Humanized leadership in organizations: What benefits can it bring to your company?

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ABSTRACT
This article on Humanized Leadership in Organizations aims to show the improvements that a more humanized management brings to the work environment. We will begin by showing how the work environment as a whole has undergone changes over time, emerging the need for a more pleasant place for employees, showing that only the salary is no longer enough for the staff to feel motivated. Our article brings ideals of great authors who served as a basis for the dissipation of our ideas and purpose, and based on these authors, we could and transcribe with more autonomy what we want to convey with this article. As a main tool we used the methodological procedure through a descriptive quantitative research, where we analyzed the result of ten applied questions and obtained answers that showed how much the employees of a drug distributor in the city feel more motivated to have a leadership that treats them with more empathy and transparency, and that knows how to deal with the most adverse situations without losing respect.

Keywords: Humanized leadership, Employee motivation, Empathy and transparency.

1 INTRODUCTION

In the ever-evolving business world, traditional approaches to leadership are being challenged by a more humanized and care- and inclusion-oriented perspective. Humanized leadership is an approach that seeks to value the human being in all aspects of the organization, recognizing the importance of creating healthy work environments and promoting employee well-being.

In the era of rapid change and uncertainty, leaders need to develop skills that go beyond managing results and goals. They need to understand the importance of cultivating strong interpersonal relationships, empathy, and mutual understanding. Humanized leadership is based on fundamental principles, such as valuing the individual, promoting an inclusive environment, and encouraging the personal and professional growth of each team member.

By adopting a humanized approach, leaders become agents of change capable of inspiring and motivating their teams, creating a climate of trust and mutual respect. They are dedicated to knowing each employee's strengths and weaknesses, providing a work environment that encourages the expression of ideas, creativity, and collaboration.

Humanized leadership also recognizes the importance of work-life balance. Leaders who care about the well-being of their employees promote policies and practices that encourage a culture of flexibility, allowing team members to have time for their families, hobbies, and self-care. This approach results in more engaged, productive, and satisfied employees, contributing to the success of the organization.

The humanized leader must promote an organizational culture based on trust, transparency and respect for both parties. This means valuing diversity and inclusion, encouraging the active participation of all employees, regardless of their origin, gender or sexual orientation. In this article, we explore the principles of humanized leadership, its impact on organizations. We've seen how this approach can contribute to building healthier, more productive, and more motivating work environments. We highlight the example of a company that has embraced humanized leadership and the tangible benefits they have achieved. After all, humanized leadership not only transforms organizational culture, but also strengthens companies' ability to adapt and grow in the face of the challenges of the 21st century.

2 THEORETICAL BACKGROUND

What is motivation, how to feel motivated, and how to influence others?

> The word motivation comes from the Latin movere and means to move. It's an essential process in anyone's life. It can also be defined as a force by which professionals develop their activities well so that they are promoted and valued.
> (CRISÓSTOMO, 2010).

People don't do the same things for the same reasons, each being has their goals, everyone is different and has different needs that can change from time to time: to achieve what they want, to know where to go, to have their own goals. The motivated person does not get discouraged easily by any problem, he moves forward and gives the best of himself to achieve his dreams.

Enthusiasm or dedication cannot be bought and no formula has yet been defined that indicates how to achieve this difficult task, and today, one of the main challenges of the leader is to inspire employees and not just demand results.

Several authors have elaborated their theories on the subject. There are several thoughts, discussions and controversies. Chiavenato (1999) argues that motivation is contained within the people themselves and can be largely influenced by sources external to the individual or by their own work in the company.

According to the author Gaudêncio (2009, p.40, emphasis added), "challenge is one of the two most important motivational factors. The second is recognition." Job performance requires the application of different skills. To perform the job well, you need to use different skills. The leader can

delegate some activities of greater responsibility that will make the subordinate feel more valued for having some more challenging activity. Simple and routine tasks can become tedious, hindering the productivity of the worker, he wants to have a relevant job.

A crucial factor for motivation is feedback: every employee feels more important when they have the feedback of good work or what they can improve, says Chandler and

Richardson (2008, p.24), "The managers who have the most trouble motivating the team are the ones who give the least feedback." We can see that without feedback there is hardly any motivation.

Other authors mention that motivation is within each one. Vergara (1999) argues that motivation is intrinsic, nor can we say that we motivate others to this or that. No one motivates anyone. We are the ones who motivate ourselves, or we don't. Silva; Rodrigues (2007, p.9) reinforces this theory when he mentions that:

> "Motivation is a phenomenon that depends on numerous factors to exist, among them, the position itself, that is, the task that the individual performs, the individual characteristics and, finally, the results that this work can offer. Therefore, motivation is a force that is found within each person, and is usually linked to a desire. In this way, its sources of energy are within every human being." (SILVA; RODRIGUES, 2007, p.9).

Unfortunately we come across some people in organizations who maintain a loser attitude, perform their service without any enthusiasm, don't know what they want and don't fight for anything, they just stay in the company to receive a salary, being a very difficult task for the leader and the team to live with someone like that. Christy (2006, p.20) cites in the book "The Secrets of Motivation":

There are people who will never be motivated. They prefer to be just supporting players in life, never actively acting in anything. Organizations are crammed with these individuals. They stick to their jobs, they do what they tell them to do, they don't ask, they don't argue, they don't question, they just execute. Whether they are satisfied with their condition or not, they are like that and are unlikely to change. There is no motivational program that has an effect on these people. (CHRISTY, 2006, p.20)

Before trying to change the team, the leader needs to do a self-assessment to understand the example he is setting. If you want your people to be more positive, be more positive. If you want them to be more proud of their work, lead by example. Show them how it's done. You want them to look good and dress professionally.

Great leaders, on the other hand, have the ability to inspire people to take action. They offer a sense of purpose and belonging that has little to do with any external incentive or benefit one might get. Those who truly lead can create a legion of followers who do not act because they were led to do so, but because they were inspired. (SIMON SINEK, 2009, p.14).

A good leader needs to be constantly evolving, always seeking improvement and never failing to acquire knowledge, as the author says: "From the moment you stop learning, you also stop leading.

If you want to lead, you need to learn. If you want to keep leading, you can't stop learning." (MAXWELL, 2008, p.142).

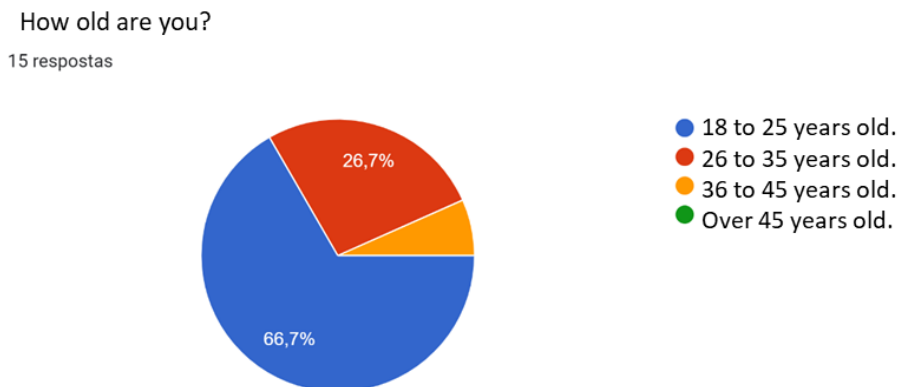## 3 METHODOLOGICAL PROCEDURES (OR MATERIALS AND METHODS)

As a methodological procedure, a quantitative-descriptive research was applied, which aims to confer hypotheses and analyze facts. We used the form method containing ten alternative questions, which were applied to 15 employees of a specific sector of a Drug Distributor in the city. Closed-answer questions were applied, where the participant chooses the option that most identifies among those presented.

The questionnaire was applied for academic purposes only, maintaining the confidentiality of the participants. The field research provided a broad view of the importance of humanized leadership in organizations.

4 RESULTS AND DISCUSSION

According to the interviewees, with most of them aged between 18 and 25 years old, and with the level of education defined by them as High School, we have a result that helps us to better understand how it works, and what is the importance of the issue of Humanized Leadership in Organizations.
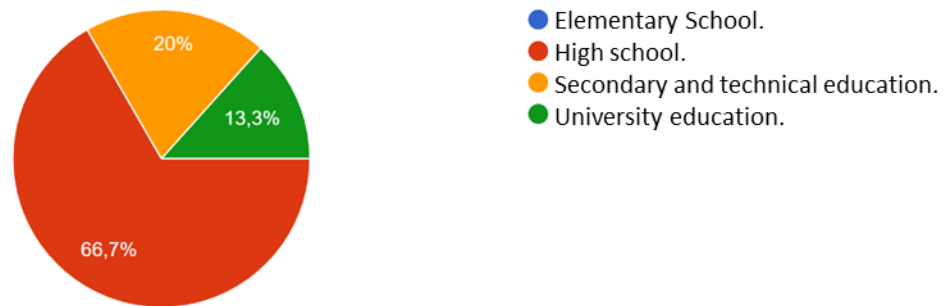
Graph 1 – Age.

Source: Google Forms, (2023).

Graph 2 – Schooling.

What is your education level?
15 respostas

- ● Elementary School.
- ● High school.
- ● Secondary and technical education.
- ● University education.

20%

13,3%

66,7%

Source: Google Forms, (2023).

Unanimously, all interviewees answered that they have already had experiences with humanized leaders in the company where they work, which demonstrates the practice is present in organizations, which increases the motivation index on the part of employees, who in turn, generate better performance, greater delivery, having as a fact that when asked what were the impacts related to the experience with humanized leaders in the company observed by them in their motivation and satisfaction in the work, 66.7% answered that they are more concerned with achieving the goals of the sector where they work, which results in better results for the company.

Graph 3 – Experience with humanized leaders.

Have you had experiences with humanized leaders in your company?
15 respostas

- ● Yes
- ● No

100%
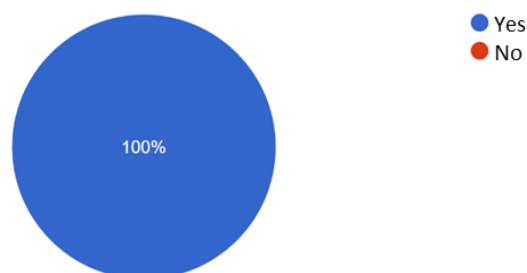
Source: Google Forms, (2023).

Graph 4 – Observed impacts on motivation and job satisfaction.

If so, what were the impacts observed on your motivation and job satisfaction?
15 respostas

- I had no experience with humanized leaders in this company.
- I started to work with more desire and dedication.
- The obligation turned into pleasure in carrying out my role in the company.
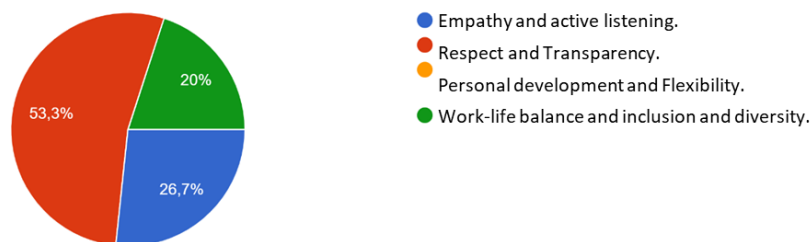- I care more about achieving the goals of my sector.

66,7%
26,7%

Source: Google Forms, (2023).

When asked what the key characteristics of a Humanized Leader, respect and transparency are was the most voted answer, demonstrating that the employee expects to be approached in a truly humanized way, receiving all the information pertaining to him without makeup and with total respect from his immediate superior. It is extremely important that a leader knows how to deal with the most diverse situations and knows how to use the right words in an approach. An unprepared leader can put the entire organization's bottom line at risk. These are simple attitudes of many people, but they make all the difference on the part of those who are part of the action.

Chart 5 – Key characteristics of a humanized leader.

In your opinion, what are the key characteristics of a humanized leader?
15 respostas

- Empathy and active listening.
- Respect and Transparency.
- Personal development and Flexibility.
- Work-life balance and inclusion and diversity.
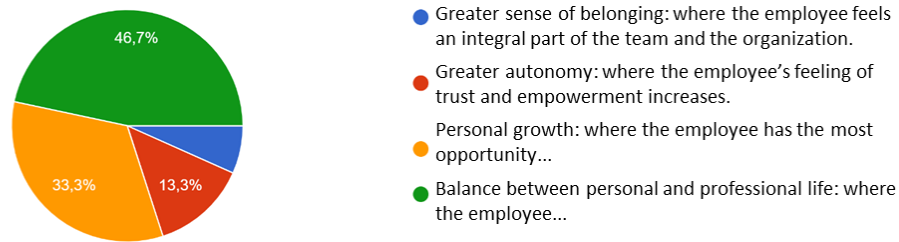
20%
53,3%
26,7%

Source: Google Forms, (2023).

As for the benefits that a humanized approach can bring to the well-being of employees, we had a balance between personal and professional life, where the employee can meet their responsibilities outside of work without feeling overwhelmed, considering that a Humanized Leader knows the needs of the employee outside the work environment and understands that, most of the time, The schedules don't match, which forces this employee to leave during working hours to deal with their personal commitments.

Chart 6 – Benefits that a humanized leadership approach can bring to the well-being of employees.

In your opinion, what benefits can a humanized leadership approach bring to the well-being of employees?
15 respostas

- ● Greater sense of belonging: where the employee feels an integral part of the team and the organization.
- ● Greater autonomy: where the employee's feeling of trust and empowerment increases.
- ● Personal growth: where the employee has the most opportunity...
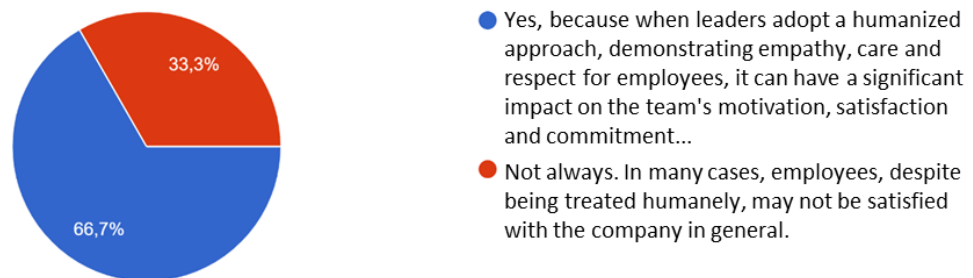- ● Balance between personal and professional life: where the employee...

Source: Google Forms, (2023).

Turnover is a major problem faced by some organizations. The result of this issue is that, for the employee, when the leader adopts a humanized approach showing empathy, care and respect for them, it has a significant impact on the motivation, satisfaction and commitment of the team, which directly influences the decision of talents to remain or not in the organization. This case should have even greater attention when dedication and commitment are noted with only one or some of the sectors of the organization, because we know that for everything to go well, all sectors must be in perfect sync.

Graph 7 – Importance of humanized leadership in talent retention.

Do you believe that humanized leadership can play an important role in retaining talent in the company?
15 respostas

- ● Yes, because when leaders adopt a humanized approach, demonstrating empathy, care and respect for employees, it can have a significant impact on the team's motivation, satisfaction and commitment...
- ● Not always. In many cases, employees, despite being treated humanely, may not be satisfied with the company in general.

Source: Google Forms, (2023).

5 CONCLUSION (OR FINAL THOUGHTS)

The article on "Humanized Leadership in Organizations: what benefits can it bring to your company?" It aimed to show us that organizations that follow a more humanized practice generate greater benefits both for employees and for themselves.

Employees feel more motivated, satisfied, and committed to their work, which translates into more results for organizations. In addition, employees tend to stay longer in companies that adopt a humanized approach, which reduces turnover and, consequently, increases talent retention.

Therefore, it is recommended that organizations invest in the training of their leaders, so that they can develop the necessary skills to deal with their employees in a humanized way. The article also makes us question the fact that problems related to unsatisfactory results in companies are not only linked to processes, but also to the people who carry them out who, many times, do not feel comfortable or feel unmotivated for some reason. It is also evident how much we should pay attention to and seek improvements in interpersonal relationships within institutions, creating an environment where there is good coexistence and good results.

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