# ENGAJAMENTO NO TRABALHO E DESEMPENHO ORGANIZACIONAL: EVIDÊNCIAS DE UMA PESQUISA EM EMPRESAS DE SERVIÇOS

## WORK ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM A STUDY IN SERVICE COMPANIES

**GISELE UGGIONI FELTRIN**
UNISINOS - UNIVERSIDADE DO VALE DO RIO DOS SINOS

**JOSÉ CARLOS DA SILVA FREITAS JUNIOR**
UNISINOS - UNIVERSIDADE DO VALE DO RIO DOS SINOS

**PATRÍCIA MARTINS FAGUNDES CABRAL**
UNISINOS - UNIVERSIDADE DO VALE DO RIO DOS SINOS

**LUIZ SERGIO CHISTÉ FOGAÇA**
UNISINOS - UNIVERSIDADE DO VALE DO RIO DOS SINOS

# ENGAJAMENTO NO TRABALHO E DESEMPENHO ORGANIZACIONAL: EVIDÊNCIAS DE UMA PESQUISA EM EMPRESAS DE SERVIÇOS

**Objetivo do estudo**
Analisar a relação entre engajamento no trabalho e desempenho organizacional em empresas de serviços, investigando como fatores individuais e contextuais influenciam níveis de energia, dedicação e absorção, e de que forma esses elementos impactam resultados estratégicos e operacionais.

**Relevância/originalidade**
O estudo oferece evidências empíricas sobre o papel do engajamento como preditor de desempenho, contribuindo para ampliar a compreensão de sua aplicabilidade em empresas de serviços, segmento marcado por alta interação interpessoal e dinamicidade operacional.

**Metodologia/abordagem**
Pesquisa quantitativa, de natureza descritiva, com survey aplicado a colaboradores de empresas de serviços. Utilizou-se modelagem de equações estruturais para analisar relações entre dimensões do engajamento e indicadores de desempenho organizacional, com tratamento estatístico robusto para validação do modelo teórico proposto.

**Principais resultados**
Identificou-se que altos níveis de engajamento se associam positivamente a indicadores de desempenho financeiro, satisfação do cliente e inovação. A dedicação emergiu como a dimensão mais influente, seguida por absorção e vigor, reforçando a importância da motivação intrínseca no contexto estudado.

**Contribuições teóricas/metodológicas**
O estudo fortalece o corpo teórico sobre engajamento no trabalho, validando seu impacto no desempenho em empresas de serviços, e reforça a utilidade da modelagem de equações estruturais para examinar relações complexas entre variáveis comportamentais e resultados organizacionais.

**Contribuições sociais/para a gestão**
Oferece subsídios para gestores desenvolverem estratégias de recursos humanos que fomentem engajamento, visando melhorar desempenho, retenção de talentos e satisfação dos clientes, além de criar ambientes de trabalho mais saudáveis e produtivos.

**Palavras-chave:** engajamento no trabalho, desempenho organizacional, comportamento organizacional, empresas de serviços, recursos humanos

XIII SINGEP
ESCA
SHAPING LEADERS
CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302
CIK 13th INTERNATIONAL CONFERENCE

# WORK ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM A STUDY IN SERVICE COMPANIES

**Study purpose**

To analyze the relationship between work engagement and organizational performance in service companies, investigating how individual and contextual factors influence energy, dedication, and absorption, and how these elements impact strategic and operational outcomes.

**Relevance / originality**

The study provides empirical evidence on the role of engagement as a predictor of performance, expanding the understanding of its applicability in service companies, a segment characterized by high interpersonal interaction and operational dynamism.

**Methodology / approach**

Quantitative, descriptive research using a survey of service company employees. Structural equation modeling was applied to analyze relationships between engagement dimensions and organizational performance indicators, with robust statistical treatment for validating the proposed theoretical model.

**Main results**

High levels of engagement were positively associated with financial performance, customer satisfaction, and innovation. Dedication emerged as the most influential dimension, followed by absorption and vigor, reinforcing the importance of intrinsic motivation in the studied context.

**Theoretical / methodological contributions**

Strengthens the theoretical framework on work engagement, validating its impact on performance in service companies, and confirms the usefulness of structural equation modeling to examine complex relationships between behavioral variables and organizational outcomes.

**Social / management contributions**

Provides guidance for managers to develop HR strategies that foster engagement, aiming to improve performance, talent retention, and customer satisfaction, while creating healthier and more productive work environments.

**Keywords:** work engagement, organizational performance, organizational behavior, service companies, human resources

# HUMANIZED MANAGEMENT AS A PROMOTER OF TEAM ENGAGEMENT: A STUDY WITH MANAGERS IN A BRAZILIAN PUBLIC BANK

## 1 Introduction

Recent shifts in the global economy, driven by knowledge and technology, have placed human capital at the center of organizational strategy (Karolcz & Souza, 2017; Trentin, 2021). In this context, the relevance of the human factor and of human resource management models grounded in people-centered approaches becomes evident (Paixão, Silveira & Nascimento, 2019; Trentin, 2021). Human capital—understood as the value and potential in individuals' skills, knowledge, experiences, and creativity—requires continuous investment in development, training, and well-being. Such investment not only enhances productivity and innovation but also strengthens organizational culture and attracts exceptional talent (Ponchirolli, 2000). Within this perspective, workplace humanization emerges as a strategic driver: it benefits employees, improves services and processes, and contributes to talent and client retention. Data from the *Humanized Companies* survey (2019) show that these organizations reach 225% higher employee engagement and 240% greater customer loyalty (Lopes et al., 2021).

Engagement, in turn, is positively associated with individual performance (Bailey et al., 2017) and extends to customer satisfaction, productivity, and profitability, making it a key predictor of organizational success (Borst et al., 2019). Despite these advantages and its link to team engagement, the topic remains insufficiently addressed in literature, giving rise to doubts and resistance among leaders. For effective adoption, managers must be convinced of its benefits, while organizations must foster a culture that supports humanization (Choi & Peng, 2015).

In the banking sector, the need to focus on professionals beyond results has become critical due to organizational restructurings and technological advances that have reshaped bank workers' profiles, requiring them to engage in financial consulting and product sales under intense pressure for targets. Recent changes have intensified the workload and reduced autonomy, negatively impacting workers' health, with a marked increase in occupational illnesses, particularly mental disorders. The psycho-affective burden resulting from performance demands, career threats, and the psychological pressure for high productivity leads to frustration, insecurity, and a sense of loss of professional identity, in a scenario where mechanization and digitalization have become central but also pose serious challenges to bank employees' well-being (Silva & Navarro, 2012; Silva & Fajardo, 2024).

Statistics on the illness rates among banking sector employees reveal that between 2012 and 2022, almost 45,000 bank workers received accident-related sick leave associated with work-related illnesses, and over 155,000 were granted common sick leave. In October 2023, a public hearing held by the Federal Senate's Human Rights Committee highlighted the high incidence of mental health-related leave among bank employees: while comprising only 1% of the formal workforce, this category accounts for 24% of mental disorder leave cases. OSST (Observatório de Segurança e Saúde no Trabalho or Occupational Health and Safety Observatory) data indicate that between 2012 and 2022, the rate of mental illness-related leave rose from 30.1% to 57.1%, reaching 75.4% in a bank in 2022 (Silva & Fajardo, 2024).

In this context, studies on humanized management have become essential to guide corporate decisions regarding human capital. However, the academic literature on the topic has primarily focused on ideology, treating it as a strategy to gain worker conformity, cooperation,

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

and loyalty without systematically investigating its material foundation or practical effectiveness (Choi & Peng, 2015). Given the importance of humanized management studies, especially in the banking sector, and its relationship with team engagement and achieving sustainable results, the following research question arises: how can team engagement be promoted through humanized management in a public bank? The general objective of this study is thus to analyze how humanized management can foster team engagement in a public bank. Accordingly, this article is structured as follows: the next section presents the theoretical framework; then, the method, results, and discussion are described; and, finally, section 5 presents the conclusions.

## 2    Theorical Framework

### 2.1    Humanized Management

Over time, the process of humanizing people management models in organizations has evolved, and humanized management has emerged from the need for a more attentive approach toward people (Silveira Filho, 2024). Humanized management is a practice grounded in theories of administration and behavioral psychology, with foundations built upon the practical observation of organizational life. This approach encompasses interpersonal dynamics, leadership, and commitment in pursuit of superior results (Sausen *et al.,* 2019). França (2019) describes the fundamental tenets of humanized management, such as observation, integral leadership, being present, empathic listening, feedback, systemic vision, team building, planning, spirituality, gratitude, and  legacy for humanity.

Figure 1 - Fundamental Tenets of Humanized Management
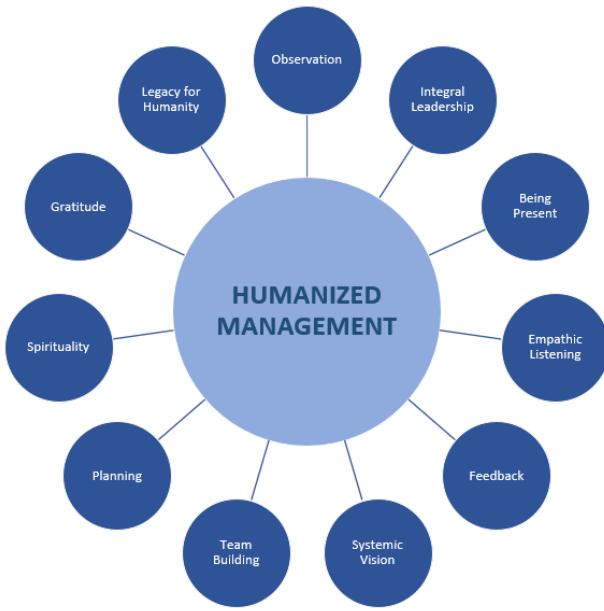


Source: Prepared by the author based on França (2019).

Another turning point for humanized management was the COVID-19 pandemic, when the field of people management was challenged to further humanize employees, genuinely getting to know their teams in contrast to the technological advancement that previously placed machines, technology, and robots at the forefront. The human element became crucial for the

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

strategic positioning of companies. In this new structure, organizational culture and human-centered leadership emerged as fundamental pillars (Associação Brasileira de Recursos Humanos de São Paulo [ABRH-SP], 2021).

It is important to emphasize, however, that humanization goes far beyond being cordial, pet-friendly, or environmentally sustainable. Humanized management implies creating emotional, intellectual, spiritual, cultural, social, ecological, and economic value, aiming to align the interests of all stakeholders in its strategies. Thus, positive outcomes and profitability become natural consequences of a more attentive, empathetic, and conscious approach, transforming the organization into an agent of social change (Silveira Filho, 2024).

The historical evolution of the concept of humanized management can be understood through various definitions over the years. In 2001, Vergara and Branco defined humanized management as a people- or environment-centered management model that incorporates values beyond maximizing financial return. It promotes improvements in quality of life and work, the creation of more democratic and fair relationships, and the mitigation of inequalities and differences. This approach contributes to the development of people in various aspects—physical, emotional, intellectual, and spiritual—enabling the elimination of ecological imbalances, the overcoming of social injustices, support for community activities, and the exercise of citizenship.

In 2015, Choi and Peng stated that 'humanized management' emphasizes the humanity of employees and advocates people-oriented managerial strategies. It conceives the company or factory as a big family and stresses the paternalist nature of the relationship between management and employees. That same year, Vieira and Carvalho defined humanized management as seeking to promote a healthy work environment where employees feel valued and motivated, fostering the personal and professional growth of everyone.

In 2017, Ferreira and Berto described humanized management as valuing human capital as a strategic asset of the organization, promoting healthy interpersonal relationships and developing actions that consider the needs and aspirations of employees.

More recently, in 2024, Silveira Filho stated that, as the name implies, humanized management is a model focused on the human being, prioritizing people's well-being and understanding that they are not machines working in an automated, robotic, and mechanical manner. They are unique, individual, and subjective beings, endowed with a personality shaped by life experiences, educational access, imparted values, and acquired consciousness, resulting in personal emotions, feelings, dreams, pains, desires, expectations, and limitations.

Considering the various definitions, humanized management is, therefore, an approach that places people at the center of organizational strategies, practices, and decisions, recognizing that employees are a company's most valuable asset and that their well-being, holistic development (physical, emotional, intellectual, and spiritual), and engagement are fundamental to the organization's success. Such management fosters a healthy, democratic, and fair work environment, respecting each employee's individuality and dignity, and regards human capital not merely as a resource but as a strategic element for achieving results (Vergara & Branco, 2001; Sausen *et al.*, 2019; Silveira Filho, 2024).

## 2.2 Work Engagement

Willian Kahn introduced the concept of engagement and disengagement in the 1990s, describing it as the behaviors people exhibit while performing their tasks (Bailey *et al.*, 2017). Kahn (1990) identified three conditions necessary for engagement: psychological meaning, safety, and availability. For Kahn, psychological meaning can be understood as the feeling of being rewarded for the effort and dedication put into work through the physical, cognitive, and emotional conditions invested in the organization. People feel valued and attribute meaning to

**XIII SINGEP**

Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

**CYRUS** Institute of Knowledge
MAKE A DIFFERENCE
**CIK 13th INTERNATIONAL CONFERENCE**

what they do; in other words, Kahn argues that individuals feel engaged when they perform work that is psychologically meaningful.

The second condition, safety, refers to the sense of being able to perform one's role within the organization without feeling threatened. Professionals feel free to share their ideas and contribute to outcomes, decision-making, and other daily work situations without fear of retaliation from colleagues or their manager. Finally, availability is the sense of being able to devote one's time to work, investing physical, emotional, and cognitive energy. Availability is not seen as self-sacrifice or as an absence of investment in other areas of personal life; rather, work becomes a source of pleasure and well-being. An engaged individual does not feel as though they are sacrificing something (Kahn, 1990).

As evidence linking work engagement to individual performance, customer satisfaction, productivity, and profit has increased, the topic gained prominence in global literature in the 2010s (Fletcher *et al.*, 2019; Bailey *et al.*, 2017; Shuck, 2011). Additionally, high levels of engagement positively correlate with social and individual behaviors, such as organizational citizenship and personal well-being (Christian, Garza & Slaughter, 2011; Hakanen & Schaufeli, 2012).

Work engagement is a crucial indicator of performance in both the private and public sectors, although significant differences exist in its determinants. Policies and practices that foster engagement should be adapted to the specific characteristics of each sector; for instance, while variable compensation is often linked to performance in the private sector, its influence appears to be less evident in the public sector (Borst *et al.*, 2019; Fletcher *et al.*, 2019).

To explore the determinants of work engagement, it is essential to invest in studies that consider the cultural and organizational characteristics present in workers' environments (Jenkins & Delbridge, 2013). This approach allows for the identification of specific influences and a better understanding of how engagement manifests. In summary, understanding work engagement in public organizations requires consideration of the unique aspects of the social and organizational context, which differ within public administration and across countries (Fletcher *et al.*, 2019).

Engagement refers to the degree of involvement an employee has in their work and the way they carry out their tasks. In this sense, work engagement represents a bond between the worker and their work activities, acting as a protective factor for health when it occurs in a favorable and balanced manner, resulting from a balance between personal resources (intrinsic to the worker), job resources (perceived by the professional), and job demands, equally perceived by the worker (Vazquez, 2018).

Engagement, unlike other concepts, has a higher predictive value for work performance. Even when individuals are satisfied or committed to their organizations, they may lack the necessary resources to persist through challenges or maintain focus (Christian, Garza & Slaughter, 2011). Engagement can be understood as the interconnection of three factors: dedication, vigor, and concentration. Dedication refers to the connection with work activities due to a sense of meaning and perceived challenges; vigor, to high levels of energy and resilience; and concentration, to the state of absorption in work, where one loses track of time (Schaufeli, Dijkstra & Vazquez, 2013).

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

Figure 2 - Engagement Factors
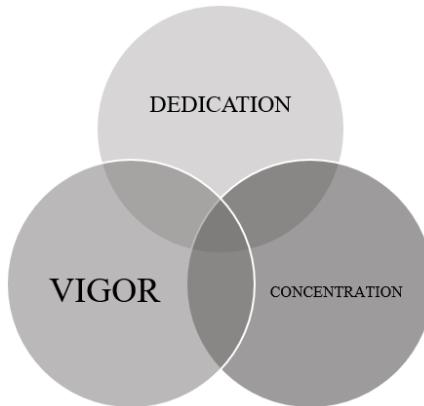


Source: Prepared by the author based on Schaufeli, Dijkstra & Vazquez (2013).

Work engagement thus emerges as an essential element for fostering a healthy and productive organizational environment where employees feel valued and motivated to contribute significantly. This connection is enhanced by management practices that consider individual and collective needs, promoting a culture of safety and support. By prioritizing engagement, organizations not only achieve better results in productivity and customer satisfaction but also promote the well-being and personal growth of professionals. Valuing these aspects makes engagement an effective strategy for sustainable organizational success, reinforcing the role of the employee as a central and indispensable asset (Christian, Garza & Slaughter, 2011; Fletcher *et al.*, 2019).

## 3   Method

This study adopted an exploratory qualitative approach, using a single case study supported by bibliographic and documentary research (Creswell, 2013, 2014; Yin, 2009). Qualitative designs are suitable for investigating underexplored problems, capturing meanings, and considering the social context (Denzin & Lincoln, 2005; Gil, 2010).

The research was conducted at a Brazilian public bank, hereafter *Bank X*, selected due to access to internal information and the institution's public commitment to implementing humanized management in 2023 (Brandão, 2023). The selection also considered reputational and financial impacts.

Given the sensitivity of the topic, a structured questionnaire was administered via Google Forms to ensure anonymity, convenience, and authenticity of responses (Maia, 2020). The instrument comprised of seven closed items (gender, age, education, tenure at *Bank X*, managerial experience, team size). Besides, Thirteen open-ended items on understanding of humanized management, its effects on team engagement, and measurement approaches, grounded in França (2019), Vergara & Branco (2001), Kahn (1990), Saks (2006), and Schaufeli et al. (2002).

The questionnaire was piloted with the researcher and three managers with similar profiles to the target sample; feedback led to simplified language, removal of redundancies, and clearer wording. The final version was validated by the advisor and a senior manager.

The survey link was distributed to General Managers and Executive Superintendents from three Regional Retail Superintendencies in southern Santa Catarina, Brazil, between March 20 and May 20, 2024, until response saturation. Participation was voluntary. All 22 respondents were coded as R1–R22 to preserve anonymity. All were male, aged 35–44,

**XIII SINGEP**

Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

**CYRUS** Institute of Knowledge
MAKE A DIFFERENCE
**CIK 13ᵗʰ INTERNATIONAL CONFERENCE**

45–54, or 55–64; most held postgraduate degrees. Tenure at *Bank X* ranged from 11 to 31+ years; managerial experience from 6 to 30 years. Team sizes ranged from 2 to 135 employees.

## 4 Analysis and Discussion of Results

The analysis was organized into thematic categories derived from the literature on humanized management and work engagement, particularly the eleven tenets proposed by França (2019) and the conceptual dimensions discussed by Kahn (1990), Saks (2006), and Schaufeli et al. (2002). Responses from the 22 participants (R1–R22) to the open-ended questions were examined through qualitative content analysis, allowing the identification of recurring patterns, alignment with the theoretical framework, and divergence from the prescribed principles. Each category encompasses both convergent practices—those consistent with humanized management—and gaps where actions are partial, unsystematic, or absent. This structure enabled a systematic comparison between managers' reported actions and the established theoretical model, supporting the interpretation of results in light of existing research.

### 4.1 Use of the Humanized Management Model

Throughout its history, Bank X has built close ties with the public by offering products and services such as savings, loans, unemployment insurance, student credit, housing financing, and the transfer of social benefits. As an agent of federal public policies, any breach of labor laws or regulations represents a serious reputational risk. Over the years, the institution has undergone several transformations, including changes in its management style. Such changes, which require strategic planning, effective communication, and commitment across hierarchical levels, may be driven by the need to improve the organizational climate. At Bank X, after a period marked by moral and sexual harassment allegations against top management, the organizational culture was questioned, generating insecurity among employees and potentially reducing engagement, motivation, and productivity.

Work engagement, understood as a positive, fulfilling state of mind characterized by vigor, dedication, and absorption, is recognized as one of the main predictors of performance in the public sector (Camões & Gomes, 2021). Although relevant globally, in Brazil research on engagement remains limited, particularly in public organizations. Leadership style is a critical determinant: poor-quality, contract-focused relationships between leaders and employees reduce reciprocity and performance (Buch, 2015), whereas supportive, relational, and ethical leadership fosters organizational support and engagement (Fletcher et al., 2019; Brunetto et al., 2017; Ancarani et al., 2018).

According to Covey (2005), humanized management prioritizes people and their needs, creating a work environment that supports personal and professional growth, thus contributing to engagement, talent retention, innovation, and creativity. In the long term, such management enhances results by aligning organizational purpose with stakeholder needs and fostering a conscious culture and leadership (Silveira Filho, 2024). In this context, leaders who are open to change inspire greater team confidence during cultural transitions.

When asked about their use of the humanized management model, none of the 22 respondents (R1–R22) rejected it: 20 reported applying it, and 2 partially implemented it. For R21, it "brings more consistent results in a lighter way, harnessing the potential of each team member." Regarding its effect on engagement, 21 confirmed a positive impact; however, R2 noted that "there is still a need for further development of the topic."

The actions reported as fostering engagement were diverse, emphasizing interpersonal relationships, autonomy, communication, and recognition. Examples include: harmonious

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

coexistence, clear communication, and process reviews (R1); flexible vacation scheduling with recognition benefits (R2); shared management and decision-making (R3); achieving high performance collaboratively (R4); maintaining active relationships and spaces for dialogue (R5); adapting work conditions and delegating tasks to match skills (R6); flexible hours focused on results (R7); active listening and granting autonomy (R8); respectful dialogue to address productivity concerns (R9); inclusive decision-making (R10); sharing objectives and providing feedback (R11); expectation alignment and acting on team insights (R12); daily respectful interactions supporting growth and well-being (R15); task adjustments to aid career development (R16); mentorship for emerging leaders (R17); celebrating all achievements (R18); improved communication to boost happiness (R19); role adjustments based on preferences (R20); creating meaning in daily work (R21); and reassigning roles to leverage specific skills (R22).

These practices were then compared to the eleven tenets of humanized management proposed by França (2019)—Observation, Integral Leadership, Being Present, Empathic Listening, Feedback, Systemic Vision, Team Building, Planning, Spirituality, Gratitude, and Legacy for Humanity—allowing identification of alignments and gaps. Observation appeared in actions promoting harmony and open communication; Integral Leadership in shared decision-making and leadership development; Being Present in personalized attention and task alignment; Empathic Listening in active dialogue and respect for opinions; Feedback in recognition and constructive dialogue; Systemic Vision in collective goal-building; Team Building in fostering synergy and professional growth; Planning in aligning activities with career goals; and Gratitude in celebrating achievements. However, Spirituality and Legacy for Humanity were largely absent from reported practices.

While most managers applied actions consistent with humanized management—particularly in listening, communication, and recognition—implementation was fragmented, unsystematic, and dependent on individual initiative rather than a strategic, organization-wide approach. This reveals opportunities for Bank X to institutionalize these practices, ensuring they foster both immediate well-being and sustainable organizational development aligned with long-term values and objectives.

Table 1 synthesizes the eleven tenets of humanized management proposed by França (2019), illustrating how they are reflected in the practices reported by the 22 respondents (R1–R22). For each tenet, the table presents concrete examples drawn from managers' statements, the specific respondents who reported such actions, and the main gaps identified. This structure allows a clear link between the theoretical framework and the empirical evidence, highlighting both strengths—such as frequent use of empathic listening, gratitude, and team building—and areas with limited or no application, such as spirituality and legacy for humanity. By mapping practices directly to respondents, the table also reinforces the traceability and validity of the qualitative analysis.

Table 1- Humanized Management Tenets: Practices, Gaps, and Supporting Respondents

| Tenet (França, 2019) | Examples from Respondents | Identified Gaps | Supporting Respondents |
|---|---|---|---|
| Observation | Harmony and respectful coexistence; clear communication; open process discussions (R1, R5) | Limited systematic use; mostly spontaneous actions | R1, R5 |
| Integral Leadership | Shared decision-making; leadership development and mentorship (R3, R17) | Dependent on individual leaders; lacks organization-wide framework | R3, R17 |

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

| Being Present | Attention to individual needs; task alignment with skills and preferences (R6, R20) | Not consistently applied across teams | R6, R20 |
|---|---|---|---|
| Empathic Listening | Active listening; respectful dialogues; inclusion in decisions (R8, R9, R10, R12) | Requires broader adoption and training | R8, R9, R10, R12 |
| Feedback | Clear objectives; constructive recognition; daily respectful interactions (R11, R15, R18) | Often informal; lacks structured, continuous feedback process | R11, R15, R18 |
| Systemic Vision | Building results collectively; balanced participation (R4) | Focus mainly on immediate goals, not long-term integration | R4 |
| Team Building | Fostering synergy; promoting professional growth (R15, R16) | No formal programs: actions vary per manager | R15, R16 |
| Planning | Aligning activities with career development goals (R16) | Weak long-term planning; reactive rather than strategic | R16 |
| Gratitude | Celebrating achievements; valuing contributions (R18) | Recognition mostly ad hoc, not embedded in formal culture | R18 |

Source: Prepared by the authors

## 4.2 Team Engagement Measurement

Measuring team engagement is an essential practice for organizational success, as it directly affects employee performance and satisfaction. This process enables the identification of issues and improvement opportunities, allowing for the implementation of strategic actions to optimize the work environment and enhance motivation and productivity. Engaged teams tend to be more proactive, committed, and productive, which translates into better performance and positive results for the company. Additionally, engagement contributes to talent retention by reducing turnover, as satisfied employees tend to stay with the organization longer (Saks, 2006).

Engagement management also impacts stakeholders, increasing project success by ensuring that stakeholders clearly understand the goals, objectives, benefits, and risks involved. Effective engagement requires processes that identify all individuals or groups who may impact or be impacted by the project, analyze their expectations, and develop strategies to engage them. Effective stakeholder management involves establishing continuous communication, addressing issues as they arise, and promoting appropriate involvement throughout the project lifecycle. This approach helps to strengthen stakeholder support, reduce resistance, and increase the likelihood of project success (Constâncio & Souza Neto, 2016).

Leadership plays a central role in this process, as employees' perceptions of their leaders significantly impact engagement levels. Higher engagement also reflects in customer satisfaction, as motivated employees provide quality service. Furthermore, measuring engagement is essential for promoting employee health and well-being, as an engaging environment tends to reduce stress and increase a sense of balance and satisfaction. Continuous assessment of team engagement not only improves employee experience and organizational climate but also strengthens business performance, generates greater customer satisfaction, and creates a healthy and sustainable work environment (Schaufeli *et al*., 2002).

Regarding engagement assessment at Bank X, there is significant divergence in respondent perceptions. When asked about the existence of tools provided by the institution to

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

measure team engagement, 10 respondents stated that these tools exist, nine said they do not, and three did not know whether Bank X has such tools. Respondent R6 added that Bank X has a tool "based on target delivery."

As for engagement data provision, eight respondents reported receiving this data, eight said they did not, and two were unaware if Bank X provides data on team engagement. Observations such as those from respondent R2, who indicated that the data is provided "synthetically and not analytically," and from R10, who noted an excessive focus on the product, reflect perceptions that the available information is insufficient or inadequate for a comprehensive assessment of engagement. Respondent R18 added that Bank X "provides the overall result of the unit."

Although Bank X claims to offer organizational tools to support managers in guiding employees toward the sustainable achievement of strategic objectives, the variation in responses indicates a lack of clarity and uniformity in the communication and implementation of these tools. This may be due to regional differences, hierarchical levels, or even internal communication gaps regarding the existence and use of measurement tools. Even if such tools are available, the lack of training, awareness, and effective dissemination may hinder managers from knowing about or using them appropriately. The view that the engagement tool is based on target delivery, as pointed out by respondent R6, suggests a limited approach to measurement, focusing on quantitative results without considering engagement holistically, including aspects such as motivation, satisfaction, and employee well-being.

Therefore, there is a significant gap between Bank X's intention to provide managerial support tools and managers' perceptions and application of these tools. This highlights the need for clearer communication about the purpose and use of these tools, as well as the importance of comprehensive training so that all managers can measure engagement strategically. Additionally, the data provided should be more analytical and relevant, allowing for a complete and detailed view to support actions to improve the organizational environment and team performance. To clarify the topic further, managers were asked how they assess whether their teams are engaged, resulting in the table below:

Table 2 – Methods of Measuring Engagement at Bank X

| Engagement Measurement According to Respondent Managers | |
|---|---|
| 1. | With weekly follow-ups and process reviews. |
| 2. | Through absenteeism and final goal outcomes. |
| 3. | By the level of commitment and delivery outcomes. |
| 4. | Organizational climate and satisfaction with the results obtained. |
| 5. | Daily mood with a high average, not considering non-professional issues. |
| 6. | By individual performance in daily interactions with various customer profiles and based on unit goals. |
| 7. | We discuss challenges daily (Check-In Points), and each person shares their opinions and suggestions. Overall, we have been achieving the expected results. |
| 8. | Sustainable and automatic delivery of results, with strong motivation and purpose. |
| 9. | I seek to verify actions taken and if they align with the direction given. |
| 10. | By feedback on each action and the outcome. |
| 11. | Through participation in unit results, customer service indicators, and satisfaction through observation. |
| 12. | By results and especially by "effort" metrics towards the outcome, monitoring not only the final indicator but also those that can lead to achieving results. |
| 13. | By active participation in proposed actions and the organizational climate. |
| 14. | By performance and outcome. |
| 15. | By consistent results. |

XIII SINGEP
Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

| 17. | By contribution, engagement in challenges, and participation in decision-making. |
| 18. | Analyzing results, feedback, and perception of the organizational climate. |
| 19. | Emotional state, commitment, and results presented. |
| 20. | Empirically, through the organizational climate. |

Source: Prepared by the authors based on data collected from the research.

The analysis of the practices reported by managers to measure engagement reveals some divergences and alignments with the literature on the subject. The literature emphasizes that engagement should be measured in a holistic and comprehensive manner, using methods that go beyond traditional performance metrics or isolated indicators. Some practices reported by managers align with the literature, while others reflect a more limited or inadequate view of engagement measurement. The practices aligned with the literature are described below:

Organizational climate and satisfaction: Concern with organizational climate and employee satisfaction aligns with the literature, which considers these metrics essential for understanding engagement. Organizational climate directly influences employee motivation, productivity, and well-being. Shuck (2011) proposed the view of engagement as a positive state of mind, influenced by context and interpersonal factors.

Daily conversations about difficulties and suggestions (Check-In Points): The practice of constant dialogues about challenges and suggestions indicates an attempt to create a culture of listening and continuous feedback, which is essential for measuring and promoting engagement.

Analysis of effort and active participation in proposed actions: The attention given to employee efforts to achieve results, rather than solely focusing on results themselves, is consistent with the literature, which recommends observing behaviors such as proactivity, pursuit of improvement, and continuous effort. Christian, Garza & Slaughter (2011), for example, demonstrate that engagement has strong predictive value in relation to job performance.

Consideration of emotional state and commitment: Engagement is strongly linked to employees' emotional state, commitment to the organization, and commitment to their work. Assessing this aspect aligns with what the literature suggests as an appropriate practice.
The following describes practices that are only partially aligned:

Results and goals as engagement indicators: Many managers assess engagement through performance and achieved results. Although reaching goals and performance reflect engagement, the literature warns that these indicators should not be the only criteria, as engagement also encompasses aspects such as satisfaction, intrinsic motivation, and connection to the company, which do not necessarily translate solely into numerical results.

Absenteeism as an engagement metric: Evaluating engagement through absenteeism is a common approach in human resources studies, as high levels of engagement reduce absenteeism. However, this metric alone is insufficient, as absenteeism may be influenced by factors external to the work environment (such as health or personal issues) that do not necessarily reflect engagement.
Some practices can be identified as misaligned or limited:

Daily mood assessment without considering personal issues: Assessing employee mood without considering personal issues is a limited approach. The literature on engagement recognizes the influence of employees' personal contexts on their level of engagement at work, and a lack of attention to these aspects may result in incomplete assessments.

Empirical measurements without tools or systematic methods: Some managers report that they evaluate engagement empirically or through direct observation. While observation is an important component, the literature recommends using more structured methods, such as organizational climate surveys, engagement questionnaires, and data analysis, to obtain a

XIII SINGEP

Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE

CIK 13th INTERNATIONAL CONFERENCE

complete and reliable understanding of engagement. Schaufeli et al. (2002), known as the Utrecht Group. The Utrecht Work Engagement Scale (UWES) is widely used in global studies for measuring work engagement.

It can be concluded, then, that there is an excessive focus on results. Many managers directly correlate engagement with the achievement of goals and results, a practice that may overlook other essential aspects such as intrinsic motivation, job satisfaction, and emotional well-being, which are also components of engagement.

There is also a need for structured tools and methods, as there appears to be a gap in the use of standardized tools to measure engagement, such as engagement surveys, satisfaction indicators, or more qualitative metrics. Relying on empirical observation may compromise the accuracy and comparability of results. Thus, despite promising practices such as organizational climate assessment and active listening, there seems to be a lack of a more holistic and continuous view of engagement that addresses employee motivation, daily experiences, emotions, and challenges, and uses this information to drive improvement actions.

Therefore, the engagement measurement practices reported by Bank X's managers show some alignment with the literature, particularly concerning organizational climate and employee commitment. However, there are opportunities to improve the measurement approach by using structured tools and broadening the perspective beyond performance and goal outcomes, considering the emotional, social, and personal aspects that contribute to employee engagement.

## 4.3 Management Recommendations

As a 160-year-old institution with a crucial role in implementing public policies and providing essential services to the population, Bank X faces significant challenges regarding team management and engagement. The need to shift its management style, especially following incidents that created a sense of insecurity among employees, highlights the urgency of adopting humanized management practices and strategies to effectively promote and measure engagement. Based on the study's findings on fostering team engagement through humanized management and engagement measurement, several important contributions can be outlined for Bank X.

Strengthening the Implementation of a Humanized Management Culture: The data reveals that most managers recognize the importance of humanized management and report practices aligned with its tenets, such as active listening, respectful communication, valuing individual achievements, and promoting team well-being. However, these practices are not systematized and rely on managers' individual initiatives. Thus, Bank X can develop a strategic plan to institutionalize humanized management as part of its organizational culture, ensuring that all managers are aligned and equipped to implement practices consistently.

Enhance Engagement Measurement Tools: There is significant variation among managers regarding the existence and use of engagement measurement tools. Although Bank X states it provides support tools, many managers are unaware of their existence or feel the available tools are limited in their capabilities. To address this, Bank X could review its tools and engagement measurement processes, improving them to provide more analytical data focused on aspects such as motivation, satisfaction, and well-being. Additionally, it is crucial to ensure that all managers are trained to use these tools effectively.

Develop a Structured and Continuous Feedback Process: Feedback was identified as an action that promotes engagement. However, it is currently provided individually and informally, without a structured process. By implementing a culture of continuous and formalized feedback, Bank X can promote effective two-way communication, facilitating

XIII SINGEP

Simpósio Internacional de Gestão, Projetos, Inovação e Sustentabilidade
International Symposium on Management, Project, Innovation and Sustainability
ISSN: 2317-8302

CYRUS Institute of Knowledge
MAKE A DIFFERENCE
CIK 13th INTERNATIONAL CONFERENCE

learning and development for all employees, thereby improving engagement and job satisfaction.

Invest in Humanized Leadership Development: The literature highlights the importance of leadership in employee engagement. Bank X's managers demonstrate an understanding of the need for humanized leadership that promotes inclusion and respect. However, there is a lack of specific tools to evaluate and enhance leadership practices. Thus, Bank X could invest in leadership development programs that incorporate humanized management tenets, along with mechanisms to regularly evaluate leadership practices and their influence on team engagement.

Promote a Holistic and Long-Term Vision for People Management: Although managers are promoting positive actions for engagement, there is a predominant focus on addressing immediate issues and achieving short-term results. Bank X can guide managers to develop a more systemic and long-term vision for managing their teams, aligning these practices with the organization's strategic development, such as creating career plans, offering mentorships, and establishing strategies for continuous improvement of the organizational environment.

Recognize the Importance of Organizational Climate and Emotional Well-Being: A focus on results and targets is common, but engagement measurement should also consider subjective factors such as organizational climate and employees' emotional well-being. Humanized management, with emphasis on empathic listening, observation, and the development of healthy relationships, contributes to a more positive and engaged organizational environment. The adoption of specific tools to measure these factors can contribute to a more comprehensive and effective approach to engagement management.

Integrate Flexible Work Practices with Well-Being Support: Some managers highlighted flexible hours and work autonomy as ways to promote engagement. Although positive, these practices should be accompanied by support for employee well-being to ensure that autonomy contributes to a healthy work environment. Flexible practices should be aligned with a broader humanized approach that values employees' mental, physical, and emotional health.

Develop Strategies to Promote Broader Values: The tenet of humanized management that addresses spirituality was not explicitly mentioned by the respondent managers, nor was the tenet of Legacy for Humanity, as related actions do not encompass its broader and deeper meaning. This suggests that these aspects are not yet widely addressed in Bank X's organizational practices. Incorporating these values, which promote a connection to purpose, mission, and organizational values, could broaden the humanized management approach and contribute to a more meaningful and engaged experience for employees.

Improve Internal Communication on Engagement Tools and Practices: The discrepancy in managers' responses regarding the existence and use of engagement measurement tools indicates the need for clearer and more consistent internal communication. Bank X can establish effective communication channels to ensure that all managers are aware of the available tools, understand their importance, and know how to use them to measure and improve team engagement.

In summary, the study highlights that while Bank X has adopted humanized management practices and is aware of its role in team engagement, there are opportunities to consolidate and structure these practices strategically and align them with organizational objectives. Developing humanized leadership, creating continuous feedback processes, enhancing engagement measurement tools, and implementing more effective internal communication are actions that can strengthen the culture of humanized management and promote greater team engagement at Bank X. This will not only yield better organizational results but also contribute to a healthier, more motivating, and sustainable work environment for all employees.

## 5 Final Considerations

The present study aimed to explore the promotion of team engagement in a public banking institution through humanized management, with the objective of identifying practices that foster employee involvement, analyzing the presence of tools and evaluation processes aligned with these tenets, and proposing improvements to existing processes. To this end, surveys were conducted by managers to understand how such practices are implemented and how these managers assess their effectiveness.

The research findings indicate that, at Bank X, humanized management is widely recognized and valued by managers, being perceived as an approach that prioritizes employee well-being, respects individual differences, and promotes effective communication. Managers noted that the use of this approach contributes to increased engagement and fosters a more harmonious and productive work environment. However, it was observed that the application of humanized management practices is often fragmented and lacks systematization, relying significantly on individual managers' initiatives. Despite Bank X's efforts to promote human-centered management, significant gaps were identified in the consistent implementation of these practices, especially regarding their integration with team engagement. Managers' perceptions of engagement tools highlight the need to improve and structure processes to ensure an integrated approach that encompasses both the achievement of results and employee well-being.

As limitations of this study, it is important to note its qualitative and exploratory nature, which was restricted to a single public banking institution, making it impossible to generalize the results to other organizations or sectors. Additionally, data collection was conducted through questionnaires with a group of managers, which may not represent the entirety of perceptions and practices within the institution. Document analysis and literature review were useful for contextualizing humanized management but lacked specific empirical studies on engagement practices within the public banking sector.

For future studies, it is suggested to expand the sample to include other public and private institutions, allowing for comparisons across different organizational contexts and a more comprehensive analysis of the application of humanized management. It would also be relevant to explore employees' perspectives on humanized management and engagement to understand how these practices are perceived on the organizational base. Finally, longitudinal research could assess the impact of specific humanized management interventions over time, allowing for a deeper analysis of the effects of these practices on team engagement and productivity.

## 6 REFERENCES

Associação Brasileira de Recursos Humanos de São Paulo [ABRH-SP], (2001). O que há de novo na gestão de pessoas. Associação Brasileira de Recursos Humanos de São Paulo. https://abrhsp.org.br/conteudo/noticias/o-que-ha-de-novo-na-gestao-de-pessoas

Ancarani, A., Battistelli, A., Di Tecco, C., & Jain, A. K. (2018). Work engagement in public hospitals: A social exchange approach. International Review of Public Administration, 23(1), 1-19. https://doi.org/10.1080/12294659.2017.1412046

Bailey, C., Madden, A., Alfes, K., Fletcher, L., Robinson, D., Holmes, J., & Currie, G. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. International Journal of Management Reviews, 19(1), 31-53. https://doi.org/10.1111/ijmr.12077

Bakker, A. B., & Demerouti, E. (2016). Job demands–resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 22(3), 273-285. https://doi.org/10.1037/ocp0000056

Borst, R. T., Kruyen, P. M., Lako, C. J., & de Vries, M. S. (2019). The attitudinal, behavioral, and performance outcomes of work engagement: A comparative meta-analysis across the public, semipublic, and private sector. Review of Public Personnel Administration, 40(4), 613-640. https://doi.org/10.1177/0734371X19840399

Brandão, M. (2023, January 12). Ao assumir Caixa, Rita Serrano fala em humanizar ambiente de trabalho. Agência Brasil. https://agenciabrasil.ebc.com.br/economia/noticia/2023-01/ao-assumir-caixa-rita-serrano-fala-em-humanizar-ambiente-de-trabalho

Brunetto, Y., Xerri, M., Trinchero, E., Farr-Wharton, R., Shacklock, K., & Borgonovi, E. (2017). Comparing the impact of management support on police officers' perceptions of discretionary power and engagement: Australia, USA and Malta. The International Journal of Human Resource Management, 31(6), 738-759. https://doi.org/10.1080/09585192.2017.1375964

Buch, R. (2015). Leader–member exchange as a moderator of the relationship between employee–organization exchange and affective commitment. The International Journal of Human Resource Management, 26(1), 59-79. https://doi.org/10.1080/09585192.2014.934897

Camões, M. R. S., & Gomes, A. O. (2021). Engajamento no trabalho: Conceitos, teorias e agenda de pesquisa para o setor público. Administração Pública e Gestão Social, 13(3). https://periodicos.ufv.br/apgs/article/view/10572

Choi, S. Y., & Peng, Y. (2015). Humanized management? Capital and migrant labour in a time of labour shortage in South China. *Human Relations, 68*(2), 287-304. https://doi.org/10.1177/0018726714541162

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. Personnel Psychology, 64(1), 89-136. https://doi.org/10.1111/j.1744-6570.2010.01203.x

Constâncio, F. L., & Souza Neto, J. (2016). Correlação entre o nível de engajamento das equipes de projeto e o desempenho em uma empresa pública estruturada por projetos. Gestão e Projetos: GeP, 7(2), 16-33. https://dialnet.unirioja.es/servlet/articulo?codigo=5632150

Cornett, M., Adair, T., & Nofsinger, J. (2013). Finanças. AMGH, Bookman.

Covey, S. (2005). Os 7 hábitos das pessoas altamente eficazes (25ª ed.). Gadiva.

Creswell, J. (2013). Qualitative inquiry and research design: Choosing among five approaches. Sage Publications

Creswell, J. (2014). Research design: Qualitative, quantitative and mixed methods approaches. Sage Publications.

Ferreira, M. C. S., & Berto, T. A. (2017). A gestão humanizada como estratégia para a sustentabilidade organizacional. Revista Científica Multidisciplinar Núcleo do Conhecimento, 2, 28-42.

Fletcher, L., Alfes, K., Robinson, D., Holmes, J., Madden, A., & Currie, G. (2019). Mind the context gap: A critical review of engagement within the public sector and an agenda for future research. The International Journal of Human Resource Management, 31(1), 6-46. https://doi.org/10.1080/09585192.2019.1674358

França, A. (2019). Gestão humanizada: Liderança e resultados organizacionais (3ª ed.). Ramalhete.

Gil, A. C. (2010). Métodos e técnicas de pesquisa social (5ª ed.). Atlas.

Gravina, M. E. R., & Rocha, L. E. (2006). Lesões por esforços repetitivos em bancários: Reflexões sobre o retorno ao trabalho. Cadernos de Psicologia Social do Trabalho, 9(2), 41-55. https://doi.org/10.11606/issn.1981-0490.v9i2p41-55

Hakanen, J. J., & Schaufeli, W. B. (2012). Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. Journal of Affective Disorders, 141, 415-424. https://doi.org/10.1016/j.jad.2012.02.043

Jenkins, S., & Delbridge, R. (2013). Context matters: Examining 'soft' and 'hard' approaches to employee engagement in two workplaces. The International Journal of Human Resource Management, 24(14), 2670-2691. https://doi.org/10.1080/09585192.2013.770780

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692-724. https://doi.org/10.5465/256287

Karolcz, M. E., & Souza, Y. S. (2017). Recursos humanos para an economia do conhecimento na ótica da teoria do capital humano. Revista Alcance, 24(1), 66-80. https://doi.org/10.14210/alcance.v24n1.p066-080

Lopes, B. S., Oliveira, G. D. C. R. D., Moura, I. B. D., Damasceno, K. A., & Pereira, N. D. S. (2021). O ambiente empresarial e a saúde integral do colaborador. (Trabalho de Conclusão de Curso, Etec de Poá). https://ric.cps.sp.gov.br/handle/123456789/6901

Maia, A. C. B. (2020). Questionário e entrevista na pesquisa qualitativa: Elaboração, aplicação e análise de conteúdo. Pedro e João.

Ponchirolli, O. (2000). O capital humano como elemento estratégico na economia da sociedade do conhecimento sob a perspectiva da teoria do agir comunicativo (Dissertação de Mestrado, Universidade Federal de Santa Catarina). http://repositorio.ufsc.br/xmlui/handle/123456789/79048

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21, 600-619. https://doi.org/10.1108/02683940610690169

Sausen, J. F. C. L., Franciosi, M. R., Cardoso, C., & Contini, C. (2019). Gestão humanizada aplicada aos princípios e práticas cooperativistas: Estudo de caso em uma agência. DRD – Desenvolvimento Regional Em Debate, 9, 563-582. https://doi.org/10.24302/drd.v9i0.2242

Schaufeli, W., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. Journal of Happiness Studies, 3, 71-92. https://doi.org/10.1023/A:1015630930326

Schaufeli, W., Dijkstra, P., & Vazquez, A. C. (2013). Engajamento no trabalho. Casa do Psicólogo.

Shuck, B. (2011). Integrative literature review: Four emerging perspectives of employee engagement. *Human Resource Development Review, 10*(3), 304-328. https://doi.org/10.1177/1534484311410840

Silva, C. B. R., & Fajardo, I. V. (2024). Adoecimento do trabalhador bancário: Reflexões à luz da psicodinâmica do trabalho. *Cadernos de Psicologia, 6*(11).

Silva, J. L., & Navarro, V. L. (2012). Organização do trabalho e saúde de trabalhadores bancários. Revista Latino-Americana de Enfermagem, 20(2), 226-234. https://doi.org/10.1590/S0104-11692012000200003

Silveira Filho, M. A. B. (2024). A gestão humanizada na escola como caminho para a transformação da educação: Um estudo de caso (Trabalho de Conclusão de Curso, Instituto Politécnico de Leiria). http://hdl.handle.net/10400.8/9710

Trentin, L. (2021). Práticas de gestão de pessoas: Uma análise a partir dos gestores e dos não gestores. Revista Alcance, 28(1), 82-96. https://doi.org/10.14210/alcance.v28n1(Jan/Abr).p82-96

Vazquez, A. C. S. (2018). Aplicações da psicologia positiva: Trabalho e organizações. In A. C. S. Vazquez & C. S. Hutz (Orgs.), Aplicações da psicologia positiva: Trabalho e organizações (pp. 3-32). Hogrefe.

Vergara, S. C., & Branco, P. D. (2001). Empresa humanizada: A organização necessária e possível. Revista de Administração de Empresas – RAE, 41(2), 20-30. https://doi.org/10.1590/S0034-75902001000200003

Vieira, M. V., & Carvalho, L. M. F. (2015). Gestão humanizada: Um estudo sobre as percepções e ações gerenciais. Revista Aprendizado Organizacional, 15(2), 38-55.

Yin, R. K. (2009). Case study research: Design and methods. Sage.