A Model of Humanistic Leadership Style in the Healthcare Industry: The Case of an

Eldercare Facility

by

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ABSTRACT

The recent global pandemic outbreak has adversely impacted the morale and well-being of frontline workers. This thesis highlights the benefit of having a humanistic leader in these challenging circumstances. The purpose of this study is to conduct a comprehensive review of leadership concepts to determine why humanistic leadership is more effective in leading front-line employees. This study aims to develop a humanistic leadership model intended to change the behavior of leaders. Among the main findings of the study is that there is a lack of focus on humanism in the medical field, which is why promoting humanistic coaching among healthcare leaders is important in illustrating self-awareness, respect, human connection, and communication between healthcare professionals.

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CHAPTER ONE

INTRODUCTION

Political, social, and technological developments in recent years have compelled a shift in the notions of leadership and how organizations and businesses operate. For instance, issues of diversity and inclusion in organizations in politically volatile environments have caused organizations to self-evaluate the demographics of their workforce. Also, advances in technology, especially in information and communication, have created environments where employees are no longer operating in silos but are increasingly aware and influenced by developments and debates outside their workspaces. These dynamics have raised new demands for fairness, equity, transparency and accountability from organizational leaders and managers thereby challenging traditional notions of leadership as a unidirectional and hierarchical process of control, "centered decision making, dictatorial system of work for followers, and limits (to) the participation of followers (Warren, 2017: 26).

Traditional leadership styles relied on "management techniques such as discipline, punishments, or threats to maintain unquestionable regulations" and were rooted in the "directive or command-and-control leadership" roots of the industrial revolution" (Businessapac, 2022: para 2). As Heise (2019) notes, formal leadership has historically been rooted in established systems of patriarchal and class hierarchy such that men and especially those of high social status assumed an inherent right to wield authority in pursuit of their goals. It mirrored a parent-child relationship and "the perceived right of

leaders to treat their subordinates as children" and so employees respond as children by either complying unquestioningly or rebelling (Heise, 2019: para. 18) in a dynamic that does not advance organizational goals. This pattern of autocratic leadership did not change with "the Industrial Revolution when democracy was in its infancy and slavery was still legal (because) the new companies were run by men who ruled over their businesses like kings and … constructively challenging leaders was still risky business" (Heise, 2019: para. 4.)

The emergence of leadership theory as a unique discipline in recent decades has coincided with social, political, and technological transformations and the globalization of democratic principles. These shifts have had a significant impact on how personal interactions and communication such that individuals have become more interdependent – or at least, have become more aware of it. Indeed, even the processes of globalization, as accelerated by advancements in transportation and communication technologies have demonstrated that, like everything else, industrialization-era leadership norms and practices as characterized by parent-child or king-subject dynamics can no longer serve the modern organizations and business processes. If the traditional leadership style is not as valued or productive or favored for contemporary organizations, what better alternatives can organizational leaders rely on to achieve their productivity? This is the overarching question of this qualitative research aimed at examining the wide variety of successor leadership styles with the specific goal to make a case for an approach that addresses current global transformations and demands for more inclusive, diverse, and democratic workplaces as prerequisites for organizational success.

This process will begin with some broad definitions of leadership as a theoretical concept as well as a discussion of the diverse types of leadership styles and their characteristics. To provide a robust context for the research, this section will integrate an overview of the literature on leadership theory with a focus on the impact of leadership style on employee motivation and business practices. The assumption is that leadership behavior directly impacts the performance of an organization as the goal of leadership is to ensure the smooth operation of the organization (Zhang & Xie, 2017). Since leaders do not operate in a vacuum, how they interact with the employees therefore has a direct effect on the degree to which organizations achieve their goals. This leader-employee interaction is supported by the new science of epigenetics which argues that behavior and environment can create changes in an individual's genetic make-up without altering the DNA. In other words, genes are not hardwired but respond to environmental challenges and influences in ways that affect and individual's stress levels and health and capacity for productivity (Heise, 2019).

> This means that leaders have more impact on their staff than just getting them to do their job. They can affect their genetic makeup, both positively and negatively. When they create a toxic culture, stress and anxiety can turn into illness later in life and even be passed on to the next generation (Heise, 2019: para. 13)

Bennett (2010) suggests that understanding leadership involves understanding human behavior, since leadership relies on relationships. There is a common misconception that the strongest and most dominant individual will lead. Humans are often viewed as self-centered and only seeking short-term utility, which is the assumption behind many leadership theories. In this context, leadership is primarily concerned with

coordinating interests and presenting a vision of a future that appeals to all (Lawrence &
Pirson, 2015).

There is copious research on the impact of leadership and the various styles on the
healthcare industry (e.g., Žibert & Starc, 2018). Kumar (2013) argues that effective
leadership by healthcare professionals is essential in modern healthcare settings thus
demonstrating then need to improve healthcare delivery by examining how leadership
can create lack of motivation among healthcare employees in ways that stymie effort for
improvements and change. A review of eighteen articles published in a medical journal
by Sfantou, Laliotis, Patelarou, Sifaki-Pistolla, Matalliotakis, & Patelarou (2017) showed
that not only is leadership core element in healthcare delivery, but effective leadership is
also critical for strengthening quality health care and that different leadership styles
achieve better outcomes than others. This aligned with an earlier study of healthcare
executives in Iran by Azar & Asiabar (2015) who concluded that there is significant
correlation between leadership effectiveness and certain leadership styles, namely
transformational and transactional.

However, this vast body of research on the role of leadership in the healthcare
industry seems to overlook the critical sub-sector of elder care in assisted living facilities.
This deficiency, at least from extensive literature research conducted for this thesis,
seems to stem from either an oversight of specific circumstances of eldercare or the lack
of concern about the senior community and their needs. This gap in the existing research
compels interest in this sub-sector. The goal is to examine how leadership impacts

employee motivation in a senior assisted living facility, Sequoia Living, a non-profit organization in the healthcare industry. The choice of the organization was driven by logistics: its high staff turnover personal affiliation which therefore granted access to obtaining the necessary permissions and to the research participants and their perceptions of the leadership style in the organization and the effect it has on staff retention, motivation, and interactions with leadership. Also, as an established organization, its culture and leadership style have already been entrenched. nuances of humanistic leadership theory. It is expected that interviews with the staff (of all leadership and managerial levels) will not only address the research questions but contribute to knowledge on the impact of leadership on employee motivations in ways that support the facility's performance.

This qualitative research is undergirded by two assumptions. First, a leader has a significant impact on how motivated employees are in advancing an organization's goals. Second, there is no one-size-fits all leadership style; it may require a convergence of different leadership approaches to determine what works for a particular organization and its functions. This research explores these assumptions with the expectation that through the interviews with participants and subsequent analysis, the best leadership approach for a healthcare organization will emerge. This will then form part of the recommendations for an elderly care community  whose purpose is to provide older adults with family-oriented living spaces and services and other eldercare facilities.

This thesis is organized into six sections including this introduction and the conclusion. The second section features the broad definitions of leadership, various leadership styles and their characteristics, followed by an overview of the research methodology in the third section. The research and its findings are presented in the fourth section. The discussion and recommendations are presented in the fifth section with the conclusion in the last section.

CHAPTER 2

LITERATURE REVIEW

Concepts of Leadership, Leadership Styles and Characteristics: Overview of the
Literature

The role of leadership is evolving within organizations in many ways today. It is

more important than ever for leaders to embrace complexity, rather than focus solely on

one-dimensional metrics. In the past, organizations were praised for their smarts and

service, but now they can adopt humanistic practices. The core of any organization is its

human values and thinking, which influence the organization's structure, and in this

regard, humanistic attitudes have a direct impact on its behavior (Dierksmeier, 2016). As

a result, effective leaders must prioritize people over money irrespective of the data or

analysis. Increasingly, leaders are coming to understand that people are an increasingly

crucial factor in achieving goals, rather than money. To accomplish this, they will start

emphasizing people over profits, cultivating employee moral imagination, and seeing the

world differently (Waddock, 2016). Since there are many ways to describe someone as a

leader, theorists have often struggled to define leadership. The styles of leadership

include autocratic, authoritative, transactional, transformative, servant, democratic,

laissez-faire, bureaucratic, charismatic, pacesetting, ethical, affiliative, and coaching.

There are several common leading models in a theoretical framework that can be found in

an organizational setting.


According to Ospina & Foldy (2009), the critical way of thinking about

leadership theories should become the new way of thinking about leaders in this

generation. As a result, innovation, creativity, and flexibility are possible across all

aspects of society, including organizational settings. Leaders who approach leadership from the humanistic perspective are more able to fill in the gaps through social interactions, especially among culturally diverse groups, and recognize the importance of personal differences. The demand for connectedness and difference in organizational trends has created an important environment where race-ethnicity becomes an integral part of leadership (Ospina & Foldy, 2009). One positive outcome of this social interaction is that it creates the space for leaders to engage with their employees in ways that create a more productive and collaborative communities (Kraut, 2020).

To some extent, it is easier to discuss different leadership styles than to define leadership as an objective concept or process. Perhaps, therefore many scholars (such as Koontz & Donnell, 1980; Vagu & Stegaroiu, 2006; Bennis, 2006: Shulstad, 2009; etc.) take as their starting point Prentice's 1964 definition of leadership as the "accomplishment of a goal through the direction of human assistants" and a leader as "the man who successfully marshals his human collaborators to achieve particular ends is a leader" (2004: para. 2). The gender specificity of leadership has changed over time but the performative element of the definition, namely the accomplishment of a goal, persists in more contemporary definitions of leadership. For instance, Ward (2020) defines leadership as "the art of motivating a group of people to act toward achieving a common goal … and this can mean directing workers and colleagues with a strategy to meet the company's needs" (Para. 1). Leadership can be described as the practice of encouraging the voluntary participation of subordinates to reach objectives within a team. While an individual can influence the actions of an individual or a group of individuals,

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this notion of leadership is relational involving a near-equal interactions between influencers and the influenced (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). Donate & Sanchez de Pablo (2015) summarize the various concepts of leadership as: a) a way of inspiring demanding work to accomplish goals and involves definitions of "a clear management approach toward employees and encouraging them to follow the leader to achieve the firm's goal" as well as motivation and communication (p. 363).

Leadership also refers to how an organization achieves its performance outcomes and those who drive them. It is in this context that certain performance outcomes are attributed to leadership. These include customer satisfaction, sales performance, customer service orientation, organizational commitment, job satisfaction, job performance, and financial performance (Popli & Rizvi (2017) many of which are the benchmarks for effective leadership. Other normative words besides performance have also been utilized as additional descriptive or attributes of good leadership. These include motivation, coaching, confidence, influence, and innovation, many of which align with the many styles of leadership that one finds in the literature. Perhaps, it is the diversity of leadership styles that makes it difficult to find a clear definition for leadership as each of the characteristic's points to particular ways of leading organizations or groups of people. Other scholars highlight the characteristics of leadership, and its implications for organizational practices and goals (Knights, 2021). However, they also denote leadership styles by definitions. These styles range from the traditional approaches of autocratic and bureaucratic to more contemporary leadership styles such as democratic, laissez-faire, authentic, innovative, ambidextrously, and humanistic. Of course, these approaches are

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not cast in stone. They are fluid often in response to environmental stimuli, organizational structure and workforce demographics and convergence of different leadership styles may work better than strict adherence to one. The culture and functions of the organization can be major determinants for the choice of leadership style and the leaders best suited for achieving specific organizational goals (ElKhouly et al., 2014).

The purpose of leadership is to define a shared mission and vision for an organization while also developing core values to guide employee behavior as well as that of the stakeholders. The impact of a specific leadership style rests on an individual's connections and a set of behaviors exhibited by the leader. The responsibility for leadership and effectiveness lies with all members of the team, and a greater understanding of leadership styles will assist the whole team in achieving organizational goals (Darling & Leffel, 2010). Leadership enhances the well-being and success of its followers in the following ways: belonging, affective relationships, friendly relationships, and self-respect. Secondly, they make a positive difference in the followers' lives by underscoring the need for truth, beauty, goodness, justice, perfection, and law (Schott, 1992).

Regardless of leadership style, the effective leader is one who can maintain the well-being of employees and organizations by balancing the technical and human aspects of their work. An important aspect of achieving such a balance is for superiors to act and speak with integrity. A person of integrity adheres to his or her code of conduct and follows own moral compass. Those who live with integrity are honest and open are likely to succeed without reflecting on hidden indiscretions (Hayat & Suliman, 2013). Effective

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leaders recognize the holistic nature of their employees' lives, motivate, and inspire them strategically, and flow with these changes (Reed, 2001).

The essence of a leader arises from deeply rooted values and beliefs about how people learn and may manifest itself as either transactional, transformative, top-down, or bottom-up types of leadership, as well as spending time following through, fostering independence, responsibility, and binding these values together. Leadership style is more of a result of deeply held values than a deliberately chosen path. Additionally, good leadership practices include acknowledging everyone's unique qualities and having a plan for utilizing these abilities to create bridges within an organization. Leadership values, whether stated or unstated are reflected in institutional practices (Goldman, 1998).

Despite its importance in the social definition and monetary compensation of leadership positions, leadership literature has not systematically addressed this aspect of leadership. Keim & Shadnam (2020). These practices generate ideas that can be applied to other social and organizational contexts; thus, they cannot be generalized. This facilitates the coalescence of unrelated ideas and practices. This idea that leadership roles are open to all members of a community may be directly related to the example of choosing the leader by lot (Keim & Shadnam, 2020). Thus, the notion that the process of selecting the leader can be designed in a manner that cannot be manipulated by individuals and the concept that leadership positions are devoid of personal benefits and privileges (Keim & Shadnam, 2020). According to Rider et al. (2018), leaders are critical to achieving a people-based competitive advantage, a role that is characterized by

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numerous challenges and opportunities. Humanistic leadership requires leaders to position themselves as change agents by articulating a clear vision for reshaping and improving an organization (Rider et al., 2018). Moreover, for communication to work, for morality to be fostered in organizations, and for organizational cohesion to be achieved, it is essential that leaders possess a sense of Humanism (Feeney, 1998).

Burger (2015) found that leaders who guide an organization, and specifically, those who influence and encourage others to work enthusiastically toward achieving objectives, have a more likely chance of succeeding. Nevertheless, their strategic priorities may only be implemented if they remain in charge of the process. Only when a strategy is integrated with a larger mission can it inspire strong, enduring emotional attachments. It is imperative that leaders transform contractual employees of economic entities into committed members of a higher purpose organization and become humanistic (Burger, 2015). Leadership qualities may appear natural to some leaders, but for most, leadership skills are developed over time in the workplace. It involves the building effective and respectful communication systems (Phaneuff, 2007).

**Overview of Selected Leadership Styles**

While there may be a core leadership theory described as a process of influencing others toward the achievement of organizational goals (Koontz & O'Donnell, 1980), there are various approaches to leadership. The common thread in many leadership styles is human nature as characterized by the desire (a) to acquire and (b) to defend (Pirson & Lawrence, 2010). In contrast, typical management and leadership theories do not contribute to the development of reflective insight as they tend to view human action as a function of

economic theory (Mintzberg, Simons & Basu, 2002). Pinker (2002) proposes that humans have an advantage because they can comprehend, therefore, they tend to figure things out rather than rely on instincts, which is beneficial for survival. The best and the worst of human nature are drawn together in leadership, love, hate, trust, deceit, service, and selfishness.

The subject of leadership has been viewed as natural subject, which entails criticism as well as alternative approaches. According to this claim, leadership cannot be measured scientifically since a situation and the appropriate style of leadership may be subjective. As a concept, leadership has different meanings, and differing interpretations of leadership styles though the conventional narrative has often been ahistorical and dissociated from social and cultural discourses or prevailing economic or political tableau (Wilson, 2016). For instance, research on leadership has largely been conducted from a Western viewpoint, thereby excluding cultural differences and perspectives and the ways that they determine different leadership approaches and outcomes. Paradigms such as rationalism or spirituality challenge the possibilities of a holistic assessment of leadership and human interventions. A broad understanding of leadership requires a distinctly practical view of the ethical and political with a focus on individuals rather than on economic factors (Chakravorty, 2018). This is because the quality and effectiveness of leadership is an outcome of the personality of the individual whose sociocultural values and ethics naturally affect how the individual leads. Despite the differences in human nature, the pursuit of knowledge and self-awareness binds all humanity. To achieve true mutuality, it is important to acknowledge both our collective humanity and our individual differences (El-Meligi, 2005). This task rests on leaders of all kinds and in all kinds of

organizations. Some leadership styles can achieve this goal more effectively while others, by their very nature, may be more resistant. And so, we examine a selection of leadership styles though the emphasis will be on humanism as it aligns more closely with the purpose of this research.

As noted earlier, leadership styles are not unique in the sense that a leader can embody different elements of different styles. Since leaders are performance and purposeful, it is conceivable that great leaders will manifest various leadership styles. We will provide an overview of some leadership styles in this section beginning with the autocratic leadership style.

*Autocratic leadership:* Autocratic leadership occurs when supervisors fail to invite input from employees in the decision-making process. Usually, leaders make decisions based on their ideas and judgments, and they rarely listen to their followers. Viewpoints from teams or those not in management are ignored and the leader takes the initiative in every area of the work process. Leaders are in complete control of everything that happens to their employees. In some circumstances, autocratic leadership can be an asset, especially in cases where decisions need to be made quickly and consultations might delay action and it enhances productivity. Still, this approach is open to abuse as leaders can be dictatorial in their management (Chukwusa, 2018). Bhatti et al., 2012). The autocratic leaders are often those most adept at taking on monotonous, unskilled, and routine tasks, or those who are managing short-term, risky projects (ElKhouly et al., 2014). As a

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consequence of its autocratic nature, this leadership may unwittingly discourage productivity and often lead to high employee turnover.

*Bureaucratic leadership*: An important aspect of bureaucratic leadership is its strict adherence to organizational policies and rules. An employee's opportunity for promotion in the organization may often be determined by the degree to which they comply with the rules and procedures. While rule-following may be a positive characteristic, in organizational settings, it might fail to promote creativity or self-esteem among employees (ElKhouly et al., 2014) with a negative impact on productivity.

*Democratic leadership:* This approach emphasizes employee participation and engagement. It includes all stakeholders in the decision-making process though the final decision remains with the leader. Additionally, employees and team members feel empowered to earn promotions, so they are more motivated to work hard rather than only for monetary rewards. The involvement of employees or team members in the process increases job satisfaction and skills improvement. The process of participation can sometimes be time-consuming, which may result in slower progress, but the result is often more satisfying (Bhatti et al., 2012). Ideally, this approach is appropriate in situations where teamwork is essential, and quality is more important than speed. The effectiveness of group leaders depends on transparent assessment criteria (Bhatti et al., 2012). Democratic leadership leads to motivated, skilled, and satisfied employees. The democratic leader encourages employees to become creative and work in a collaborative

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environment. Nevertheless, it does have the disadvantage of being time-consuming due to the need for group participation (ElKhouly et al., 2014).

*Authentic Leadership:* This approach is about building trust and respect with their employees. Authentic leaders use the tools of honesty and transparency to engender trust and motivate employees. In their adherence to a set of clear values and beliefs, authentic leaders foster engagement in the organization (Shu, 2015). As a result, the quality of work is affected by the behaviors and attitudes of employers when they exercise authentic leadership. Employees develop autonomy and competence by engaging actively in the tasks that they find interesting.

  Authenticity has the disadvantage of being beyond objective and clear guidelines since it lacks the attributes and qualities that determine whether a person is authentic or not. In addition, the self is a philosophical and psychological concept, which is difficult to measure externally (Söderlund, & Wennerholm, (2021)

*Transactional leadership:* This leadership style leaves existing systems and cultures intact but adapts to them to reduce disruptions in organizational practices and among employees. Transactional leaders clarify and monitor existing processes and cultural norms rather than promoting change (Noer, 2017). At the same time, they focus on deviations, errors, or inappropriate conduct and intervene, as necessary. They are often described as inactive because they reward high performance and intervene when performance issues arise (Zehir et al., 2011).

The disadvantages of transactional leadership behaviors is their focus on monitoring and controlling employees through rational means, such as contingent rewards that follower receives for their efforts and performance (Bono, & Judge, (2004).

*Transformative leadership*: With this style of leadership creates opportunities for employee and organizational transformation through the establishment of long-term objectives. An important element explaining the significance of this concept is its emphasis on the concerns and motivations of followers (Chow et al., 2017). A transformative leader inspires and galvanizes passion and vision for the future (Noer, 2017).

*Servant Leadership*: This approach combines servanthood with leadership. Servant leadership stresses the importance of leaders serving first rather than always leading. This concept emphasizes the virtues of patience, empathy, kindness, humility, respect, honesty, and commitment (Chow et al., 2017).

*Humanistic leadership*: Two of the most famous humanistic theorists are Abraham Maslow and Carl Rogers. They are known for pioneering humanistic psychology by seeking to understand behavior in terms of individual needs. They devised a hierarchy of needs ranging from basic safety needs to creative desires represented by self-actualization after realizing that not all needs are equal. The Maslow theory of learning emphasizes the importance of choice, creativity, values, and self-realization for learning and human behavior (Biruny & Salsabila, 2021).

Hancock (2020) defines this leadership style as a philosophical approach anchored on respect, compassion, ethics, responsibility, reasoning, and strategic. Other scholars have added participation, leading by example, and valuing service to others to the list (Hartarto et al., 2021). A humanistic approach to leadership integrates classical conceptions of motives and needs, such as relatedness and satisfaction, as well as moral values and responsibility. Humanistic leadership emphasizes dignity rather than utility and employees are treated with respect and acceptance. An understanding of a person's community within his or her organization is essential to having a human perspective. Accordingly, three attributes motivate organizations to perform at a higher level than they are capable of: unconditional respect for human dignity, informed ethical decisions, and engagement (Latemore et al., 2020). These aspects of the humanistic leadership style compel the interest in understanding how it might function in the healthcare industry with a focus on the eldercare subsector. The humanistic leadership theory offers several advantages for leading organizations in a way that focuses on the needs of the employees and clients. The fact that humans are the driving force behind a business cannot be denied as otherwise there will be many fragmented businesses and stakeholders who will remain focused on economic growth rather than on the business itself.

A major characteristic of the humanist leadership is in its avoidance of rigid structures and processes and orients toward people and tasks (Maxcy & Liberty, 1983). By focusing on human rights and prioritizing scientific procedures over religious beliefs, the humanist leader makes decisions based on the group policy. The role of leadership in an organization is to create cultures and climates that encourage the cultivation of relationships that embody values such as trust, acceptance, respect, individual

recognition, appreciation, collaboration, and cooperation. As a result, humanistic leadership is essential for a workforce.

Humanistic leadership adopts a holistic view of every human being which includes the rights, dignity, and continuous development that humans experience based on organizational and working conditions. As humans develop skills and virtues through work, they can contribute to the production of goods and services as well as to the development of their personal lives. Thus, the worker's dignity is shared as the work proceeds directly from the worker. Therefore, work is more than just a commodity or an anonymous force within the productive system. The fundamental principle of treating people fairly, benevolently, and with civic friendship has, therefore, to be respected, as well as recognized for their openness to transcendence to uphold the dignity of all human beings and to facilitate their development (Mele, 2016). The goal of humanistic leadership is to build meaningful and purposeful human experiences that are guided by basic values and focused on maintaining sustainability, it is also important to employ humanistic leadership, which takes stakeholder perspectives into account (Rodríguez & Elvira, 2014). An understanding of humanistic leadership in organizations is essential for the development of a humanistic leadership framework. This thesis accomplishes this by introducing some of the key elements of such a framework, thus advancing the understanding of humanistic leadership theory.

Humanistic leadership is becoming increasingly important in business as a means of ensuring sustainability which also considers the perspectives of all stakeholders. Sustainable development is defined as meeting the needs of the current

generation without compromising the ability of future generations to meet their own needs, as stated in the Brundtland Commission report (1987). It is also imperative for sustainable development to provide people with the opportunity to satisfy their aspirations for a better quality of life (Asis-Castro, & Edralin, ((2018). Mary Parker Follet, the pioneer of humanistic management, said in 1925: "We can never fully separate the human from the mechanical side... but you all see the study of human relations in business and the study of operation are intertwined every day." (Follet, 1940, p. 124). For companies to survive and succeed in a dynamic and globally competitive environment, these functions must be planned and implemented effectively. An organization must attract and retain competent and committed employees whom it can train and develop to become productive and satisfied with his/her job in order to measure up (Asis-Castro, & Edralin, ((2018).

Business practices should incorporate humanistic values that do not place profits above all else, which is why a new movement for business ethics is needed. For economics to recognize the true value of the human being, the importance of the human being must be reintroduced. A humanistic approach to business ethics requires a philosophy based on freedom (Spitzeck et al., 2009). This approach emphasizes the blending of diverse approaches in order to build a more sustainable economy and promote responsible corporate practices. Many of the crises of our time can be attributed to economic systems that have little regard for human values and virtues disregard for morals and ethics has proven to be more deleterious than disruption in the workplace (Dierksmeier, 2016).

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Humanistic leadership places emphasis on the leader as a person which identifies the role businesses must play in society based on contextual factors (Rodriguez et al., 2014). Research on the humanistic view of leadership is important to consider when it comes to leading organizations in a way that is rooted in self-care, passion, and love. Leadership is a complex construct that has been conceptualized for decades and due to its complexity, no consensus has been reached concerning its definition. Leadership has been viewed as a technical undertaking based on hierarchical relationships, but some studies have explored the idea of leadership as natural and relational (Fu et al., 2020). To demonstrate the seven key characteristics of humanistic leadership, we must combine vision, ability, beliefs, trust in self and others, a sense of care, a zeal to do what is right, and the courage to stand up for our convictions and beliefs, which is the core of humanistic actions (Kiltz, 2004).Organizations need to provide humanistic care and love to employees as whole individuals with both psychological, emotional, and spiritual needs. According to humanistic leadership theory, individuals should lead organizations and their employees through compassion and care for their welfare, rather than through fear or punishment (Yang et al., 2020). As outlined in Melé (2016), a humanistic leader will strive to achieve profits through the well-being of others as opposed to managerial styles that are primarily focused on profits, treating employees as mere resources to accomplish that goal.

The leadership literature has not extensively addressed this aspect of leadership, despite its importance as evidenced by the social definition and monetary compensation of leadership positions. The practices cannot be generalized as a whole; instead, they

generate ideas that can be applied to other social and organizational contexts. By doing so, seemingly unrelated ideas and practices can be brought together. In the same vein, the idea that leadership positions can be open to anyone in the community tends to fit with the example of selecting the leader by lot; and so too does the idea that the process of choosing the leader may be designed in a way that cannot be influenced by individual candidates. Keim & Shadnam (2010) argue that even the notion that leadership positions are incapable of bringing personal rewards and privileges is false (Keim & Shadnam, 2020).

Humanistic leadership can be described as reflecting self-leadership and adhering to humanistic ethical principles as characterized by empirical findings. The qualities of a humanistic leader include self-awareness, self-management, and ethical orientation (Fritz & Sörgel, 2017). The humanistic leader reaches out and engages with employees and people in the community based on self-leadership and ethical anchoring (Fritz and Sörgel, 2017). The humanistic leadership framework encompasses a combination of different criteria and how they are applied/used for different purposes in leadership, such as anchoring, attitude, access, approach, action, arrangement, ambitions, and goals. In Anchoring & Attitude, an intrapersonal foundation for humanistic leadership is laid.

A humanistic leader has a clear vision: he or she enables employees to be leaders before them and to grow as individuals. As a result, employees are inspired to lead themselves according to the humanistic principle of self-determination and to fulfill their potential. The three dimensions of this concept can help employees to achieve their

goals. Furthermore, this framework suggests a strong connection with a preliminary definition of humanistic leadership, since it describes how humanistic leaders recognize, respect, and validate the importance of employee subjectivity, relationality, individuality, and personalities, and how they act with respect for such individuals' self-determination and dignity. Humanistic leadership seeks to create an environment that encourages human flourishing or human evolution. Accordingly, the conformity of this framework with the literature-based definition illustrates its contribution to the discourse on humanism (Fritz & Sörgel, 2017). Based on these principles, Humanistic Organization leaders can create a competitive advantage based on people, the most asset of the organization (Burger, 2005).

In humanistic psychology, the emphasis is on individual freedom, growth, individual responsibility, and the understanding that unhappiness is merely a temporary state, and that the realization of human potential is contingent upon motivation and the existence of a supportive environment (Biruny & Salsabila,2021) To study the cognitive and affective perspectives of organization members, psychometric interests and abilities are analyzed, as well as self-leadership experiences. As a result of appreciative interactions, this implies that they respect and value all stakeholders as human beings. Humanistic leaders behave differently from employees based on the two dimensions mentioned above. Leadership that takes a humanistic approach to the workplace offers each employee individualized attention. The working environment is designed and structured in a humanistic manner, resulting in a balanced community. Leaders who

employ humanistic practices achieve their goals and objectives through interpersonal relations and systemic arrangements (Fritz & Sörgel, 2017).

There is one significant disadvantage of humanistic leadership theory as opposed to other theories of leadership: its visceral vagueness. As a result, it is argued that successful leaders adhere to humanistic principles, which may seem unrealistic when it comes to what transpires in business and organizations. There is no evidence to support the notion that the concept of authenticity and experience is too difficult to define from a humanistic perspective. Hence, the humanistic approach is too optimistic when it comes to assuming that human behavior is good since it assumes that everyone behaves nicely and with respect for others' viewpoints. For inclusion to be credible, a more credible justification is required since inclusion involves many components, such as intercultural communication, uniqueness, belonging, unconscious bias, innovation, cultural intelligence, and identity management (Melé, 2003).

In contrast to other types of leadership, humanistic leadership theory exhibits principles that employees can appreciate, and they are more likely to remain with their employers because they are cared for. This allows followers to be seen as individuals who should be appreciated and valued for their contributions to the organization. Furthermore, this empowers employees to lead by example, which encourages individuals to do the same in the work they do, regardless of their position or title. By doing so, it makes followers feel like they are part of a community and are an integral part of an organization's success and development. Thus, leaders will no longer

be viewed as authority figures, establishing more constructive relationships with followers through respect, transparency, fairness, and compassion, along with collaboration. In humanistic psychology, the emphasis is on individual freedom, growth, individual responsibility, and the understanding that unhappiness is merely a temporary state, and that the realization of human potential is contingent upon motivation and the existence of a supportive environment (Biruny & Salsabila,2021)

# CHAPTER THREE

## HUMANISTIC LEADERSHIP IN HEALTHCARE

In recent years, this country's healthcare system has been beleaguered by impersonality and officiousness, lacking the warmth and care that should characterize healthcare delivery (Grahamer & Kilpatrick, 2009). The aftermath of the COVID-19 pandemic in 2020, there has been a steady decline in morale, culture, and empathy among organizations, particularly in the healthcare industry. Focusing on individual needs enables leaders to build stronger relationships, foster empathy, build trust, collaborate, and demonstrate kindness (Amin, et al, 2021). According to Rogers (1957), an empathic, genuine, and unconditional relationship leads to constructive personality development. This theory leads to the development of better employee relationships and leadership skills. As a result of Rogers' theory, relationship conditions contribute to self-actualization, resulting in individuals becoming more functional (Joseph, 2020). Humanistic approach emphasizes kindness and generosity as important characteristics of leadership, particularly when it comes to motivating and influencing others.

According to Grahamer & Kilpatrick (2009), healthcare leaders are aware of the need to establish supportive and caring cultures; however, they have not taken steps to achieve this goal. Organizations in the health care sector have often neglected the human dimension in favor of processes and programs designed to increase efficiency. It is very important to consider the personal dimension of healthcare, since the importance of compassionate, humanistic care has grown, and organizations may be able to align their needs with the interests of patients and the healthcare workers.

Critically ill patients will continue to increase, meaning health care professionals will need to be able to perform to their full potential over an extended period. Meanwhile, health care workers must cope with societal changes and emotional stressors. The healthcare profession comes with exposure risks, extreme workloads, moral dilemmas, and an environment that differs from what they are used to (Shanafelt, et al, 2020). The rapid evolution has transformed organizations and practices in healthcare setting and is now increasingly driven by productivity, efficiency, and performance metrics, resulting in lower employee engagement (Lehr & Vaughan, 2021). The global pandemic is in dire need of human connections and organizational innovation. A humanistic organizational culture emphasizes relational and human aspects of care; this should be aligned with the organizational values. Several organizations have publicized their "caring cultures" in their mission statements or on their websites. Despite knowing and being expected to have caring and supportive cultures, healthcare leaders have not taken action to implement them in their organizations (Grahamer & Kilpatrick, 2009).

During the pandemic outbreaks, health-care providers were under enormous stress due to the high risk of infection, stigmatization, understaffing, and adjusting to an entirely new working environment in this demanding situation. The rapid spread of the virus had also worn out the frontline workers. (Liu, et al, 2020). It is vital that leaders ask their team members what their needs are, and a genuine expression of gratitude can honor and reinforce the compassion of health care professionals. Practicing compassion helps clinical professionals respond to distress and fear, and to provide care under extremely

challenging clinical conditions every day. In these challenging times, leadership is essential to this process of gratitude by listening, safeguarding, preparing, and supporting clinicians (Shanafelt, et al, 2020).

In our current global economy, people are often treated as instruments of profit while democratic rights are ignored, causing people to be unhappily employed. To counteract these inhumane effects, humanistic leadership creates and disseminates actionable knowledge that puts humanity first and promotes the development of a life-serving economic system (Spitzeck et al., 2009). According to Aristotle, the economy should serve the people thus resulting in freedom and democracy. A humanistic approach to leadership can accomplish this through an organizational model that includes responsibility, supportive leadership, facilitative practice structure and organized/shared activities in figure 1 (Rider, at el,2018).
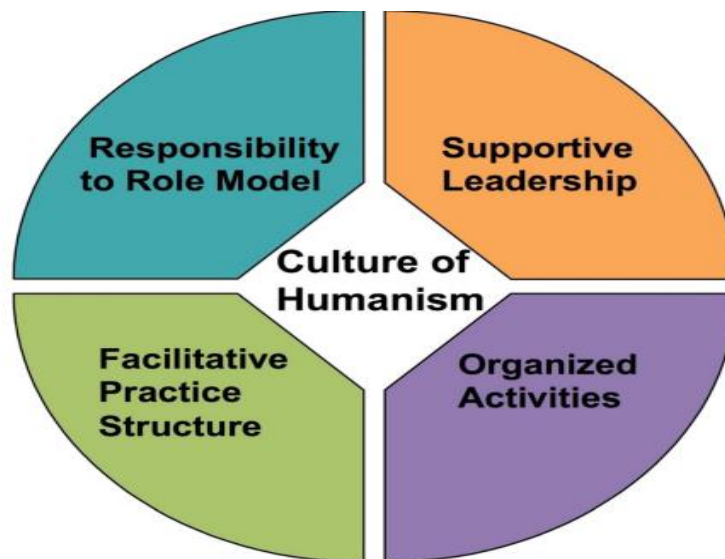


Figure 1 Organizational-level factors identified as promoters of humanistic practice.

This model is especially relevant in the healthcare industry and front-line workers are often required to seek advice from or the involvement of others in situations outside their areas of expertise, as well as to understand the consequences of going beyond their scope of practice. Often, they best they can hope for is not to fail, but as they must be supportive and present for clients who are seeking answers to difficult health questions (Bell, 2012). Additionally, leading healthcare organizations must respond to the conflict between humanistic practice and economic efficiency. Healthcare administrators are tasked with articulating a vision that bridges the current chasm between humanistic care and economic imperatives (Gilligan et al, 2019).

Practicing humanistic leadership necessary for leaders who are working in the healthcare industry during a time of pandemic that calls for empathy, support, and care. Indeed, the eldercare sector stresses even more the importance of compassion, support, respect, humanity, and the wellbeing of others, thus necessitating attention to the humanistic leadership approach.

The pandemic caught the world by surprise, especially in the healthcare industry and the consequences it had on eldercare facilities. There were constant changes in protocols, shortage of staff and supplies resulting in burnout, overworking, and many employees experiencing loneliness due to lack of interaction with other individuals (Bell,2012). Moreover, healthcare workers spent most of their time on infection prevention, resulting in a lack of care and engagement among the people they serve. Due to the increasing demands for healthcare workers and the limited resources available, healthcare workers must not only address care efficacy, but also understand how it is provided (Bell, 2012).

According to Maslow's hierarchy of needs, a humanistic theory in health care based on physical and psychological complaints, patients are viewed as individuals with a greater need than just a number. The goal of humanistic care is to assist people in expressing their creativity and realizing their full potential by using internal forces within the care process, as well as beliefs and expectations. A focus is placed on human potential, creative ability, health, hope, meaning, connection, purpose, and the ability to gain self-actualization (Biruny & Salsabila, 2021).

CHAPTER 4

RESEARCH DESIGN AND METHODS

As noted earlier, this thesis proceeds from the assumptions that leadership has a major impact on employee motivation and turnover in an organization and that while there is no one-size-fits all approach to leadership, a convergence of different styles may achieve better outcomes. A copy of the survey questions will be provided at the end of this report.

The discussion of the different leadership styles generates a third assumption: the humanistic approach with its focus on compassion, care and the whole individual is best suitable for the healthcare industry, especially in the eldercare sector. This third assumption in turn provides the basis for the study of Sequoia Living, a senior assisted-living facility, to understand further how the practice of humanistic leadership advances employee satisfaction, employee turnover and achievement of organizational goals. The purpose of the research design is to gather data from the participants in hopes to create a humanistic intervention that can be integrated as training model for leadership development withing their organization.

Twenty participants consisting of employees and supervisors were surveyed on 21 questions with Yes or No answers to generate data on awareness of the organization's leadership style (Figure 4), participants' understanding of the humanistic approach of leadership (Figure 2), leadership development and coaching protocol in the organization (Figure 3), and the organizational culture as a reflection of the prevailing leadership style. After the initial survey, the participants were divided into four focus groups to discuss

four different sets of impact-of-leadership questions: motivation, productivity, relationships, and supportiveness. The data were analyzed in a word processor and pie charts created for visual presentation and to enhance the description of the research findings.

**Figure 2:** Familiarity of Humanistic Leadership
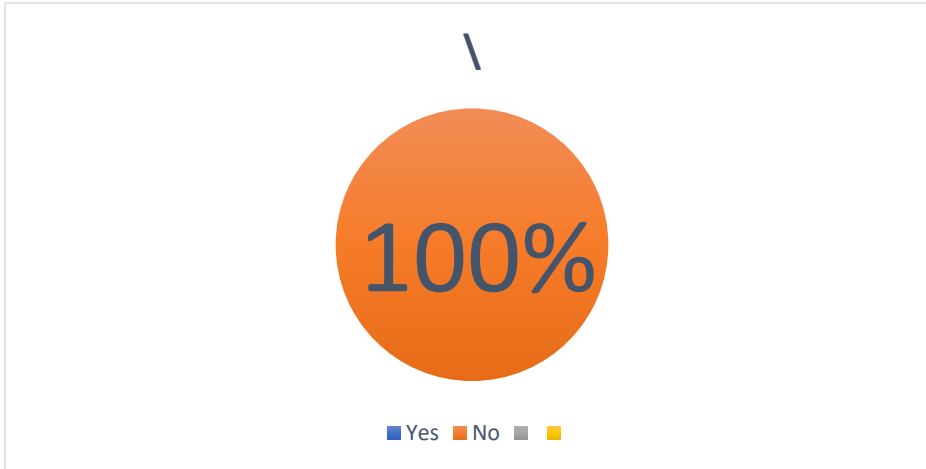


Participants were asked if they were aware of the humanistic leadership style, and if they were familiar with the concept in general. Upon review of the results (Figure 2), the majority of the participants did not have any knowledge of this style of leadership. This lack of awareness is likely to create opportunities for growth in a service industry where compassion and care for employees and clients are critical to organizational success.

**Figure 3:** Participant will Benefit from Leadership Development/ Coaching



A humanistic based coaching program can serve as an antidote to today's multitasking, information-overloaded workforce, encouraging us to slow down and reflect to discover deeper meaning, truth, and purpose, engaging our brain in a way vastly different from working as usual. The goal of continuous improvement is not to work faster; it is to work better. Since 2010, Southwest Airlines has been profitable for thirty-eight consecutive years because they have developed better processes that did not slow them, which result in ground time being 50% faster than its competitors. In addition, employee morale is consistently high. Southwest Airlines ranked second (behind Facebook) in Forbes magazine's "Best Places to Work" (Bell, 2012). Additionally, a key component of the humanistic coaching process is the dialogue about diversity and inclusion in the medical profession. The integration of diversity into the healthcare mission can enhance diversity and inclusion. These diversity and inclusion (D&I) best practices can also contribute to the achievement of gender parity within healthcare

organizations by: (1) embedding diversity and inclusion throughout organizations; (3) leveraging diversity to drive innovation and business development; and (5) sharing diversity best practices (Stanford,2020).

The essence of coaching is to develop and preserving harmony with wisdom, especially when leading organizations. It helps actualize a person's potential by providing them with opportunities and motivation. Additionally, it is important to acquire good knowledge and technical skills and develop employees' commitment and performance at work, as workplace learning contributes to the development of employees' true potential. The learning process includes both resources and encouragement, as well as subjective factors such as attitudes, commitments, motivations, and self-perceptions, in that they are essential to learning inside or outside of the workplace. Only interested people can only learn new ideas, skills, or knowledge (Matthews, 1999). The humanistic approach benefits leadership is by humanizing them, enabling them to see themselves as valuable, and fostering their development and potential. In addition to patients who have a disability or are non-interactive, the humanistic approach to health care can also be applied to them (Biruny & Salsabila, 2021)

Coaching is becoming an increasingly significant component of the learning process. Coaching, however, has few theoretical foundations despite its prevalence and impact on performance, motivation, and well-being within organizations. As an element of humanistic psychology, humanistic coaching aims to maximize an individual's potential for growth, development, and growth. This program is intended to create a foundation for promoting healthy relationships based on respect and trust, thus promoting

high levels of performance, motivation, and well-being, and facilitating self-actualization (Gabriel et al., 2014). Additionally, by integrating of cultural humility training into simulation-based learning allows participants to gain experience treating a wide range of patients while offering low-risk, feedback-based learning opportunities. Furthermore, it will improve inclusivity through constant attention and repetition, as well as a combination of general strategies that will benefit all groups. The teachings of cultural humility can lead participants toward respect and discovery when interacting with colleagues and patients from different cultures. Moreover, it emphasizes the importance of self-awareness in achieving mindfulness for others because practicing diversity in a team and in patient care patient requires humility (Marcelin, et al 2019)

The integration of humanistic leadership approach into coaching may result in a holistic leadership model that is useful for developing leadership skills in leading teams, creating a more positive work environment, and establishing relationships with followers that are focused on their health and well-being, values, as well as their participation in a collective whole. The development of these skills will enable leaders to lead diverse teams effectively (Gabriel et al., 2014). Leadership requires courage, interpersonal skills, and emotional awareness to navigate professional and global complexity. Employees should be valued holistically by their employers and their development should be prioritized. In this regard, it is necessary to embrace a humanistic vision that provides a shift away from other style of leadership thinking and recognizes the value of human potential (Lehr & Vaughan, 2021). Which is why a new perspectives and awareness on

humanistic can lead to positivity and empathy and foster an environment that encourages others to connect, grow and be creavite (Lehr & Vaughan, 2021).

Humanistic practices can help lead teams, stakeholder groups, and businesses. To benefit from the leadership of humanistic thinking, organizations should focus on uniqueness/individuality and develop inclusive behaviors that are relevant to their contexts. To achieve humanistic healthcare management, organizational members must accept the idea of humanistic healthcare as a way of life (Grahamer & Kilpatrick, 2009). Humanism in healthcare management can be defined as caring about 1) patients and their families, 2) members of the organization, and 3) the community in delivering quality healthcare. Additionally, the organization will promote positive interpersonal relationships between its patients and staff members as well as empathic and compassionate clinical care toward their clients. Leading extends to both one's everyday life as well as to one's interactions with others (Noer, 2017). Additionally, by eliminating waste and complexity and allowing all team members to actively participate in improvement, as well as by applying methodologies and establishing cross functional communication, these efforts can produce significant improvements, leading to an improved quality of life for our patients and a greater focus on humanistic care (Bell, 2012).

It has been demonstrated that the development of a comprehensive model for humanistic coaching relationships that contributes to psychological needs satisfaction

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enables practitioners as well as scientists to teach how to motivate and empower individuals. It is based upon three types of human behaviors: autonomy-promoting behaviors, competency-promoting behaviors, and relatedness-promoting behaviors (Gabriel et al., 2014). The autonomy principle creates a world in which everyone is treated as a unique individual. Individuals who work in autonomous environments are more likely to explore and assume responsibilities independently. When they exhibit this behavior, authoritative figures consider the perspectives of others, acknowledge their feelings, provide relevant information regarding the task at hand, minimize pressure or demands, and allow others to make their own decisions. As a result of autonomy and supportive behaviors at work, intrinsic motivation is promoted (Gabriel et al., 2014).

As a result of an increasing demand and decreasing resources, the health care industry faces many challenges due to the current pandemic. It is possible to improve the quality of care through continuous improvement methodologies, to enhance the training of future healthcare professionals by including humanities in their training, and to become better humanistic clinicians through increasing self-awareness (Bell,2012). Humans are often viewed as self-centered and only seeking short-term utility, which is the assumption behind many of these theories. In this context, leadership is primarily concerned with coordinating interests and presenting a vision of a future that appeals to all (Lawrence & Pirson, 2015).

Humanistic coaching can place a strong emphasis on the individual and the effort they put forth to achieve results, which allows the individual to find fulfillment through

their work (Nathanson,2017) Using Maslow's humanistic theory, self-actualization is determined

by the stage of a person's development. There are many aspects to it, including self-determination,

freedom, and responsibility, finding meaning in a meaningless world, interacting with others and

being alone, and realizing one's full potential (Biruny & Salsabila, 2021). Therefore, it will help

leaders develop a culture of belonging by showing their care for employees, regardless of

their performance. Furthermore, mentorship, coaching, and teamwork must be

emphasized. By collaborating, problems can be solved more efficiently than if they were

handled by individuals. This fosters an environment which is conducive to more

collaboration. Collaboration not only increases productivity, but also encourages

collaboration among team members (Nathanson, 2017).


The foundation for harmonious functioning is an understanding of oneself and the

ability to communicate effectively with others. Despite the differences in human nature,

the pursuit of knowledge and recognition binds all of us together. A leader's success is

directly related to his or her recognition of the universal value of freedom, which is

shared by all cultures. To achieve true mutuality, it is important to acknowledge both our

humanity and our individual differences (El-Meligi, 2005). Furthermore, the notion of

flourishing is a common thread that runs through many fields of study. By analyzing the

effects of social change and how to deploy the necessary reasons, it is possible to

understand how organizations and individuals can contribute to social change (Chandler

& Kirsch, 2018).

**Figure 4:** Participants view of their leadership style

**Leadership Style**

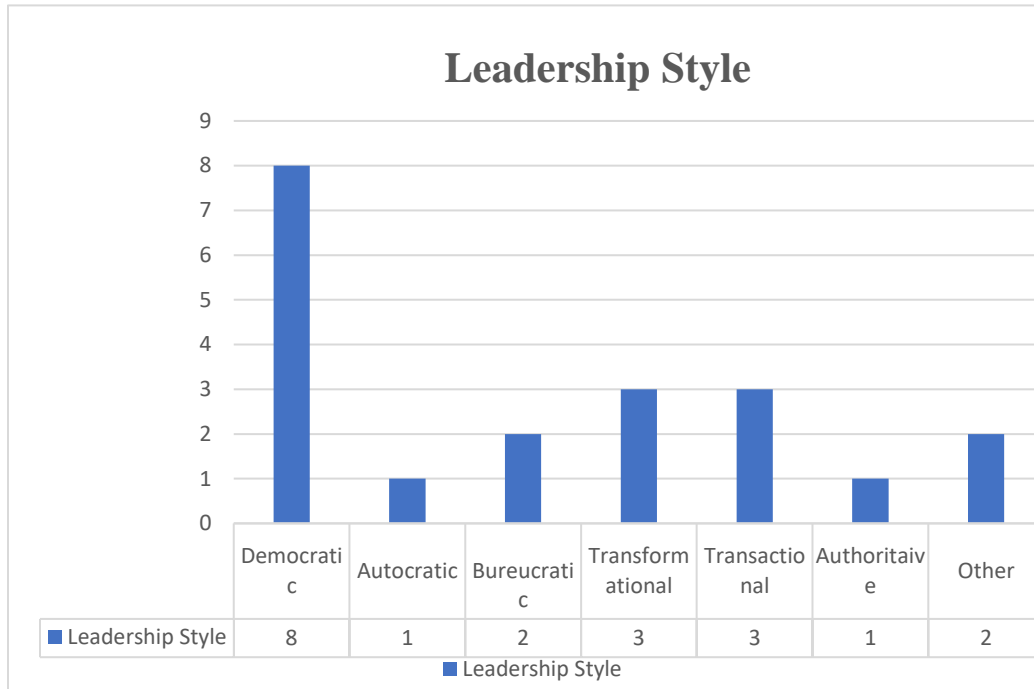| | Democratic | Autocratic | Bureucratic | Transformational | Transactional | Authoritaive | Other |
|---|---|---|---|---|---|---|---|
| Leadership Style | 8 | 1 | 2 | 3 | 3 | 1 | 2 |

Leadership Style

Figure 4 shows the result of the participant's responses to questions about their understanding of their organization's leadership style. The goal was to know if participants' view of their organizational leadership style was at variance with their actual style of leadership. According to the results, most respondents view their style of leadership as democratic, and the second highest score is transformational and transactional. The bureaucratic style was the third most common style of leadership along with Other (a combination of many styles).

**Figure 5:** Participants' Actual Style of Leadership

**Leadership Style Practice**

| Leadership Style | Humanistic | Autocratic | Servant | Transactional | Transformational | Democratic | Authoritative | Combinations |
|---|---|---|---|---|---|---|---|---|
| Leadership Style | 0 | 1 | 3 | 2 | 3 | 4 | 0 | 7 |

Participants were also asked to identify different leadership practices (Figure 5). Compared to figure 4 where the participant identified their leadership style Figure 5 shows their actual leadership style – as measured from participant's responses to which leadership style they commonly practice. The responses suggest that most participants combine other leadership theories rather than practice one leadership style exclusively. They also demonstrate that the participants prioritize the approach that best works for them rather than focus on a specific style or styles.

A key takeaway from the research is that though the twenty participants work in the same organization in various leadership roles, there is no unified leadership approach in the organization. While this can be an advantage in terms of variety, it can also indicate the absence of a collective vision necessary to achieve organizational outcomes. Also, this diversity of leadership styles may have an adverse impact on organizational rapport and team building. Given that the choice of leadership styles

identified by the participants are those that are mainly concerned with operations, one can conclude that the organizational culture in this eldercare facility does not create support, collaboration, and engagement among employees and with clients. In addition, the leaders seemed to focus on completing projects for the company and thus creating an unhappy work atmosphere for employees who tend to work more and to complete tasks without recognition or appreciation for their work. Some of the employees reported dissatisfaction with their jobs because they are not heard and are often ordered to perform tasks that do not align with their strengths or interests.

The impact of a variety of variables on leadership styles such as participative, autocratic, and democratic was critical to the sustainability of the leadership process, especially in large organizations where there is a direct between leadership style and employee productivity and job satisfaction (Figure 6).

**Figure 6:** Importance of Leadership style



IMPORTANCE OF LEADERSHIP STYLE

Yes  No

45%

55%
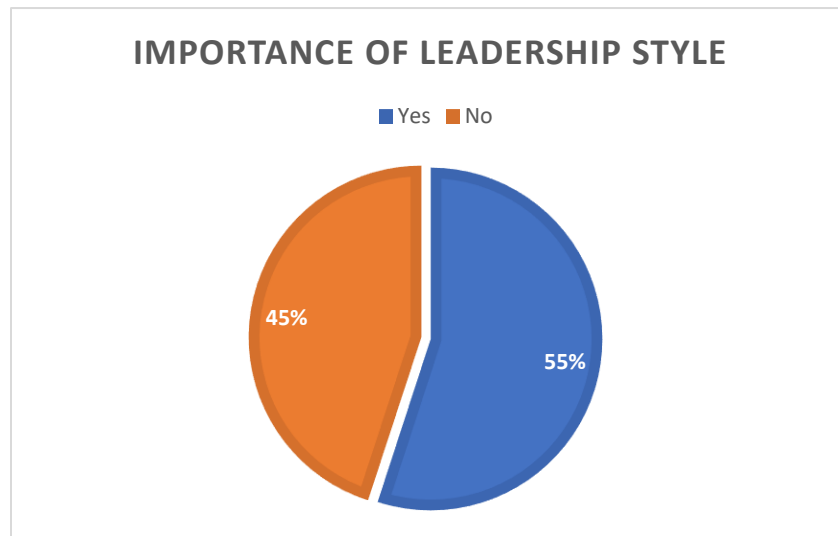
However, as Figure 6 shows, 45% of the research participants were not interested in the importance of leadership and its effectiveness in leading teams, especially as health care practitioners. Humanistic coaching has highlighted the importance of implementing such practices. Additionally, emphasizing the humanistic approach will facilitate having successful results in influencing, motivating, and inspiring people and promoting inclusion in the work of achieving a better result for organizations. As a result, employees gain a sense of direction within the company and guide their behavior. Over time there has been a noticeable change in leadership practices and the way businesses are managed. The importance of creating a work environment that emphasizes collaboration, promotes diversity, and builds bridges with other institutions has increased significantly as an organization in building bridges on inclusion and diversity.

The ability of leaders to influence an organization toward a common goal is well recognized. To accomplish this, a leader must set clear, common objectives and be capable of dealing with a wide range of situations. In the boss-subordinate relationship, power is exercised over others in an unseemly manner. This is a widespread practice, and it can lead to poor management of leadership because one loses the focus of humility and compassion. A great deal of emphasis has been placed on leadership styles and how they can be applied in practice., it is important to keep in mind that different leadership styles offer different components and models for leading a team, but it is equally essential to realize that each style functions differently and may not always serve the same purpose in every organization. The process of becoming a great leader has always been a matter of continual change and there is no perfect method of leading others. The ability to cultivate

meaningful relationships with others by adopting a certain leadership approach. Furthermore, leadership style is crucial to creating a highly engaged workforce throughout all organizations, thereby facilitating the achievement of organizational objectives.

Research on leadership style influences employees because a talented and enthusiastic workforce is essential to any aspect of any professional setting, and the attainment of organizational goals through leadership style is an important part of organizational life. Additionally, having a leadership style brings a change in subordinate aspirations and results in empowering employees in the organization. This encourages employees to be dedicated to achieving organizational goals. Leadership style adoption contributes to mediating the relationship between job satisfaction and organizational goals while surviving a competitive environment (Mufti, 2020).

**Figure 7:** Desirable Elements of Leadership
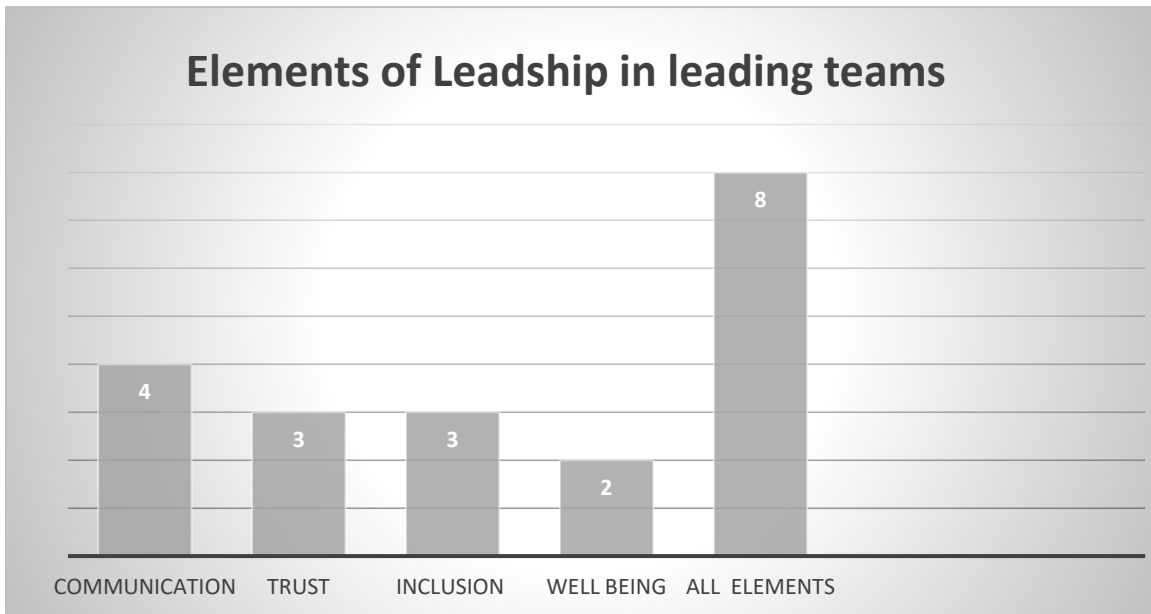
Key characteristics of humanistic leadership were incorporated into the survey to determine what participants wanted to achieve by using their current leadership style (Figure 5). The results (Figure 7) further affirm the absence of humanistic approach in participants' daily practices. The strength of the humanistic leadership approach is that it allows leaders to address the relationship gap between them and their employees (Waddock, 2016). It is for this reason that humanistic leadership is a much more desirable approach especially in the healthcare industry.

The humanistic approach in healthcare is designed to facilitate people's growth and change, and to encourage a more holistic lifestyle. As a health care provider in the 21st century, understanding these possibilities of implementing humanistic behaviors is integral to the fluid thinking and flexibility necessary for health practitioners. healthcare professionals have a direct impact on the lives of people every day, and they are expected to perform more than simply provide medical care. In times of distress, vulnerability and the unknown, work with others can serve as a foundation for facing our humanity and unites us to value life and promote ethics and values. As a result of their interactions with their colleagues and patients, they assist people in achieving self-actualization and self-healing (Shiau & Chen, 2008). The seven characteristics of the humanistic approach (Figure 8) are especially salient for the healthcare industry.

**Figure 8.** Culture Desired by Participants



In figure 8, participants were asked to identify the type of organizational culture they want to achieve through their leadership style. The responses by the participants highlight many of the characteristics of humanistic leadership. In this regard, it is evident that businesses and employees need to be viewed holistically, since people are the driving force behind business development. By developing innovative management practices that allow others to succeed in a more collaborative and inclusive environment can enhance a company's ability to respond to challenging situations and may promote a greater engagement with alternative solutions for managing growth and employee engagement. The present study intends to fill some knowledge gaps in leadership literature. In addition to examining the importance of establishing best practices for

humanism in healthcare setting literature and inherent value of humanistic training for future leaders as well as for healthcare workers (Skinner & Rosenberger, 2018).

In the wake of COVID-19, the healthcare industry has been impacted. As a result of this pandemic, as well as the need to change protocols, the healthcare industry was caught off guard, as they were not prepared to make the necessary adjustments to treat patients in a safe and effective manner. Therefore, healthcare professionals responding to a pandemic have become less concerned about genuineness, empathy, and humanism. In reviewing figure 8, the humanistic behavior is not present in this figure as part of their daily practices currently but demonstrates the desire to embody these humanistic practices during the pandemic. Consequently, the development of humanistic coaching is an imperative step towards changing leadership behaviors towards a more humanistic approach, as it fills in these gaps within and facilitates the integration of the humanistic approach into health care practices.

Organizing initiatives for organizational development and human resource management did not address the nature of authority, business environments, organizational structures, and other aspects outside the scope of psychology (Montuori & Purser, 2001). Organizations can shift from mechanical to humane management paradigms by implementing training programs that promote humanistic leadership (Gotsis & Grimani, 2021). Humanistic organizations strive to maintain an open, participative, democratic, distributive decision-making process. Nevertheless, organizational success depends on internal motivation, since good leadership is no longer a luxury, but a necessity (Reed, 2001).

A successful organization relies on internal motivation because effective leadership is no longer a luxury, but a necessity. Some leaders emphasize the importance of balance, diversity, growth, creativity, and variety to create internal synergy within leadership in humanistic organizations and finds it easier to achieve this synergy by implementing open, participatory, democratic, and distributive decision-making processes. When practicing humanistic leadership, it is the leader's responsibility to show their followers that their efforts are valued, appreciated, and set them up for success. Additionally, it just proves that leaders are focus on the profit of the business and based on the survey responses there is a lack of theses behavioral practiced that are not being applied in their current leadership style which their current style of leadership does not work. By implementing transparency, inclusion, relationship building, self-awareness, and sympathy, we can build a bridge that focuses on a humanistic approach to managing front-line workers. Following are the distinct categories that the participants selected, which indicate their importance in creating a more humanistic style of leadership.

**Transparency:** To lead an organization in a humanistic manner, employees need to be able to find meaning and vision within their work. Communication and information exchange among leaders are necessary for the promotion of transparency and despite difficult circumstances, leadership must remain transparent (Anadol & Behery, 2020).

**Inclusion:** Though the humanistic approach emphasizes inclusion, it is important to include a sense of belonging and uniqueness, as employees will feel invincible without

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these elements. If this occurs at work, employees will feel isolated, as a result of which engagement and performance will inexorably suffer. Feeling appreciated and valued will motivate, engage, and inspire employees in more ways than one. Under this method, inclusion is important because employee work should benefit the organization and the individual employee. To strengthen an organization, leaders must create a team where everyone belongs and embrace the unique talents of everyone (Johnson, 2020). Additionally, a part of creating a culture of inclusion a spart of the humanistic approach is the influence of bias on decisions and strategies, leaders must bring awareness to them. This is attributed to the fact that everyone has biases in some way and being mindful of these biases is the only way to overcome them.

It has been shown that good leaders are willing to step outside of their comfort zones to move forward, which is an essential component of success. Acknowledging that everyone has bias is the first step to overcoming it rather than suppressing or criticizing it. As a result, it plays a key role in making a meaningful change in the behavior that individuals would otherwise exhibit. Diversity efforts in the organization can be improved by identifying our biases and moving beyond them (Johnson, 2020). As a result of inclusion in humanistic leadership, teams are more engaged, creative, and productive. Embracing inclusion creates a diverse work environment that can capitalize on the differences within individual teams. In addition, when leaders build trust, organizational outcomes, employee engagement, and performance improvements. Leaders today must be open and aware of themselves and societies/workforces around the world and promote diversity, trust, and open cultures (Tapia & Gisbert, 2017).

**Building relationship:** As part of their humanistic orientation, leaders must pay

attention to the needs of their followers as part of building relationship. By human nature,

caring forms an integral part of the holistic and humanistic philosophy. Caring for

employees means listening to their problems, understanding them, and making solutions

together. Additionally, as an inextricable part of humanistic leadership, humility and

humbleness are interchangeable terms. As a leader, humility is one of the most important

characteristics (Anadol & Behery, 2020). Humility is also considered to be an essential

element of great leadership and is linked with this principle. When leaders build

relationship Employees need to be treated as people rather than resources in the

production process, apart from being recognized for their complex personal needs and

their importance to the organization. Humanistic approaches to organizational

development emphasize the ethical treatment of members (Amann & Stachowicz-

Stanusch, 2012).

**Self-Awareness:** Humanistic leaders are described as constantly working toward self-

improvement. They understand that self-improvement involves a lot more than taking

steps to improve themselves and includes the attitude of guarding oneself against

complacency. In addition, when leaders engage in a process of mutual discovery to learn

about themselves and each other they define a rewarding relationship of empathy with

oneself, others, and nature. Practicing civility that respects human values allows

employees to engage with one another freely based on compassion and merit, thus

enhancing dignity and humanity. Additionally, an important aspect of self-awareness is

recognizing on unconscious bias. Unconscious can affect how information about an individual is processed. This may result in unintended disparities that affect patient care, hiring, promotion, and career development, according to the National Academy of Medicine. The Tuskegee syphilis study, in which black men were tested for latent, untreated syphilis, is one historical example. According to the Tuskegee study, conscious bias manifested in racism led to the unethical treatment of black men, which continues to have long-lasting effects on health equity and justice today (Marcelin,2019).

## Respecting People

Respect can be characterized by two types: respect as behavior and respect as a feeling or attitude expressed through behavior. Respect requires respecting something and paying attention to it, feeling about it, and taking some concrete action toward it. Attention, deference, judgment, acknowledgment, valuing, and behavior are included in regular discourse about respect as responsive relations and behaviors (Dillon, 2003). Seeing employees as respectable individuals who contribute immensely to an organization's growth involves understanding the fact that each employee brings different qualities and cultural identity with them, and it is these attributes that make them unique. Adapting an individual's identity can reduce intercultural conflicts and foster intercultural cooperation. Embracing the unique qualities of every communication partner, including the characteristics shaped by their culture, makes it possible to discover that person's latent potential (**Kim, 2018).** This level of understanding from leaders inspires employees to work even harder, feel satisfied with their jobs, and build unity through compassion and stronger relationships based on mutual trust and equality.

By adopting this element and applying to a more humanistic approach leaders can empower organizations to operate more humanely and cooperatively and foster an environment that promotes these components into a social context while emphasizing the dignity of each employee (Zawadzki, 2018). the presence of many pillars of the development of good governance between leaders and followers strengthens communication and maintains a balance between members and stakeholders to ensure a smooth transition to humanistic culture (Hartarto et al., 2021). Culture has a significant effect on organizations because it creates a comfortable environment for creativity and innovation (Maamari & Saheb, 2018). A strong organizational culture can support adaptation and develops organization employees' performance by motivating employee toward shared goals and objectives. Humanistic leadership theory suggests the following themes suggesting strategies for cultivating connections, human-centeredness, and performing cultures: clear communication, compassion, emotional awareness, and cultures of connection and care. Humanistic leaders must communicate clearly, openly, and thoughtfully. When there is no information, no communication with teams and individuals, and no reasoning behind decisions, the brain will fill in false or incomplete data in the absence of information (Lehr & Vaughan, 2021)

The standard conception of humanity is that it comprises values aimed at guiding human behavior to create purposeful experiences. In exercising humanistic leadership, individuals' positions and viewpoints within the group are considered, as is the use of a person-centered approach to the relationship between leader and followers (Rodríguez-

Lluesma et al., 2014). It is essential to move beyond mechanic concepts of leadership and develop a holistic, value-based understanding of cosmopolitism and personal transformation. Being a leader is less about becoming than it is about doing and saying (Rodríguez-Lluesma et al., 2014). To meet the needs of other leaders, we must constantly and mindfully consider individual and collective perspectives. Leadership without humanistic practice will result in burnout and relationship toxicity (Lehr & Vaughan, 2021).

CHAPTER FIVE

RESEARCH FINDINGS AND DISCUSSIONS

Based on the results gathered from this survey, it is clear that most managers and leaders agree that they would benefit most from a leadership development class which promotes humanistic intervention; this may be since many individuals do not feel supported or included within the organization, which causes a challenge in creating leadership change. Figure 2 shows that 60% of respondents felt their leadership did not support them, while Figure 3 indicates that 100% of respondents were familiar with humanistic leadership theory. In addition, Figure 4 indicates that all twenty participants believed they would benefit from leadership development. On Figure 5, the participants selected their preferred leadership style based on a multiple-choice survey. As shown in Figure 6, most of the p more than one leadership style approach when leading teams at work. Figure 7 indicates that 55% of respondents believe it is important to have a leadership style, while Figure 8 illustrates the characteristics they feel a leader must possess. The findings indicate that almost half of the participants believe that leaders should possess all the traits depicted in the graph, and some believe that some are more important than others. Figure 9 illustrates the type of culture they would like to achieve within their leadership team, including ensuring all team members are included, appreciated, welcomed, valued, respected, and motivated to help build a strong relationship with one another to achieve common goals.

Data was collected from a total of twenty staff members with supervisory or management responsibilities within various departments of the organization. According

to the results of this data analysis, there is an urgent need for leadership coaching and development among positions that can lead to change within their departments. By using this approach, I will be able to structure those areas that need improvement and create a bridge to introduce the humanistic leadership theory which contains several elements that are sought in organizational culture. By focusing on one leadership style, the overarching objective is to enhance the current leaders' leadership qualities and behavior. The humanistic theory of leadership provides a good foundation for leadership qualities, even though some may argue that leaders follow more than one leadership style or theory. While the humanistic theory appears vague, my goal in this study is to focus on the key components of the humanistic approach to uncover other components to incorporate into leadership practice so that the theory can stand on its own. Those components will be introduced throughout this experiment.

The purpose of this study is to investigate how the participants perceive leadership to understand their own leadership styles along with the several types of leadership styles, as well as discover what kind of culture they would like to create as someone who can influence change. In addition, I would like to introduce a humanistic perspective as an innovative approach to leadership that will be accepted by all members of the organization. The humanistic leadership theory is not a novel concept; however, it is not widely used because most participants are unfamiliar with the approach. To implement a humanistic leadership style, I believe that one of the challenges can be the process of change and in many cases, the fact there will be some resentment associated with it. An important aspect of this approach is self-actualization and understanding one's

own behavior, as well as being aware of biases, which some may not readily admit or accept. Additionally, provide leaders in the healthcare field a model that enhances leadership practices to a more humanistic leadership philosophy that looks at employees and businesses holistically.

My study determined that humanistic leadership theory is an extremely vague concept. Therefore, humanistic leadership theory may appear to be the perfect approach, but because of its vague components, it is hard to determine which other components can be added that will strengthen and make this theory even stronger and more applicable to leadership practices. While there is an innovative perspective on inclusion from a humanistic perspective, it is an overly broad topic, and therefore, when applied in practice, leaders may have a challenging time dealing with behaviors they are unable to control. Additionally, leaders who lead teams with diverse backgrounds must anticipate challenges in intercultural communication and barriers between cultures.

As a result, it is argued that successful leaders adhere to humanistic principles, which may seem unrealistic when it comes to what transpires in business and organizations. There is no evidence to support the notion that the concept of authenticity and experience is too difficult to define from a humanistic perspective. Hence, the humanistic approach is too optimistic when it comes to assuming that human behavior is good since it assumes that everyone behaves nicely and with respect for others' viewpoints. For inclusion to be credible, a more credible justification is required since inclusion involves many components, such as intercultural communication, uniqueness, belonging, unconscious bias, innovation, cultural intelligence, and identity management**.**

CONCLUSION AND SUGESTIONS FOR FUTURE RESEARCH

**Figure 10: Humanistic Leadership Model**

- recognizing unconsoius bias and admit that it exist

- Intercultural communication (non verbal and verbal communciation
- Sense of belongingand uniquness
- Emphaty

Step One: Self Actualization

Step two: Inclusicon

- Supportiveness
- Appreciation
- Positivity
- Fairness
- well being of others
- Respect
- Humility
- Transperancy

Step Three: People

Step four:Divesity

- Trust
- colloboration
- Build Relationship
- Promote ingenuity
- Promtote equality
- Have an open mind
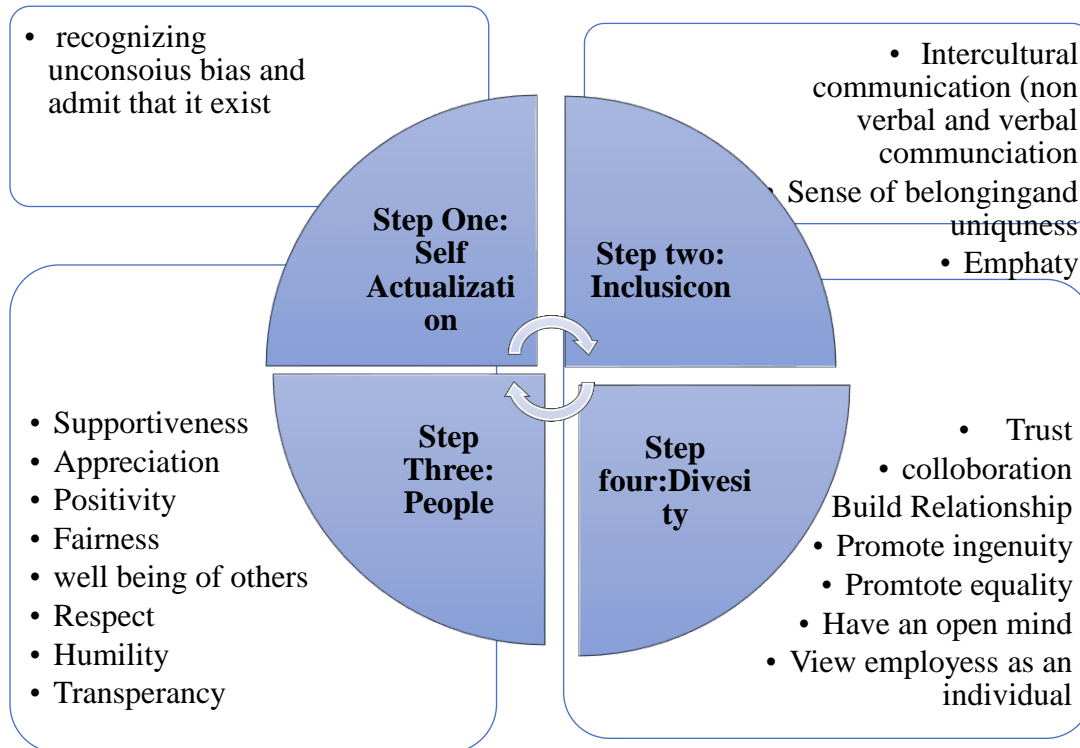- View employess as an individual

Figure 10 is the humanistic leadership model which aims to incorporate the characteristics that these organizations were seeking in their leaders. As part of this approach, I am also strengthening some of its main components, including the aspect of inclusion. In light of the results of my research, I have decided to provide a deeper understanding of what inclusion entails and how it can be applied in leadership. In addition, I would like to integrate key recommendations from humanistic management by engaging with and developing a sense of belonging, dignity, and community. Moreover, I

would like to emphasize the importance of integrating humanistic psychology, business, and humanistic leadership since humanistic leadership is about developing people in the context of humanistic psychology. Additionally, through humanistic coaching and by using the new model of training current and future healthcare leaders it will be given to the opportunity to build bridges in changing organizational culture by having an importance in maintaining humanistic practice within the healthcare industry and below is the step-by-step guide on how to implement   this model in the workforce.

**Step one**:  The humanistic leadership style emphasizes recognizing one's own conscious and unconscious biases. As frontline workers, it is very important to address this issue first, especially since we are often unaware that we are doing so. Our biases are hidden in the background of our minds, so we are not aware that we are making decisions that are based on them. A clinical judgment and behavior of frontline workers are affected by unconscious bias in many ways (including race/ethnicity, gender, socioeconomic status, age, weight, HIV/AIDS, disability, and injecting drug use). To change one's attitude and behavior, one will likely have to make a greater effort and utilize different tools. Regardless of one's intentions, one must be willing to change one's behavior to overcome unconscious bias (Marcelin, at el,2019). Additionally, developing others' capacity by assisting them in becoming self-actualizers is the process of finding and becoming oneself. According to Maslow, self-actualizers are not self-centered, but rather possess a contributory mind-set rather than a comparative one (what do I get). Individuals such as these extended themselves and sought to improve the well-being of their communities, groups and in business (O'Connor & Yballe, 2007)

**Step two:** Though the humanistic approach emphasizes inclusion, it is important to include a sense of belonging and uniqueness, as without these elements employees will feel invincible. If this occurs at work, employees will feel isolated, and engagement and performance will suffer. Feeling appreciated and valued will motivate, engage, and inspire employees. In this method, inclusion is important because employee work should benefit the organization and the individual employee. To strengthen an organization, leaders must create a team where everyone belongs and embrace the unique talents of each individual (Johnson, 2020).

**Step three**:  The purpose of cultural humility training is to develop healthcare providers who can work seamlessly with colleagues and treat patients from all cultural backgrounds effectively. In this way, leaders and healthcare professionals will be trained so that they do not have to be experts in all the intersecting cultures they may encounter (DeRobertis, & Bland,2019). As a result, healthcare professionals can improve their confidence and willingness to care for patients from diverse backgrounds by focusing on a readiness to learn. Additionally, mentor-training workshops that explicitly address unconscious bias can help diverse teams work better together (Marcelin, et al,2019)

**Step four**: Figure eight emphasizes the importance of diversity in the humanistic model. The diversity of a workforce is important because it stimulates innovation and improves teamwork by bringing different experiences to the table. The promotion of diversity at work not only strengthens the organization, it promotes a sense of belonging, a sense of

equality and fairness, but it also allows front-line workers to respond to cultural issues related to patient care more effectively and drives the mission forward by valuing diversity.

Stanford (2020) states that taking into account racial and ethnic groups, gender, and sexual orientation, immigration status, disabilities and socioeconomics level will help provide the best care for diverse populations. Additionally, all aspects of diversity in healthcare can contribute to representation, acceptance, and progress towards a humanistic approach. To achieve cultural transformation within clinical governance, health service managers and the medical profession have a crucial role to play. Successfully integrating the cultures of these two key groups through an effective cultural transformation. When developing successful strategies, it is important to consider the needs of all levels of staff (Davies, et al, 2000)

For a healthcare organization to ensure diversity and inclusion, the following steps are essential: 1) integrate diversity and inclusion into its mission and outcomes, 2) involve stakeholders at all levels and ensure that all groups are included in discussions. As Dr. Martin Luther King, Jr. once stated, "Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane." We have much work to do to ensure that diversity and inclusion in healthcare is the norm, not the exception (Stanford, 2020). To affect cultural change in healthcare, a strategy must strike an appropriate balance between continuity and renewal and the importance of patient care. In addition, a belief in evidence, as well as a willingness to examine quality issues in light of the beliefs,

attitudes, values, and norms of behavior shared among colleagues within an organization (Davies, et al, 2000)

Considering the humanistic model in figure 10, I propose that future research should examine how humanistic approaches have impacted the quality of patient care provided by healthcare providers. To achieve this objective, it would be necessary to survey patients regarding the changes they have witnessed in front-line workers and leaders regarding the quality of their services following the implementation of a humanistic approach. My research has primarily focused on the theory of humanistic leadership, but I have concluded that this theory is based on self-leadership and self-awareness, which can allow the remaining elements of the theory to be applied in practice. I would also be interested in finding out how humanistic approaches can be applied to latest trends in our society, such as pandemics and new forms of technological innovation from a humanistic perspective, so that they could be applied to humanistic leadership theory in practice. leadership is about changing the mindset of leaders, which means that they must focus on their own development to practice it. Humanistic leadership may be defined as the combination of system thinking and self-awareness, which are both integral characteristics of this process

This research demonstrates that humanistic leadership can be practiced independently without having to combine it with another type of leadership style. The way leadership today is viewed does not adhere to the theory that leaders are born with leadership skills. Effective leadership skills that can be learned or developed. The motto

of "business must be business" must be shelved to provide new leaders with the opportunity to prioritize people before profits. The old-fashioned way of discussing and describing leaders, which emphasized their superiority and authority, is no longer appropriate in today's world. A humanistic approach to managing organizations and people operations can meet the needs of businesses and is therefore necessary. In contrast to other approaches, the humanistic perspective emphasizes subjective experiences and rejects determinism to support individual choice. In a humanistic perspective, meaning and spirituality play a vital role in human life (Biruny & Salsabila, 2021)

The humanistic approach does not focus on changing behavior but rather on the way leaders think by needs and investing time in them to flourish within the organization with support, humility, respect, and transparency. With the understanding of the model presented in figure 10, humanistic leadership theory can be applied in an organizational context to promote and encourage dignity and flourishing among individuals. For the humanistic leadership theory and humanistic coaching to be effective, it requires consistency. As an added benefit, developing others as leaders using humanistic coaching not only builds relationships but also creates a culture of belonging, appreciation, collaboration, and equity for the organization. The results of the analysis demonstrate the benefits of humanistic coaching for leaders to enhance their abilities to lead teams and businesses effectively.

Finally, as a healthcare worker, I have seen leaders who fail to provide guidance or a sense of direction but create a culture that is defined by rules and procedures with no room for individuality. With the exception of humanistic leadership style, most other approaches are disconnected from human connection, which is an important aspect of coping with the current pandemic. Humanistic leaders are needed in organizations and more importantly in the health care setting. Leadership without a humanistic approach in the medical field affects the behavior of line staff as well as patient care contacts where empathy and humanistic approaches are highly encouraged. The theme of humanity and compassion in the context of COVID-19 is more important than ever before as behaviors that aligned to a humanist perspective are likely to result in successful outcomes in illustrating self-awareness, respect, human connection, and communication between the patient and the healthcare provider. Furthermore, there is a great need for leadership development and coaching in order to close the gap that prevents fundamental change in workplace behaviors and allow healthcare workers and leaders to thrive and deliver sustainable humanistic cares.

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APPENDIX A

CONSENT FORM

**Participant Name:** _____

**Job Title:** _____

**Date:** _____ **Time:** _____ **Place:** _____

I.      **Consent and Introduction**

My name is Aaron Cabalquinto. I am a graduate student at Arizona State

University studying Organizational Leadership. The study's purpose is to gain a

better understanding on the effects of Humanistic Approach in Healthcare

industry. This study aims to better understand and view different leadership styles

and determining why Humanistic Leadership style is a better approach.

Additionally, it will determine if a Humanistic intervention is needed in the

workplace to enhance leadership behaviors in leading others in this field. You

have been invited to participate in a 21-survey questionnaire to be completed

within two weeks.

Please Sign below to agree to participate in the survey
_____

Thank you for participating in the study.
Aaron Cabalquinto

APPENDIX B

SURVEY QUESTIONS

**Name:**

**Position:**

**1) Which of the following best describe your leadership (Circle all that applies)**

a) focus on the wellbeing of others

b) focus on results

c) focus on developing others

d) prioritize on self-development

e) encourage strategic thinking, innovation, and action

f) ethical and civic minded

g) practice cross cultural communication

h) all of the above

**2) Do you feel it is important for leaders to have a set leadership style to lead teams?**

a) Yes

b) No

**3) Please choose the following on what you feel is important to you in leading teams**

a) Communication

b) Trust

c) inclusion

d) wellbeing of others

e) A & B only

f) C & D

G) All of the above

**4) Please describe your leadership style**

a) Bureaucratic

b) Democratic

c) Autocratic

d)Transformational

e) Transactional

f) Authoritative

G) Other (_____) * please fill in the black if other

**5) Do you feel leadership development is necessary in the workplace to reshape leadership practices in focusing on human aspect (employees) in inclusion, well-being, relationship building, trust and respect?**

a) yes

b) no

**6) Do you feel your organization will benefit from leadership development training?**

a) yes

b) no

**6) What key element of leadership do you put into practice in your organization? * if you are not in a leadership position, what leadership practices does your leader use?**

a) Transparency

b) Humility

c) Trust

d Building relationship

e) creativity

G) All of the above

**7) Are you familiar of Humanistic Leadership style**

a) yes

b) no)

**8) Do you feel supported by your Leader**

a) yes

b) no

**9) Do have a relationship with your leader**

A) yes

b) no

**10) Circle the one that apply to you as a leader or what you feel is important to you?**

a) trusting others

b) being ethical

c) having compassion

d) participating as a collective whole

**11) Circle the one that apply to you as a leader or what you feel is important to you?**

a) self determination

b) importance of inclusiveness

c) importance of equal participation

d) importance of deliberation

e) All that applies

**12) Circle the one that apply to you as a leader or what you feel is important to you?**

a) power and authority

b) importance of moral values and creativity

c) importance of communication and interaction

d) all the above

**13) Circle the one that apply to you as a leader or what you feel is important to you?**

a) strict and discipline on the subordinates

b) clear position of power for leaders

c) authority belongs to the leader

d) all the above

**14) Circle the one that apply to you as a leader or what you feel is important to you?**

a) you are a risk taker

b0 focus on employee development

c) distribute responsibilities

d) you are flexible

e) innovation friendly

f) You are vision oriented

g) all of the above

**15) Circle the one that apply to you as a leader or what you feel is important to you?**

a) focused on short term goal

b) favor structured policies and procedures

c) thrive on following rules and doing things correctly

d) tend to be inflexible

e) opposed to change

g) all of the above

**16) Circle the one that apply to you as a leader or what you feel is important to you?**

a) Integrity

b) ability to delegate

c) self-awareness

d) show empathy

e) treat people with respect

g) all the above

**17) As a leader/ non leadership role, is important to practice inclusion in the workplace?**

a) yes

b) no

**18) Circle the ones that would be beneficial for your organization**

a) revenue

b) empathy

c) diversity

d) inclusion

e) compassion

f) support

g) engagement

h) sense of belonging

I) appreciation

J) self-awareness

k) participation as a collective whole

L) all the above

19) **Circle the ones that apply to you as a leader or what you feel is important to you?**

a) Integrity

b) ability to delegate

c) self-awareness

d) show empathy

e) treat people with respect

g) all the above

20) **Do you think that there is a right way of leading?**

a) yes

b) No

21) **In 5 words or less, what do you feel is the most important aspect/trait should leaders have?**

_____ (fill in the blank)

😊 Thank you for participating in my research 😊