ANALYSIS OF THE ORGANIZATIONAL CLIMATE OF A COMPANY SPECIALIZED IN PASSENGER TRANSPORT AND TOURISM IN THE MUNICIPALY OF TRÊS RIOS, RJ.

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resume

Aligning the organization's objectives with the purpose and aspirations of workers has become essential for the prosperity of companies today. In this context, measuring and evaluating the organizational climate (CO) of the work environment is a strategic differential for institutions that prioritize the motivation and development of their employees and, consequently, the retention of talents. Therefore, the present work had as objective to carry out an evaluation research in Organizational Climate in the company Viação Progresso e Turismo S / A, located in Três Rios / RJ. For its fulfillment, a quantitative questionnaire was elaborated, based on the CO research models developed by Luz (1995) and Bispo (2006), containing twenty questions based on the CO influence indicators proposed by the authors. The survey was applied to 72 participants on 01/21/2020, being established before the coronavirus pandemic period. Checking the results, it was found that employees tend to have perceptions favorable to the company's CO, since issues related to leadership, integration with the organization and training and development of employees obtained positive evaluations. However, the organization must dedicate greater appreciation to the issues related to the communication and autonomy of employees. it was found that employees tend to have favorable perceptions of the company's CO, since issues related to leadership, integration with the organization and training and development of employees obtained positive evaluations. However, the organization must dedicate greater appreciation to the issues related to the communication and autonomy of employees. it was found that employees tend to have favorable perceptions of the company's CO, since issues related to leadership, integration with the organization and training and development of employees obtained positive evaluations. However, the organization must dedicate greater appreciation to the issues related to the communication and autonomy of employees.

Key words: Organizational climate. Organizational culture. People management.

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1. Introduction

The human resources area has undergone significant changes that have changed the way in which human capital is perceived by organizations. Over the years and the expansion of studies related to the connection between motivation and productivity, employees began to be seen as significant aggregators of value and one of the main responsible for corporate results. Aligning the organization's objectives with the purpose and aspirations of workers, to this extent, has become fundamental to the prosperity of companies today.

In this way, it is supposed that organizations will gradually review the idea of the exclusive use of control as a technique to manage employees and start adopting new tools based on integration, encouragement and development of employees for this purpose.

It is noteworthy that these changes in the management of organizations have a strong connection with the phenomena of globalization and the intense technological revolution that has dominated in the last decades, the main contributors to the extensive dynamism and opening of the world market, these events contributed for them to seek differentials that stand out from potential competitors and collaborate to retain their best talents. One of the aforementioned differentials that directs the company to a deeper knowledge of its internal environment is the assessment of the organizational environment of the work environment.

As a result, the present study is based on a brief contextualization about the rise of people management in the organizational administrative field to portray the definition of the organizational climate construct and its relationship with the present culture in a way rooted at the heart of companies. The work exposes a research on organizational climate applied to the transport company Viação Progresso Turismo S / A, located in Três Rios, in the interior of the state of Rio de Janeiro, as a way of practical application of the theoretical concepts studied.

The organizational climate plays an essential role in influencing the conduct of workers in their work routines and, consequently, in the productive and financial indices of the organization. The veracity of this fact is found in the analysis of the definition of the organizational climate and how it has the ability to frame a company's reputation, based on its working environment.

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The construct of the concept of organizational climate (CO) demonstrates that this phenomenon flourishes from the perceptions that workers have of the work environment to which they are included and in how these perceptions affect their motivation and productive performance in a sudden way. In this context, the OC is intrinsic to employee satisfaction, which changes as they are offered appropriate working conditions, both for carrying out the tasks required and for the development of skills and professional career.

For this reason, many companies have been investing in organizational climate surveys as a way of identifying the level of employee satisfaction with the management tools applied. This evaluation instrument uses questionnaires and interviews to define the internal and external factors of the company that are most compatible for the instability of its CO, thus making it possible to identify more precisely the points that need to be improved by the organization.

As a way to reinforce the importance of this phenomenon for the business field, in addition to deepening the concepts of organizational climate and culture as performance-influencing events, the work also carried out a field survey at Viação Progresso e Turismo S / A aiming to analyze your environment.

It is pertinent to emphasize that the company treated here has a family history and, for this reason, they have certain peculiarities in their culture that constantly influence their organizational climate and the performance of employees.

Therefore, the present work sought to answer the following question: what suggestions for improvement can be proposed, through the analysis of the organizational climate, to the company Viação Progresso e Turismo S / A?

As a general objective, the work aims to investigate, identify and describe the organizational climate of the company Viação Progresso e Turismo S / A - more specifically in its headquarters, located in the city of Três Rios, in the interior of the state of Rio de Janeiro - and, from the results, propose suggestions for improvement for the organization.

2. Literature review

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In this section, we sought to understand how the process of evolution in the HR area provided a new perspective on culture and the organizational climate and the interrelationship between them.

2.1 The Human Resources Development Process

Linked to the concept of social constructions, organizations are covered by the most diverse layers that encompass and form society as a whole (VERGARA, 2013). These layers comprise the plurality of generations, cultures, genders, classes and other associations that civilizations use to delimit the multiplicity that is the human being and his descendants. Because of this link, it is possible to understand that human capital is the main foundation of companies.

In order to understand and dominate the business world, it is necessary, above all, to deepen the historical evolution of human relations and its gradual development before the ages of administration.

The basis for the emergence of the contemporary concept of organization has its roots in the late 18th century and throughout the 19th century. At this time, neoclassical thinking, derived from economics, was strongly rooted in society, which explains the first ideas around the science of administration being centered strictly on rationality, predictability and control (SANTOS, 2017). In the middle of the 19th century, the Human Resources Department was born from the need for accounting and control of workers' records (VISCAINO; ESTORK, 2007).

The great leap forward for the introduction of human relations as the object of countless studies and an indispensable factor for the administration as a whole as a result of the experiment carried out between 1927 and 1933, which introduced the Human Relations Movement by Elton Mayo, American psychologist, the great precursor to the study recognized as the Hawthorne Experience. Its main objective was to detect the influence of lighting on the pace of production, fatigue and accident rate among employees (GIL, 2007).

With an experiment, the School of Human Relations began to demystify some concepts vehemently preached by Classical Theory and Scientific Administration, since "tangible goods, such as the means of production and raw materials, are no longer considered the main resources giving way to intangibles, such as knowledge,

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creativity, information, etc. "(HANASHIRO et al., 2007, p. 4). However, the movement did not directly oppose Taylorism (MATOS; PIRES, 2006).

From the 1950s onwards, a compilation of essentially new theories marked the beginning of the period known as the neoclassical administration and had Peter Drucker (1909 - 2005) as its main foundation. This decade brought several transformations to the personnel departments, during this period the transformation of the position of Personnel Manager to the so-called Human Resources Manager (VISCAINO; ESTORK, 2007).

Since the 1990s, with the advent of globalization and continuous technological advances, the business world has been transformed by the emergence of unforeseen and turbulent changes. The Information Age brought a new concept of mass communication, radically altering the speed of obtaining and storing knowledge. In this way, human capital started to have more meaning within organizations, since people not only received tasks and information, but also started to contribute and produce more actively with new ideas and actions. Internal communication gained a strategic content in organizations regarding the achievement of long-term goals and objectives (CARRILLO, 2014) and the commitment to employee motivation was also placed on the agenda. In recent years, the concept of the fourth industrial revolution, also known as Industry 4.0, has emerged in the business world. This phenomenon has a significant differential in relation to the previous ones, since it encompasses in its scope not only intelligent machines and systems, but unifies these new technologies to the interaction between digital, biological and physical fields (SCHWAB, 2016).

In a general context, the administrative process faced major changes in its essence, starting rigidly with the concepts of work rationalization and large production - by Taylor and Fayol - and over the years directing its ideals towards a more humanized view of work , from the perspective and principles of the School of Human Relations, during the Classical Era, and the theories signed in the mid-1950s, in the Neoclassical period. Currently, its main focus is strategic management, linking the well-being and motivation of employees to the maximum production and efficiency of services. To this end, companies are increasingly paying attention to the enhancement of their human capital, investing in the development of employees and the study of their organizational climate as a way to guarantee the retention of their talents, the theme of the next section.

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2.2 Organizational Climate

The demands for qualification of the workforce, due to the progressive complexity of activities and services in the global market, have made organizations search for the retention and development of their main talents (FREITAG; FISCHER, 2017). Facing a broadly competitive scenario, companies are reevaluating organizational paradigms, related to employee commitment and satisfaction, to guarantee their survival (SPIER; JUCHEM; CAVALHEIRO, 2009). In this context, it is essential to promote an environment conducive to the good management of human capital, in the establishment of a climate / culture in which skills are appreciated and improved (CARACOL, el al., 2016).

Considered as an indispensable element for organizations that find their competitive advantage in people (SPIER; JUCHEM; CAVALHEIRO, 2009), the climate has a direct connection with the company's environment and its atmospheric conditions (PIMENTA; OLIVEIRA; AOUAR, 2012).

Puente-Palacios (2002) describes what can be understood as the most complete model for configuring the organizational climate construct. Pointed by the author as a cultural approach, this line of reasoning expresses the influences that the set of norms, beliefs and values rooted within the organization have on the behavior and performance of its members, which was not taken into account by previous approaches.

Lanzer (2017) establishes the climate as a collective measure of group feelings and perceptions at a given moment. This mixture of feelings about the characteristics of the environment is caused by the interaction between culture / organizational values and the technologies and structures of the environment. As stated by the author, the CO undergoes variations in a quick and unexpected way, being highly susceptible to the backing of company leaders.

The complexity in defining a single concept for the organizational climate is in the fact that it involves different variables that affect and shape it constantly. These variables originate from factors internal and external to the organization, and are also linked to the individual experiences and perceptions of each employee (HERNANDEZ; MELO 2003).

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The business environment is directly linked to human perceptions. One of the basic principles of human behavior is to behave according to your perceptions, instead of acting according to reality (ROBBINS, 2000). Thus, when the internal and external influencing factors are noticed and judged by employees, there is a manifestation of the climate in the work environment, assessed as favorable or unfavorable according to the perceptions of the members of the company.

The individual's behavior in the business environment is not a direct result of organizational phenomena, but rather depends on the way in which he perceives these phenomena. Therefore, the organizational climate can be viewed as a kind of filter, which reflects the organization's events and directly affects the motivation and behavior of employees (ARMENTEROS; GARCÍA, 2015).

According to Bispo (2006), internal factors are generated in the internal environment of the organization, which must lead and improve them in order to provide better results for the organization and its customers and employees. External factors originate outside the organizational context, encompassing elements of the political, social, cultural and economic scenario and which have a strong influence on the behavior of employees within the company. In view of these factors, it becomes possible to capture the organizational climate through internal interactions between individuals in the organization and between employees of this company and the organizational scenario as a whole, as well as by the hierarchical divisions and cultural variables that compose it (BIZZARIA et al., 2016).

The organizational climate must be seen by organizations as one of the main agents in detecting the elements that regulate workers' behavior. Through it, it is possible to capture and evaluate complex characteristics of the organizational environment, such as aspects of leadership, level of communication between members, work structure, decision-making processes and the development of professional training, always based on the perception of employees (MENEZES; GOMES, 2010).

As a result, companies are able to decode which elements should be better worked on in order to provide greater levels of satisfaction with professional experience, which also cooperates with organizational effectiveness. The study and research in organizational climate, therefore, are directly related to the performance levels of the worker, which is the main foundation of the company in obtaining good

results (PAULA; QUEIROGA, 2015). Thus, when there is a feeling of dissatisfaction with the work, turnover rates tend to increase, resulting in high financial and psychological costs for the organization (OLIVEIRA et al., 2018), which will have to invest in training and development of new employees. .

For a good management of human capital in organizations and the maintenance of good strategic results, it is necessary to constantly monitor the organizational climate in the work environment, which directly influences the behavior and actions of its members. Its measurement is carried out through surveys directed at workers, with the application of questionnaires that include the influencing elements of that environment (ARMEMTEROS; GARCIA, 2015).

Through the organizational climate survey, the company will have the necessary feedback to capture and handle the points of friction that interfere in the good performance of workers, thus enabling the increase of confidence and the development of better communication between leaders and subordinates, in addition to reducing the level of absenteeism. As a result, it presents itself as a valuable tool that, if used well, allows the organization to reflect its results in gains in satisfaction and utilization (HERNANDEZ; MELO, 2003).

Conducting research and analysis of the organizational climate of a company is a complex process, since it involves different conceptions about the workplace by the members and the actions performed there. However, despite these barriers, it has become an important instrument for companies to work on encouraging employee satisfaction, with the aim of increasing the performance and productivity of teams and thus obtaining better financial results (SANTOS; CODA; MAZZALI , 2010).

Over the years, different models have been developed for carrying out analyzes regarding the organizational climate. It is beneficial for managers to make use of these tools for the identification and better understanding of the organizational environment as a whole, in addition to contributing to a greater understanding of the individual interests and needs of each employee.

2.3 Organizational Culture

The advent of the third Industrial Revolution, characterized by the breaking of global barriers and the scenario of excellent technological advances, served as a bias

for a new organizational mentality with regard to human capital as a foundation of competitive advantage. In the midst of this globalized environment, surrounded by a mixture of values and changes in paradigms, social interactions are expelled from their "bubbles" and exposed to different traditions and beliefs. In this context, the term culture manifests itself as an extremely important variable for understanding the organizational phenomenon (PIRES; MACÊDO, 2006).

As a phenomenon rooted in the core of organizations, organizational culture has a strong influence on the workplace, as employees tend to reflect different social values for their environment. This statement comes from the business structure itself, which, as it works as an "open system", is prone to changes arising from external factors. The organizational culture, in this way, will reflect the way in which each company learned to work the environment (FERNANDES NETO et al., 2019).

Despite being influenced, the organizational culture tends to be less susceptible to immediate changes. In the definition of Luz (2015), the culture of an organization dictates the behavior of its employees, encompassing a political and control symbolism. Complementing this, Lanzer (2017), characterizes it as a set of norms and values that designate behavior, stipulating what is accepted and what is not accepted in that environment and thus imposing right and wrong.

Therefore, the importance of exploring the concept of culture directed to the organizational field is shown, since, by analyzing the habits and customs shared in the work environment, it is possible to understand and improve these interactions (RESENDE; PAULA, 2011).

Despite being understood as an intangible phenomenon, culture materializes in different contexts of the organization, directly impacting its daily life, transmitting personality to the company, configuring itself in a link of beliefs, behaviors and attributed values that diverges it from the others. Thus, this cluster of elements define and shape the company's identity, providing value and reaffirming the reason for its existence (LUZ, 2015). The identification of the elements that configure the organizational culture contributes to a more precise and concrete definition of your contract, transmitting meaning to the members of the company (FREITAS, 1991).

2.4 The Relationship between Culture and Organizational Climate

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Organizational climate and culture are recognized as business phenomena capable of continuously affecting the performance level of employees and, consequently, the operational and financial results of an organization. They work as events that complement each other in the work environment, the climate being a highly changeable phenomenon and the culture more resistant to changes.

In the mid-1960s, these two phenomena were often understood as equivalent, since they had very close conceptual roots. The proximity of the concepts of climate and culture to the organizational field is due to the fact that culture is composed of a set of values and beliefs rooted in the organization and shared by its members, who are largely responsible for shaping the climate in the workplace. job. Organizational culture, therefore, guides a series of aspects previously conceived as absolute truths and followed by employees, which give identity to the company, while the climate, functioning as a consequence of this identity, originates through the employees' daily perceptions regarding the business practices and procedures (MENEZES; GOMES, 2010).

The climate acts as a kind of mirror of the organizational culture, which serves as a basis for its construction. As Puente-Palacios (2002) points out, the events climate and organizational culture, despite having different concepts, are understood as elements of the same environment, the organization. Still for the author, the phenomenon of culture in a company is irrevocably relevant, since it encompasses and directs the behavior and performance of its members, while the organizational climate works as a kind of reaction to this culture, taking as its axis the members' perceptions of organizational action.

By analogy, Luz (2015) attributes the concept of organizational culture to a cluster of values that govern the group's behavior, while the climate would be an effect resulting from that culture. To that extent, the author denotes a subtle difference between the two concepts, starting from the point at which the climate, being a descriptor of the sentimental characteristics of a group at a given moment, is established as a mutable phenomenon, which can change quickly at the expense of a unexpected event. From the opposite pole, Luz articulates that culture is more durable, having in its essence resistance to change, since it does not break down so easily in the face of such occurrences.

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In summary, both the climate and the organizational culture are notoriously important elements for understanding human behavior in organizations. The climate, for being able to offer a clear diagnosis of the company, operating mainly as a phenomenon that evaluates new administrative practices. As well as culture, which is often characterized by aspects that are indiscernible to the organization and operates as an aid tool for understanding its complexity as an institution (ROCHA; PELOGIO; ANEZ, 2013).

3. Research Methodology

At first, extensive bibliographic research was developed on several scientific bases for structuring the theoretical foundation of the study. The structuring of the concept of organizational climate and the evolution of studies on it were also research parameters, which led to the identification and analysis of the interconnection of this phenomenon with the concept of organizational culture.

Subsequently, the field research was developed, with the elaboration of a questionnaire for application in the company Viação Progresso e Turismo S / A, chosen as the study universe for this project. The research typology was identified as descriptive and applied in nature, since this category of study is concerned with detailing the characteristics of a phenomenon and how it manifests itself in a given environment (SAMPIERI; COLLADO; LUCIO, 2013) .

A quantitative content was acquired, as a result of the strategy adopted to outline the problem and treat the results. 72 voluntary responses were collected - referring to employees linked to the company's headquarters - to the proposed questionnaire, used as a sample for the preparation and development of the study.

Initially, the focus was to outline and define the profile of the participating employee, by means of a small form attached to the questionnaire, in which the participants informed the gender, their time with the company and the age group they were in.

The structuring of the applied questionnaire was defined based on the research models in organizational climate elaborated by Luz (1995) and Bispo (2006). Twenty questions were written based on the variables of influence on the organizational climate proposed by the authors. Among the topics covered are

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professional achievement, the degree of satisfaction and communication with the leadership, safety and cooperation at work, the salary level and the quality of infrastructure in the business environment.

One of the methods most used by organizations in applying these questionnaires is the psychometric scales. Due to their statistical attributes and strong methodology, scales are instruments that have a rich analytical capacity and inference of the contents obtained (MENEZES, 2009). The Likert scale applies precisely to this type of research, since it exposes its possibilities of response to different degrees of intensity. The questionnaire is usually composed of a collection of indirect questions answered anonymously by all members of the company. The issues addressed must be specifically constructed with an indirect content, so as not to affect the true positioning of employees,

In order to answer these questions, the five-point Likert scale was used as the method. This type of psychometric response is an affirmation, as opposed to a question, in which the participant can agree or disagree in different degrees of intensity (LANZER, 2017). In the case of this research, the following points were outlined: always, almost always, neutral, rarely, never.

The contact with the evaluated company to explain the purpose of the project took place via social network and the application of the questionnaire was carried out with the prior authorization of the human resources coordinator.

Directing itself to different hierarchical levels of the organization, the research thus covered management positions, office assistant, secretary, storage and warehouse in the administrative sector, positions of garage attendant, mechanic and conservation assistant in the maintenance sector and positions driver, travel assistant and traffic assistant in the operational sector. The questionnaire was applied on 01/21/2020, between the hours of 2:00 pm to 5:00 pm, starting in the administrative sector, with the support of the HR coordinator, and followed by the maintenance and operational sectors. It becomes valid it should be noted, however, that the research was carried out before the coronavirus pandemic period, in which the labor market scenario suffered an intense and profound impact that prevails until today.

Before the distribution of the forms to the participants, it was explained to the employees present that the purpose of the project was to carry out an academic study about the organizational climate in the company, being optional to participate in it. All

research volunteers were guaranteed confidentiality and anonymity regarding the responses contained in the questionnaires. The application was monitored by the author of the work, in case of doubts.

4. Results and Discussion

The results described aim, primarily, to achieve the objective of this work, that is, to analyze the environment of the studied organization and to propose improvement suggestions for possible unstable points related to the theme.

Counting the data collected, it appears that the number of men participating in the survey exceeded the number of women, with percentages corresponding to 53% and 47% of the total evaluated, respectively.

As for the age group of the participants, employees up to 20 years old correspond to only 5% of the interviewees. This employee profile, for the most part, is formed by interns from different sectors, covering the legal, financial and personnel areas in the organization. However, most of the collaborators involved in the research are in the age group of 31 to 40 years old, corresponding to 39% of the total participants, followed by those aged 41 to 50 years old, with 31% - which shows a prevalent young profile candidates.

Regarding the participants' company time, 43% of the total respondents said they had up to 2 years of operated work. These new collaborators were particularly important for the research in terms of identifying the current level of commitment and effectiveness in the training and qualification of employees recently hired by the company. In addition, the number of participants with more than 5 years of service accounted for 31%, followed by employees who said they had between 3 and 5 years in the company, which totaled 26% representation.

In the survey, more than half of the employees consider Viação Progresso e Turismo S / A a good place to work, representing 79% of the total participants. However, the organization must also pay attention to the 6% of participants who are dissatisfied with their work environment. This share of employees, however small, can contribute to a future mismatch in the level of organizational performance.

Regarding the perception of employees regarding the importance of their work, 72% of the participants agree that the service they operate has meaning for the

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organization, followed by the 18% who say they almost always feel recognized in this regard.

As for the autonomy to perform the functions, 24% of the interviewees are satisfied in this regard, while 37% almost always claim to use this resource. It is correct to say, however, that the organization limits the use of autonomy in the workplace, considering that 32% of the participants claim rarely to be autonomous in the exercise of their functions, in addition to the 6% who say they have never tried such a method.

To that extent, it is important for the company to review its precepts regarding granting greater independence to employees in carrying out their tasks, and should explore the use of this managerial resource in a more comprehensive way. For this, it is necessary that leaders know deeply the skills and limitations of each member of their teams, where they will have the ability to delegate responsibilities according to the individual competencies of employees.

According to the survey, 58% of employees feel comfortable expressing their opinions about the work, while 32% almost always have the opportunity to share their considerations. On the other hand, 10% of the participants do not feel free to express their opinions freely. This fact may be connected to the relationship between employee / leadership, more specifically. For the vitality of a milder organizational climate, where the employee feels safe enough to expose his conceptions without fear of reprisals, the manager must invest in a transparent relationship with his subordinates, prevailing, above all, respect and free Communication.

Regarding the cooperative relationship between the staff, 81% of the participants claim to collaborate with each other in an integrated manner. This result points out that having an integrated relationship with your co-workers is essential for a good organizational climate. However, this conduct tends to diverge when members of different departments are involved, since only 35% of the participants confirm that there is full communication between sectors.

With regard to leadership, 82% of the participants consider their respective immediate superiors to be good leaders, while 67% and 23% of the participants state that their immediate superiors are, respectively, always and almost always flexible to suggestions for changes. The good relationship with the leadership is characterized as an indispensable element to maintain a favorable organizational climate in the work

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environment, considering that, according to Lanzer (2017), the CO is highly susceptible to the influence of the leader.

This result demonstrates that in Viação Progresso e Turismo there is a pleasant link between the leadership and most of the professionals led, which contributes to the development of an environment where trust and mutual respect are prevalent.

The training of employees is an essential element for better levels of organizational efficiency, when the employee undergoes adequate training to perform his tasks, he automatically becomes more productive and his work more fluid, to the detriment of the reduced probability of errors.

According to the survey, Viação Progresso e Turismo has performed well in this regard, since 86% of the participants agree that they have obtained adequate training for the development of their activities. This result is in line with Bispo's statement (2006) that the greater use of training supports the maintenance of a favorable organizational climate.

Regarding remuneration, 64% of participants assume that they receive a fair salary for the tasks assigned to them, while 26% disagree with this fact, claiming that they are rarely adequately rewarded. Pointed by Luz (1995) as a strong evaluative indicator of organizational climate, the result obtained implies that Viação Progresso e Turismo needs to reevaluate its remuneration process, being able to use performance evaluation indexes to distribute rewards and include the participation of employees in organizational results.

Developing people is an essential organizational tool for attracting and retaining talent. The improvement of employees' skills should be seen as a strategic process for enhancing business results and generating value. In the survey, 78% of employees agree that Viação Progresso e Turismo offers career development opportunities, while 17% say they almost always enjoy these opportunities. These numbers denote that the company has been operating a good professional development of its employees, which gives it a competitive advantage in the market and more engaged and motivated employees.

Viação Progresso e Turismo, in this way, has been doing a good job with regard to the training and development of employees, since most of the research participants are fully satisfied in these requirements. However, the organization must

dedicate greater appreciation to adequate remuneration for its employees, since this factor, according to Luz (1995) and Bispo (2006), is a strong influence on the organizational climate in the work environment.

It appears that 67% of the participants are fully satisfied with the physical structure of the work environment provided by the company, while 26% almost always agree with this question. This result represents a good percentage of the organizational climate of Viação Progresso e Turismo, since satisfaction with the infrastructure directly affects this phenomenon.

On the other hand, 7% of the participants are opposed to the above opinions, stating that they rarely feel satisfied with the tools available for the exercise of routines. This number, although small, must be considered by the company in a future reassessment and maintenance of the physical instruments available for the performance of functions.

In general, the infrastructure of the work environment at Viação progress e Turismo can be considered as favorable to the exercise of functions. However, whether due to side conversations or the intense movement of buses in the company's garage, employees tend to find it difficult to concentrate on their tasks. This fact must be verified by the organization, since it directly affects the productivity and focus of workers.

5. Final Considerations

Aiming to express the importance that the understanding and analysis of the organizational climate construct has for contemporary organizations, the present study proposed to portray, in a succinct way, the evolutionary cycle of this phenomenon together with the advancement of the people management area. Certainly, it is established that this organizational atmosphere, linked to the company's existing culture, directly influences the productivity and satisfaction of employees and, consequently, the results of the organization.

In a complementary way, the field research, carried out at the company Viação Progresso e Turismo S / A, allowed to obtain a practical glimpse for the reaffirmation of the established theoretical basis. From the analysis of the organizational environment, based on the answers obtained by the questionnaire applied, it appears that the majority of employees tend to have more favorable perceptions to the

organizational climate of the company. This result can be seen more precisely in the categories of company / employee integration and training and development of employees, where the evaluation averages rose positively.

However, the finding of a favorable climate does not mean that employees enjoy complete satisfaction with all areas of the organization. In the midst of the research, some aspects that could be improved are also contemplated, such as the recurring failures in communication between the sectors of the company and a certain lack of autonomy for employees in the exercise of their functions.

It is understood, therefore, that Viação Progresso e Turismo needs to dedicate greater appreciation to encouraging and demonstrating to its employees the benefits that effective communication provides to the organizational results as a whole, in addition to granting greater independence to employees with regard to exercise their functions.

In the case of a family business, whose precepts are passed on from generation to generation and usually have a strong influence on decisions as a whole, the organization tends to establish a rigid and immutable standard of operation and, therefore, may not be adapted to the new more effective management and treatment styles for employees. At this point, it is suggested to Viação Progresso e Turismo the adherence of strategic tools that enable the provision of feedback by workers, with regard to encouraging the sharing of opinions and ideas that add value to the company and provide greater motivational engagement. and satisfaction in the work environment.

In addition, the discontent presented in the survey with the work infrastructure provided should also be reassessed by Viação Progresso e Turismo. The physical environment is one of the major delimiters of job satisfaction, being a required element of greater vigilance essentially due to its ergonomic factor, since most of the diseases caused by work derive from inadequate conditions of the physical infrastructure provided by the organization.

It should be noted, to this extent, that the study presented contributed to a deeper understanding of the positive and / or negative manifestations that the organizational climate provides to the work environment, since its main influencing factors in a real case were analyzed.

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The results obtained by the research, together with the theoretical background collected, aspire to act as a model for human resources leaders and managers to mirror in their respective work environments. The factors influencing the CO, detected in the research of this study, as well as the recommendations for improvement for the most unstable points in Viação Progresso e Turismo, serve as a way of guiding managers to possible failures that, eventually, may exorbitate in their organizations. acting.

The applied research questionnaire is feasible for use in institutions of any nature, serving as a practical and supportive tool for assessing the organizational climate. However, it is noted that it has a basis restricted to the internal influencing factors of the organization - which limits the knowledge of external elements also operating in the level of employee satisfaction regarding the work atmosphere.

Thus, for a comprehensive improvement of this research, it is recommended to study and explore external factors as an influence bias on the organizational climate, since this approach would provide a more detailed understanding of the phenomenon.

It is also necessary to mention other limiting factors of the research, such as the number of questionnaires applied to the volunteers, representing a relatively average number of the total employees actively operating in the company. Another factor to be highlighted is the importance of the relationship between the participating employees and their perceptions about a certain aspect within the company, since the answers can become biased by the variables captured in the characterization of the individual, such as their time at home , gender, age and allocated sector - a relationship that was not deeply developed during the research.

In summary, the established work was structured and developed in order to stimulate new studies related to the phenomenon of organizational climate, which, even gaining prominence in the last decades, still has much to be explored in the scope of organizations.

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