convincing organizational culture that stands out over several subcultures.

Culture denotes itself at three different levels, called perceptible artifacts, values and basic assumptions. Artifacts are visible topics, such as architecture, language, technology, dress code and public documents. Values represent the company's concepts, goals, philosophies, norms and rules of behavior and the assumptions are the unquestionable perceptions and feelings, which are not always noticeable (SCHEIN, 1992).

For Barney (1986) organizational culture is traditionally determined as a complex group of values, beliefs, assumptions and symbols, which direct the behavior of the organization's components (HOFSTEDE; NEUIJEN; OHAVY, 1990) and impact on the exchange of knowledge, interaction and the value raised from the organization's members (TSENG, 2010).

The culture is manifested tangible through some documents existing in the companies, such as: Code of Ethics, Letter of Principles, Mission Statement, Vision Principles, among others. The organizational culture is also imbued by some factors, namely: founders, industry, current managers and geographic area in which the company operates (LUZ, 2003).

# **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

## **3 Methodology**

An exploratory research was developed, with a qualitative and quantitative approach through a case study. The use of statistical techniques made it possible to generalize the results and understand the relationship between the research variables.

Influencing factors, originating internally within the company, can act directly on them in an attempt to make improvements and produce improved results for the company, employees and also for customers. Externally, the influencing factors, originating outside the company, directly influence the behavior, actions and also decisions of employees within the organization. That is why they are important and cannot be ignored (BIEGELMEYER, et al., 2015).

Bispo (2006) proposed an instrument that was used to apply the organizational climate survey. The author carried out research in human resources companies that carried out this activity with professionals and also in the literature related to this topic. He made a comparison of the characteristics of the main models available in the subject of organizational climate and developed a new model that would be more adequate to the needs of the moment.

The instrument used is composed of questions that correspond to the internal influence in a number of 27 questions and also questions of external influence with 34 questions, making a total of 61 questions. It was applied in a specific department of a company called cutting, bending and assembling tubes that has a staff of 20 employees. As everyone was able to answer, a sample was not made, but it worked with the universe of respondents.

Among the main characteristics presented in the model prepared by Bispo (2006), which are related to internal factors, we mention the rules and structure, the relationship and cooperation within the organization, the employee's identity towards the organization and the pride he has in being part of the company, the clarity on the part of the organization with which it deals with matters, the leadership and support that is given or provided by the company, the prestige, tolerance and the consideration that is shown by the organization, the opportunities growth and the professional incentives that are found in the company, the organizational culture adopted in the company, the job stability that the employee perceives, the logistics involved in the employee's commute to work and back home, and finally the socio-cultural level.

The main characteristics of external factors, related to Bispo's model (2006), are the family coexistence provided by the company; holidays and leisure also provided by the company; the physical and mental health resulting from the employee's work with the

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

organization; the family's financial situation; the political, economic and social situation, both local and international; public security; social life and, finally, an item very related to our country, football.

These factors have always existed, but their prestige today is very great. If the company is unable to act on them, it can try to act on the effects caused on employees. Thus, according to Bispo (2006, p. 263), the internal influencing factors consist of: a) Professional life: establishes the degree of identification with which employees have with the company, measuring pride and their professional success; b) Transport: analyzes the level of transport used by employees; c) Professional security: assesses the risk of dismissal of the company employee without just cause; d) Remuneration: analyzes whether it is in accordance with the activities performed by the employee; e) Professional incentives: establish a level of professional recognition; f) Sociocultural level: assesses whether the needs intrinsic to its activities are being met by the intellectual, cultural and social level offered by employees; g) Organizational structure: measures the interference in the activities of employees that is suffered due to the level of relationship and training of the elements that make up the structure; h) Organizational culture: evaluates the interference suffered by employees and their activities by traditions and customs adopted informally in the company; i) Bureaucracy: evaluates the compatibility of this item with the activities that employees perform in the company; j) Health care for employees: establishes the required level; l) Work environment: analyzes the relationship between company employees. g) Organizational structure: measures the interference in the activities of employees that is suffered due to the level of relationship and training of the elements that make up the structure; h) Organizational culture: evaluates the interference suffered by employees and their activities by traditions and customs adopted informally in the company; i) Bureaucracy: evaluates the compatibility of this item with the activities that employees perform in the company; j) Health care for employees: establishes the required level; l) Work environment: analyzes the relationship between company employees. g) Organizational structure: measures the interference in the activities of employees that is suffered due to the level of relationship and training of the elements that make up the structure; h) Organizational culture: evaluates the interference suffered by employees and their activities by traditions and customs adopted informally in the company; i) Bureaucracy: evaluates the compatibility of this item with the activities that employees perform in the company; j) Health care for employees: establishes the required level; l) Work environment: analyzes the relationship between company employees. assesses the interference

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

suffered by employees and their activities by traditions and customs adopted informally in the company; i) Bureaucracy: evaluates the compatibility of this item with the activities that employees perform in the company; j) Health care for employees: establishes the required level; l) Work environment: analyzes the relationship between company employees. assesses the interference suffered by employees and their activities by traditions and customs adopted informally in the company; i) Bureaucracy: evaluates the compatibility of this item with the activities that employees perform in the company; j) Health care for employees: establishes the required level; l) Work environment: analyzes the relationship between company employees.

In turn, the external influencing factors, according to Bispo (2006, p. 264), refer to: a) Social Life: analyzes the level of employee satisfaction with this item; b) Soccer team: performance of the employee's team influences productivity according to scientific evidence; c) Financial situation: if the employee is in a financially bad situation, this will be negatively reflected within the company; d) Public security: if it is bad, it will also have a negative influence on the company; e) Health: evaluates the opinion of employees about their health, which is an item that is difficult for the company to perceive; f) Politics and economics: evaluates its interference in the motivation of workers; g) Holidays and leisure: as they are necessary items to guarantee good productivity, it evaluates the degree of employee satisfaction;

### **3.1 Characterization of the object of study**

Founded in 1997, the company object of this study started its activities with the objective of improving and supplying the market, with great availability of parts and accessories for trucks, with the most varied solutions to satisfy its customers, from the due quality and punctuality to the more varied innovations to guarantee even greater stability in the market.

Today it has an approximate contingent of 270 people working in its facilities.

The company, for its culture of innovation and profitability, constantly seeks improvements and new markets in all its product lines, so that the growth is satisfactory and permanent. Therefore, also has well-defined organizational policies, promoting training, integration and professional development for all employees. Employees are offered the following benefits: health insurance, transportation vouchers, food vouchers, and medical assistance. Accordingly, the company has been standing out more and more in the market in

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

which it operates for personalized service, flexibility in negotiating delivery times, product quality, in addition to the whole set of services that involve each negotiation.

### **4 Analysis and discussion of results**

The data collected in the survey applied to the organization's employees were numbered to calculate the results, and the answers “no” were worth 1 point, “more or less” 2 points and “yes” 3 points. There was a 100% return on respondents' responses.

Attention should be paid to questions regarding the internal environment, because the greater the number of “yes” answers, the better the result for the company, except question 22, which is reversed. As for questions related to the external environment, there are 6 reverse questions, 26, 27, 28, 32, 33, 34. In the other questions, the answer “yes” indicates employee satisfaction.

In the aspect of the analysis of the internal factors of the research it can be observed that 75% of the interviewees feel proud to work in the studied company and only 25% feel indifferent to this question. Regarding the activities developed in the company, 90% of the employees are proud.

The company offers a good career path, an opinion shared by 45% of the interviewed employees, while another 40% feel indifferent to this statement.

The recommendation for friends and relatives to work at the company is the opinion of 80% of employees. This leads to the analysis that in a percentage of 85% of employees are interested in the future of the organization, perhaps supported by the commitment of these people.

With the idea of having a career in the company and achieving professional success, 70% of the employees believe in this statement. But only 65% of them would be happy if their children worked in this organization too.

About 80% believe that the effort itself will achieve the desired professional success in the organization. Around 60% of employees believe that the training courses already taken are sufficient to continue their careers, in contrast, the rest of them see the importance of continuing to qualify more.

Confidence in the leader or immediate boss appears with a percentage of 70% of respondents and still 85% of these same respondents confirm that their boss is a true leader. Still addressing the theme of the leader, 90% of these employees understand that the current boss is the best person to occupy the position.

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

Regarding the hierarchical structure adopted by the company, 75 of these employees see what is being used today as the best possible structure, but 25% believe that there could be changes.

Many workers consider themselves valued and their work recognized by the company, this for 65% of them. For 95% of employees, they feel their work is valued by their families and yet 70% of all respondents feel that friends value their work.

A more controversial issue is that of wage justice, in which only 30% analyze it as satisfied, while 20% do not see social justice in the company and the other 50% were indifferent, but not satisfied.

Regarding the equity obtained from the income from work, 60% confirms, but the rest was indifferent to this statement.

Occupational safety in the company is only shared by 45% of respondents, while 20% did not confirm this and 35% felt indifferent.

For 90% of the employees interviewed, the current intellectual level is satisfactory to meet the activities carried out today. Perhaps this expressive return proves the disincentive for more qualification. 85% of them believe that the current social level of each one is adequate for the exercise of their functions in the company.

The issue of transporting to the company and returning home requires more attention from the organization, as 90% of employees said they had problems or were not adequate.

The work environment is suitable for 75% of employees and only 25% felt indifferent to this issue.

The company adopts a bureaucracy, for 50% of respondents this contributes to the elaboration of tasks, with 15% of respondents not agreeing and 35% feeling indifferent.

For 55% of respondents, the organizational culture adopted in the company favors the execution of activities, although 20% believe that this current culture harms their organizational tasks in some way.

The health benefits offered by the organization help in the execution of tasks in the company in the order of 75%, while 10% believe not.

Regarding external factors, it was observed that 100% of respondents are concerned about the future of their families and more precisely about their children, 90% say they are concerned, even because not everyone has children. With regard to the food they manage to provide to their families, 75% of employees feel concerned about continuing to meet their needs.

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

The quality of education that manages to provide to children is a concern of 55% of the interviewees, but practically 45% of them do not share the same opinion. About 65% of employees confirm having a good relationship with their spouse, and 70% have a good experience with their children.

Only 60% of respondents are satisfied with their current residence and the other 35% are indifferent. With the current car, 65% of employees feel happy and with regard to the clothing that is offered to him and his family, 55% of them are well supplied.

With reference to the current financial situation, 60% are satisfied, 15% are dissatisfied and 25% are indifferent. And in relation to the private patrimony formed with their salary, 50% say they are satisfied and 15% of these respondents say they are dissatisfied, probably due to the low salary level.

Regarding the social level that is established today, 80% of respondents say they are satisfied, while the social interaction on the part of these employees is 85% approval.

One of the items that draws attention with an approval of only 40% is the intellectual level, while 50% feel indifferent. Here is an opportunity for improvement on the part of the company to perhaps promote an investment in training courses for employees.

As for the cultural level, 75% feel satisfied and only 25% are indifferent to this issue.

Religion was another item that achieved 100% approval and satisfaction from the interviewees. In sports, 60% of employees are satisfied with this and 20% are totally dissatisfied. Also in terms of fitness, 60% are satisfied and 40% indifferent. In the mental state, 85% are considering themselves well at the moment, together with a 90% approval in the current moment of affective life.

75% of respondents say they are sexually satisfied, while only 45% have the same feeling for the football team and 55% are indifferent to the current situation. In relation to the last vacation enjoyed, 65% returned satisfied, but 10% said they were dissatisfied with the vacation taken. But 85% of these respondents are already planning for the next vacation.

Public safety is another item of concern for company employees. Only 20% of them feel calm and the other 80% have a completely opposite feeling, that is, concern.

Corruption alters the mood of 60% of respondents, while violence alters the mood of 70% of them and impunity of 65%.

When asked about the federal government's policy, 55% say they are dissatisfied and another 45% become indifferent. In state politics, 50% say they are dissatisfied with what happens today and only 20% are satisfied. With municipal policy, 55% say they are satisfied.

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

Only 40% say that the policy does not change the mood at all, but 45% do. At the same time that the economic crisis experienced in Brazil is felt by 65% of employees, the international crisis is by 45%.

These influences will direct the strategies adopted internally in the organization, the alternative opportunities that the company will choose, the minimization of threats coming from the external environment and thereby correcting the weaknesses and strengthening the strengths.

## **5 Final Considerations**

It was observed that the external environment has an influence on the internal environment of the organization, directly impacting the behavior of employees significantly. In many cases, employees have a culture that differs from organizational culture due to the process of forming images and mental representations, formed mainly by family influence, friendships and the context in which the individual is inserted, making it necessary to shape up to organizational rules.

This research shows this complementarity between external and internal environments, as well as the influence of culture to build patterns of behavior in the organization. However, the limitations of this study are recognized and suggested as future research, its replication in organizations of other segments and sizes, in order to verify the depth of the negative points evidenced, as well as the development of action plans that promote improvement. of the same.

The points to be improved in the organization regarding resources and training for employees, the issue of transportation, the issue of wages and investment in education are explicit.

The most active limiting factor for the research was COVID-19. Without the pandemic, it would be possible to conduct research in the various sectors of the organization.

For future research, and even after a pandemic, it would be indicated to replicate the research again, but in all sectors of the studied organization and to compare the results.

## **Bibliographic references**

ALMEIDA, AN; SILVA, JCGL; ANGELO, H ..**Organizational climate in a company linked to agribusiness. FACEP-Research: Development and management. São Paulo, v.8, n. 1. 2015.**

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

BARNEY, JB Organizational culture: can it be a source of sustained competitive advantage? .Academof Management Review, v. 11, n. 3, p. 656-65, 1986.

BENNIS, W. The Formation of the Leader. São Paulo: Atlas, 1996.

BIEGELMEYER, UH; CRACO, T .; CAMARGO, ME; FERNANDES, AM; CRUZ, MR; POZZO, DN; BIZOTTO, BLS Use of the IROG Tool in the Metallurgical Industry. Espacios (Caracas), v.36, p.8, 2015.

BISPO, CAF A new organizational climate research model. Production. v.16, n.2, p.258-273, May / Aug.2006.

CAMPELLO, MLC; OLIVEIRA, JSG The challenge in the search for results and competitiveness in modern companies. Bauru: XI SIMPEP 2004. Anais ... Bauru, 2004.

CASTILLO, J. Administración de Personal: a Hacia la Calidad Approach. Characteristics of Labor Satisfaction. Colombia: Ecoe ediciones, 2013.

CODA, R. Study on organizational climate contributes to the improvement of HR research. In: Administration Bulletin on the Agenda. Administration Magazine, São Paulo. IA-USP, n. 75, Dec, 1993.

COLLINS, JC; PORRAS, JI Built to Last: Successful Habits of Visionary Companies, HarperBusiness, New York, NY, 1994.

DANDRIDGE, T., MITROFF, I .; JOYCE, W. Organizational symbolism: a topic to expand organizational analysis. Academy of Management Review, Vol. 5, p. 248-56, 1980.

DEAL, TE; KENNEDY, A. Corporate Cultures: The Rites and Rituals of Organizational Life. Addison-Wesley: Reading, MA, 1982.

DURHAM, E. Culture and ideology, Data. Journal of Social Sciences, Rio de Janeiro, Vol. 27, n. 1, p. 71-89, 1984.

FERREIRA, Elkie Larissa OS Brandão. The influence of the leader-led relationship on the organizational climate. Revista de Administração de Roraima - RARR, v. 2, p. 29 -50. 2012.  
FLEURY, MTL; FISCHER, RM Culture and Power in Organizations. 1. ed. São Paulo: Atlas, 1989.

FLORES, RT; SILVA, SAF The Influence of the Organizational Climate on Companies and People. Conbrad Magazine, v3 n 02 pp41-55, 2018.

FREITAS, ME Organizational culture: formation, types and impact, São Paulo: Makron Books, 1991.

GAN, F. Human Resources Manual. Organizational Climate. Barcelona: UOC Editorial, 2013.

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

HOFSTEDE, G .; NEUIJEN, B .; OHAVY, DD Measuring organizational cultures: a qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, Vol. 35, p. 286-316, 1990.

HOFSTEDE, G. *Culture's Consequences*. 2. ed. Thousand Oaks, CA: Sage Publications, 2001.

KILMANN, RH, SAXTON, MJ, SERPA, R. *Gaining Control of the Corporate Culture*, San Francisco, CA: Jossey-Bass, 1985.

LEONARCZYK, DDB; PIZOLOTTO, M. F. **Organizational Climate: A study at the Municipality of Crissiumal-RS. Digital Library of UNIJUI, Crissiumal-RS, 102 p. 2016. Available at**<http://bibliodigital.unijui.edu.br:8080/xmlui/handle/123456789/3276>> Access 18/04/2019.

LUZ, JNP *Methodology for analyzing organizational climate: a case study for the Bank of the State of Santa Catarina*. Florianópolis, UFSC, 2001.

LUZ, R. *Management of the organizational climate*. Rio de Janeiro: Qualitymark, 2003.

MALSCHIITZKY, N. **People and management: a sustainable partnership. São Paulo: Actual, 2011.**

MARTINS, MCF *Organizational climate*. In: SIQUEIRA, MMM *Measures of organizational behavior: management diagnostic tools*. Porto Alegre: Bookman, 2008.

MELLO, JB De; ORTEGA, M. *High performance business management practices: based on people*. São Paulo: Nova Cultural, 2012.

NASSAR, P. *History and organizational culture*. In: *Comunicação Empresarial magazine*, nº 36, 2000.

NEUCIOSUP, JLL *Estrés Laboral y Organizacional Clima em los Employees of La Empresa Buen Vivir SAC*, Universidad Sinor de Sipán, Thesis, 2020.

PANIGRAHI, A. *Managing Stress at Workplace*. *Journal of Management Research and Analysis*, 2016.

PAYNE, RL; MANSFIELD, R. *Relationship of perceptions of organizational climate to organizational structure, context and hierarchical position*. *Administrative Science Quarterly*, n. 18 p. 515-526, 1973.

PETERS, T .; WATERMAN, R. *In Search of Excellence*. New York, NY: Harper & Row, 1982.

PETTIGREW, AM *On studying organizational cultures*. *Administrative Science Quarterly*, Vol. 24, p. 570-81, 1979.

PIROLLA, CM; LIMA, IA; RASOTO, VI *Research on organizational climate as a subsidy for improving the management of organizations*. *Book of Proceedings - Tourism and Management Studies International Conference Algarve, Portugal*, v. 2, p 430-450, 2012.

## **Influences caused by a company's organizational climate at the time of the Pandemic Crisis**

SCHEIN, EH Organizational culture and leadership. San Francisco: Jossey-Bass, 1992.

SIQUEIRA, CF; NETO, JLA Influencing factors in the culture and organizational climate that reflect the motivation, leadership and communication of a company in Juazeiro do Norte - CE. Id online Revista de Psicologia, Ceará, n. 25, p. 180-202, 2015.

SOUZA, ELP Organizational climate and culture: how they manifest themselves and how they are managed. São Paulo: Edgard Blücher, 1978.

TAMAYO, A. Values and organizational climate. In: PAZ, MGT; TAMAYO, A. (Org.). School, mental health and work. Brasília: UnB, p.241-269, 1999.

TSENG, SM The correlation between organizational culture and knowledge conversion on corporate performance. Journal of Knowledge Management, v. 14, n. 2, p. 269-84, 2010.

TORO, FA The organizational climate: profile of Colombian companies. Medellín: Ciel, 2001.

VERGASTA, PD Culture and organizational learning. 2001.

WEYLAND, A. How to attract people who are in sync with your culture: and so improve productivity, commitment and organizational performance. Human Resource Management International Digest, v. 19, n. 4, p. 29-31, 2011.