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LEADERSHIP IN HEALTH AND ORGANIZATIONAL MANAGEMENT, INSTRUMENTS OF HUMANIZED CARE

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ABSTRACT

Introduction: Leadership exercised through a congruent organizational climate favors adequate and productive work environments, in pursuit of institutional purposes and goals; in the health sector, this purpose is evident when the organization places the human being at a superlative level. Objective: To analyze the relationship between leadership in health and business management. Materials and methods: A systematic review of the literature was conducted in the PubMed, ProQuest, Scopus, and ScienceDirect databases, using the Boolean operators AND and OR, with a search restricted to publications from the period 2004 to 2025, in English and Spanish, with information about leadership in health and business management. A total of 595 records were found, of which 50 were selected. Conclusion: Leadership and organizational management produce a synergy; this contributes to strengthening humanized care in health services and legitimately fosters the achievement of institutional goals. Adaptive processes in accordance with changing social realities in the management and handling of human resources in health should be pursued. The innovative nature of human-centered leadership and organizational management enables adaptations to social reality and a cohesion toward job and personal satisfaction among health system users.

KEYWORDS: Leadership, Health, Humanization of Care, Health Administration, Organizational Change Management.

1. INTRODUCTION

Leadership, necessarily It involves establishing an effort of courage, when facing any obstacle or adverse circumstances that arise. (1). It is also being able to influence the behavior and actions of other people, in order to enhance skills and favor their development in different contexts (2). This coping in health services entails a commitment of great implications in the work environment, which of course transcends all areas of health care and administration (3). The conceptualization of leadership in health services is currently diverse, due to the dynamism of social structures, cultural changes and the roles assumed by different social groups, thus implying different approaches in the exercise of leadership, especially from the perspective of the health worker (4,5).

On the other hand, organizational management, interpreted from a managerial perspective, has among its priorities the achievement of optimal results (6). To this end, institutions must rely on the application of the administrative process, on the achievement of the different objectives proposed in the organization. However, making a separation (inconvenient from the practical point of view; although, possible from the theoretical foundation), the term management refers to the set of operations or activities that seek to formalize a project in an orderly manner; On the other hand, the organization is conceived towards the fulfillment of functions and responsibilities in the achievement of the goals proposed in an organization, which are subject to the dynamics of evolution and competitiveness in a world of constant change (7).

In accordance with what has been commented in the initial lines, the center of leadership empowerment is in the attitude or role that social groups or work groups assume before a leader, who must have exceptional characteristics in the management of work, personal and emotional behaviors towards the team he guides (8), and who also becomes a guide with qualities and skills to enhance administrative and care processes in the field of organizations, and especially those in the health sector (9).

The importance of being a leader can be evidenced in the way it positively influences work quality and the appropriate organizational climate for the achievement of job satisfaction; In the case of health systems, it involves the entire

chain of services(10,11). Thus establishing an authentic postulate of trust to cement the internal system of the organization through a positive perception of patients and their families(12). In this way, leadership is crucial for the achievement of goals, objectives and performance in health systems, but also to strengthen the work and behavioral links of health workers and their environment (13,14).

Organizational management carries out a process of articulation with health leadership through which synergistic processes emerge towards the achievement of mission objectives and achievement of institutional goals: therefore, this article aims to resolve the question: What is the link between health leadership and business management from a neophyte perspective, given the breadth in which such interaction can be found?

1.1. Connecting Leadership And Business Management

In this way, it is evident how human talent becomes the central axis within the dynamism carried out by organizational management and leadership. However, despite having become that geocentric element of organizational management, it is an undervalued component, this may be due to the lack of recognition and of course the lack of knowledge of the tangibility of human talent as the main component of subsistence in business management (15). When trying to establish a simile between the term in description and organizational culture, common aspects of attitudinal and group development over time of principles, values and interests or objectives are found (16).

Similarly, authors such as Bwonya et al., have carried out research in relation to "subareas of management", such as organizational performance, learning culture and innovation (17). And of course, the role played by artificial intelligence in the reputation of organizational management and organizational culture cannot be omitted from this similarity (6). In the same direction, multiple similarities can be found between culture and organizational management; but in both there are convergences towards competitiveness, sustainability and even the constant challenges that both must face (7). Similarities or conceptual approaches could continue to be established with organizational management [GO], as is the case of administrative management, whose definition

establishes similarity with organizational management, insofar as it aims to achieve objectives of something and for something; that is, it is the ability of the organization to "define, achieve and evaluate its purposes with the appropriate use of resources"(18).

Returning to the analysis of leadership, it was found that, conceptually, it has different theoretical approaches, which have been studied by various disciplines, which has allowed establishing that there are different styles of leadership, possibly due to the behavioral aspects of the individual and their level of unlimited expectations, which can prevent the existence of a consolidated style (19,20). Above all, in health institutions where social and organizational relationships are increased for the fulfillment of purposes and goals (21). Leadership theories explain how the aptitude to be a leader works in different contexts, defining the characteristics, qualities, and behaviors that identify a person as an effective leader. Likewise, the relationship within the framework of cooperation between the leader and his followers or collaborative team(22).

Leadership has been extensively studied with a diversity of approaches and theories, which have had a series of influences in accordance with its foundations; such is the case of the theory of the great man; it sustains that leaders are born and not made. Trait theory, focused on identifying characteristics with effective leadership, such as intelligence, integrity and self-confidence. In these series of theories, it is relevant to mention that of behavior, which explores the way in which leadership styles should be combined to influence the behavior of the leader's followers or teams (23). For its part, Contingency theory argues that leadership effectiveness depends on context and that there is no one-size-fits-all leadership approach that is effective in all situations. Last but not least, reference is made to situational theory, which postulates that leaders can use multiple leadership styles, according to the circumstances and objectives of the context(24,25).

Leadership practices become relevant in this decade, due to the great technological transformations, in which there is complementarity between behaviors learned and developed in work environments and the applicability of digital, technical, and technological resources to fulfill mission purposes in organizations and, of course, also in

health institutions (26). The above, added to the social interrelations that are ambivalent, where there is sometimes no coherence between the attitudes that are assumed in virtuality and the behaviors of the organizational culture (27). Therefore, leadership is evolving, dynamic and changing according to the times, influences and purposes for which it is used by virtue of the fulfillment of goals or objectives of each organization.

2. METHODOLOGY

The article has been developed by applying a theoretical design of systematic review as a method, "structured syntheses of information oriented to a study problem"(28), This research design allows for the collection and consolidation of information and the execution of summaries of specific topics with the intention of answering research questions(29). The methodological design was structured from the deductive approach, complemented by an exploratory study based on a systematic review of documentary sources (30). This process involved the collection, selection, analysis and presentation of relevant information, with the purpose of clarifying the contributions of various authors in relation to the applicability of the object of study, specifically in relation to business management and leadership (31).

The methodology required a rigorous procedure derived from reflective reading and critical, descriptive, deductive and comparative analysis of concepts related to the management and evolution of business models. This approach made it possible to recognize its importance in contemporary organizations and to support the proposal formulated (32).

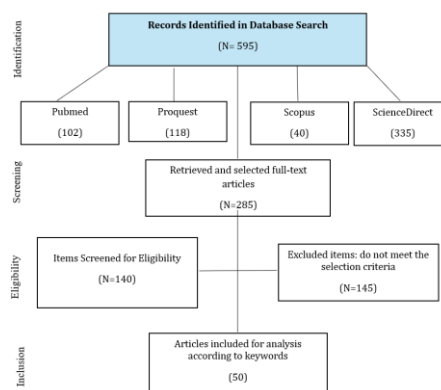


Figure 1: PRISMA Flow Chart For The Selection Of Sources Of The Integrative Document Review.
Source: Databases Consulted.

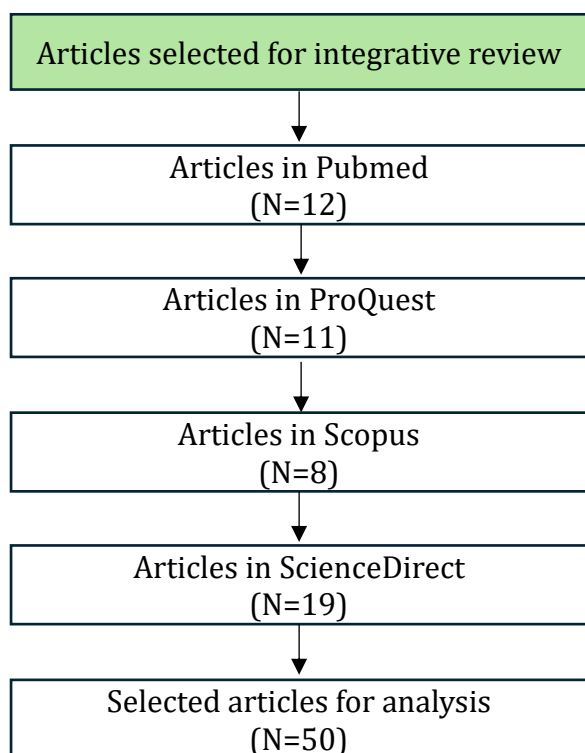


Figure 2: Flowchart By Databases.
Source: Databases Consulted.

2.1. Theoretical Approaches To Leadership And Business Management

One of the classic definitions at the Latin American level, with respect to the organization, is the one proposed by Chiavenato, as the author in question considers that the root of it consists in being able to properly assign and distribute the tasks in the different departments that make it up (33). It is necessary to exercise effective managerial leadership that enables the adequate development of these tasks and can be delivered in accordance with the demands of the world dynamics in relation to goods and services. However, "implementing and maintaining an effective system of managerial leadership is not an easy task"; Jaques considers that in the organization it must be directed towards modeling and favoring what is convenient for the achievement of lasting prestige, and as has been mentioned, it is not a simple task (34).

The importance of human capital for the organization; since this has become the axis that outlines initiatives and objectives to be fulfilled within the organizational dynamism. Therefore, it must be invested in, and primarily on the intellectual level, and in this way, achieve clear and categorical advantages for the organization and competitiveness, especially in the achievement of its goals and the minimization of risk (15), which must

be aimed at providing "safe, timely, effective, efficient, equitable and patient-centered" care in the case of health systems(35). All this under the principle of treatment with dignity, within the framework of the recognition of the fundamental rights of the user (36).

It is the task of the governments and even the States of the different nations, to encourage organizations, especially those in the public sector, to carry out in an effective and timely manner an organizational management in favor of the human being, which in the case of the institutions in question, are based on the patient (37). It is therefore necessary to incorporate welfare policies at the organizational level, as an essential aspect for an excellent performance of the organization (38).

The organization, in the words of Chiavenato, cited by Ponce et al, can be a form of administrative management, where the performance of actions must be directed to obtaining results in the most efficient and effective way possible, so that the resources can be used effectively and thus be able to ensure their use in an excellent way (18). In the same direction of the optimal management of resources, a special allusion is required to the role played by the organization and the way in which it was involved in the unprecedented event that occurred due to the past COVID-19 pandemic, and where precisely various ways of competing and even to survive in the face of the new realities were presented. Through this contingency, the organization was forced to develop innovative solutions that favored a certain margin of flexibility and maneuverability and in this way not be relegated or, in the worst case, replaced (39).

A special connotation of the organization is that it is very often cataloged as a company, corporation and even an institution of social order (the latter affirmation that enjoys legitimacy by involving the individual) as has been described through this review, permanently subject to changing dynamics, especially because they involve the human being and this has been the case throughout the history of humanity. with periods of slowness on some occasions and booms on others. It should be noted that as a phenomenon that involves the social, the organization favors new behaviors in the face of life itself (40). When and how does business management respond to the organizational demands of the health sector? And to what extent does the implementation of business management models in the health sector become relevant?

The above question becomes valid through this systematic review, since it is of interest to

demonstrate the relevance of business management through its different and multiple models; it is also undeniable the fact of being able to establish a theoretical approximation of some elements that make up the various theories that underpin management; of course, making a simile or an inclusion of the business organization within the administration or vice versa (41).

From a novel perspective, health leadership and business management are deeply interconnected, because they seek to optimize organizational performance, improve the quality of services and guarantee the sustainability of health systems; which are under constant pressure, among other reasons, due to the dynamism of policies and the distribution of diseases at a global level (42). Likewise, a humanistic approach is vital to be able to interconnect business management, its mission and vision with internal organizational cultures, where the business purpose of each institution is cohesive with the social values of workers, leaders and the social fabric that surrounds them (43,44).

The human being, as a geocentric effigy of any organizational process, has a series of responsibilities, therefore, he must anticipate as much as possible the challenges of the environment, manage and adapt to the changes that are necessary and be able to align his administrative and/or care functions in the case of health services with the institutional objectives (45). In this same sense, achieving a bidirectional humanist goal; between the individual as a provider of activities, functions, to meet goals and requirements that result in the optimal performance of organizations and in the other direction the social groups or people, which are being offered and benefit from a quality product or service (46). This must be the most real approximation between organizational management, leader and the exercise of leadership, in which everyone interacts and everyone wins, where the center of the processes is "the being" and business management is made possible by managers (47).

Similarly, business management has also managed to develop and evolve simultaneously with new technologies and with the requirement for new products, which, in the case of the health sector, are closely related to customer satisfaction through the provision of service. Business management is also in processes of continuous improvement in relation to its productivity and competitiveness, therefore, it extends far beyond the stages of traditional administration (48).

Management models, including the

organizational model, owe their advances to the development of information and communication technologies [ICT]. These have achieved great modifications in people's lifestyles and living conditions and therefore, this interaction favors positive transformations of organizational management and its articulation with the exercise of leadership, especially at the business level (49)

Institutions and their staff must develop an ideal climate of job satisfaction. This is possible, as long as pragmatic and contingency elements are articulated that favor the construction of an optimal organizational climate, and on which leadership is exercised taking into account the human condition of the other, as the architect and participant in the proposed achievements (28).

The marked relationship between work performance and organizational climate are highly indispensable aspects in the functionality and achievement of the institutional objectives of companies or organizations, which, according to their goals and the way they establish labor relations with human talent and their needs, will be able to achieve a position in their field of action (50).

2.2. Discourse Tracing Axes For Revision

The concept of leadership has distinctive axes in relation to courage, influence, actions, skills, qualities, and the direction of followers (1-5). There are also integrating elements in the management of work behaviors, emotional states, personal relationships, and empowerment towards the group (8,9). In the same way, trust-generating aspects of a propositional type were found (10 - 12), likewise, theoretical particularities related to the work environment, personal relationships and emotional states were found (13,14).

With particular emphasis was found, convergence within the framework of the social sphere, business values, dignity, respect, relevance, empathy, solidarity, commitment, loyalty, brotherhood, and ethics; elements, these are immersed in the praxis of humanism (16), and propitious in the application of leadership styles (23-25). The identification of the aforementioned attributes ratifies the revision of this novel perspective of the concept of leadership in business management, as a tracer and influential support in humanized care (41); essential foundations for the achievement of a culture of humanized care in the exercise of leadership and its interrelation with business management (42-46).

3. CONCLUSIONS

The leader, from his humanistic role, is

impregnated with ethical, innovative, proactive, resilient attributes and assumes a high sense of social responsibility, and this is a fundamental pillar in the business and social construct in organizations, he exercises a geocentric work in the empowerment for the development of all administrative, care, professional and personal processes in new and future generations and societies.

Congruence between the exercise of leadership and the organizational climate is essential, as a way of assuming the present challenges of health sector institutions and their complexities, especially in the processes of quantifying their indicators in order to achieve approximations in their deepening that make it possible to interpret this changing phenomenon.

The dynamism achieved by the exercise of leadership and its coupling with organizational management can develop innovative proposals for the health sector, making use of technological advances, taking into account the human being and the dynamics of social realities.

The right organizational climate and the correct exercise of leadership favor the development of a great climate of job satisfaction; as long as this synergism is aimed at the identification and prioritization of the human being and his needs and also the potentialities as a sine qua non condition of his unique and differential identity in the organization.

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