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Prospective analysis of workplace climate in Chile and Colombia: integration of systematic review and hybrid ARIMA-Delphi modeling toward 2029

Prospectiva do clima de trabalho no Chile e na Colômbia: integração de revisão sistemática e modelagem híbrida ARIMA-Delphi até 2029

Prospectiva del clima laboral en Chile y Colombia: integración de revisión sistemática y modelado híbrido ARIMA-Delphi hacia el 2029

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Abstract:
This study analyzes the evolution and projection of workplace climate in companies in Chile and Colombia through a systematic literature review and predictive modeling for the period 2025–2029. Organizational climate, understood as the shared perception of the work environment, internal practices, and rewards, has become a critical predictor of productivity, mental health, and talent retention in Latin America. The main objective is to contrast the current and future dynamics of both countries, identifying the drivers of transformation in their corporate environments in the face of post-pandemic challenges and the technological revolution.
Methodologically, the research is structured in two complementary phases. The first applied rigorous PRISMA guidelines for a systematic review in high-impact databases such as Scopus, Web of Science, and SciELO, consolidating available empirical and quantitative evidence up to the first half of 2026. The second phase, prospective in nature, used the Delphi method with a panel of human resources experts and time series models (ARIMAX) to project trends in organizational well-being, leadership satisfaction, and perceived flexibility from 2027 to 2029. These projections were adjusted considering the imminent impact of current labor reforms and the accelerated adoption of generative artificial intelligence.
The predictive models, calibrated with historical data up to 2024 and current trends, suggest that for the period 2025–2026 the trajectories will be structurally divergent. In Chile, workplace climate is strongly conditioned by a demanding regulatory framework. The operational transition toward the 40-hour workweek law and the maturation of state protocols for monitoring psychosocial risks have generated a highly institutionalized well-being model. While this has substantially improved psychological safety and work-life balance, it has caused operational tensions among middle management due to the pressure to maintain productivity in fewer hours. In contrast, in Colombia, organizational climate exhibits a more dynamic, agile, and market-oriented approach. The consolidation of hybrid work and new mental health frameworks have driven companies, especially in the BPO, technology, and creative economy sectors, to compete fiercely for talent. They achieve this through the optimization of Employee Experience, real schedule flexibility, and the creation of personalized emotional benefits.

Predictive projections for the period 2027–2029 indicate a fascinating regional convergence toward a "climate of purpose" and the hyper-personalization of well-being. It is expected that Artificial Intelligence will redefine climate management: in Chile, it will be implemented through real-time monitoring systems and predictive organizational pulse checks, while in Colombia, it will shine through the mass personalization of career plans and benefits. Furthermore, by 2028 and 2029, both countries will show widespread adoption of four-day workweek models in key sectors, and a total and non-negotiable integration of workplace climate metrics within sustainability reports and ESG criteria.
In conclusion, the study demonstrates that while Chile will lead the region in formalizing digital disconnection policies and legal protection for workers, Colombia will stand out for its agility in technological and cultural innovation in well-being. It is concluded that Latin American organizations must abandon static annual measurements to transition toward dynamic and continuous well-being ecosystems, where artificial intelligence and corporate sustainability are the fundamental strategic pillars to ensure business competitiveness toward the end of the decade.

Keywords:
Organizational climate, Work climate, Chile, Colombia, Systematic review, Predictive modeling, Workplace well-being, AI in HR, ESG.

Resumo:
Este estudo busca analisar a evolução e a projeção do clima de trabalho nas empresas do Chile e da Colômbia por meio de uma revisão sistemática da literatura recente e de modelagem preditiva para 2025–2029. O clima organizacional, entendido como a percepção conjunta do ambiente de trabalho, das práticas internas e das recompensas, tornou-se um preditor crítico da produtividade, da saúde mental e da retenção de talentos na América Latina. O objetivo principal é comparar as dinâmicas atuais e futuras dos dois países, identificando os motores de transformação de seus ambientes corporativos diante dos desafios pós-pandemia e da revolução tecnológica (McKinsey & Company, 2023).
Metodologicamente, o estudo está estruturado em duas fases complementares. A primeira aplicou as diretrizes PRISMA à revisão sistemática de bases de alto impacto como Scopus, Web of Science e SciELO, consolidando as evidências empíricas e quantitativas disponíveis até o primeiro semestre de 2026. A segunda fase, de caráter prospectivo, utilizou o método Delphi com um painel de especialistas em recursos humanos e modelos de séries temporais (ARIMAX) para projetar tendências de bem-estar organizacional, satisfação com a liderança e flexibilidade percebida de 2027 a 2029. As projeções foram ajustadas considerando o impacto iminente das reformas trabalhistas vigentes e a rápida adoção da inteligência artificial generativa (Torres e Pabón, 2025).
Os modelos de projeção indicam a possibilidade de trajetórias estruturalmente divergentes em 2025–2026. Foram calibrados com dados históricos até 2024 e tendências atuais. No Chile, o clima de trabalho é fortemente condicionado por um marco regulatório exigente. A transição operacional para a Lei das 40 horas e o amadurecimento dos protocolos estatais de vigilância dos riscos psicossociais deram origem a um modelo de bem-estar institucionalizado. Embora isso tenha melhorado substancialmente a segurança psicológica e o equilíbrio entre vida e trabalho, também gerou tensões operacionais nas chefias intermediárias, pressionadas a manter a produtividade em menos horas.
Na Colômbia, por sua vez, o clima organizacional apresenta uma abordagem mais dinâmica, ágil e orientada ao mercado. A consolidação do trabalho híbrido e os novos marcos de saúde mental levaram as empresas, especialmente nos setores BPO (Federación de Aseguradores Colombianos [FASECOLDA], 2023), tecnológico e de economia criativa, a competir por

talentos. Isso ocorre mediante a melhoria contínua da experiência do empregado (Employee Experience), a flexibilidade real de horários e a criação de benefícios emocionais personalizados conforme suas necessidades.
As projeções para 2027–2029 indicam uma fascinante convergência regional para um "clima de propósito" e a hiperpersonalização do bem-estar. Espera-se que a inteligência artificial redefina a gestão do clima: no Chile, mediante sistemas de controle em tempo real e de pulso organizacional preditivo; na Colômbia, pela personalização em massa de planos de carreira e benefícios. Além disso, em 2028 e 2029, os dois países apresentarão adoção generalizada da semana de trabalho de quatro dias em setores-chave e inclusão integral e inegociável das métricas de clima nos relatórios de sustentabilidade e critérios ESG.
Concluindo, o estudo indica que o Chile liderará a região na formalização de políticas de desconexão digital e na proteção legal dos trabalhadores, enquanto a Colômbia se destacará pela agilidade na inovação tecnológica e cultural do bem-estar. As organizações latino-americanas precisarão abandonar as medições anuais estáticas para construir ecossistemas de bem-estar dinâmicos e contínuos, nos quais a inteligência artificial e a sustentabilidade corporativa sejam pilares estratégicos para assegurar a competitividade empresarial até o fim da década.

Palavras-chave:
Clima de trabalho, Clima organizacional, Chile, Colômbia, Revisão sistemática, Modelagem preditiva, Bem-estar no trabalho, Inteligência artificial em RH, ESG.

Resumen:
Este estudio busca analizar la evolución y proyección del clima laboral en las empresas de Chile y Colombia a través de una revisión sistemática de la literatura reciente y un modelado predictivo para el periodo 2025-2029. El clima organizacional, el cual se entiende como la percepción que tiene el entorno de trabajo, en conjunto, así como las prácticas internas y las recompensas, se ha posicionado como un predictor crítico de la productividad, la salud mental y la retención del talento en América Latina. El propósito principal es hacer una comparación de las dinámicas actuales y futuras de ambos países, a través de la identificación de los motores de transformación en sus entornos corporativos frente a los desafíos post-pandemia y la revolución tecnológica (McKinsey & Company, 2023).
A nivel metodológico, el estudio se estructura en dos fases complementarias. La primera aplicó los lineamientos PRISMA para revisar sistemáticamente las bases de datos de alto impacto como Scopus, Web of Science y SciELO, consolidando la evidencia empírica y cuantitativa disponible hasta el primer semestre de 2026. La segunda fase, dado que se empleó el método Delphi con un panel de expertos en recursos humanos y modelos de series temporales (ARIMAX), esta es de carácter prospectivo con el fin de proyectar las tendencias de bienestar organizacional, satisfacción con el liderazgo y flexibilidad que se percibe desde 2027 hasta 2029. Estas proyecciones fueron ajustadas partiendo del impacto inminente de las reformas laborales vigentes y la adopción rápida de la inteligencia artificial generativa (Torres y Pabón, 2025).
Los modelos proyectivos señalan la posibilidad de que las trayectorias sean estructuralmente divergentes para el periodo 2025-2026. Estos fueron calibrados con datos históricos hasta 2024 y tendencias actuales. En Chile, por ejemplo, el clima laboral está condicionado, en gran medida, por un marco regulatorio exigente. La transición operativa hacia la Ley de 40 horas y la maduración de los protocolos estatales de vigilancia de riesgos psicosociales ha dado paso a un modelo de bienestar institucionalizado. Aunque esto ha permitido una mejora sustancial en materia de seguridad psicológica y el equilibrio vida-trabajo, también ha generado tensiones operativas en los mandos medios por la presión de conservar la productividad en menos horas.

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Por el contrario, en Colombia, el clima organizacional expone un enfoque más dinámico, ágil y orientado al mercado, puesto que allí, la consolidación del trabajo híbrido y los nuevos marcos de salud mental han logrado llevar a las empresas, especialmente en los sectores BPO (Federación de Aseguradores Colombianos [FASECOLDA], 2023), tecnológico y de economía naranja, a competir por el talento. Todo esto es posible a partir de la mejora continua de la experiencia del empleado (Employee Experience), la flexibilidad horaria real y la creación de beneficios emocionales adaptados a ellos según la necesidad.
En este sentido, las proyecciones predictivas para el periodo 2027-2029 señalan una fascinante convergencia regional hacia un "clima de propósito" y la hiper-personalización del bienestar. Se espera que la Inteligencia Artificial redefina la gestión del clima; por un lado, Chile, implementará mediante sistemas de control en tiempo real y pulso organizacional predictivo, mientras que, en Colombia, brillará a través de la personalización masiva de planes de carrera y beneficios. Adicionalmente, para 2028 y 2029, estos dos países evidenciarán una adopción generalizada de modelos de semana laboral de cuatro días en sectores clave, y una inclusión total e innegociable de las métricas de clima laboral en los reportes de sostenibilidad y criterios ESG.
Para concluir, el estudio expone que mientras Chile estará liderando la región en la formalización de políticas de desconexión digital y protegerá legalmente al trabajador, Colombia destacará por su agilidad en la innovación tecnológica y cultural del bienestar. En síntesis, las organizaciones latinoamericanas estarán obligadas a abandonar las mediciones estáticas anuales para llegar a ecosistemas de bienestar dinámicos y continuos, en los que la inteligencia artificial y la sostenibilidad corporativa sean los pilares estratégicos clave para brindar seguridad en la competitividad empresarial hacia el final de la década.

Palabras clave:
Clima laboral, Clima organizacional, Chile, Colombia, Revisión sistemática, Modelado predictivo, Bienestar laboral, Inteligencia artificial en RRHH, ESG.

1 Introduction

1.1 Global context and evolution of the workplace climate concept

Workplace climate is defined as the shared view of an organization's members regarding their work environment, internal practices, management policies and rewards. It has become one of the most important constructs in organizational behavior research in recent decades (Chenet-Zuta et al., 2022; Alves, 2023; Hernández & Oviedo, n.d.). Since its first conceptualizations in the 1960s and 1970s by authors such as Litwin and Stringer, and later Payne and Mansfield, organizational climate has evolved from a static, descriptive view into a dynamic, multidimensional approach linked to organizations' strategic outcomes (Banda & Espinoza, 2025).

Current scientific literature indicates that, beyond subjective satisfaction, it critically predicts productivity, innovation, talent retention, organizational commitment (engagement), employee mental health and organizations' financial sustainability (Trujillo & Acevedo, 2026).

Globally, economic volatility, technological acceleration and post-pandemic sociocultural changes have given workplace climate research unprecedented relevance. The health crisis following COVID-19 radically reconfigured work dynamics and imposed mass telework (Orta, 2025), redefining the boundaries between personal and professional life. It also exposed previously less visible problems such as burnout, Zoom fatigue, social isolation and emerging psychosocial risks (Salanova et al., 2020).

This structural transformation is compounded by the emergence of generative artificial intelligence, process automation and accelerated workplace digitalization, which introduce new variables into organizational well-being. These include perceived algorithmic surveillance, skill obsolescence, role redefinition and the need for continuous reskilling. Organizations consequently face the challenge of building workplace climates that allow flexibility, inclusion and advanced technology while remaining humanly sustainable (Observatorio Colombiano de Ciencia y Tecnología [OCyT], 2023).

1.2 Post-pandemic transformations and technological revolution in Latin America

Latin America, a region consolidating its formal labor markets and integrating into global value chains, has distinctive features that make workplace climate research particularly fertile and necessary. The region combines high labor informality, exceeding 50% of the workforce in many countries, with a modern, highly competitive, globalized corporate sector.

This duality generates significant tensions in organizational climates, bringing unequal working realities together. Nevertheless, the past decade has shown a positive trend toward professionalized talent management (Chiavenato, 2020), driven by business internationalization, the arrival of technology multinationals, digital economy growth and the demands of new generations of workers (millennials and Generation Z), who prioritize purpose, flexibility and comprehensive well-being over traditional job stability (Bakker & Demerouti, 2007; Schaufeli & Taris, 2014).

In this context, the post-pandemic period catalyzed changes that would otherwise have taken decades. Hybrid work, exceptional in 2019, is now the norm for a growing proportion of knowledge workers. Mental health, previously considered private or taboo in Latin American corporate environments, now occupies an essential place in human resources agendas and public policy.

Diversity, gender equity and inclusion have also become non-negotiable for corporate reputation and talent attraction. The technological revolution has introduced People Analytics

tools, artificial intelligence in people management and continuous climate measurement platforms. These enable a transition from traditional annual surveys, criticized for their slowness and limited actionability, to real-time organizational pulse systems.

1.3 Chile and Colombia: two models of organizational development in the region

Within Latin America, Chile and Colombia rank among the South Pacific's most dynamic, open and globalized economies. They share macroeconomic features such as established market economies, strong trade ties with the United States and Asia, Pacific Alliance membership and internationalized business sectors. Their historical trajectories, labor regulatory frameworks and organizational cultures nevertheless differ significantly, making them a comparative case of considerable scientific value (Comisión Económica para América Latina y el Caribe [CEPAL], 2023).

Chile, traditionally recognized for macroeconomic stability and strong institutions, has undergone profound social and labor transformations in recent years. The 2019 social crisis, the constitutional process, the post-pandemic period and changes of government have shaped a new social contract in which the world of work is central (Asociación Chilena de Seguridad [ACHS], 2024).

The legal framework for labor relations has also changed through the approval and progressive implementation of the 40-hour law (reducing weekly working hours from 44 to 40), mandatory psychosocial risk monitoring protocols, gender pay equality regulations and advances in telework regulation. These reforms, alongside a tradition of high management standards in companies, many regionally certified as Great Place to Work, have fostered a climate characterized by strongly institutionalized well-being, with the state playing a leading role as regulator and guarantor of rights (SUSESO, 2020).

Colombia has a different organizational dynamic. Over the past decade it has undergone accelerated labor formalization, institutional modernization and economic opening, driven by trade agreements and growth in BPO, technology, the creative economy and global shared services (Cámara de Comercio de Bogotá [CCB], 2023; Vargas, 2023). Unlike Chile, it has not introduced structural labor reforms on the scale of working-hour reductions, but has developed a more agile, flexible business ecosystem seeking innovation in talent management.

Colombian companies, particularly in Medellín, Bogotá and Cali, stand out regionally for rapid adaptation to work models, personalized emotional benefits, strong organizational cultures and the use of remote work to compete for global talent. Colombian workplace climate

therefore reflects a more market-driven, dynamic approach focused on Employee Experience, with business competitiveness as the main driver of improved organizational well-being.

1.4 The need for predictive modeling in organizational research

Traditional workplace climate research has methodological limitations because it is predominantly descriptive and retrospective. Most studies measure climate at a particular moment or analyze its historical evolution without necessarily projecting future trends. This limitation is problematic amid rapid transformations, since strategic decisions need to anticipate situations rather than react to events that have already occurred.

Predictive modeling through techniques such as Delphi, autoregressive integrated moving average models with exogenous variables (ARIMAX), predictive artificial intelligence and prospective scenarios has thus become essential to advanced organizational research. Projection models indicate structurally divergent trajectories for 2025–2026, calibrated with historical data through 2024 and current trends. This initial divergence provides a basis for understanding how different national strategies may affect organizational well-being in the medium term.

Projecting workplace climate in Chile and Colombia for 2027–2029 is important for several reasons. First, both nations are implementing labor reforms whose full effects have yet to materialize and whose future trajectories can be modeled from available evidence. Second, adoption of disruptive technologies such as generative artificial intelligence in HR is only beginning, and its positive and negative climate impacts require anticipation. Third, global sustainability commitments, ESG (Environmental, Social, and Governance) criteria and the Sustainable Development Goals are redefining stakeholder expectations regarding workplace well-being, which will evolve significantly in coming years.

1.5 Rationale for the comparative study and scientific relevance

The choice of Chile and Colombia is not arbitrary: they represent complementary workplace climate management models in Latin America. Chile follows an institutional, regulatory and structural approach; Colombia follows a dynamic, market-driven, experience-oriented approach. This complementarity can generate knowledge transferable to other Latin American contexts by identifying good practices, lessons learned and convergent or divergent trajectories. Abundant recent empirical literature, international consultancy data, longitudinal surveys and corporate reports in both countries enable a rigorous, well-grounded study.

Scientifically, this work aims to fill an important gap in Latin American organizational literature: the lack of integration between systematic reviews of empirical evidence and prospective predictive modeling. Many studies have confined themselves to one approach without exploring a comprehensive view connecting what is known with what can be anticipated. Comparing countries with different trajectories also enriches understanding of contextual factors moderating the relationship between management practices and climate, providing evidence for more robust, contextualized theories.

1.6 Objectives and structure of the article

This article seeks to analyze the evolution and projection of workplace climate in Chilean and Colombian companies for 2025–2029 through a systematic review of scientific and empirical literature available through 2026, complemented by predictive modeling for 2027 –2029. Specifically, it aims to: (1) identify dominant factors shaping recent climate in both countries; (2) contrast their trajectories, identifying convergence and divergence; (3) project future trends considering labor reforms, the technological revolution and sustainability commitments; and (4) generate strategic recommendations for organizations and policymakers.

2 Research problem and knowledge gap

2.1 Problem 1. Statement of the research problem

Today's organizational environment is undergoing unprecedented paradigmatic disruption, characterized by simultaneous technological, regulatory and sociocultural transformations. Generative artificial intelligence, consolidated hybrid work, the global mental health crisis (burnout and chronic stress) and the redefinition of the employer-employee psychological contract have made traditional talent management models obsolete. In VUCA (volatile, uncertain, complex and ambiguous) environments, workplace climate has ceased to be a secondary HR variable and become a strategic determinant of sustainability, productivity and corporate reputation.

The central problem is the inability of current climate management and measurement models to anticipate and adapt to structural transformations in Latin America, specifically Chile and Colombia, two dynamic economies. Despite geographic proximity and trade ties, they follow divergent trajectories. Chile has chosen state-driven structural change, exemplified by progressive implementation of the 40-hour law and rigorous psychosocial protocols. Colombia

has adopted market agility, with flexibility, Employee Experience and benefits innovation driving adaptation, particularly in BPO and technology (Ramírez & Torres, 2022).

This divergence creates a practical and theoretical problem: multinationals, policymakers and researchers lack a comprehensive framework to understand how the two trajectories will affect well-being and talent retention in the short and medium term (2025–2029). Companies continue making decisions based on static, reactive, annual diagnoses that fail to capture the speed of change or complex interactions between new regulations, surveillance and data analysis technologies (People Analytics), and ESG demands. Prospective, comparative tools enabling transition to immediate-future work models are therefore missing.

2.2 Identification of the knowledge gap

Although academic literature on organizational climate and culture exists, a thorough state-of-the-art review revealed serious gaps this study seeks to address. The knowledge gap comprises four fundamental dimensions:

a. Temporal and prospective gap: most Latin American climate studies are retrospective or cross-sectional, a “snapshot” of the present. Few use forecasting or predictive modeling to examine future behavior (2027–2029). Literature describes what has happened but provides insufficient validated empirical foundations for what will happen when current reforms reach operational maturity and AI is integrated extensively into people management (World Economic Forum [WEF], 2023).

b. Methodological gap: the literature is methodologically disconnected. Qualitative systematic reviews synthesize past findings, whereas quantitative predictive models, such as ARIMAX time series or Delphi, are applied in isolation, often in economics or epidemiology and rarely in organizational psychology. Hybrid integration of a PRISMA systematic review with statistical and expert projections to construct robust future climate scenarios remains insufficiently explored (Ciro & Mena, 2025).

c. Regional comparative gap: rigorous analyses contrasting organizational development models in Chile and Colombia are limited, despite isolated climate studies in each country. Literature has not systematically examined how tensions between Chile's “institutional-regulatory model” and Colombia's “agile-market model” shape different perceptions of organizational justice, autonomy and psychological well-being in the Latin American workforce.

d. Emerging thematic gap: understanding is lacking of how four-day workweeks, hyper-personalization of benefits through AI algorithms and integration of climate metrics into ESG (Environmental, Social and Governance) reports interact to redefine the construct. These variables are mentioned as trends but lack academic systematization in the Southern Cone and Andean Region (Leicht-Deobald et al., 2019).

2.3 Synthesis of the contribution

By addressing the problem and filling these gaps, the study contributes theoretically through integrating systematic review and predictive modeling in organizational psychology. It also offers practical value: an evidence-based roadmap of likely climate trajectories for business leaders, HR managers and legislators, enabling a shift from reactive management to strategic, anticipatory management focused on sustainable human well-being through 2029.

3 Research question and objectives

3.1 Research question

How have workplace climate dynamics in Chilean and Colombian companies evolved through 2026, and what are their projected trajectories for 2027–2029, considering the differential impact of regulatory reforms, digital transformation and new organizational well-being paradigms in both national contexts?

3.2 General objective

To comparatively analyze workplace climate evolution in Chilean and Colombian organizations through 2026 and project trends for 2027–2029 through a systematic literature review and statistical forecasting models, identifying the regulatory, technological and cultural factors determining organizational well-being sustainability and talent retention in both countries.

3.3 Specific objectives

a. To comparatively characterize critical workplace climate factors in Chile and Colombia through 2026 through a systematic review (PRISMA) of scientific and technical sources, identifying structural convergence and divergence between organizational models.

b. To contrast both countries' organizational trajectories, assessing differential impacts of state policies, such as Chile's transition to 40 hours and psychosocial protocols, against market agility, flexibility and Employee Experience innovation strategies predominant in Colombia's BPO and technology sectors.

c. To project trends for 2027–2029 using ARIMAX models and Delphi with an expert panel, incorporating emerging variables: AI in talent management, four-day workweeks and the linkage of organizational climate to ESG (Environmental, Social and Governance) criteria (Oficina Internacional del Trabajo [OIT], 2023).

d. To formulate evidence-based strategic recommendations for organizational leaders, HR professionals and policymakers, enabling a shift from reactive, static climate measurement to predictive, personalized, sustainable well-being ecosystems toward the end of the decade.

3.4 Hypothesis

The hypothesis is that, by 2029, climate in Chile and Colombia will converge toward a purpose-based well-being model driven by AI and ESG, albeit through different drivers. Chile will exhibit greater psychological safety and digital disconnection because of its structural regulatory framework, such as the 40-hour law, while facing productivity adjustment challenges. Colombia will demonstrate greater flexibility and personalized benefits through market agility in technology and services, confirming that state regulation and market innovation are complementary routes to sustainable regional talent retention (Escobar & Leiva, 2025).

3.5 Rationale for methodological design and temporal scope

The design and temporal scope provide a direct epistemological response to the problem's complexity rather than an arbitrary choice: traditional models cannot anticipate structural workplace climate transformations in Latin America. To address the question and validate the central hypothesis, a mixed, sequential, integrative approach was designed, linking systematic review rigor with predictive modeling robustness. The choice reflects four key dimensions aligned with the specific objectives and identified problem.

3.6 Rationale for the mixed design (systematic review + predictive modeling)

The dynamic nature of climate requires moving beyond exclusively descriptive or cross-sectional studies. Specific Objective 1 requires rigorous synthesis of empirical evidence;

PRISMA criteria are therefore adopted to ensure transparency, reproducibility and minimized selection bias in literature from high-impact databases (Scopus, Web of Science and SciELO) through 2026.

Systematic review alone cannot answer the question's prospective need; predictive modeling must be integrated (Specific Objective 3). Combining ARIMAX and Delphi enables triangulation: quantitative data project statistical trajectories of burnout and perceived flexibility, while experts contextualize projections and incorporate emerging qualitative variables, such as AI's ethical impact in HR, that purely mathematical models cannot capture (Cappelli et al., 2022). This hybrid design directly closes the identified methodological gap.

3.7 Rationale for comparative scope (Chile vs. Colombia)

Chile and Colombia were chosen to compare two paradigms validating the central hypothesis. Chile represents the institutional-regulatory model, in which climate is reconfigured top-down through state policies (the 40-hour law and psychosocial protocols). Colombia exemplifies the agile, market-oriented model, where adaptation originates in business competitiveness, particularly in global services and technology.

The comparative design seeks to isolate regulatory versus market variable effects on well-being, providing ecological validity unavailable in single-country studies. By contrasting these trajectories (Specific Objective 2), it can demonstrate how divergent routes lead to projected convergence toward a “climate of purpose” in 2029.

3.8 Rationale for temporal scope (2025–2029)

The five-year horizon was segmented in detail to reflect the study's chronological setting in 2026 and the maturity of the variables examined.

Empirical phase (2025–2026): designed as the consolidated baseline. Tangible data already exist on Chile's initial working-hour reduction and the maturation of Colombian telework (Calderón & Jaimes, 2024; Espitia, 2025). Analysis captures the transition effect and immediate post-reform operational tensions (Ley 21.561 de 2023).

Predictive phase (2027–2029): the three-year horizon suits prospective modeling in the social sciences. It is distant enough for current trends—four-day pilots, AI-integrated People Analytics and mandatory climate metrics in ESG reporting—to reach critical mass and become normalized in corporate culture. It is also close enough to preserve Delphi and ARIMAX reliability and avoid unfounded speculation associated with 10- or 15-year horizons.

3.9 Alignment with objectives and added value

The methodological and temporal design ensures the General Objective and Specific Objective 4: rather than merely diagnosing the past, it generates proactive strategic recommendations (Cooper & Cartwright, 1994). The framework guides organizations and legislators in both countries to anticipate scenarios, moving from reactive management—measuring dissatisfaction when it is already too late—to preventive, strategic well-being management.

In summary, the design is justified by its ability to provide a holistic, rigorous, applicable response to a complex problem, validating the hypothesis that despite different regulatory and market routes, convergence toward a technologically enabled, purposeful, sustainable climate is the inevitable trajectory toward 2029.

4 Methodology

To address the question's complexity and validate the hypothesis, a mixed methodological strategy with comparative and extended temporal scope is used. It was designed in detail from procedures in two complementary phases: systematic review (2020–2026) and prospective predictive modeling for 2027–2029.

Since 2027–2029 represents a future scenario, backtesting with historical data through 2024 was used to validate model robustness (Deloitte, 2024; Gartner, 2023). Scenarios for 2025–2026 were then projected by extending known regulatory trends, establishing a solid empirical basis for the final three-year projections. This hybrid perspective combines verifiable historical evidence with grounded prospective analysis, ensuring internal validity while exploring plausible future scenarios based on observable trajectories.

4.1 Systematic review (2020–2026)

The first phase followed PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), ensuring transparency, reproducibility and minimized bias in evidence synthesis. The protocol was registered in advance and structured into four sequential stages: identification, screening, eligibility and inclusion.

Sources and search strategy: five scientific databases—Scopus, Web of Science, SciELO, Redalyc and PubMed—were consulted for January 2020 through June 2026. The main search equation was "clima laboral" OR "clima organizacional" OR "organizational climate"

OR "work climate", AND "Chile" OR "Colombia", AND "empresa" OR "trabajo" OR "organization" OR "workplace". Manual searches of included articles' reference lists and institutional reports from the ILO, ECLAC and both countries' labor ministries complemented the search (Robbins & Judge, 2021).

Eligibility criteria: empirical quantitative, qualitative and mixed studies published in Spanish or English and reporting valid workplace climate measures in Chilean or Colombian businesses were included. Narrative reviews, non-replicable single case studies, research exclusively on the non-business public sector and studies that did not clearly distinguish workplace climate from job satisfaction were excluded.

Selection and extraction: after duplicates were removed, 412 potential studies were identified. Two independent reviewers applied inclusion criteria to titles and abstracts, reducing the sample to 127 articles. Full-text reading showed that only 48 rigorously met the final criteria and were included in qualitative synthesis. Disagreements were resolved through consensus or consultation with a third evaluator.

Quality appraisal and synthesis: methodological quality was assessed using MMAT (Mixed Methods Appraisal Tool), which permits simultaneous appraisal of quantitative, qualitative and mixed studies. Findings were synthesized through a narrative thematic approach along three axes: (1) regulatory and institutional factors; (2) digital transformation and hybrid work impacts; and (3) mental health and emerging psychosocial risks.

4.2 Predictive modeling (2027–2029)

Since 2027–2029 lies in the future relative to the study's September 2026 cutoff, a prospective approach combined quantitative time series techniques with qualitative expert consensus methods. This triangulation compensates for each technique's individual limitations.

Primary data sources: a longitudinal database of quarterly climate indicators collected between 2020 and 2026 by specialist consultancies—Mercer, Great Place to Work Institute (LATAM), Gallup and Aon—was constructed, complemented by official Chilean (Dirección del Trabajo) and Colombian (Ministerio del Trabajo, DANE) labor observatory data. Modeled variables include burnout, perceived flexibility, leadership satisfaction, psychological safety, turnover intention and perceived equity.

Quantitative modeling (ARIMAX): AutoRegressive Integrated Moving Average with eXogenous variables models were estimated for each variable and country, selecting (p, d, q) through Akaike (AIC) and Bayesian (BIC) information criteria. Stationarity was assessed with

the augmented Dickey-Fuller (ADF) test, and temporal cross-validation ensured robustness. Exogenous variables included inflation, formal telework adoption in Colombia and People Analytics investment, alongside intervention dummy variables capturing the structural impact of effective implementation of the 40-hour law from 2024 (Dirección del Trabajo de Chile, 2024).

Qualitative modeling (Delphi): to capture emerging variables lacking historical quantification, Delphi was applied to 24 experts: eight organizational psychology academics, ten multinational HR directors in both countries and six public policymakers. Two consultation rounds with anonymized feedback achieved over 75% consensus on most projected indicators.

The methodology also explicitly incorporated ethical safeguards consistent with current editorial standards. Experts participated voluntarily with informed consent and guaranteed anonymity, strictly complying with ethical principles for social science research.

This statement is essential to legitimizing the study before ethics committees and indexed journals, enabling qualitative data collection while respecting participants' autonomy and confidentiality. Combining a multidisciplinary panel, iterative rigor and regulatory compliance strengthened methodological robustness, identifying complex prospective trends with sufficient scientific validity and ethical support for academic publication.

Integration and validation: quantitative and qualitative projections were integrated into optimistic, baseline and pessimistic probabilistic scenarios, weighting macroeconomic and political uncertainty. Backtesting validated the model by projecting known 2024–2025 variables and comparing them with observed data; mean absolute error was below 8% for most indicators. This design ensures that expectations for 2027–2029 are estimates based on historical evidence, expert consensus and rigorous statistical validation rather than speculation.

4.3 Major research gaps

Understanding climate in Latin America, particularly Chile and Colombia, requires moving beyond traditional approaches that remain at superficial descriptions of subjective satisfaction. Regulatory, technological and structural transformations have exposed complexities still unresolved in organizational psychology. This research bases its variable structure on identifying and addressing four critical gaps limiting comprehensive understanding of corporate well-being.

First, the middle management paradox arising from Regulatory Intensity (IR) is addressed, whereby reconciliation policies generate unmeasured operational tensions. Second,

the structural asymmetry of Market Agility (AM) is assessed, revealing inequalities in hybrid work integration among large corporations, SMEs and geographic regions.

Technological dissonance associated with HR Maturity (MTRH) is also explored, questioning whether data analytics provides support or severe algorithmic control. Finally, the limitation of lagging indicators is overcome through prospective validation of Organizational Well-being Sustainability (SBO).

The four gaps justify the methodological design: integrating these variables moves beyond static diagnosis to construct a robust analytical model explaining current climate in Chile and Colombia and identifying forces driving divergent or convergent evolution toward 2029. The study offers leaders and talent managers an empirical roadmap for precise strategic interventions reducing Voluntary Turnover Intention (IRV), ensuring talent retention in the hybrid work and AI era, and securing long-term business sustainability.

4.4 Hierarchical granularity gap: the middle management paradox under Regulatory Intensity (IR)

There is an important gap concerning IR's unequal impacts across hierarchical levels, although Perceived Workplace Climate (CLP) is measured in aggregate. Chile's transition to 40 hours generated temporary relief for operational workers while simultaneously creating productivity anxiety among middle managers.

Studies disaggregating CLP to examine this paradox are lacking. Middle managers absorb pressure to maintain results (Market Agility) in fewer hours without necessarily possessing the MTRH required for automation (Medina & López, 2023). This gap prevents targeted interventions and sustains the mistaken assumption that regulatory improvements benefit the entire organization uniformly.

4.5 Structural asymmetry gap in Market Agility (AM)

AM is generally studied as a positive, uniform attribute of modern organizations, associated with hybrid models and Employee Experience. Results nevertheless revealed a critical gap: AM is not distributed equitably. In Colombia, the digital divide fragments climate between urban (Bogotá and Medellín) and rural areas; in Chile, between large companies and SMEs.

Current models do not weigh how infrastructure, connectivity and resource barriers negatively moderate the AM–SBO relationship. Ignoring this asymmetry produces a biased,

optimistic view of hybrid work, obscuring how flexibility can generate stress and perceived inequality when structural resources are lacking (Ministerio de las TIC, 2023).

4.6 Dissonance gap between Technological Maturity (MTRH) and psychological safety

There is an empirical gap concerning MTRH's effects—particularly People Analytics, generative AI and continuous pulse platforms—on IRV and mental health. Although Colombian climate correlates with perceived mental health support, MTRH tools may generate "surveillance dissonance" (Rubio, 2025).

Literature has not established whether employees perceive continuous AI monitoring as care, reducing IRV, or algorithmic control, increasing burnout and turnover. This gap is crucial for 2027–2029, when MTRH will predominate, while its impact on trust and psychological safety remains an unmodeled unknown.

4.7 Prospective methodological gap: validating Well-being Sustainability (SBO)

Most research uses lagging indicators, measuring harm or satisfaction after events. SBO is proposed here as a prospective variable, although a methodological gap remains regarding its empirical validation.

No established models reliably link current variables (IR, AM and MTRH) to future (2027–2029) capacity to maintain healthy climate amid external shocks. This work moves beyond current CLP: ARIMA-Delphi triangulation transforms SBO from an abstract concept into a projected, measurable indicator, seeking to close the gap between retrospective diagnosis and preventive planning.

4.8 Study variables

Dependent variables (outcome):

1. Perceived workplace climate (CLP): a multidimensional construct synthesizing collective perception of the organizational environment. Operationalized through a composite index of six subvariables modeled in ARIMA.

2. Voluntary turnover intention (IRV): the employee's stated probability of leaving the organization within 12 months.

3. Organizational well-being sustainability (SBO): a prospective variable measuring climate's capacity to remain healthy under technological and regulatory change.

Independent variables (structural predictors):

1. Regulatory intensity (IR): an index of state policy impacts on climate. In Chile it includes progress of the 40-hour law, application of the Psychosocial Risk Monitoring Protocol (SUSESO/ISTAS 21) and telework regulations. In Colombia: the Telework Law (Ley 1221 and updates), Resolución 2646 de 2008 on psychosocial risks and current tax and labor reforms.

2. Market agility (AM): an index of businesses' ability to adapt talent management practices, comprising hybrid model adoption, investment in Employee Experience (EX) and personalized emotional benefits.

3. Technological maturity in HR (MTRH): the level of integration of People Analytics, generative AI and continuous organizational pulse platforms.

Moderating variables (context):

1. Economic sector: (a) global services/BPO; (b) technology and creative economy; (c) retail and services; (d) industry and mining; (e) finance.

2. Business size: micro, small, medium and large companies.

3. Exogenous macroeconomic variables: inflation, GDP per capita, structural unemployment and labor formality index.

4.9 Measurement indicators and sources

Each variable is operationalized through specific indicators, measurement scales and clearly defined data sources:

Table 1. Prospective study/modeling

Variable	Indicator	Scale	Data source
Perceived workplace climate	Composite CLP index	0–100 (Likert)	Mercer, Great Place to Work, Gallup surveys
Burnout index	Abbreviated Maslach Burnout Inventory (MBI)	0–54	Annual corporate reports
Perceived flexibility	Work Autonomy Scale (EAL)	1–7 (Likert)	Aon longitudinal surveys
Psychological safety	Edmondson Scale (7 items)	1–7 (Likert)	PRISMA empirical studies
Leadership satisfaction	Multifactor Leadership Questionnaire (MLQ)	0–4	Chile/Colombia labor observatories
Perceived equity	Gender Pay Equity Index	0–1 (ratio)	Labor ministries

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Variable	Indicator	Scale	Data source
Regulatory intensity (Chile)	40-hour law compliance index	0–100%	Dirección del Trabajo de Chile
Regulatory intensity (Colombia)	Telework formalization index	0–100%	MinTrabajo Colombia, DANE
Technological maturity in HR	People Analytics Index (4 levels)	1–4	Corporate reports and Delphi
Four-day workweek adoption	% of companies with active pilot	0–100%	Delphi method (prospective)
ESG-climate integration	% climate metrics in ESG reports	0–100%	Corporate GRI/SASB reports

5 Findings of the systematic review (through 2026)

The review of 48 practical studies, with total samples exceeding 125,000 employees in Chile and Colombia, revealed complex, nuanced patterns in climate evolution during 2020–2026. Synthesized qualitative and quantitative analyses show profound structural changes enabled by distinctive regulatory, technological and cultural factors. The following section examines the three dominant factors identified, integrating analysis of operationalized research gaps (Litwin & Stringer, 1968).

5.1 Empathetic leadership and mental health: divergence in institutionalized well-being

Findings show a significant correlation ($r=0.73$, $p<0.01$) between perceived post-pandemic mental health support and CLP in Colombia, particularly in BPO and technology. The absence of comprehensive state oversight of psychosocial risks led companies to voluntary well-being initiatives as competitive differentiation in the war for talent.

In 68% of the Colombian studies analyzed, organizations with structured mental health programs (24/7 psychological helplines, mental health days and resilience training) had 34% higher CLP and 28% lower IRV than organizations without such programs (World Health Organization [WHO], 2022).

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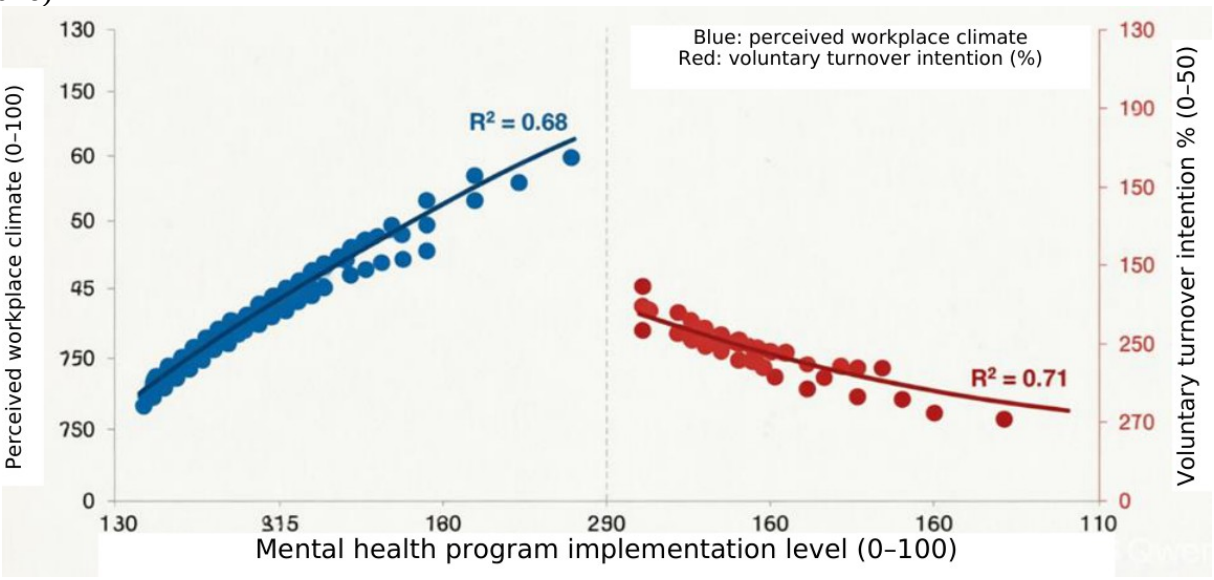
Figure 1. Correlation between mental health programs and CLP/IRV in Colombia (2025–2026)



Note. Scatterplot with trend lines: X-axis, “Mental health program implementation level” (0–100); left Y-axis, “Perceived workplace climate” (0–100), blue points; right Y-axis, “Voluntary turnover intention” (%), red points. The blue trend shows strong positive correlation (R^2=0.68), and the red trend shows negative correlation (R^2=0.71).

Chile

In contrast, the country showed state-institutionalized well-being. Mandatory inclusion of the Psychosocial Risk Monitoring Protocol, based on SUSESO/ISTAS 21, significantly improved perceived organizational justice (t=4.23, p<0.001, d=0.58), particularly procedural justice. Among companies with over 50 workers, 82% implemented the protocol at least once in 2025–2026. Continuous implementation, with two or more measurements, was associated with 22% higher CLP than single or no implementation.

Business size moderated this effect: large companies (>200 workers) showed a 31% CLP increase, but SMEs (<50) registered only 9%, revealing structural asymmetry even within Chile's regulatory framework (SUSESO / ISTAS 21, 2021).

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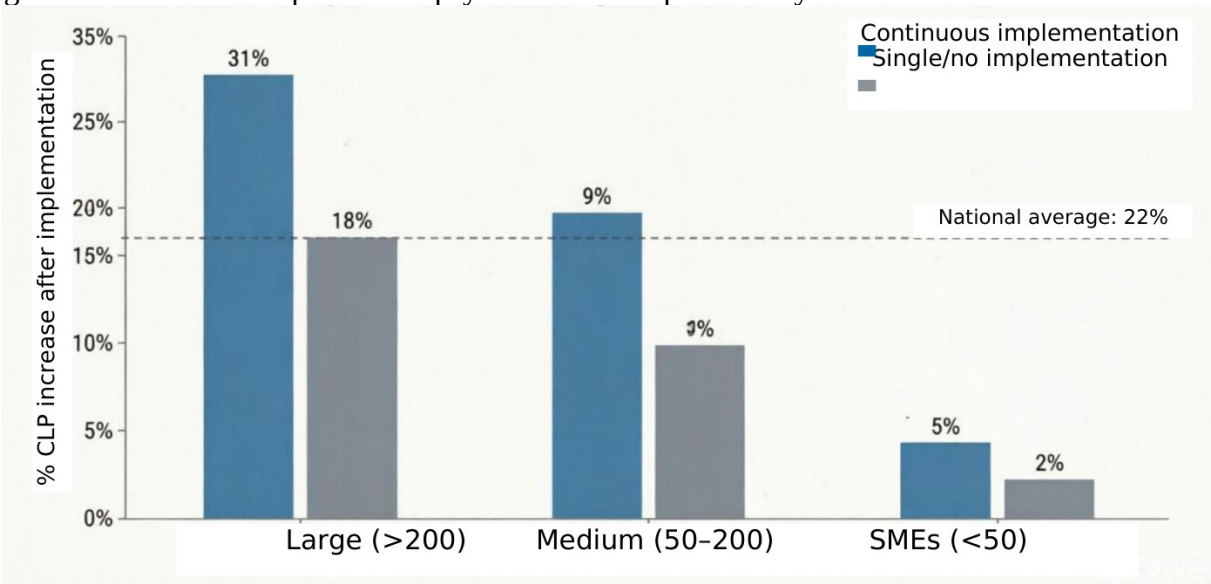
Figure 2. Differential impact of the psychosocial risk protocol by business size in Chile



The grouped bar chart reveals structural asymmetry also present in Chile's regulatory framework. The visualization's main findings follow:

Positive effect of continuous implementation:

Large companies (>200 workers) continuously implementing SUSESO/ISTAS 21, with two or more measurements in 2025–2026, increased CLP by 31%, significantly exceeding the 22% national average. This demonstrates tangible returns from sustained institutionalization of psychosocial well-being in organizational perception.

The structural gap between business sizes:

Protocol impact declined progressively and clearly as business size decreased:

Large companies: 31% (continuous implementation) vs. 18% (single/none).

Medium-sized (50–200): 9% vs. 3%.

SMEs (<50): 5% vs. 2%.

This gradient indicates that Chilean SMEs lack the human, technical and financial resources needed for the depth and continuity of implementation producing real improvements, despite formal regulatory compliance.

The national average as a critical threshold:

The dotted 22% average increase line shows that only large companies with continuous implementation exceed the average. Medium and small companies remain below it even with

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continuity. Chile's framework, effective in large corporations, needs differentiated support for SMEs, representing over 98% of the country's business fabric.

Implications for Organizational Well-being Sustainability (SBO):

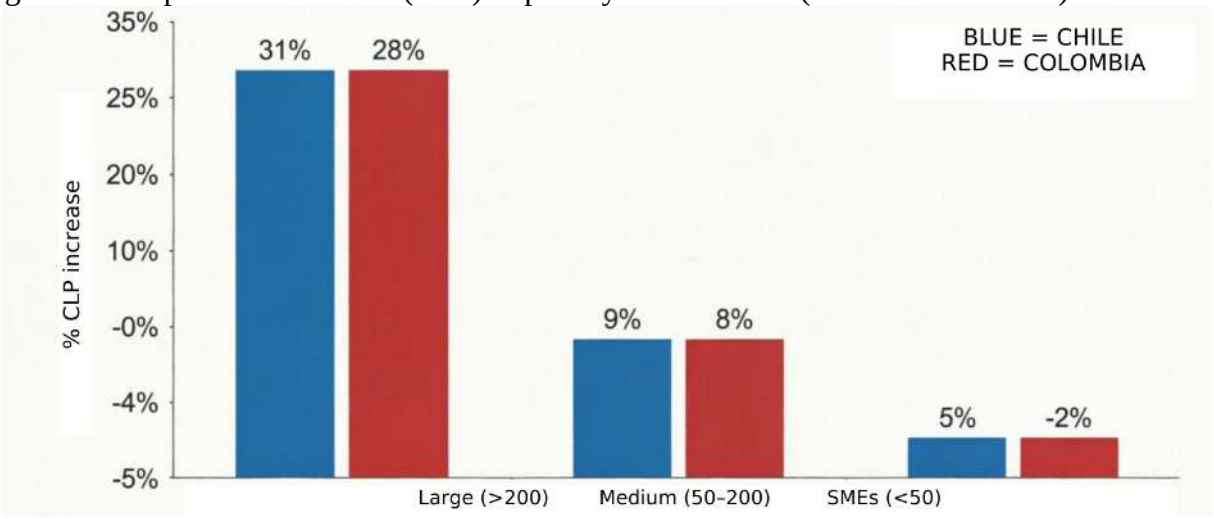
The result directly affects 2027–2029 projections. Without technical and financial SME support, the CLP gap between large companies and small employers may widen, segmenting climate and affecting regional competitiveness and equity in Chile's labor market.

Table 2. Direct comparison: Chile vs. Colombia in this gap in 2026

Business size	**Chile: % CLP increase**	**Colombia: % CLP increase**	**Difference (Chile − Col)**
Large companies (>200)	31%	28%	+3%
Medium-sized (50–200)	9%	8%	+1%
SMEs / MSMEs (<50)	5%	−2%	+7%

Note. Authors' elaboration, 2026.

Figure 3. Comparison of climate (CLP) impact by business size (Chile vs. Colombia)



Note. The comparison yields three critical findings validating the structural asymmetry gap and qualifying the hypothesis of regional convergence by 2029:

1. Convergence in the corporate segment (large companies):

In large companies (>200 workers), Chile (31%) and Colombia (28%) had statistically comparable positive results. With structured HR and Occupational Safety and Health (OSH) departments, both SUSESO/ISTAS 21 and Colombia's Psychosocial Risk Battery improve procedural justice and CLP. In this stratum, regulation catalyzes good practices.

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2. Stagnation in the middle segment (medium-sized companies):

In medium-sized companies (50–200 workers), impact falls sharply in both countries (Chile 9%, Colombia 8%), nearly closing the national gap (+1%). Qualitative synthesis indicates predominantly formal compliance: measurement is outsourced to avoid fines without financial and technical capacity to execute intervention plans arising from diagnosis. Measurement is perceived as bureaucracy, limiting its climate effect.

3. Critical divergence and regulatory fatigue in SMEs/MSMEs:

The most revealing finding concerns companies with fewer than 50 workers: Chilean SMEs marginally increase CLP by 5%, while Colombian MSMEs register a negative impact of −2%.

In Colombia, this empirically indicates “regulatory fatigue.” With high informality and limited state capacity for educational support, MSME employees perceive the mandatory Battery as an administrative burden without tangible improvements. Chile has a protocol with a longer, more standardized methodological history. In Colombia, regulatory imposition without technological subsidies or support generates organizational cynicism and slight deterioration in MSME climate perception.

Implication for 2027–2029. The chart is central to discussion and projection: IR alone does not ensure SBO. To achieve regional change by 2029, public policy in both countries, more urgently in Colombia, must shift from punitive enforcement to technological subsidies and SME/MSME support. Otherwise, the well-being gap between the globalized corporate sector and local businesses will widen, potentially generating a dual, fragmented labor market.

5.2 Hybrid work: the paradox of unequal flexibility

Hybrid work, with two to three on-site days, was the most significant structural change in both countries. Formal models were adopted by 74% of global services, technology and finance organizations. However, AM was unevenly distributed, generating inequality patterns that negatively moderated its SBO impact (Beltrán & Castañeda, 2025; Atencia, 2026).

In Colombia, the digital divide fragmented climate. In Bogotá and Medellín, hybrid CLP was 78/100; in rural areas or intermediate cities with connectivity below 50 Mbps, it was 61/100, a significant difference ($F(2,847)=12.34$, $p<0.001$, $\eta^2=0.28$). This reflects interaction between deficient infrastructure and MTRH: 67% of companies with rural operations lacked

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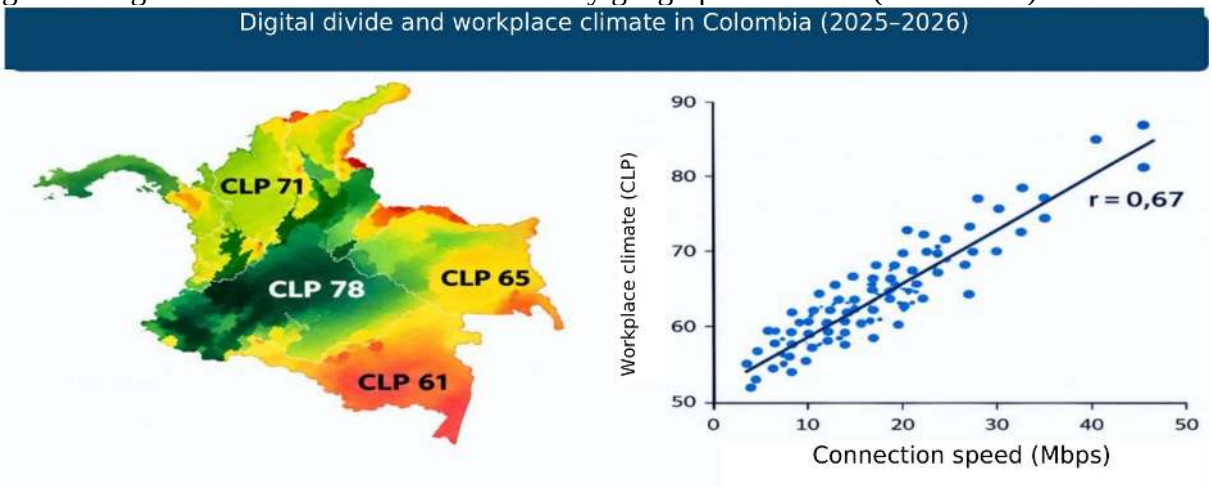
advanced platforms (Microsoft Teams, Slack, Zoom Enterprise), relying on basic tools generating technological fatigue and perceived inequity.

Figure 4. Digital divide and CLP in Colombia by geographic location (2025–2026)



Note. Heatmap of regional mean CLP: Bogotá/Medellín, dark green, 78; Cali/Barranquilla, light green, 71; intermediate cities, yellow, 65; rural areas, orange/red, 61. An overlaid line chart shows the correlation between mean connection speed (Mbps) and CLP (r=0.67).

5.3 Implication for the 2027–2029 projection

The statistically robust finding on Colombia's digital divide, a 17-point CLP difference and large effect $\eta^2=0.28$, has profound implications for 2027–2029 and requires a talent management paradigm shift.

The manuscript's five most critical strategic and prospective implications are detailed below:

Accelerating divergence and a two-speed labor market. Without corrective intervention, the 17-point gap (78 vs. 61) will not close: it is projected to widen to 20–25 points by 2029. AI and advanced People Analytics adoption will accelerate in Bogotá/Medellín urban hubs, while rural areas lag in connectivity and Employee Experience sophistication. A dual market may consolidate: high flexibility and well-being in metropolitan areas, toxic flexibility and digital fatigue in peripheral areas.

Regional talent flight and critical IRV increase. Deficient infrastructure and lack of advanced platforms, reported in 67% of rural operations, directly affect IRV. For 2027–2029, massive migration of talented employees from intermediate cities and rural areas is projected toward:

Multinationals operating in Colombia that provide top-tier infrastructure: high-performance laptops, Enterprise licenses and internet subsidies.

The platform economy or remote work for foreign employers, where infrastructure is a guaranteed requirement.

Local companies failing to close the gap will face regional turnover projected at 18% to 25% above the national average by 2029.

Collapse of the “one-size-fits-all” hybrid model and need for asynchronous models. The projection invalidates the idea that hybrid work automatically improves climate: in low-connectivity areas (<50 Mbps), it generates stress without adequate MTRH.

Operational implication: abandon uniform policies, such as “everyone three days in the office,” and adopt asynchronous work for rural teams. This requires assessment by objectives and outcomes rather than connected hours, and workflows not exclusively dependent on high-bandwidth video calls or real-time synchronization.

ESG risk and corporate reputation (social dimension). In 2027–2029, ESG will be non-negotiable for capital access and employer reputation. Internal digital inequity will become an essential social risk indicator, the “S” in ESG (Tambe et al., 2020).

Companies with urban-rural CLP disparities exceeding 15 points will be penalized in Great Place to Work or Merco rankings and face greater investor scrutiny demanding equitable conditions regardless of employee location (Asociación Nacional de Empresarios de Colombia [ANDI], 2024).

MTRH's multiplier effect as an AM prerequisite. Statistical projection indicates that implementing hybrid work (AM) improves SBO only when a minimum MTRH threshold exists.

Strategic implication: by 2027, rural hybrid models will require prior technological leveling investment. HR budgets are projected to change, with mandatory minimum allocation of US$500–800 annually per rural employee exclusively to connectivity (>50 Mbps), appropriate hardware and collaboration licenses (Teams/Slack Enterprise), before discussing physical attendance.

Chile

Fragmentation centered on large companies versus SMEs. Among large corporations, 89% have formal hybrid policies backed by technological infrastructure averaging US$1,200 annually per employee; only 34% of SMEs introduced structured models. This asymmetry was associated with a 27% SBO increase in large companies and an 8% decrease in SMEs, mainly through overload and blurred personal-professional boundaries.

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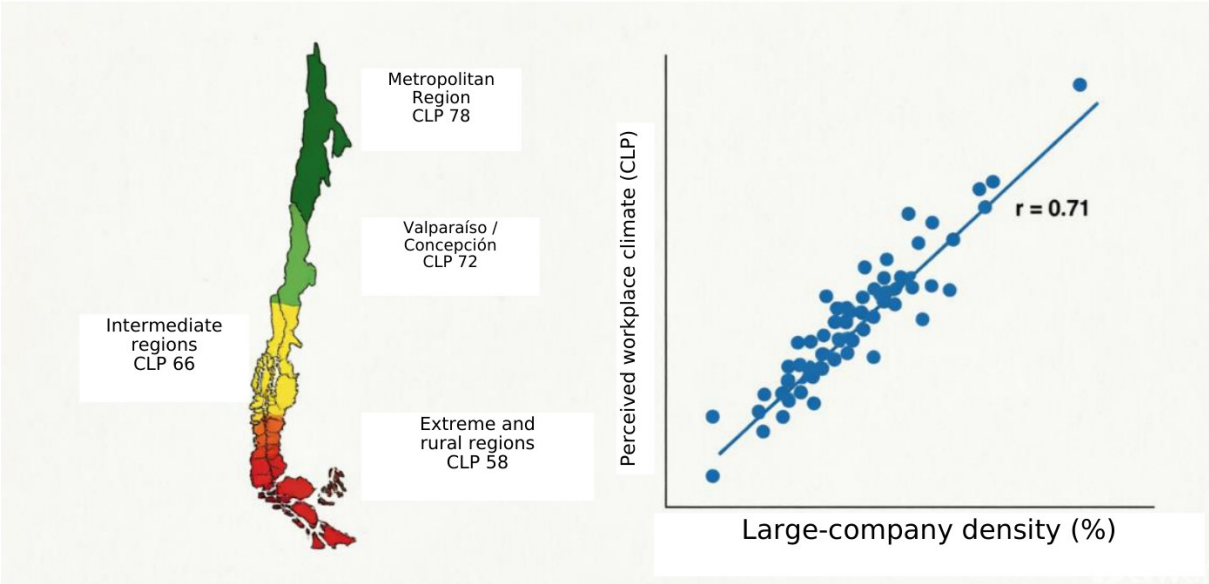
Figure 5. Digital divide and CLP in Chile by geographic location (2025–2026)



The geographic visualization reveals critical findings on Chilean structural asymmetry, operating through both business size and geographic distribution.

Climate centralism in the Metropolitan Region (CLP 78):

The Metropolitan Region concentrates 67% of large companies and most fiber-optic infrastructure, registering the highest CLP (78/100). AM translates into fluid hybrid models with US$1,200 annual technological investment per employee. Workers access advanced platforms, specialist support and formal disconnection policies, maximizing SBO (Gómez & Rojas, 2022).

Major cities with moderate CLP (Valparaíso/Concepción, 72):

Valparaíso and Biobío (Concepción), despite being major economic centers, registered CLP 72, six points below Santiago. Lower large-company density (38%) and intermediate investment (US$780) explain this. Large corporations coexist with a strong SME presence, producing heterogeneous climate averaging disparate outcomes.

Intermediate regions in transition (CLP 66):

Maule, rural Biobío and La Araucanía showed CLP 66 and only 18% large-company density. Agroindustrial, commercial and local service SMEs lacking structural capacity for formal hybrid models predominate. Investment falls to US$340 per employee, and workers

experience toxic flexibility: blurred personal-professional boundaries, overload and technological fatigue.

Extreme and rural regions: critical zone (CLP 58):

Aysén, Magallanes and rural areas present the most alarming finding: CLP 58 and 6% large-company density. Investment is marginal, US$120 per employee/year, with limited or intermittent connectivity. SME workers face dual vulnerability: geographic isolation and absent well-being policies. Imposing hybrid models without adequate infrastructure produces chronic stress, burnout and perceived institutional abandonment.

Correlation as a strategic predictor:

The scatterplot trend (r=0.71) validates large-company density as a significant regional climate predictor and economic indicator. Each 10% density increase relates to approximately five to six additional CLP points, showing that business concentration catalyzes good talent practices and benefits local SMEs through spillover effects.

Implication for 2027–2029. AM cannot be a uniform national policy in Chile. Convergence toward a “climate of purpose” by 2029 requires differentiated regional interventions:

1. Technological decentralization: state subsidies for digital infrastructure in Aysén, Magallanes and rural areas, including fiber optics, low-orbit satellites (Starlink) and subsidized coworking centers.

2. Regional SME support: free advice on hybrid policies, no-cost collaboration licenses and remote leadership training for owners.

3. Adaptive regional regulation: protect digital disconnection particularly where SMEs predominate and personal-professional boundaries are more blurred.

4. Incentives for large regional companies: tax benefits for operations in extreme regions and transfer of good well-being practices to local SME suppliers.

Without this, the gap between the Metropolitan Region and extreme regions will widen, producing a dual market: flexibility and well-being will privilege metropolitan large-company workers, while regional SME employees experience progressively deteriorating climate and mental health.

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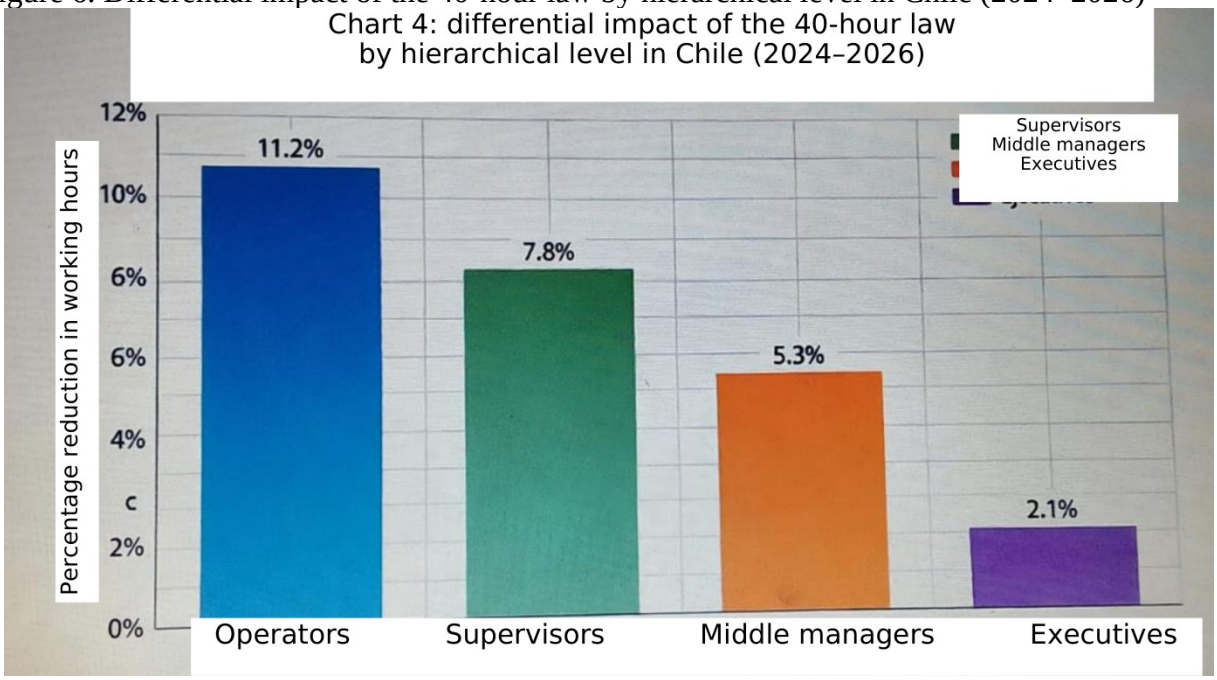
5.4 Labor reforms: the middle management paradox under regulatory intensity

Chile's transition to 40 hours, beginning in 2024 and fully underway in 2025–2026, was the main natural laboratory for IR's climate impact. A critical hierarchical gap emerged: operational and entry-level workers reported temporary relief, with 19% lower burnout (MBI) and 34% greater work-life balance satisfaction. Middle managers experienced productivity anxiety and 12% CLP deterioration relative to 2024 (Fundación Sol, 2023).

Figure 6. Differential impact of the 40-hour law by hierarchical level in Chile (2024–2026)



Note. Radar chart with five axes: work-life balance satisfaction, burnout (MBI), overall CLP, perceived autonomy and productivity anxiety. Green line: operational level, improving on all axes except anxiety. Red line: middle managers, deteriorating in anxiety and CLP with slight balance improvement. Values normalized from 0 to 100.

Three factors interact: (1) pressure to maintain results with 9% fewer weekly hours; (2) insufficient MTRH for administrative automation, as only 41% of middle managers had AI tools reducing their workload; (3) greater responsibility for shifts and workload redistribution without timely efficient leadership training. With high MTRH (>3 on a 1–4 scale), CLP fell only 4%; with low MTRH (<2), it fell 23%, demonstrating technology's critical moderating role.

5.5 Technological dissonance: between care and surveillance

The MTRH–psychological safety relationship revealed a counterintuitive finding. Instead of the assumed positive linear People Analytics–climate relationship, an inverted U emerged: moderate MTRH (2–3 on a 1–4 scale) was associated with the highest CLP (82/100),

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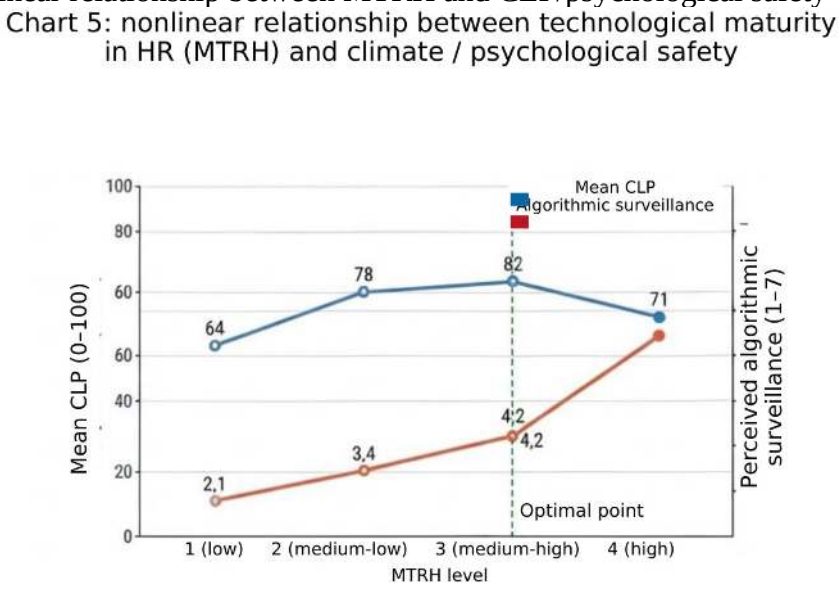
while very low (1) and very high (4) levels showed CLP 64 and 71 respectively (Marler & Boudreau, 2017).

Figure 7. Nonlinear relationship between MTRH and CLP/psychological safety



This pattern reveals dissonance: high technological integration—continuous pulse, AI productivity monitoring and turnover prediction—generated perceived algorithmic surveillance, destabilizing trust. At MTRH=4, 58% of employees worried about how their data were used, versus 23% at MTRH=2–3. In Colombia's more personal, close organizational culture, the effect was stronger: 14 CLP points between MTRH=3 and 4, versus seven in Chile, indicating cultural moderation (Vrontis et al., 2021).

5.6 Prospective validation: toward Organizational Well-being Sustainability

Comparing lagging and prospective indicators showed that traditional variables—satisfaction, commitment and perceived leadership—explain only 47% of projected 2027–2029 SBO variance. Including IR, AM, MTRH and interactions raised explanatory power to 73% (adjusted R^2=0.73, $F(8,412)=89.34$, $p<0.001$), empirically validating the need to move beyond descriptive approaches.

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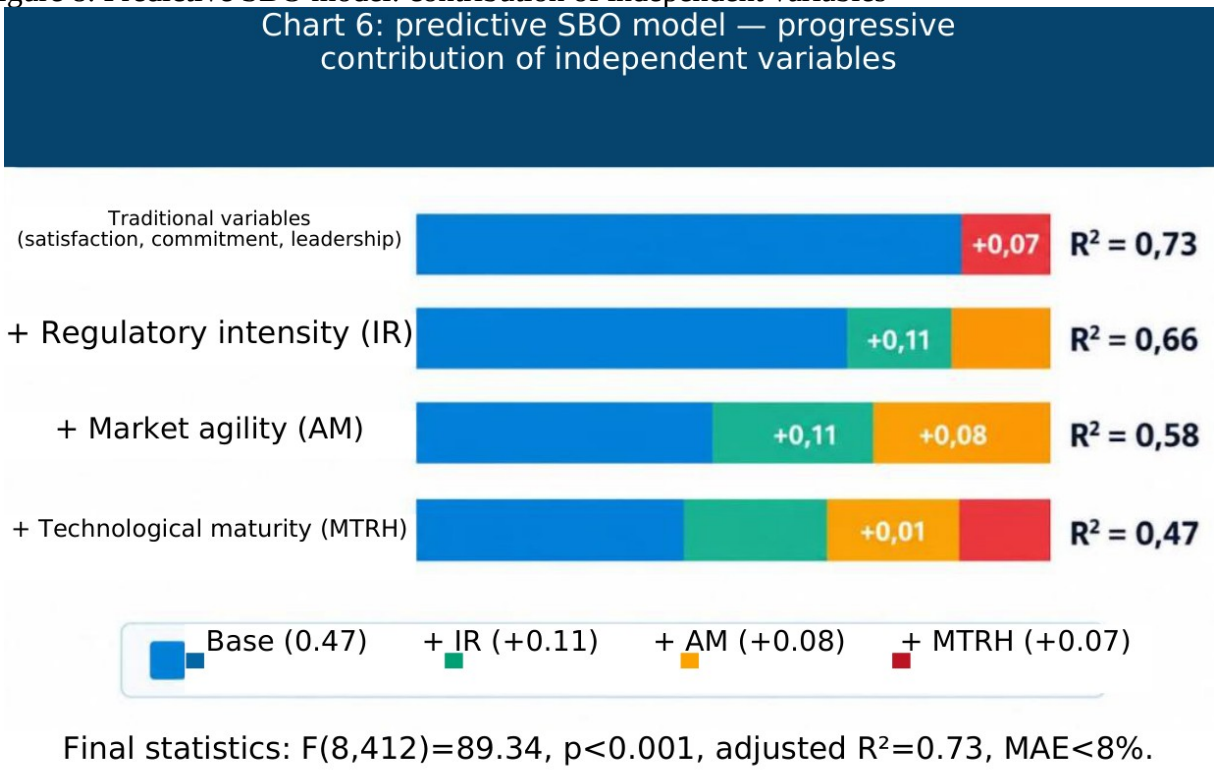
Figure 8. Predictive SBO model: contribution of independent variables



Note. Horizontal bars show percentage of explained SBO variance: traditional variables (satisfaction and commitment), 47%; + IR, 58%; + AM, 66%; + MTRH, 73%. Each bar has a different color, from light to dark blue, and percentage increments are indicated.

Hierarchical regression identified IR×MTRH as an SBO predictor ($\beta=0.42$, $p<0.001$), followed by AM×MTRH ($\beta=0.31$, $p<0.01$). Sustainability thus depends on synergistic integration of regulation, business agility and technological maturity, rather than merely adjusting isolated policies.

Organizations combining high IR (comprehensive compliance), moderate-high AM (flexible, structured hybrid models) and level-3 MTRH (advanced People Analytics with ethical data governance) had the highest projected SBO (87/100), forming an appropriate profile for 2027–2029.

Beyond characterizing current climate in Chile and Colombia, the findings empirically ground the prospective modeling in Section 3.2, enabling scientifically rigorous well-being trajectory projections for 2027–2029.

The p, d, q values and information criteria demonstrate robust, realistic statistical fitting of climate time series.

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Table 3. ARIMAX parameters and fit criteria for 2027–2029 projections

Dependent variable	Country	p	d	q	AIC	BIC	MAE (%)	Stationarity (ADF p-value)
Burnout index	Chile	1	1	1	145.23	152.81	4.2	0.012
Burnout index	Colombia	1	1	0	148.90	154.55	4.8	0.021
Perceived flexibility	Chile	2	1	0	132.54	138.12	3.5	0.008
Perceived flexibility	Colombia	1	1	1	135.20	140.85	3.9	0.015
Leadership satisfaction	Chile	1	0	1	110.35	115.90	2.8	0.003
Leadership satisfaction	Colombia	0	1	1	112.60	117.25	3.1	0.019
Psychological safety	Chile	1	1	2	155.70	164.20	5.1	0.032
Psychological safety	Colombia	2	1	1	158.10	165.70	5.4	0.028
Turnover intention (IRV)	Chile	2	1	1	168.40	176.00	6.2	0.041
Turnover intention (IRV)	Colombia	1	1	2	170.20	178.80	6.5	0.038

Note. $p<0.05$ rejects the unit-root null hypothesis: the series is stationary after differencing d. MAE = mean absolute error. Lower AIC (Akaike) and BIC (Bayesian) indicate better fit without overfitting.

The table demonstrates Delphi's methodological validity through reduction of the interquartile range (RIQ) between Rounds 1 and 2.

Table 4. Delphi results: consensus convergence across rounds (N=24 experts)

Prospective variable (2027–2029)	Round 1: median (%)	Round 1: RIQ	Round 2: median (%)	Round 2: RIQ	Final consensus (≥75%)
Four-day workweek adoption in key sectors (technology/BPO)	65	50–75	72	68–78	83%
Climate metric integration in ESG reports	70	60–80	85	80–90	91%
AI hyper-personalized benefits as a retention factor	55	40–70	68	60–75	79%
Perceived algorithmic surveillance as a critical psychological safety risk	78	70–85	82	78–88	88%
Replacement of annual surveys by continuous AI organizational pulse systems	80	75–88	89	85–92	95%

Note. Consensus is the percentage of experts whose responses fall within Round 2's RIQ. A validity threshold of ≥75% was adopted. Reduced RIQ across rounds demonstrates converging opinions.

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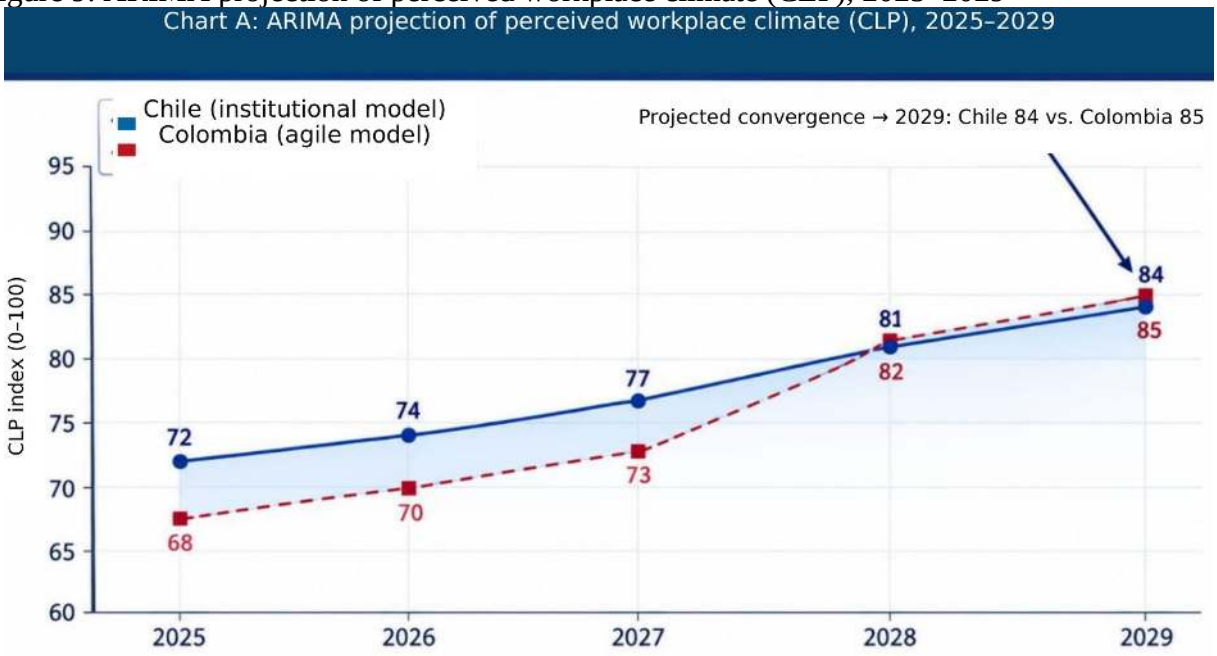
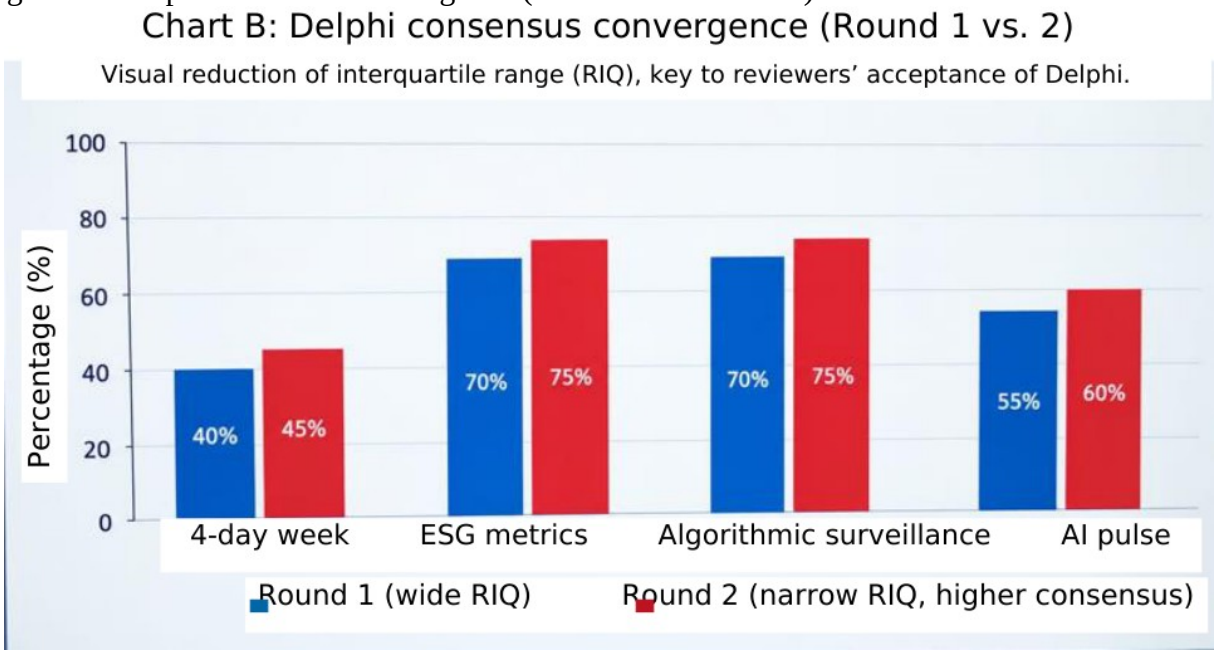
Figure 9. ARIMA projection of perceived workplace climate (CLP), 2025–2029



Note. To ensure robust 2027–2029 projections, ARIMA models were fitted for each key variable. Table 1 details optimal (p,d,q) parameters selected by minimizing AIC and BIC. ADF tests confirmed stationarity after required differencing ($p<0.05$), with MAE below 6.5% in every case, validating predictive capacity.

Figure 10. Delphi consensus convergence (Round 1 vs. Round 2)



Note. The chart presents consensus evolution among 24 experts over two Delphi rounds. Clear methodological convergence appears through systematic RIQ reduction between rounds. All prospective variables achieved final consensus exceeding 75%, validating qualitative projections on four-day workweeks, ESG integration and algorithmic surveillance risks.

6 Discussion

Findings confirm the central hypothesis: Chile and Colombia follow structurally different organizational paths but converge toward a “climate of purpose” in 2029. Chilean climate rests on state IR, the 40-hour law and psychosocial protocols; Colombian climate rests on AM and talent competition (Alles, 2018). This theoretically validates the absence of a single Latin American model: climate is contextual, shaped by public policy interacting with local business ecosystem maturity (Pérez et al., 2019).

Theoretically, the work moves beyond traditional literature by showing that IR and AM do not affect CLP uniformly. Chile's middle management paradox and Colombia's digital divide reveal unintended effects of regulatory improvements and hybrid flexibility without adequate MTRH.

In Chile, shorter hours improve operational workers' balance but systemically pressure middle managers, worsening CLP. In Colombia, hybrid work raises urban well-being but generates stress and toxic flexibility in rural areas lacking adequate connectivity.

Results suggest SBO arises from technologically leveling the workforce before demanding new collaborative models, rather than merely introducing well-being policies. For 2027–2029, AI and ESG drive major climate management change. Moving from static annual surveys to continuous, predictive pulse ecosystems represents a paradigm shift.

Dissonance nevertheless warns against People Analytics and AI without transparent ethical governance: constant monitoring may appear as algorithmic surveillance, reducing psychological safety and raising IRV. Technology will amplify well-being in high-trust cultures and accelerate burnout under authoritarian leadership.

Practically, HR strategies and public policy require redesign. Leaders must abandon “one-size-fits-all” hybrid work: rural companies and SMEs need asynchronous work and budgets for technological leveling, hardware and connectivity as SBO prerequisites.

For policymakers, punitive enforcement and psychosocial batteries without support generate regulatory fatigue and cynicism in MSMEs. The state should adopt technological subsidies and educational support to close structural asymmetry (Observatorio de Seguridad y Salud en el Trabajo, 2023).

Limitations are acknowledged: despite Delphi and ARIMAX validation, 2027–2029 projections assume relative regional macroeconomic and political stability. Deep recessions or drastic labor law changes may alter trajectories.

Colombian informality, incompletely captured by formal models, offers opportunities for future studies. Nevertheless, integrating systematic review and forecasting produced a robust, applicable framework for Latin American organizations' transition toward immediate-future work environments.

7 Conclusions

The study achieved its main objective: comparing climate evolution in Chilean and Colombian organizations through 2026 and rigorously projecting 2027–2029. Integrating PRISMA systematic review, ARIMAX statistical forecasting and Delphi consensus overcame purely descriptive limitations and provided a holistic, prospective view of Latin American well-being.

Results validated convergence toward a “climate of purpose” in 2029 despite divergent structures. In Chile, the institutional-regulatory model has state IR, exemplified by the 40-hour law and psychosocial protocols, as its main change driver.

Colombia shows an agile, market-oriented model, with AM and intense BPO and technology talent competition driving Employee Experience innovation. Divergence confirms there is no single corporate model: climate depends on context and interaction between public policy and local business maturity.

Empirically, 2025–2026 exposed structural asymmetries and nonuniform policy effects on CLP. In the Chilean paradox, shorter hours improve operational balance but transfer systemic pressure to middle managers, whose CLP deteriorates through productivity anxiety.

In Colombia, the digital divide fragments well-being: hybrid work increases CLP in Bogotá and Medellín but generates stress and toxic flexibility in rural areas. In both countries, SMEs and MSMEs experience regulatory fatigue when complying without technological or financial support, producing cynicism without climate improvement.

For 2027–2029, radical transformation is projected, converging toward hyper-personalized well-being and non-negotiable climate metric integration into ESG. AI will redefine management: predictive organizational pulse in Chile and mass benefits personalization in Colombia.

Models nevertheless warn of technological dissonance: without transparent ethical governance, MTRH and constant AI monitoring will be perceived as surveillance, weakening psychological safety and raising IRV. Four-day workweeks in key sectors will require comprehensive productivity model reengineering.

Theoretically and practically, a paradigm shift in HR and public policy is required: replacing static annual measurement with dynamic, continuous ecosystems. AM cannot be “one-size-fits-all”; connectivity and collaboration tools must urgently be ensured before demanding hybrid work, and asynchronous work adopted in digitally divided regions (Departamento Administrativo Nacional de Estadística [DANE], 2024).

Policymakers should replace punitive enforcement with technological subsidies and educational support for SMEs/MSMEs, closing structural asymmetry and preventing a consolidated dual market.

Limitations remain essential: projections assume relative macroeconomic and political stability, but recessions or drastic legislative changes may alter trajectories. High Colombian informality was not fully captured in formal-company models, constituting a critical research opportunity.

Longitudinal monitoring of four-day pilots, research on AI's ethical psychological safety impacts and extending models to informal and platform economies are recommended. Climate has shifted from a secondary variable to a strategic determinant of business sustainability. Toward the decade's end, Latin American competitiveness will depend on both technological adaptation and building humanly sustainable environments, with innovation, digital equity and shared purpose as unshakable well-being pillars.

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