

práticas burocráticas, a fragmentação entre grupos internos, a resistência à mudança, a fragilidade da comunicação e a tensão entre modelos gerencialistas e finalidades públicas da educação. Conclui-se que a cultura organizacional pode favorecer governança, pertencimento, aprendizagem institucional e melhoria dos serviços educacionais quando articulada à participação, à formação permanente, à gestão democrática e ao compromisso com o interesse público.

Palavras-chave: Cultura organizacional; Instituições públicas de ensino; Administração pública; Gestão educacional; Governança.

Abstract

This article analyzes organizational culture in public educational institutions, emphasizing challenges and perspectives for educational public administration. It is a bibliographic review with a qualitative and analytical approach, based on Portuguese-language articles published between 2019 and 2025. The analysis showed that organizational culture in public educational institutions is shaped by norms, values, routines, professional subcultures, leadership, institutional communication, expansion processes, innovation and democratic demands. The main challenges involve bureaucratic practices, fragmentation among internal groups, resistance to change, fragile communication and tensions between managerial models and the public purposes of education. The study concludes that organizational culture can strengthen governance, belonging, institutional learning and public educational services when linked to participation, continuing education, democratic management and commitment to the public interest.

Keywords

