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Unpacking the effect of humanistic management, transformational leadership style on employees' grit

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ABSTRACT

The study explored the impact of humanistic management practices and transformational leadership on employees' grit. A comprehensive literature review was conducted to deepen the understanding of the study's concept. The research employed a correlational and assessment design, focusing on the employees of Divine Word College of Laoag as the study population. Data were collected using validated research questionnaires, and the analysis was performed using weighted mean and Pearson r correlation. The findings revealed that humanistic management practices had a moderate effect, while both transformational leadership style and employee grit were rated highly. Regarding correlation, the Pearson r analysis showed no significant relationship between humanistic management practices and employees' grit, but a strong positive correlation was found between transformational leadership style and employees' grit. The study acknowledges limitations related to the narrow scope of variables and sample size and recommends further research incorporating additional variables to better understand their influence on employee grit.

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Introduction

The primary objective of leadership and management is to achieve the long-term goals (vision) of an organization through its people (Wanasika & Krahnke, 2016). Consequently, management's role extends beyond identifying these objectives and designing strategies to reach them; it also involves managing and leading people to achieve these goals (Chaston, 2013). Achieving organizational objectives requires not only preparing employees with the necessary skills and knowledge for their roles but also considering how leaders or managers treat their employees (Franco-Santos et al., 2022;

Ogbonnaya & Aryee, 2021). Employees should not be viewed merely as means to an end; rather, they are ends in themselves. This principle calls for humane treatment and the alignment of the corporation's interests with those of its employees, stakeholders, and society as a whole (Aguado & Retolaza, 2019). To integrate employees with organizational objectives, a balance must be struck between addressing human needs and pursuing organizational goals. Therefore, employees must be treated with dignity as individuals, not as objects to be used for achieving the organization's objectives.

Determining strategies to achieve both organizational and employees' objectives requires considerable thought. However, one strategy that cannot be overlooked is the humanistic management approach, which focuses on human needs as the foundation of management. Alongside this, transformational leadership, which emphasizes moral inspiration, intellectual dialogue, and individualized consideration, plays a crucial role. Why are these two strategies important? Research has shown that implementing a humanistic management approach contributes to organizational success by minimizing counterproductive work behaviors (Daley, 1986; Abun et al., 2022). It suggests that focusing on employees' needs does not undermine organizational objectives but rather facilitates their achievement. Similarly, transformational leadership has been shown to have a positive impact on motivation and work performance (Khan et al., 2020).

Both transformational leadership and the humanistic approach to management are expected to enhance organizational performance by fostering employee consistency in task performance, ultimately supporting the achievement of long-term objectives. Therefore, employees' grit is essential for reaching these objectives. However, there is a lack of existing literature examining the impact of transformational leadership style and the humanistic management approach on employees' grit. This study aims to fill that gap and offer a scientific basis for management to reconsider leadership styles and management practices to improve organizational performance. The current study is structured into several sections. The first section is the introduction, which outlines the rationale and background of the study. The second section is the literature review, which explores existing concepts and studies related to the topic. The third section presents the research methodology, detailing the research design, population, instruments, locale, statistical analysis, and ethical considerations. The fourth section presents the results and interpretation of the data, and the final section discusses the findings and concludes the study.

Literature review

The concept of humanistic management

The humanistic management style contrasts with the bureaucratic management style (Abun et al., 2021). It is a management approach centered on humans as individuals with needs and values (Mele, 2016). Humanistic management serves as a response to bureaucratic systems that dehumanize workers by emphasizing rules and procedures, as well as to scientific management that prioritizes efficiency and productivity at the expense of the human aspect (Abun, 2021). Humanistic management focuses on the whole person (McLeod, 2020), aiming to humanize management by treating individuals as human beings rather than as mechanistic cogs. This approach shifts away from viewing workers as machines

and instead emphasizes their intrinsic value as humans first and foremost (Pirson, 2017). It addresses the genuine human needs and respect for all stakeholders (Von Kimakowitz et al., 2019), and insists on unconditional respect for human dignity (Von Kimakowitz et al., 2019). As humans possess dignity, all people have a moral responsibility to respect one another (Andorno & Pele, 2015; Huijser & Nullens, 2024). Therefore, human beings should not be seen as objects to be used or manipulated in the production process, but rather as ends in themselves (Atwell, 1986). Humans should not be engineered like machines, as Taylor (1959) suggested in his scientific management theory (Derksen, 2014). Gompers (1911, as cited by Derksen, 2014) criticized Taylor (1906, 1911) for attempting to transform workers into high-speed machines, showing minimal regard for human values and moral norms in management (Dierksmeier, 2016). Similarly, Scott (1911) and Münsterberg (1912) criticized Taylor's view of humans as machines and stressed the importance of recognizing the human factor in management. Taylor's scientific management focused excessively on productivity and cost reduction through time and motion studies (Lumen Principles of Management, n.d.). Duncan (1911, as cited by Derksen, 2014) rejected Taylor's notion of humans as machines, asserting that humans are beings with inherent dignity and should not be treated as machines. Alphonse Merrheim (1905, as cited by Bloemen, 1988) accused Taylor of treating human beings like machines, forcing them into repetitive tasks while following strict rules and procedures, leaving no room for autonomy (Derksen, 2014). Treating humans as machines denies their intrinsic value and dignity. Humanistic management, in contrast, recognizes human dignity and demands unconditional respect (Pirson, 2017). People are subjects, not objects, and should be treated with respect as human beings. Ghoshal (2005) even pointed out that the current humanitarian crisis is linked to management practices that neglect moral norms.

Humanistic management is grounded in two fundamental pillars: human dignity and human well-being (Pirson, 2017). Neal (2014) traced the origins of the word "dignity" to the Latin term "Dignitas," meaning worthiness. Dignity is inherent in all human beings, universal, and cannot be taken away (Andorno & Pele, 2015). It is granted to all people by God and is enshrined in the Universal Declaration of Human Rights, which emphasizes the recognition of inherent dignity (Neal, 2015). Dignity distinguishes humans from other creatures and acknowledges their intrinsic value. According to Immanuel Kant, intrinsic values require respect and are unconditional (Rachels, 1985). All human beings must respect one another because everyone has dignity (Gomez et al., 2024). Kant argued that humans should be treated as ends in themselves, not as means to an end (Atwell, 1986; Kerstein, 2019). Respecting human dignity thus recognizes the importance of workers' well-being in the workplace. Well-being refers to the state of being happy, healthy, or prosperous, which is facilitated by a positive workplace environment that includes quality and safety and takes into account how employees feel about their work (ILO, 2020). Well-being is a psychological state of happiness in the workplace, and Deci and Ryan (2000) identified three psychological needs that must be met for employees to be happy: autonomy, relatedness, and competence. Satisfying these needs can motivate employees to perform better and improve their well-being. These needs are essential for growth, integration, and social development (Ryan & Deci, 2000). According to their Self-Determination Theory, these three needs require a conducive social environment where autonomy, relatedness, and competence can be developed. Therefore, the workplace must create an environment where employees can exercise autonomy, develop competence, and fulfill their social belongingness needs (Quested &

Duda, 2020).

The negative consequences of ignoring workplace well-being and treating employees as machines can be devastating for both employees and organizations. Ordever (2018) argued that organizations must focus on improving employees' well-being to get the best performance from workers. Faps (2016) supported this view, noting that poor workplace culture negatively affects well-being and mental health, and recommended that leaders create a more productive work environment. This was echoed by the Gallup Business Survey, which found that unhealthy, stressed employees harm businesses, and companies that neglect employees' well-being risk losing money (Harter, 2012). The same negative effects arise when organizations fail to treat workers with dignity and respect. Porath, as cited by Singer (n.d.), argued that a lack of respect harms individuals, colleagues, and the organization, leading to organizational citizenship deficit behaviors (Moorman et al., 1993). Furthermore, Porath (as cited by Singer, n.d.) contended that respect from leadership can increase employees' work engagement.

Transformational leadership style

Transformational leadership is an approach that focuses on the change in individuals and the social system. In other words, it creates a valuable and positive change in the followers (Den Hartog, 2019, Ellen, III, 2016). Burns (1978) introduced the concept of transformational leadership. It is not a set of specific behaviours but it is a process in which leaders and followers raise one another to a higher level of morality and motivation (Muntuori & Donnelly, 2017). In the exercise of leadership, a leader should appeal to higher ideals and moral values such as honesty, integrity, justice and equality. These values must be apparent in the life of a leader. Leading by example means integrating those values into daily life which consequently inspires followers to follow (Petersen, 2022). However, inspiring followers would not be enough if it is only through values but also their specific needs. Motivating followers means giving attention to their values and specific individual needs (Vo, et al., 2022).

In support of Burns' view, Bass (1985) argued that transformational leaders motivate their followers by appealing to strong motivation toward the needs or demands of potential followers. They look for potential motives in followers and seek to satisfy their higher needs such as self-actualization and engage the full person of the follower, not only intellectually but also morally (Chen, et al., 2018). They try to uplift people into their better self as a person. However, Burns (1978) pointed out that the essence of transformational leadership is in its effort to establish a good relationship between leaders and followers particularly when leaders and followers are engaging each other to a higher level of motivation and morality. Leaders derive genuine satisfaction from helping their followers to grow as a person and therefore they take a personal interest in helping their employees to grow through activities that enhance their development, not only in terms of skills, and knowledge but also morally (Steinmann, 2023).

Transformational leaders do not focus too much on the weaknesses of employees but they focus on the potential of the employees on what they can do and contribute to the organization (Sharifirad, 2013). They do not focus on the weaknesses of the employees but focus on the growth of the employees because they believe that they can change (Ellen, 2016). In this case, they see their employees in terms of

actuality and potentiality. Leaders recognize the individuals on what they are and what they can be. Helping their employees to realize their potential is their primary concern because they are fully aware that it is through employees, that the objectives of the company can be attained (Den Hartog, 2019). To do that a leader needs to inspire their employees, secure their cooperation, create confidence, provide a working climate, motivate them to work more, provide guidance and direction and create a team spirit (Pratigma, n.d). In short, transformational leaders engage in the full person of the followers. Employees are not just means to an end but they are ends in themselves and therefore employees' engagement in the whole process of management is necessary.

Dimensions of transformational leadership

The original author of transformational leadership is Burns and Bass. Burns (1978) was interested in the moral aspect of leadership. Bass (1990) developed the idea of Burns (1978) and is concerned not only with the moral aspects but also with efficacy, particularly on how a leader influences his followers. According to Bass (1990), followers look up to their leader because of their charisma and trustworthiness. They are trusted because they are moral leaders and concerned for the human person development. Thus, there are four identified dimensions of transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Clayton, 2016 cited from Bass, 1985, Wodehouse, 2018, Riggio, 2014, Schieltz, 2019, Ellen, 2016, Den Hartog, 2019).

Idealized influence

The first element of transformational leadership is the idealized influence. It refers to a leader's capability to influence the behaviour of his/her followers by being a role model to them (Zdaniuk & Bobocel, 2015, Lorente & Salaanova, 2014). In this case, a leader does not use power and authority to influence his/her followers to follow him but simply by living his values (Mariama- Arthur, 2018, Eisenkopf & Kolpin, 2023). In other words, he/she walks the talk (Taylor, 2017, Taylor, 2021, Riggo, 2014). In such a case, it is the leader's personality that matters (Pendleton, et al., 2020, Law & Bourdage, 2020). The followers are convinced to follow the leader when they see him/her as honest and trustworthy. The public and personal life of a leader instills pride in followers that they are associated with the leader (di Giusto, 2016, Qin, et al., 2023, Hughes, 2014). It is through his/her actions that builds trust and confidence in his/her followers (Serrat, 2017, Schieltz, 2019) and motivates followers to do their jobs well. A study by Ngaithe, et al. (2016) concluded that idealized influence of leadership affects the job performance of the employees.

Inspirational motivation

The second element highlights the leader's efficacy in inspiring others. A leader motivates employees or followers not only through their skills and knowledge but also through their self- confidence in executing the company's vision and mission (Ellen, 2016). By projecting self- assurance, a leader articulates a clear vision for the future, communicates expectations for the group, and demonstrates unwavering commitment to achieving goals (Wodehouse, 2018). Inspirational motivation, therefore, is not about asking people to accept things as they are but about challenging both oneself and followers to take risks in pursuing the vision and mission, facing challenges head-on. It is through these

experiences that individuals and the organization can transform (Den Hartog, 2019). Khan et al. (2020) emphasized that a leader's ability to inspire confidence and motivation in followers enhances employees' job performance and helps prevent job burnout.

Intellectual stimulation

The third element of transformational leadership is intellectual stimulation, which requires leaders to engage their followers in generating ideas and making decisions (Lorente & Salanova, 2014; Wang et al., 2019). Leaders who practice intellectual stimulation encourage their teams to challenge the status quo and foster development through questioning (Bacha & Walker, 2013). In essence, the leader invites followers to be critical, creative, and innovative, encouraging them to think outside the box (Belmejdoub, 2015; Riggio, 2014; Schieltz, 2019; Hill, 2013; Yu & Jang, 2024). This leadership style broadens followers' perspectives, helping them view problems from different angles, thereby enhancing their knowledge and ability to fulfill their duties and responsibilities. Followers are also encouraged to explore alternative approaches to problem-solving. Most importantly, by involving followers in addressing organizational issues, they develop a sense of ownership and belonging, viewing themselves as integral to the organization and its challenges (Pulido-Martos et al., 2024). Ogola et al. (2017) suggest that leaders who stimulate intellectual discussion contribute to higher job satisfaction and organizational commitment among employees.

Individualized consideration

This element emphasizes that a leader cannot treat all employees or followers in the same way. Employees have different needs, capabilities, skills, and knowledge, so a leader must take these individual differences into account and provide the necessary support tailored to each employee's needs and desires (Lee et al., 2024; Yeleap, n.d.). In this context, the leader must understand the unique qualities of each employee, develop supportive relationships, and offer guidance that aligns with their individual requirements (Karimi et al., 2023). A leader shows genuine concern for the needs and emotions of employees, offering support to help them grow and succeed (Belmejdoub, 2015). The goal is to bring out the best in each employee (Riggio, 2014). Khalil and SahibZadah (2017) argued that leaders who demonstrate individual consideration significantly enhance employees' job satisfaction.

The concept of grit

Organizational performance is influenced by a variety of factors, including both external and internal environments (Wandling, 2023). External environmental factors, such as the dynamic and competitive market situation, can impact an organization's ability to operate effectively and achieve its long-term objectives (Fernandez-Araos, 2014). Internal factors, such as leadership and employer-employee relationships, also influence employee performance, in addition to knowledge, skills, and motivation. Crucially, these factors are also linked to employees' grit (Zyl et al., 2022; Lee, 2022; Chandrawaty & Widodo, 2020). Studies have shown that grit is influenced by various factors, including leadership (Rego et al., 2021) and a supportive environment (Chuented et al., 2023). Grit reflects consistency and persistence in performing duties to achieve long-term goals, even in the face of challenges, which depend on social support, treatment, and the work environment.

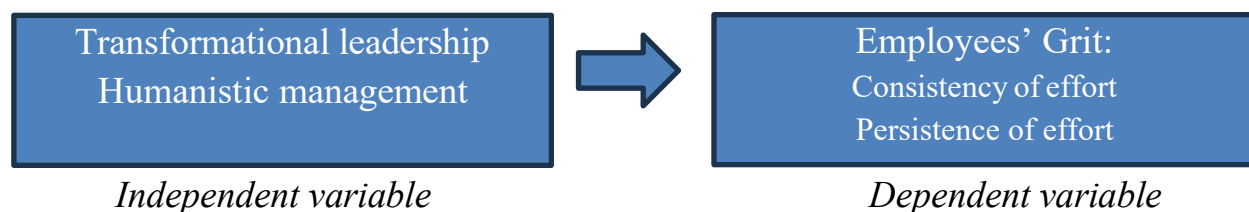
Grit has become a popular research topic in psychology over the past decade (Wang et al., 2022). It was first introduced in 2007 by Duckworth et al. and is defined as a combination of perseverance and passion for achieving long-term goals (Duckworth et al., 2007). Grit reflects one's passion for

long-term objectives, demonstrated through interest and persistence. These traits are evident in behavior that shows continued commitment to a goal despite the appeal of other objectives or projects (Tang et al., 2019; Datu et al., 2024). In other words, a person remains committed to their chosen goal or project day in and day out (Datu, 2021). Psychologists consider grit a non-cognitive trait that explains the consistency and persistence of effort toward a particular interest, even during challenging times (Weng et al., 2024; Carkit, 2024). It is distinct from other similar psychological traits such as conscientiousness, resilience, work ethic, need for achievement, industriousness, hardiness, and self-control (Duckworth et al., 2007; Jordan et al., 2019; Meriac et al., 2015, as cited by Febriawan & Maulina, 2019).

Duckworth et al. (2007) identified two key dimensions of grit: consistency of interest and persistence of effort. Consistency of interest refers to the ability to maintain a consistent level of interest over time (Duckworth & Quinn, 2009). This dimension involves staying focused on a specific goal or interest without being distracted by other opportunities, maintaining effort toward the goal until it is achieved (Datu et al., 2017). Persistence of effort refers to the ability to show determination in pursuing goals despite challenges (Eskreis-Wink et al., 2016). It represents the willingness to stay committed to a course of action despite obstacles, as defined by Datu et al. (2017). While a more recent study by Febriawan and Maulina (2019) proposed a third dimension of grit—adaptability—the current study adopts the earlier two dimensions proposed by Duckworth et al. (2007), which are consistency and persistence. Adaptability, while valuable, does not suggest abandoning or changing goals but rather being flexible in strategies to achieve them. This flexibility does not detract from the consistency and persistence of effort in pursuit of the goal (Erarslan, 2023).

The relationship between grit and success remains debated. Duckworth et al. (2007), Duckworth and Quinn (2009), and Akos and Kretchmar (2017) found that success in achieving long-term goals is not solely attributed to talent or IQ but is significantly influenced by grit. Grit has also been associated with academic success (Olckers, 2021). A recent study by Robbins (2022) supported these findings, indicating that sustained effort and hard work, despite setbacks, contribute significantly to the academic achievement of university students. However, other studies in academic settings have shown that grit does not always significantly contribute to performance (Bazelais et al., 2016; Tang et al., 2021; Christopoulou et al., 2018). While these studies acknowledge grit's role, they found its contribution to be weak to moderate. These conflicting results suggest that grit is not a consistent or singular predictor of performance.

Conceptual framework



Source: Avolio, et al. (1995), Salkind (2010)

Duckworth, et al. (2007).

Figure 1: the conceptual framework reflects the correlation between humanistic management and transformational leadership and grit. It indicates that enhancing employees' grit can be done through the improvement of leadership style and humanistic management.

Statement of the problems

The study aimed to examine the interconnectedness of humanistic management, transformational leadership and employees' grit. It specifically answered the following questions:

1. **What is the level of humanistic management practices of the institution?**
2. **What is the level of transformational leadership of the administrators in terms of:**
 - a. **Idealized influence**
 - b. **Inspirational motivation**
 - c. **Intellectual stimulation**
 - d. **Individualized consideration**
3. **What is the level of employees' grit in terms of**
 - a. **Consistency of effort**
 - b. **Persistence of effort**
4. **Is there a relationship between humanistic management practices and employees' grit?**
5. **Is there a relationship between transformational leadership and employees' grit?**

Hypothesis

Many studies found the correlation between humanistic management and performance (Daley, 1986, Jean-Denis, 2022) transformational leadership and performance (Khan, et al., 2020, Chen, et al., 2018). The current study hypothesizes that humanistic management practices and transformational leadership style affect the employees' grit.

Research methodology

The research methodology outlines the process through which a study is conducted. It refers to the specific procedures or techniques used to identify, select, process, and analyze information related to a particular topic (Wilkinson, 2000; Leedy, 1974). Following a defined methodology is essential for conducting academic research, ensuring that the study adheres to proper procedures and methods of investigation. This includes determining the appropriate research design, selecting data-gathering instruments, identifying the study population, specifying the study's locale, detailing data collection procedures, and applying the relevant statistical treatment for data analysis.

Research design of the study

The study used a descriptive assessment and correlational research design to determine the level of the transformational leadership and humanistic management styles of administrators of Divine Word Colleges in the Ilocos region, and its effect on employees' grit. Ariola (2006) contended that a descriptive correlation study is intended to describe the relationship among variables without seeking to establish a causal connection. While descriptive research is simply to describe a population, a situation, or a phenomenon. It is also used to describe profiles, frequency distribution, describe characteristics of people, situations, or phenomena. In short, it answers the question of what, when, how, where, and not why question (McCombes, 2020).

The locale of the study

The locale of the study was Divine Word College of Laoag, in Ilocos Norte, Philippines.

Population

The respondents of the study were the employees of the college. Since the number of employees was limited, total enumeration sampling was used and 160 employees were taken as respondents of the study.

Data gathering instruments

The study adapted validated questionnaires by Abun, et al. (2021) on humanistic management practices and Multifactor Leadership Questionnaires (MLQ) by Avolio, et.al (1995) on transformational leadership. While employees' grit questionnaires were adopted from Duckworth, et al. (2007).

Data gathering procedures

To maintain the integrity of the investigation and to ensure that the data are gathered through the right process, thus, before the researcher distributed the questionnaires, letters were sent to the President of the college to request them to allow the researcher to float his questionnaires in his respective institutions. In the process of collecting the data, the researcher requests employees' representatives to retrieve the data from different individual employees before they are submitted to the researcher.

Ethical procedures

The study was carried out after the research ethics committee examined and approved the content of the paper if it did not violate ethical standards and if it did not cause harm to human life and the environment.

Statistical treatment of data

To analyze the data, a descriptive and inferential statistic was used. The weighted mean was used to determine the level of humanistic management, transformational leadership and employees' grit. Pearson r was used to determine the correlation between humanistic management practice, transformational leadership and employees' grit.

The following ranges of values with their descriptive interpretation will be used:

Statistical Range	Descriptive Interpretation
4.21-5.00	strongly agree /Very High
3.41-4.20	Agree/High
2.61-3.40	Somewhat agree/Moderate
1.81-2.60	Disagree/Low
1.00-1.80	Strongly disagree/Very Low

Data presentation and analysis

The study aimed to examine the interconnectedness of humanistic management, transformational leadership and employees’ grit. It specifically seeks to answer the following questions:

1. What is the level of humanistic management practices of the institution?

Table 1: Humanistic management practices

Indicator	Mean	Descriptive Interpretation
When making decisions, the management always considers the effect of the decision on the employees	3.30	SWA/Moderate
The management puts the employees first before the work	3.30	SWA/Moderate
The management considers the ideas of employees when making decisions	3.26	SWA/Moderate
The management always tries their best to serve the needs of employees	3.24	SWA/Moderate
The management listens to the employees when they employees counter problems in their work.	3.25	SWA/Moderate
The management respects and treats the employees as human beings with dignity	3.26	SWA/Moderate
The management recognizes the good efforts of the employees to help the institution	3.28	SWA/Moderate
There is an open communication between employees and management	3.19	SWA/Moderate
Overall Mean	3.26	SWA/Moderate

Source: Abun, et al. (2021).

Legend:

Statistical Range	Descriptive Interpretation
4.21-5.00	strongly agree /Very High
3.41-4.20	Agree/High
2.61-3.40	Somewhat agree/Moderate
1.81-2.60	Disagree/Low
1.00-1.80	Strongly disagree/Very Low

As shown in the table, the data reveals that the overall humanistic management practices of the

institution received a weighted mean rating of 3.26, which is interpreted as "somewhat agree" or moderate. This rating suggests that the humanistic management practices of the institution are neither very high nor very low, but rather moderate. When considering the individual indicators, all are rated similarly within the moderate range. Employees somewhat agree that, to a moderate extent, management prioritizes employees over work, considers the impact of decisions on employees, pays attention to their needs, assists employees when they encounter problems, treats them with dignity, and listens to their concerns. The moderate levels of humanistic management practices indicate that management has not placed employee needs and well-being at the highest priority, as recommended by Mele (2016). Humanistic management practices, as described by von Kimakowitz et al. (2021), are based on the unconditional respect for human dignity, the integration of ethics into management decisions, and active engagement with employees.

2. What is the level of transformational leadership of the administrators in terms of:

a. Idealized influence

b. Inspirational motivation

c. Intellectual stimulation

d. Individualized consideration

Table 2: Transformational leadership

Indicator	Mean	Descriptive Interpretation
Idealized influence		
Display conviction in the vision and mission of the College	3.89	<i>Agree/High</i>
Act in ways that build the respect of employees/subordinates	3.87	<i>Agree/High</i>
Emphasize the importance of purpose, commitment, and ethical consequences of decisions	3.97	<i>Agree/High</i>
Display the most important values such as honesty, integrity, justice, transparency, and consistency	3.99	<i>Agree/High</i>
Go beyond self-interest for the good of the college	3.88	<i>Agree/High</i>
Composite Mean	3.92	<i>Agree/High</i>
Inspirational motivation		
Articulate a compelling vision/goal for the future	3.76	<i>Agree/High</i>
Challenge employees/subordinates with a high standard of performance	3.67	<i>Agree/High</i>
Provide encouragement and moral support for the employees/subordinates	3.69	<i>Agree/High</i>
Inspire the employees/subordinates through his passion and determination to achieve the goals	3.76	<i>Agree/High</i>
Inspire employees/subordinates to see the priorities in carrying out their duties and responsibilities	3.79	<i>Agree/High</i>
Composite Mean	3.73	<i>Agree/High</i>

Intellectual stimulation		
Question old assumptions, traditions and beliefs	3.64	<i>Agree/High</i>
Instill new perspectives and ways of doing things	3.88	<i>Agree/High</i>
Encourage the free expression of ideas and reasons	3.87	<i>Agree/High</i>
See different perspectives when solving problems	3.95	<i>Agree/High</i>
Encourage problem-solving using reasoning and evidence, rather than unsupported opinion	3.91	<i>Agree/High</i>
Composite Mean	3.85	<i>Agree/High</i>
Individualized consideration		
Deal with employees/subordinates as individual persons.	3.80	<i>Agree/High</i>
Help individual employee/subordinates develop their capabilities	3.79	<i>Agree/High</i>
Provide training and development activities or seminars according to the needs of different employees/subordinates	3.66	<i>Agree/High</i>
Are sensitive to individual differences and approach employees/subordinates according to their traits	3.71	<i>Agree/High</i>
Treat employees/subordinates as individuals with different needs, abilities, and aspirations rather than just members of the group	3.85	<i>Agree/High</i>
Composite Mean	3.76	<i>Agree/High</i>
Overall Mean	3.82	<i>Agree/High</i>

Source: Avolio, et.al (1995)

Based on the data in the table, it shows that overall, the transformational leadership style of the management received an overall mean rating of 3.82, which is considered "agree" or high. This rating implies that the transformational leadership practices are not very high, nor very low, low, or moderate, but instead are high. Even when the individual dimensions are considered separately, all dimensions received similar high ratings.

Regarding idealized influence, employees agree that management demonstrates commitment to the vision and mission, acts in ways that earn respect from employees, behaves ethically (with honesty, integrity, justice, transparency, and consistency), and places the organization's interests above personal gain. Ellen III (2016) noted that leaders with idealized influence inspire admiration, trust, and respect from their followers, serving as role models for them.

In terms of inspirational motivation, employees agree that management clearly communicates a compelling vision for the future of the organization, sets high performance standards, provides moral support, inspires employees through passion and determination to achieve goals, and encourages employees to prioritize their primary duties and responsibilities. Den Hartog (2019) argued that transformational leaders articulate an inspiring vision to motivate followers and drive them to exceed expectations.

Regarding intellectual stimulation, employees agree that management challenges the status quo,

encourages new perspectives on how to approach tasks, and fosters an environment where employees can freely share ideas and solve problems based on evidence. Lorente and Salanova (2014) emphasized that transformational leaders challenge old assumptions, take risks, and actively solicit followers' ideas in problem-solving.

Finally, in terms of individualized consideration, employees agree that management treats them as individuals, helps develop their capabilities through training and seminars, is sensitive to individual differences, and recognizes the unique needs of each employee. Bacha and Walker (2013) suggested that transformational leaders maintain open communication, attend to the individual needs of employees, mentor them, and acknowledge each person's unique contributions to achieving organizational goals.

3. What is the level of employees' grit in terms of

a. Consistency of effort

b. Persistence of effort

Table 3: Employees' grit

Indicator	Mean	Descriptive Interpretation
Consistency of interest		
I often set a goal and pursue it until I achieve it	3.65	<i>Agree/High</i>
New Ideas and Projects do not distract me from previous ones.	3.66	<i>Agree/High</i>
I have been obsessed with a certain idea or project and I maintain my interest	3.56	<i>Agree/High</i>
I don't have difficulty maintaining my focus on projects that take more than a few months to complete	3.64	<i>Agree/High</i>
Composite Mean	3.63	<i>Agree/High</i>
Persistence of effort		
I finish whatever I begin	4.23	<i>Agree/High</i>
Setbacks don't discourage me	3.95	<i>Agree/High</i>
I am a hard worker	4.17	<i>Agree/High</i>
I am diligent.	4.23	<i>Agree/High</i>
Composite Mean	4.15	<i>Agree/High</i>
Overall Mean	3.89	<i>Agree/High</i>

Source: Duckworth, et al. (2007).

As indicated by the data in the table, it demonstrates that overall, The employees' grit received an overall mean rating of 3.89, which is considered "agree/high." This rating indicates that the employees' grit is not very high, nor very low, low, or moderate, but rather high. Even when the two dimensions of grit are considered individually, they are rated similarly, with scores of 3.63 and 4.15, both categorized as high.

Regarding consistency of interest, employees agree that they maintain their interest in pursuing goals until they are achieved, despite encountering difficulties. Similarly, with persistence of effort, they agree that they remain determined to complete what they started, putting in hard work despite setbacks. Kargas et al. (2024) and Olckers and Koekemoer (2021) highlighted that grit reflects employees' perseverance, resilience, and determination—qualities essential for achieving long-term goals.

4. Is there a relationship between humanistic management practices and employees' grit?

Table 4: Correlation between humanistic management practices and grit

		Consistency of Effort	Persistence of Effort	Overall, Grit
Humanistic Management Practices	Pearson Correlation	.086	-.016	.040
	Sig. (2-tailed)	.297	.842	.630

The analysis presented in the table illustrates the relationship between humanistic management practices and employees' grit, specifically examining the dimensions of Consistency of Effort, Persistence of Effort, and Overall, Grit.

The results indicate no significant correlations; Consistency of Effort shows a weak positive correlation ($r = 0.086$, $p = 0.297$), Persistence of Effort reveals a negligible negative correlation ($r = -0.016$, $p = 0.842$), and Overall, Grit exhibits a slight positive correlation ($r = 0.040$, $p = 0.630$). These findings suggest that humanistic management practices do not meaningfully influence employees' grit. It implies that employees' grit is not caused directly by humanistic management practices but it may be caused by other organizational, management and leadership factors.

5. Is there a relationship between transformational leadership and employees' grit?

Table 5: Correlation between transformational leadership and grit

			Consistency of Effort	Persistence of Effort	Overall Grit
Transformational leadership	Idealized influence	Pearson Correlation	.343**	.286**	.380**
		Sig. (2-tailed)	.000	.000	.000
	Inspirational motivation	Pearson Correlation	.442**	.407**	.512**
		Sig. (2-tailed)	.000	.000	.000
	Intellectual stimulation	Pearson Correlation	.604**	.423**	.617**
		Sig. (2-tailed)	.000	.000	.000
	Individualized consideration	Pearson Correlation	.254**	.368**	.380**
		Sig. (2-tailed)	.000	.000	.000

	Overall	Pearson Correlation	.470**	.427**	.542**
		Sig. (2-tailed)	.000	.000	.000

The subsequent analysis focuses on the relationship between transformational leadership—encompassing Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration—and employees’ grit, which includes dimensions of Consistency of Effort and Persistence of Effort.

The results reveal positive and statistically significant correlations across all leadership dimensions. Specifically, Idealized Influence correlates moderately with Consistency of Effort ($r = 0.343$, $p = 0.000$), Persistence of Effort ($r = 0.286$, $p = 0.000$), and Overall, Grit ($r = 0.380$, $p = 0.000$). Inspirational Motivation demonstrates stronger correlations: Consistency of Effort ($r = 0.442$, $p = 0.000$), Persistence of Effort ($r = 0.407$, $p = 0.000$), and Overall, Grit ($r = 0.512$, $p = 0.000$). Notably, Intellectual Stimulation shows the highest correlations: Consistency of Effort ($r = 0.604$, $p = 0.000$), Persistence of Effort ($r = 0.423$, $p = 0.000$), and Overall, Grit ($r = 0.617$, $p = 0.000$). Individualized Consideration also reveals moderate correlations: Consistency ($r = 0.254$, $p = 0.000$), Persistence ($r = 0.368$, $p = 0.000$), and Overall, Grit ($r = 0.380$, $p = 0.000$). Overall, transformational leadership correlates significantly with overall grit ($r = 0.542$; $p = 0.000$), underscoring its crucial role in enhancing employee resilience and perseverance.

The findings imply that transformational leadership has a positive impact on employee grit, with intellectual stimulation and inspirational motivation emerging as particularly influential components. Leaders who inspire their teams, encourage innovative thinking, and provide personalized support effectively foster resilience and sustained motivation among employees. Consequently, organizations striving to enhance employee grit would benefit from cultivating transformational leadership qualities within their management. Prioritizing intellectual stimulation and inspirational motivation can contribute to fostering a work culture that champions perseverance, adaptability, and commitment—qualities that are essential for organizational success in challenging environments.

Discussion

The findings of the current study invite further discussion. The results indicated that humanistic management practices were rated as moderate, and these practices showed no significant influence on employees' grit. This suggests that organizations aiming to cultivate employee grit may need to explore other strategies beyond humanistic management. It appears that grit may be more heavily shaped by personal characteristics (Isenberg et al., 2020; Ibrahim et al., 2024; Neroni et al., 2022) or external support systems, such as resilience training, goal-setting frameworks, and nurturing team environments (Yang et al., 2024; Saraswati et al., 2022;

Chunted et al., 2023). This highlights the importance of a multi-faceted approach that integrates personal development with structural supports, effectively fostering grit among employees (Kwon,

2021). Additionally, these results imply that the development of grit may occur independently of managerial style, suggesting that targeted, individualized programs could be more effective than broad, management-driven initiatives.

In contrast, the results for transformational leadership style suggest a significant association with employee grit. This implies that adopting a stronger transformational leadership style can positively influence employees' grit. Therefore, management should focus on enhancing the four dimensions of transformational leadership practices to support the development of grit in employees. Given the influence of transformational leadership on employee grit, the current study recommends that fostering grit can be achieved through a combination of personal, cultural, and organizational factors (including leadership, culture, and job design) that inspire employees to remain consistent and persistent in their efforts to fulfill their duties and responsibilities (Datu & McInerney, 2017; Lin & Chang, 2016; Xu et al., 2021; Southwick et al., 2019).

These results underscore the importance of transformational leadership, among other factors, in shaping employees' grit. To cultivate grit, management must lead by example, demonstrating ethical behavior and inspiring employees with a compelling vision and mission for the organization, while showing their commitment to achieving those goals (Sealy & Singh, 2022; Vidyasagar & Hatti, 2018). Effective leadership also involves being open to employees, inviting them to engage in intellectual discussions about challenges and issues faced by the organization (Chernov et al., 2023). Moreover, management should recognize the individuality of employees, as they differ in many aspects. Tailoring approaches to suit individual needs will motivate employees, helping them become more consistent and persistent in their work (McPherson & Macnamara, 2016).

This study contributes to the ongoing discussion about enhancing employee grit. Understanding and exploring the various factors that promote grit is crucial for management to sustain or further develop the current levels of grit among employees. Gritty employees are more likely to embrace challenges, fostering a culture of innovation and growth (Datu et al., 2014; Garris et al., 2024). Additionally, gritty employees tend to experience greater job satisfaction, which reduces turnover intentions (Del Castillo, 2020). The study acknowledges its limitations, including the scope of the variables and the size of the population. Future research should explore additional variables that may influence grit.

Conclusion

The study aimed to assess the impact of humanistic management practices and transformational leadership on employees' grit. The findings indicate that humanistic management practices are rated at a moderate level, suggesting that improvements are necessary in this area. In contrast, the transformational leadership style received a high rating, indicating that it is being effectively practiced and should be maintained to continue positively influencing employees' grit. Additionally, the employees' grit was rated highly, a level that should be preserved.

The Pearson correlation analysis revealed no significant relationship between humanistic management

practices and employees' grit. However, a positive relationship was found between transformational leadership style and employees' grit, suggesting that transformational leadership has a meaningful impact on fostering grit among employees.

Based on these findings, the study recommends that management should continue to implement and strengthen the current transformational leadership practices while exploring additional organizational factors that may help sustain or further enhance employees' grit.

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