The relationship between leadership and culture from the perspective of Edgard Schein and awareness: a reflective analysis

A relação entre liderança e cultura na perspectiva de Edgard Schein e consciência: uma análise reflexiva

La relación entre liderazgo y cultura desde la perspectiva de Edgard Schein y conciencia: un análisis reflexivo

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ABSTRACT
The study aimed to reflexively analyze the awareness process experienced by managers in relation to culture and leadership from Edgard Schein's perspective. The methodology used was a reflective study with a descriptive, qualitative, phenomenological-hermeneutic approach, anchored in the concept of organizational culture proposed by psychologist Edgard Schein, through a search in the scientific literature for productions based on the concepts mentioned in the Virtual Health Library, through articles available in full and with significant content that were selected to support the proposed discussion. The results show that there is facilitation in the leader's awareness process when he or she seeks self-knowledge and broadening of consciousness, concomitantly reflected in his or her attributions in the organization, developing the needs of the culture. It was concluded that there is no culture without leadership and no leadership without culture, i.e. they are interdependent concepts that work together for organizational, professional and interpersonal growth, relational processes with the aim of promoting the sustainability of organizations.

Keywords: organizational culture, leadership capacity, governance, awareness.

RESUMO
O estudo teve como objetivo analisar de forma reflexiva o processo de conscientização experimentado pelos gestores em relação à cultura e à liderança a partir da perspectiva de Edgard Schein. A metodologia utilizada foi um estudo reflexivo com uma abordagem descritiva, qualitativa, fenomenológica-hermenêutica, ancorada no conceito de cultura organizacional proposto pelo psicólogo Edgard Schein, através de uma busca na literatura científica por produções baseadas nos conceitos mencionados na Biblioteca Virtual de Saúde, através de artigos disponíveis na íntegra e com conteúdo significativo que foram selecionados para apoiar a discussão proposta. Os resultados mostram que há facilitação no processo de conscientização do líder quando ele ou ela busca o autoconhecimento e ampliação da consciência, refletido concomitantemente em suas atribuições na organização, desenvolvendo as necessidades da cultura. Concluiu-se que não há cultura sem liderança e não há liderança sem cultura, ou seja, são conceitos interdependentes que trabalham juntos para o crescimento organizacional, profissional e interpessoal, processos relacionais com o objetivo de promover a sustentabilidade das organizações.

Palavras-chave: cultura organizacional, capacidade de liderança e governança, consciência.

RESUMEN
El estudio tuvo como objetivo analizar reflexivamente el proceso de sensibilización experimentado por los directivos en relación a la cultura y el liderazgo desde la perspectiva de Edgard Schein. La metodología utilizada fue un estudio reflexivo con enfoque descriptivo, cualitativo, fenomenológico-
hermenéutico, anclado en el concepto de cultura organizacional propuesto por el psicólogo Edgard Schein, mediante una búsqueda en la literatura científica de producciones basadas en los conceptos mencionados en la Biblioteca Virtual en Salud, a través de artículos disponibles íntegramente y con contenido significativo que fueron seleccionados para sustentar la discusión propuesta. Los resultados muestran que el proceso de concientización del líder se facilita cuando busca autoconocimiento y concientización ampliada, reflejada concomitantemente en sus responsabilidades en la organización, desarrollando las necesidades de la cultura. Se concluyó que no hay cultura sin liderazgo y no hay liderazgo sin cultura, es decir, son conceptos interdependientes que trabajan en conjunto para el crecimiento organizacional, profesional e interpersonal, procesos relacionales con el objetivo de promover la sostenibilidad de las organizaciones.

**Palabras clave:** cultura organizacional, capacidad de liderazgo y gobernanza, conciencia.

### 1 INTRODUCTION

Nowadays, there has been an increase in the number of young people who are quicker to reach a leadership position, a phenomenon known as juniorization, who experience great challenges combined with little personal and professional experience (Elias, 2022). The transition from being an individual worker is not easy; it requires learning new skills, abilities and values. There have been major changes in the characteristics of work that bring challenges, one of which is the performance of the manager, who now depends on their leadership skills (Gattai; Castelhano, 2023).

Work takes on a prominent place in a person's life, especially in the transition from youth to adulthood, but they currently face extremely precarious situations at work and in their living conditions (SUNDIN, 2023). In order to take a critical stance and break away from the pathologizing and oppressive chain, it is necessary to become aware of oneself and one's interaction with reality.

Learning is a process that involves the whole being, thinking, feeling, acting; it is not
merely a cerebral operation. Neto (2023) argues that the human mind needs a certain stability for psychic health, and when its fundamental assumptions are questioned, it creates anxiety. Therefore, there is no learning without a certain degree of anxiety. Therefore, there is no way of trying to make changes without taking into account the management of anxiety in learning.

Knowing how to learn is a strategic element in learning in general. When it is associated with the desire to learn, it gains great momentum (Tondin; Junges; Silva, 2022), and is related to professional motivation in modern organizations. It is a fact that effective learning situations are crucial to developing the tendency for people to adhere to the organization’s mission. Schmitz (2023) points out that learning implies a change in the way we think, feel and act. In the humanist model, learning highlights the attributes of the environment that surrounds each subject, the relationships established, the appreciation of subjectivity and the uniqueness of the person as factors that drive learning.

The transposition of personal learning to learning in the organization occurs through the sharing of mental patterns, established relationships, feelings and emotions that facilitate the learning process, conceived in socializations. Dewey (2023) argues that mental models are ingrained conceptions that influence individual attitudes.

In fact, people are not the same and have unique attributes, which is also true of a company’s employees. When they take up a position in the organization, there are responsibilities, attributes and expectations related to the job that take shape in a mix between what the institution has designed and the person’s peculiarities as a worker. In carrying out their tasks, managers are faced with difficult decision-making and the attitudes needed to make care viable. This is mainly due to the responsibility of supervising and supporting the team. Leadership includes strengthening, coordinating and associating the team’s activities, which directly influences the results achieved by the group.

In view of the above, the study aimed to reflectively analyze the awareness process experienced by managers in relation to culture and leadership from Edgard Schein’s perspective.
The strategy used was the interpretation of a television series (Ruptura/Severance) focusing on a character, Mark Scout, who takes over the management of a company in which he leads a team of employees. The study was motivated by the search for data on the relationship between awareness and leadership.

It is based on the assumption that the process of raising the awareness of the novice manager as a team leader committed to horizontal and authentic leadership plays a positive role in creating healthy work environments that promote job satisfaction where personal and professional life coexist. In addition, the leader directly influences work engagement behaviour and attitudes, the development of organizational citizenship and the improvement of their team's performance.

Quality of life at work is defined as a way of thinking involving people, work and organizations, with emphasis on two important aspects: concern for the well-being of the worker and organizational effectiveness and; the participation of workers in decisions and problems at work.

However, it should be emphasized that quality of life at work cannot be separated from satisfaction in carrying out work activities, i.e. it cannot be isolated from the individual's life as a whole.

2 METHODOLOGY

The research will be developed through a reflective study with a descriptive, qualitative, phenomenological-hermeneutic approach (Antiqueira et al., 2023) anchored in the concept of organizational culture proposed by psychologist Edgard Schein (Endo et al., 2022).

In order to present a contextualized approach, a reflective analysis was carried out by searching the scientific literature for productions based on the concepts mentioned in the Virtual Health Library (VHL), supported by the keywords: Organizational Culture; Leadership Capacity and Governance, awareness, and articles available in full and with significant content were selected.
to support the proposed discussion. It should be noted that there was no intention to carry out an integrative or systematic literature review, focusing only on theoretical reinforcement for the reflections made.

The reflection in this article was taken from the master's thesis: "Awareness of the organizational leader: (re)reading of the mark scout character from the series Severance", developed at the Federal Rural University of Rio de Janeiro.

3 RESULTS AND DISCUSSIONS

Here is a theoretical review of the two central concepts of this study: awareness and leadership. Given the extent of both, there is a cut so as not to escape the scope of this study. The text is organized into the following sections: the awareness and leadership process; awareness and gestalt therapy; being a leader in organizational culture.

3.1 THE AWARENESS AND LEADERSHIP PROCESS

The term awareness can be found in academic and lay circles taking on different meanings. In this research, the basis will be the gestalt perspective, as it highlights the conceptualization and engendering outlined in the approach based on the thinking of current collaborators Silva and Ciuffo (2020); Ribeiro (2021), among others.

The term leadership will be approached from elements that support the understanding of the first experience as a leader. Silva and Ciuffo (2020) postulate that intentionality is one of the main instruments in the gestalt approach. Defining itself as an orientation towards something by activating the capacity for self-regulation that exists in each subject, it is the format of experience that one has in terms of being in contact with one's own existence, configuring itself as a presentation of what is.
Ribeiro (2021) states that organismic functions are endowed with spontaneity and driveawareness. They consist of perceptual changes in the non-abstract aspect, the experience andflow of stimuli: it is a way of "experiencing" both personal and work-related events.

The awareness procedural system is fluid, in terms of totality it shows the figure and the background. The term simply means awareness, but this paper will use the concept as a dynamic movement of awareness. The configuration is material as it comes to life in the dynamics of actions, transferring elements of what is experienced into different sequences that are organized to make up the background of the scenario that the lived experience constructs. It constitutes the presence of contact and the perception of the lack of contact. Effective consciousness has its existence when it is based on the needs of domination of the moment. For this process to occur, in addition to self-awareness, it is necessary to know the current situation and how the self is placed (Bueno, 2022).

According to Ribeiro (2021, p. 101), Gestalt therapy (GT) advocates "broadening the client's awareness of their way of relating to themselves, others and the world around them and showing them a path to greater autonomy and independence, based on self-support, relying on their own internal resources". It's a relational process that takes place in the field.

He advocates the alignment of the three axes: thoughts, feelings and actions as the path to health. Without awareness of the interrelationship between internal and external reality, we become paralyzed by emotional blockages. This integration can only happen in the here and now. It's important to identify feelings and emotions, perceive them and get in touch with them. Whether it's dread, anger, rejection or happiness, we need to (re)know what's happening in the now. When we don't experience feelings, we run the risk of becoming ill (Freitas; Marques, 2020).

Urrutigaray (2023) postulates that the organic functions of the individual endowed with
spontaneity involving consciousness consist of a process of perceiving the non-abstract aspect and flow of stimuli: it is a form of "experience". It is seen as an aspect of intention, an orientation towards something and even a capacity for self-regulation that exists in each person. It is a form of experience that one has of being in touch with one's own existence, a presentation of what one is.

Awareness presents itself as a process of contact, alert to the most important events for the person and their environment, supported by the senses, be they motor, emotional, cognitive or even energetic. It is characterized by contact via feeling and emotion, and therefore by the formation of gestalten, i.e. it comes into existence through contact (Silva; Ciuffo, 2020).

According to Pinto (2021), the act of contact is any type of relationship experienced that is on the borderline of the interaction between the organism and the environment. It is in the existence of the continuous process endowed with reciprocity that man and the environment have their transmutation. According to Santos et al (2020), contact is the existence of the process of forming a figure against the background in the relational field. It is a continuous process in terms of the origin of figures that activate the organism as a whole, in all its sensory aspects. Contact interacts through preservation and the need for growth, in terms of assimilating the new. Everything that is experienced comes into play in maintaining what exists, because the individual's experience is the support sought. Saying from one side to the other also means talking about actions and negativity about the existence of intimacy and distance.

The perceptual dimension relates to the degree of coherence between perceived and actual body size and shape, which can result in an accurate or distorted perception, giving the idea that the body is larger or smaller than its actual size (Behlau; Barbara, 2022). And the subjective refers to the satisfaction/dissatisfaction dyad in relation to the body itself or specific parts of it, which results in certain affections, feelings and behaviors in relation to it (Ribeiro, 2018). Body image dissatisfaction is associated with behaviors and judgments that people make about their own bodies and, ultimately, themselves (Zanello, 2020).
According to the above, an effective border requires a sufficiently permeable character that allows access for growth and also sufficient impermeability so that there is always autonomy and non-existence against everything that is classified as toxic (Silva; Ciuffo, 2020). Effective boundaries are flexible enough to have one degree of openness and another degree of closure. Thus, consciousness occurs at the edge of contact, but when it does not develop, when the figure and the fabric are not clear in such a transaction, or even when the urges to express are blocked, incomplete gestaltens appear. The limits of the individual are formed by their life experience and their internal capacity to assimilate and experience what is new or even intensified (Ribeiro, 2021).

As far as Gestalt therapy is concerned, the self is neither a structure nor a fixed entity, nor a psychic instance, but a complete system, due to its diversification and dynamics in terms of contact through the construction of the relationship with the environment in the here and now, with the present not being static, but always in a trance and always with a concrete character, with experiences being concrete. Thus, the self is a complete system between the non-static present and the concrete present (Silva; Ciuffo, 2020).

The existence of the self occurs through the energy of movement. It is understood as a process that exists on the border of contact with a process that doesn’t exist. It is a transformative experience. It has a strictly personal character and is also characterized by the unique and personal way of reacting at a given moment and in a given area, according to personal style. It is not being, but being in the world, existing in variation according to what is experienced. Regarding the existence of contact, the self is a figure (and at the same time), the background and the relational process behind them. It has spontaneity and yet appears without the need for determination, always intertwined with a situation. It is a field that sometimes has a personality, as well as representing an extension in environmental terms (Silva; Ciuffo, 2020).

According to Marras (2020), the process of awareness is that of becoming aware, of expanding awareness of what is happening in a situation, in the here and now, with oneself and the environment. This therapeutic process develops in
a paradoxical way because every repetition, or at every repetition, there is the possibility of the new emerging and capturing this newness: this will always be the main event. The concept of awareness in Gestalt therapy is characterized by the subject's global awareness in the present moment, as a set of personal, emotional, inner and environmental perceptions, as discussed above, and in the Gestalt tradition, seven contact functions are described: looking, listening, smelling, tasting, touching, thinking and moving.

According to Ribeiro (2021), awareness brings about a process of change and harmonious integration with the world. It can also bring a sense of end of line, completeness and new possibilities. To be aware of yourself in the world is to find answers to questions that you knew little or nothing about.

Intrapsychic and interpersonal awareness exists before interaction. In other words, each individual has their own sensations, emotions, memories and hopes. Therefore, each person has a different awareness in a self-defined world. This shows the complexity of the term. Some sensations, thoughts and feelings are available and easy to articulate, while others are vague, ill-defined and difficult to put into words or actions, or even sometimes unavailable to the person themselves, even though they are visible to others (Ribeiro, 2021).

Creative adjustments are self-regulation in order to experience new things. It's the formation of new personal forms and the entry of new elements through the existence of contact. It's still improvisation, as long as you're creative in embracing new possibilities. Psychology tries to study creative adaptation. It consists of a new transition between what is new and what is considered routine, which results in reabsorption and renewal (Silva; Ciuffo, 2020).

According to Ribeiro (2021), creative adjustment is the existence of the human being's relationship with the environment, thus assuming responsibility for recognition and the need to behave well in relation to one's own experience within the company. It is an extremely important part of self-regulation, as it facilitates survival and growth.

De Souza (2022) also points out that, as contact is always creative, since only the new is the object of contact, it is essential to emphasize that, in the
process of self-regulation of the organism, the new cannot be passively admitted, but must be admitted and fully assimilated by the individual. For this reason, it is essential to adapt creativity because it is polar and still capable of assimilating nourishing things in a way that contributes to evolution and growth.

Another term that stands out is support, which consists of the presence of anything that facilitates contact or separation. This can be: physical support, energy, breathing, language and even empathy. In addition, it also has resources for contacting or distancing. As Ribeiro (2021) points out, self-sufficiency is vital for contact. In the relational field, accompaniment develops gradually, making it easier for the person to become aware of their existence. In fact, it is necessary for the person to be able to establish contact fully. Anything that the individual has already experienced is considered favorable, so the history is recognized as favorable.

Self-support is achieved when the person learns to use their problems to take advantage of all the mechanisms at their disposal. Each difficulty has its own resolution and can even facilitate the resolution of the next, thus strengthening autonomy (Silva; Ciuffo, 2020). For there to be fluidity in the awareness process, there needs to be contact, with oneself, with the other and with the world, the elements present in this process are: the founders of Gestalt therapy proposed four elements: pre-contact, contact, final contact and post-contact. When the demands are received, it can be inferred that they are all similar or like each other, however, they point to a certain difficulty in the experience of otherness and dialog.

For a better understanding, Da Silva, Baptista and Alvim (2015) postulate that neurosis, at some level, is the substitution of the unknown and the different for the known in an attempt to avoid something that threatens us. This requires understanding that: without difference, there is no contact and, in an attempt, to suppress, omit or ignore the intensification of anxiety in the face of new situations and content, the “vertigo of freedom” (Tezza, 2023), we become increasingly ill.

Contact in the gestalt approach is a dynamic and continuous process involving different elements: pre-contact, contact, final contact, and post-contact.
Each element has its importance and contributes to the client's personal growth and development. The therapist plays a fundamental role in creating a safe and facilitating environment for contact, helping the client to explore their experiences and integrate them into their daily life (Silva; Ciuffo, 2020). As well as the final phase in which there is assimilation and growth, where the self functions in the personality function integrating experience with experience, being available again for other figures and consequently for other actions (Barros, 2023).

3.2 BEING A LEADER IN THE ORGANIZATIONAL CULTURE

The term leadership will be approached from a relational perspective, with contributions mainly from Schein, in its articulation with organizational culture. As well as the characteristics that make up the leader and the influences of the organizational culture in the process of recognizing the position they occupy.

Viortz (2021) added that a highly dominated person can find joy in submitting to and loving even the person who causes them suffering. The behavior of followers, or the ability to influence people, in short, is an important characteristic of a leader. A leader's power depends on how others see their role. In addition, the development context of the organization affects the basic relational processes of leadership, so conceptually, leadership is very diverse and can have changes and impacts at different levels, depending on the current situation (Carvalhal, 2023).

Organizations are made up of people, with varying emotions and rational motives, governed by natural forces that influence motivation, relationships, leadership, among others. Other variables influence the behavior of people and the group to which they belong. Leadership is therefore necessary in all forms of human organization, especially in companies. A manager needs to know people's motivations and know how to lead people.

Leadership, management, command, authority are some of the first words that come to mind when we think of leadership. It is also commonly thought that leadership is the work of people with higher intellectual quotients (IQs), more
confidence or ambition, or even those with subtle social skills. However, it is worth noting that today the concept of leadership is coined as follows: "Leadership is your ability to influence people to do something" (Carvalhal, 2023, p. 10).

According to Tonini (2023), leadership focuses on the leader's ability to work effectively." To be an effective leader, a team member must secure the respect of colleagues in at least one of these three key skills areas: knowledge stats - respected qualifications and proven good judgment in areas relevant to the group's objectives; people skills stats - shows that you consider your colleagues and their objectives as important as your own.

Therefore, they are motivated to be willing to work with you to achieve the goal; initiative indicator - shows that you will carry out activities that will help the team achieve its objectives; effective leadership involves giving employees what they cannot yet sustain on their own; the aim of the leader's actions is to create the conditions for people to have self-control and motivation for work.

Leadership also requires sensitivity, group attachment and collective understanding. Leaders must first and foremost manage people. Therefore, they must keep their word and set an example for those below them. When a professional technology heir begins to take on a leadership role, the team expects them to have clear objectives and the right strategy to lead the organization's results-oriented actions. Leadership can have a positive or negative impact on an organization, as well as on its culture, but it is important to consider whether leadership has an impact on culture. Therefore, the concept of mutual influence must be kept in mind. According to Schein; Schein, (2022) leadership is a mode of management or control, where the leader's role is to demonstrate and implement the way of working to achieve organizational objectives. It is a complete analysis where there is a "boss" in charge and an "employee" who obeys.

Rezende (2023) emphasizes that leadership is unstable, it is created on a daily basis, which is why companies need to surround themselves with specialists who know how to lead and have modern strategic plans. In addition, the leader
strengthens the organization's reputation, whether good or bad. A leader must be able to manage their team, according to Ribeiro (2021) the leader must ensure that their team has clear objectives, a unified vision, division of group work, shared decisions, joint leadership, new ideas for solving problems and effective evaluation.

Schein and Schein (2022) emphasize that a leader's ideas must be shared with his team and his team must agree to support them. A leader's management style influences their team, which in turn impacts and influences the organization's culture. Rezende (2023) emphasizes that the leader needs to manage the team, so must be able to influence and manage the different profiles of the employees, in this perspective concludes that the leader must be 80% democratic, 15% liberal and 5% authoritarian. The transactional leader motivates subordinates to perform as expected, the transformational leader usually inspires followers to do more than initially expected.

The profiles of leaders, their personality traits and personality traits can influence organizational behaviour in different ways in various aspects: external artefacts and perceived practices, ways in which members interact, the company's orientation towards customers and shared values and assurance. The emotional aspects of leadership also influence the behavior of those led, which must be taken into account when considering the leader's assumptions (Schein, 2009).

The basic process of cultural assimilation is a learning process that is not necessarily specific. An innovative leader uses a variety of methods, from visual teaching to clear messages, and even for them it can be unconscious. The initial impulse of the messages sent out is generated according to the personality of that lead creator. Some intentionally create an organization that reflects their own thinking, while others create a low-level organization and hand it down to subordinates (Schein; Schein 2022). Many founders emphasize their personalities and behaviors within their companies. The process of forming a culture can depend on the possibility of conflict between the founder and the leader, conflict arising from conflicting thoughts.
Schein (2009) argues that the emotional breakdown of founders and leaders, when values or assumptions are violated by subordinates, gradually ceases the behavior of subordinates in relation to the wishes of the leader, even if the manifestation of this emotional breakdown is not obvious. The inappropriate psychological influence of organizational leaders interferes with the interpretation of strategy, decision-making processes, company structure and leadership style and is perceived by other members.

Schein and Schein (2022) state that the reality of an organization closely reflects the mental structure of its leaders. Just as a person can be diagnosed as inadequate, an organization can also be diagnosed as healthy or unhealthy. In dysfunctional organizational environments, leaders can become demotivated and ineffective, resulting in the quality of products and services being affected. In this sense, the effectiveness of the leader can be affected. This performance is due to their ability to reduce the negative impacts of the work environment (Bento, 2022).

The contribution of psychology discussed here goes beyond the trends commonly found in leadership research. Because "to analyze behavior is to make it possible to 'see a feeling' that any observer cannot see directly, or a conscious aspect of most people" (HAYASHI et al., 2023). This contribution, which is based on the analysis of the unconscious, can be seen in the behavioral patterns mentioned above. Drawing on the unconscious art of group processes, the final study deals with the family business, showing the contradiction that exists in this organization between submission to people according to internal management models, culture and the desire to change and do new things.

Instead, in diversified leadership, one or more leaders can be easily identified. Another continuum comes from independent leadership, where there is direction or command from one or more team members for others to follow. In the literature, this pole described corresponds to "direct leadership" and, on the other hand, to democratic leadership in which all members of the group participate voluntarily. The third continuum ranges from permissive leadership, in which each member of the group acts in their own way, completely independently and without
taking the context into account, to situational leadership, as defined in the data document and characterized by behaviour that takes the context into account. Finally, the fourth element ranges from inadequate leadership, when one or more members divert the team or group from the work to adequate leadership, leading to the achievement of its objectives (Antonio, 2019).

Developing organizational motivation is an important aspect of managing strategies and results. Its main difference is the balance between productivity and employee motivation. However, this is not possible without a clear and specific set of values. Values are understood as beliefs in what is important or appropriate, principles or values considered important by a person or group. Each organization defines its values according to what it considers most worthy of attention.

According to Soler (2021), despite great advances in the field of organizational behavior, workers still suffer from a lack of effective communication between sectors, an exchange of feedback between managers and workers, excessive self-organization and personal control or group decisions and actions. It is through these factors that it is possible to find out how employee satisfaction and, consequently, motivation in the organization is progressing. The involvement of a dynamic specialist is essential for effective implementation, as they will be the equipment operator, the process operator and the person responsible for meeting objectives. The idea of the importance of people rather than numbers in a company will allow the organization to find talent that can contribute positively to the company’s overall profits, creating a great product.

According to Costa (2021), all workers are latent sources of creativity in the production process and can contribute with their personal knowledge, intervention in the procedural system and procedures, through suggestions or ideas, providing greater integration in the workplace, no longer a person performing simple tasks, but must become a subject of action, that is, from a passive subject to an active subject. For this to happen in organizations, behavioral changes are needed at all levels of the company. We need to create an environment that encourages innovation.
It can be said that there is a relationship between culture and leadership. Leaders create ways to develop the culture and reinforce the norms and behaviors expressed within the boundaries of the culture. Cultural norms emerge and change due to the focus of leaders, how they deal with challenges, what their role models are and who they attract to their organizations. The characteristics and qualities of the organizational culture are then taught by its leaders and ultimately accepted by its followers (Antonio, 2019).

Schein (2017) emphasizes the role of leaders in creating and strengthening culture, the role of founders and the selection of leaders as appropriate forms of support. He lists the main ways in which leaders reinforce aspects of culture, such as attention, response to problems, role modeling, distribution of rewards, selection methods and dismissal. It also covers secondary approaches, such as organizational structure design, systems and process design, myth-story, formal definition, values, mission and others.

Therefore, for these organizational changes to work well, leaders must be aware of the conservatism expressed in beliefs, values, thoughts, and rituals rooted in the culture, which can impede organizational change efforts. In some cases, they need to change important aspects of the culture, if possible, to accommodate the new directions desired by the organization's leadership and team members (Blanchard, 2019).

Organizational culture has also been studied by Dias (2020) at the following levels: a) the group's habits of behaviour shape its appearance and b) shared values, which are considered important and difficult to change. These authors also discuss dynamic and static cultures, which tend to be bureaucratic, stifling inspiration and creativity.

In short, it is a global and independent concept that goes hand in hand with the previous references. Be careful, when investigating organizational culture, in its breadth and depth, it must be a case study that includes the unconscious and standard aspect of culture as a theme (Torquato, 2023).

Remember that cultural patterns can also be characterized by conflicts between manifestation and latency. According to the results of the studies
reviewed, it can be concluded that the investigation of organizational culture can be carried out according to the different factors that make up this phenomenon, as long as the variables selected and defined precisely in the research question (Mascarenhas, 2020).

Conceptually, culture is presented as a set of basic ideas that organize most of the behaviour of company leaders; it is the result of long experience, the result of a long learning process (Moura, 2023). Organizational culture influences company management and its strategies shape strategy, changing needs and market survival.

It is therefore clear that the working group must share the company’s culture in order to use the strategies effectively. Cultural change in an organization can be difficult, but it is often necessary. According to Silva (2023), one of the biggest conflicts in organizations concerns the possibility of cultural change, but it must be made clear that planning is necessary for this to happen. According to Gonzales (2023), when faced with the need for change, it is important to understand the different types of cultures, with the added emphases being clan culture, innovation culture, market culture and hierarchical culture.

The explanation of individual behavior based on the totality of the psychological factors that effectively act on a person at a given time and in concrete terms, this totality is what he called the vital space; on the other hand, he must take into account that the same person with their motivations, their personality, their learning, frustrations, etc., is also part of this space and, therefore, the forces emanating from these factors must interact with the forces derived from that person (Gouveia, 2023).

There are various perspectives and theories on culture. Vendrame and Arrais (2023) argue that it is the subject of controversy and can mean, in general, “civilization or refinement of the mind and, in particular, the results of this refinement, such as education, art and literature”. Another definition to be considered is that when a group comes together for some activity, habits, language and culture begin at the same time. The ability to adapt is another determinant of culture. Furthermore, integrating or disintegrating a group is made
possible by culture, expressed through the values and beliefs shared by its members.

According to Rosamilha (2023), organizational culture is the indicator of knowledge transfer, being inherent to the unique individual and identified as tacit knowledge. Thus, in organizations, organizational culture enhances human capital, creating and facilitating individual and collective learning. In this process, culture is fundamental for sharing knowledge and the leader or manager plays an important role in supporting, motivating, stimulating and applying new ideas. To this end, there are elements that support this sharing, which require transparency, trust, security and rewards.

For Marcon, Urpia and Macuch (2021), the figure of the leader is a reference for the group and the sharing of organizational culture. They are responsible for transmitting knowledge and mediating it, so that it can be managed to promote change and creation. The existence of cultures is traversed by the reference (leader) who lays his principles, beliefs, values and assumptions on a group. When there is group success and the indications are validated, there is a culture that will mark other generations of people whose leadership formathas credibility and trust.

Leaders are therefore determined by culture. However, when the group organization goes through challenges and turbulence in terms of adaptability, where reality changes to the point of questioning and invalidating the actions taken by the leader, the leader manages and mediates the needs. At this point, therefore, leadership is the ability to stay within the limits of the culture that formed the leader and to originate the processes of evolutionary change that are most adjustable. This ability to observe the obstacles in someone’s personal culture and to adaptively strengthen the culture is the foundation and ultimate challenge of leadership (Rezende, 2023).

The nature of culture is its intangibility and yet it has sufficient forces that affect human interactions in social and organizational sectors. According to Schein and Schein (2017, p. 2):“Culture is an abstraction, although the forces that are
created in social and organizational situations that derive from it are powerful. If we don’t understand the operation of these forces, we become their victims."

In line with this statement, Schein and Schein (2017) point out in their book examples of cases in which he was a consultant with the aim of remediating problems of communication, decision-making and interpersonal relationships. In these experiences, the author analyzed and proposed practices that had no effect, and at the heart of all these cases were his conclusions about what he needed to do to help them achieve transformative results. Schein realized that his assumptions, i.e. the basis of how relationships worked, had the bias and/or perspective of an organizational consultant, and so he began to analyze culture through the assumptions of employees.

It is worth highlighting the development of psychology in the area by Kurt Lewin, who made extensive use of constructs. Just as the concepts of atom and gene are non-psychological constructs, living space, person and valence are examples of psychological constructs. In a sense, science is about inventing, developing, refining and testing constructs.

Thus, there are no dependent and independent variables, as in stimulus-response conditioning theories; instead, all psychological variables are interdependent. Likewise, we must be careful not to convert psychological constructs into physical things, whose aim is to reinforce relationships that are mainly functional in nature; for example, we must not think at any time that a psychological person is synonymous with a biological organism, nor do we consider the psychological and physical environment to be the same concept (De Amorim Andrade; Lima, 2019).

According to Ribeiro (2021), space doesn’t have to do with geographical space, but with the space that contains everything that affects the person. Whether the subject is in their physical space or not, it is the person’s environment as they perceive it subjectively. By the way a person behaves, we can tell what is present in their living space, in other words, how their behavior affects the environment.
After this happens several times, your family begins to suspect that there is something wrong with you. It stops you from seeking an administrative position, perhaps a lack of self-confidence, deep-rooted or unconscious doubts about your own ability. Lewin states that in this case there is a "barrier" in his living space between him and the goal of an administrative job (Pereira; Sawaia, 2020). However, this young man insists that he wants this position and that he will apply as soon as the right opportunity arises. According to what this person says, he doesn't perceive any major barrier between him and the goal of the administrative position, but from what he does we see that he does perceive this barrier because he acts as if he were there.

Therefore, Ferreira (2022) if you act as if the barrier exists, then the barrier will be in your living space. For this reason he says; "By the way a person behaves we can tell what is wrong" present in their living space. Lewin gives a positive valence and everything he wants to avoid a negative valence, represented in the life space diagram with + or - signs respectively. The barriers are highlighted with thicker lines.

With this new outlook, he was able to act from within the organizational culture and propose effective improvements. Therefore, what Schein means by becoming a hostage while unaware of the operations of the culture is closely linked to the ability to perceive the assumptions that govern the actions of a given group and apply the necessary adjustments in adapting new assumptions to the culture, it is important to emphasize that the environment can impose difficulties, however, it can also provide a series of opportunities to facilitate the implementation of the culture (Rasseli et al., 2023).

Rezende (2023) points out that culture is an empirically based abstraction, i.e. throughout its history the concept has undergone diversifications in terms of its meaning, being studied by different areas of knowledge such as law, anthropology until it reaches managers and executives. In the meantime, the managerial vision determines that there is the right type of culture, the one that works, that will bring benefits, suggesting that there is the most effective and the least in terms of organizational performance. In management literature, the
inference is commonly found that culture is essential for effective performance, and through this strong culture, greater results can be achieved.

To problematize a little more, when considering the human being as a biopsychosociocultural and spiritual being, in other words, who acquires through a process of cultural learning by establishing relationships such as: family, groups of friends, religious entities, educational institutions and even the workplace. In this context, a person's subjectivity is intrinsic to culture, a dynamic and continuous process that is crossed by new constructions of bonds and belonging to new groups, which ultimately establishes the consolidation of new cultures. Therefore, culture is a concept, that is, it is in the field of the intellect, however, its effects on behavior and interactions are very factual.

According to Nicolino (2023), Lewin was mainly interested in the study of human motivation. Consequently, his field theory was not developed as a theory of learning, but of motivation and perception. However, Lewin dealt with the application of his theory to learning situations and wrote some works in this regard. This researcher thought that the net effect of the forces of simultaneous psychological phenomena operating in an individual's psychological field or life space encourages the reorganization of that field and thus provides the basis for psychological behaviour.

Thus, its basic and complete concept was that of living space. As a result, living space became a model of relativistic psychological thinking. It includes everything you need to know about a person in order to understand their specific behavior in a specific psychological environment and at a specific time. Thus, it includes both the person being studied and their psychological environment. Its use implies that we cannot understand why an individual behaves in that way simply by knowing the characteristics of a person or their environment; instead, you need to know both (Dores; Cordeiro, 2023).

As Ribeiro (2021) states, he was convinced that the various theories of stimulus- response conditioning represented an inadequate method for the study of psychology; he therefore developed his “field psychology” in such a way that it became fundamentally different from the various behaviorisms. While
behaviorists study psychology as a series of events, the word field in the context of field psychology implies that, according to a psychological interpretation, everything happens at the same time.

When reflecting on the conception of culture in relation to the performance of leadership in the group, both intersect: leaders provide the management and mediation of culture, just as culture promotes leaders, there is relational mutuality, influence on adaptation, on the acquisition of knowledge managed by leadership. If there is a risk to the group's sustainability in terms of the principles of its culture being difficult to adapt or incongruous, Schein and Schein (2017, p. 5) point out that: "[...] it is ultimately the job of leaders at a level of the organization to recognize and do something about this situation. It is in this sense that leadership and culture are conceptually intertwined."

The presence and importance of leadership, as reflected above, is noteworthy; however, it is necessary to look first at the constitution of culture in its social bosom. Schein and Schein (2017) state that culture is built through extensive time in which a group shares experiences involved with the emotional intensity of real temporal experiences.

4 FINAL CONSIDERATIONS

To be a leader is to occupy a place of reference in which the leader, inserted in a given culture, will share its principles and values, mediate conflicts and carry out actions that involve learning processes, decision-making and positioning in relation to the team. There is no culture without leadership and no leadership without culture. In other words, they are interdependent concepts that work together for organizational, professional and interpersonal growth, relational processes with the aim of promoting the sustainability of organizations.

The study describes the process of awareness as a strategy for facilitating this relationship, based on Gestalt theory, which understands the human being as a totality inserted in other totalities and who develops through relationships and as a relational being occupying the position of leader, needing to seek self-
knowledge and awareness of their characteristics and abilities, facilitating the development of their duties as a leader.

Although the topics of organizational culture, leadership and awareness are discussed in various areas of knowledge, we suggest more reflective analytical studies on the subject and wide dissemination of the topic for the enrichment of the scientific community, which aims to value the production of subjectivity and scientific knowledge. Organizational psychologists and educators who promote research, analysis and reflection on the issues addressed, which can facilitate processes of raising awareness and valuing subjectivity, consequently contribute to the scientific academic community in future productions.

The importance of the psychologist in the organizational field is highlighted, with reflective analytical skills that identify, enhance and mediate the relationship between culture and leadership, by promoting awareness and valuing relational processes.
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