

Hermeneutics of Public Organizational Resilience: Climate, Performance, and Uncertainty Management in Contexts of Chronic Crisis

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ABSTRACT

This article addresses the relationship between organizational climate and job performance in public administration from a critical and contextualized perspective. The central problem lies in the uncritical application of private management models to public environments characterized by chronic crisis, structural uncertainty, and foundational values distinct from market efficiency. The purpose was to interpret, through a hermeneutic-bibliographical approach, the meaning of public organizational resilience in this scenario, proposing categories that transcend the simplistic dichotomy between positive climate and high performance. The methodology was based on the interpretive paradigm, employing an in-depth documentary analysis of academic, regulatory, and critical literature on public management, organizational psychology, and social philosophy. The results showed that, in contexts of chronic crisis, the climate-performance relationship is paradoxically reconfigured: climate conditions perceived as adverse (precariousness, fear) can coexist with resilient and adaptive performance, while formally "optimal" climates can mask bureaucratic inertia. It was concluded that public resilience is not a technical-managerial attribute, but rather a socio-political phenomenon imbued with values, where performance must be evaluated according to criteria of democratic legitimacy and social justice, not just productivity. This implies rethinking managerial training and evaluation systems in the public sector.

Keywords: Hermeneutics; Organizational Resilience; Work Climate; Public Performance; Chronic Crisis; Public Administration.

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