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HUMANISTIC MANAGEMENT AND PSYCHOLOGICAL SUPPORT IN THE FIELD OF IT: RELEVANCE AND DEVELOPMENT

ГУМАНІСТИЧНИЙ МЕНЕДЖМЕНТ ТА ПСИХОЛОГІЧНИЙ СУПРОВІД У СФЕРІ ІТ: АКТУАЛЬНІСТЬ І РОЗВИТОК

Summary. The article examines the relevance of a humanistic approach to personnel management in the IT sector. The main focus is on the principles of humanistic management, including the development of emotional intelligence, meeting employee needs, and ensuring their well-being. Specifically, the introduction of psychological support as a means of reducing professional burnout and increasing employee productivity is discussed. The authors emphasize the importance of creating an innovative environment and fostering the harmonious development of companies and their employees through humanistic approaches.

The research is based on modern data and examples of support programs implemented by leading IT companies such as Google, Microsoft, and Amazon, demonstrating a positive impact on the moral and psychological climate and productivity. Key aspects such as individual counselling, group sessions, and stress management programs are considered. Special attention is given to establishing mentoring systems and flexible work models that promote teamwork and innovation.

The authors identify the main challenges in implementing humanistic management, including conservative corporate culture and insufficient training of managers. However, the trend toward integrating humanistic approaches remains stable, as companies achieve tangible results such as reduced employee turnover and increased productivity.

The article concludes that humanistic management and psychological support are critically important for the successful operation of IT companies. They help reduce stress, enhance employee loyalty, and create an innovative environment that meets modern challenges.

Keywords: humanistic management, psychological support, innovative environment, IT companies, emotional intelligence.



Анотація. У статті висвітлено актуальність гуманістичного підходу до управління персоналом у сфері ІТ, яка характеризується швидкими змінами, високою конкуренцією та необхідністю постійних інновацій. Основна увага приділяється принципам гуманістичного менеджменту, що включають розвиток емоційного інтелекту, задоволення потреб співробітників та забезпечення їхнього добробуту. Автори підкреслюють, що такий підхід є не лише інструментом підвищення продуктивності, але й важливим засобом створення комфортного робочого середовища, що сприяє зниженню рівня професійного вигорання та стресу серед працівників.

У статті розглянуто впровадження програм психологічної підтримки, що включають індивідуальне консультування, групові тренінги та програми управління стресом, які значно покращують психоемоційний стан працівників. Зокрема, наведено приклади успішної реалізації таких програм у провідних ІТ-компаніях, як Google, Microsoft та Amazon. Ці компанії активно застосовують гнучкі моделі роботи, впроваджують тренінги з розвитку особистісних навичок та емоційного інтелекту, що сприяє зміцненню морально-психологічного клімату та підвищенню загальної ефективності роботи команд.

Окрему увагу приділено створенню системи наставництва, яка сприяє переданню знань та досвіду між працівниками, розвитку командного духу та підвищенню інноваційного потенціалу. У статті зазначається, що впровадження гнучких графіків роботи та дистанційного режиму, які стали трендом після пандемії COVID-19, позитивно впливають на задоволеність працівників і сприяють їхній професійній самореалізації.

Попри значні переваги, автори також аналізують виклики, пов'язані з інтеграцією гуманістичних підходів. Серед них — консервативна корпоративна культура, недостатня підготовка менеджерів до роботи з емоційним інтелектом співробітників та швидкі технологічні зміни. Водночас у статті підкреслюється, що компанії, які активно впроваджують гуманістичний менеджмент, демонструють зниження рівня плинності кадрів, зростання продуктивності та здатність до створення інноваційних продуктів і послуг.

У висновках зроблено акцент на тому, що гуманістичний менеджмент та психологічна підтримка є критично важливими для успішного функціонування ІТ-компаній в умовах сучасного світу. Вони сприяють зменшенню стресу, підвищенню лояльності працівників і створенню інноваційного середовища, яке відповідає викликам часу. Подальші дослідження в цій сфері дадуть змогу розробити ефективні моделі управління, що забезпечать гармонійний розвиток компаній та їхніх співробітників.

Ключові слова: гуманістичний менеджмент, психологічний супровід, інноваційне середовище, ІТ компанії, емоційний інтелект.

Formulation of the problem. In the modern IT industry, characterized by rapid changes, high competition and innovation, a humanistic approach to human resource management is of particular importance. Humanistic management focuses on the emotional intelligence, values, and needs of employees, acting as an important tool not only to increase productivity but also to ensure the well-being of employees [1].

Peter Drucker, one of the most influential thinkers in the field of management, focused on the humanistic aspects of management, which take into account the human factor as a key element of organizational success. Peter Drucker covered the ideas of humanistic management in his numerous works, in which he laid the foundations of humanistic management, emphasizing the importance of human development, ethics and social responsibility. [2] [3]. Drucker saw the main advantages of humanistic management primarily in the development of human potential. People are the most important resource of an organization. Drucker emphasized that management should create conditions for the development of employees' abilities, stimulating their initiative, creativity and self-realization. Increasing productivity. Increasing productivity. Involving employees in decision-making and taking into account their needs helps to increase motivation and efficiency. This

creates a synergy when employees do not just fulfill tasks, but work with dedication. Social responsibility. Humanistic management is focused on ensuring that organizations act responsibly towards society. According to Drucker, a business should not only make a profit but also contribute to the well-being of the community. Ethical decision-making. The principles of the humanistic approach help to create an ethical environment where key decisions are based on moral norms and principles. Improving corporate culture. Focusing on values, trust and mutual respect contributes to the formation of a positive corporate culture that reduces stress and conflict. Flexibility and adaptability. According to Drucker, in a rapidly changing world, organizations need to be open to change. Humanistic management helps to take into account the interests of employees and society when adapting to new conditions. In long-term success. A people-oriented approach helps to build long-term partnerships both within the organization and with its external stakeholders. Fostering innovation. Creating an environment that respects everyone's ideas stimulates innovative thinking. This contributes to the development of new approaches and technologies.

Humanistic management, from Drucker's point of view, is aimed at harmonizing the interests of

employees, the organization and society, which allows achieving not only economic but also social goals.

Modern research shows that the introduction of psychological support has become a necessity due to the growing level of professional burnout and stress among employees. According to international studies, approximately 60% of employees in high-tech industries face the risk of emotional exhaustion, which negatively affects their performance and contributes to increased staff turnover [4].

The purposes of the article is to analyze the main aspects of the humanistic approach to IT management, as well as to study the impact of psychological support on employee productivity and satisfaction.

The main material presentation. Humanistic management has been actively developing since the 2010s, integrating the concepts of emotional intelligence and corporate social responsibility. For example, a study by Goleman (2020) confirmed that companies that develop the emotional intelligence of their employees achieve higher performance in teamwork [1]. In addition, a study by Harvard Business Review (2020) showed that companies using humanistic management have higher stock liquidity and higher enterprise value [8]. This confirms that the humanistic approach not only improves the internal aspects of management, but also has clear financial benefits for companies.

In modern IT companies, such as Google and Microsoft, the humanistic approach has proven effective through the development of employee support programs, including stress management training and psychological counseling. For example, a study by Microsoft (2021) showed that the popularization of psychological support reduced the level of burnout among employees by 28% [5]. The introduction of the idea of psychological support also brings another positive consequence: the emergence of a mentoring system where more experienced employees share knowledge and experience with newcomers, which contributes to the development of the team as a whole [6]. On the example of companies such as Google, we can see how the humanistic approach is implemented through employee support programs. For example, Google is actively implementing trainings aimed at developing personal skills and emotional intelligence of its employees, which has a positive impact on the overall moral and psychological climate in the company [8].

In 2015, a study conducted by a team from Stanford University found that organizations that implement humanistic management have 25% higher productivity compared to those that do not. Looking at the experience of other companies, we can point to studies that have shown that there is a direct correlation between employee satisfaction and productivity [7].

If we point out the basic principles of humanistic management in IT, we can name the following:

- human orientation: attentive attitude to the needs of employees, ensuring their self-realization and development (Goleman, 2020) [1];

- flexibility and adaptability: the introduction of remote work and flexible schedules, which has become a trend after the COVID-19 pandemic (Forbes, 2022) [6].

Recognizing achievements: creating a reward system that increases employee motivation and loyalty (Bakker & Demerouti, 2017) [4].

These principles are implemented in companies such as Atlassian and Shopify, which create environments focused on supporting innovation and teamwork (Gartner, 2023) [7].

One of the most important aspects of implementing humanistic management is psychological support in IT companies.

Psychological support in IT includes individual counseling, group sessions, and stress management programs. It is known that the introduction of the idea of psychological support for employees in the IT sector helps to increase employee motivation and job satisfaction. For example, a study by Amazon (2022) showed that the implementation of the Career Choice program, which develops employees' skills and supports their psycho-emotional state through coaching, led to increase in labor efficiency (Amazon, 2022) [9]. Studies also show that after the introduction of management with a focus on psychological support, employees notice a noticeable improvement in their psycho-emotional state, which, in turn, has a positive effect on the overall team climate.

As for the challenges and prospects for the development of humanistic management in the field of IT, it is, first of all, the urgent need to overcome the conservative corporate culture, which often does not contribute to the integration of modern approaches to personnel management. Many companies are still dominated by a focus on formal performance indicators, ignoring the emotional well-being of employees and limited attention to their individual needs. This approach reduces employee motivation and creates barriers to the adaptation of innovative strategies aimed at human development. Another serious challenge is the lack of training of managers in providing psychological support to employees. Most managers have a technical or economic background that does not provide the necessary knowledge and skills to work with emotional intelligence and create a comfortable working environment. In this context, it is important to develop special trainings and programs that will help managers effectively solve the problems of emotional burnout, stress and interpersonal conflicts in teams. In addition, rapid technological changes also pose challenges for the integration of humanistic approaches. The constant need to adapt to new tools and methods of work can lead to stress and lower productivity of employees. At the same time, the article notes that the trend towards the introduction of humanistic management is stable. Companies are increasingly realizing that meeting the needs of employees and their well-being are key to achieving long-term success.

According to research by Accenture (2022), companies that actively implement humanistic management

demonstrate a greater ability to innovate and develop new products and services. This approach allows not only to improve the internal climate in the organization, but also to significantly increase its competitiveness in the market. The growth of employee involvement in the decision-making process and the formation of a culture of trust become significant advantages for companies seeking to reach new heights in the modern dynamic environment [10].

Conclusions. Humanistic management and psychological support are critical for the successful functioning of IT companies. They help to reduce stress, increase employee loyalty and create an innovative environment that meets the challenges of the times. Further research in this area will allow us to develop effective models that will ensure the harmonious development of companies and their employees.

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