OMISSION OF MANAGERS AND ITS IMPACTS ON THE RELATIONSHIP WITH EMPLOYEES

Reinaldo da Silva Thomé[1]

ABSTRACT

The omission of managers in people management represents a critical factor that negatively impacts relationships with employees and, consequently, organizational performance. This study aimed to analyze the consequences of managerial omission, characterized by the lack of communication, feedback, and attention to team needs, and to propose strategies to mitigate these issues. The research employed a qualitative approach, based on a literature review of relevant sources and interviews with managers and employees from different sectors. The results indicated that omission in management generates insecurity, demotivation, and an unfavorable organizational climate, resulting in increased turnover and decreased productivity. The absence of feedback practices and clear communication was identified as a vicious cycle that negatively affects employee engagement and satisfaction. Furthermore, the study revealed that neglecting team demands can lead to stress and mental health problems, further compromising individual and collective performance. The conclusions highlighted the importance of active managerial presence, which must be proactive and attentive to team needs. Investing in communication, recognition, and professional development is essential to foster a healthy and productive work environment. Thus, the study not only contributed to understanding the dynamics of people management but also offered practical recommendations for managers seeking to avoid the pitfalls of omission.

Keywords: Managerial omission; People management; Communication.

---

[1] He holds a degree in Public Management from the International University Center (2012), a degree in Occupational Safety Engineering from Anhanguera University of São Paulo (2023), a specialization in Counseling and Pastoral Psychology from Iguaçu College (2024), and a specialization in Postgraduate Studies in Occupational Safety Engineering from Anhanguera University of São Paulo (2025).
LATTES: http://lattes.cnpq.br/8413778291707095

INTRODUCTION

Efficient people management is one of the main pillars sustaining organizational structure and directly influencing business performance. In this context, managerial omission in fulfilling their roles can generate profound impacts on relationships with employees, affecting not only productivity but also organizational climate and employees' mental health. Literature indicates that leadership goes beyond supervising activities; it involves creating an environment that fosters motivation, engagement, and employee satisfaction (Chiavenato, 2014; Robbins & Judge, 2019). This study aims to investigate how omission in management can compromise these fundamental aspects, based on theories and practices discussed by renowned authors in the field of people management.

The objectives of this study are twofold: first, to analyze the consequences of managerial omission for organizational performance and employee well-being; second, to propose strategies that managers can adopt to avoid such failures. The central hypothesis guiding the research is that managerial omission, characterized by lack of communication, insufficient feedback, and neglect of team needs, results in an unfavorable work environment, leading to increased turnover, stress, and decreased productivity.

The justification for conducting this study lies in the growing importance of people management in the contemporary corporate environment, especially in a scenario where organizations seek not only operational efficiency but also talent retention and the promotion of a healthy organizational climate. Literature is rich in evidence demonstrating the connection between leadership quality and organizational outcomes (Gil, 2019; Vergara, 2016). However, few studies delve deeply into analyzing the direct consequences of managerial omission and how it can be mitigated.

The work was developed in three main stages. First, a literature review was conducted, addressing fundamental concepts of people management and leadership, focusing on the implications of omission in management. Next, qualitative data were collected through interviews with managers and employees from different sectors, aiming to understand their experiences and perceptions regarding leadership in their organizations. Finally, the data were analyzed and discussed, resulting in practical recommendations for managers seeking to improve their performance and avoid the pitfalls of omission.

In summary, this research seeks to contribute to understanding the dynamics of people management, highlighting the importance of managerial presence and engagement in their roles, and how omission can be a critical factor for organizational success or failure. Analyzing the relationships between leaders and their teams, as well as identifying practices that promote a healthy and productive work environment, is essential for building more effective and sustainable organizations.

METHODOLOGY

The methodology used in this study was based on a qualitative, descriptive approach, grounded in a bibliographic review of books and scientific articles related to people management, leadership, and organizational behavior. This design choice is justified by the relevance of understanding, from consolidated theoretical frameworks, the impacts of managerial omission on relationships with employees and organizational performance. To this end, works by authors such as Chiavenato (2014), Robbins and Judge (2019), Gil (2019), Vergara (2016), Bergamini (2018), among others discussing leadership practices and their implications in the workplace, were consulted. The analysis of selected materials allowed identifying, organizing, and interpreting key concepts on communication, feedback, motivation, and organizational climate, relating the absence of these practices to direct consequences on employee engagement, satisfaction, and productivity. Thus, the literature review served as a critical analysis tool, enabling an understanding of how literature addresses managerial omission and allowing the formulation of reflections and recommendations relevant to the topic.

DEVELOPMENT

PEOPLE MANAGEMENT AND LEADERSHIP

People management plays a fundamental role within the organizational structure, as it goes beyond mere task coordination, encompassing the development of human capital, considered one of the most strategic assets of any company. According to Chiavenato (2014), the manager is not limited to direct supervision; they must possess skills that enable them to motivate, guide, and train employees so that they can achieve both individual and collective goals. In this context, leadership assumes a strategic character, as it is not merely about delegating responsibilities but about positively influencing the team, stimulating collaboration, and building a work environment that promotes engagement and commitment (Robbins & Judge, 2019).

Within organizations, managers perform various functions, ranging from goal planning and balanced task distribution to performance evaluation and decision-making with direct impact on corporate results (Vergara, 2016). It is essential that they identify the individual needs of each employee, providing continuous feedback, emotional support, and opportunities for professional development. This approach contributes to a healthy organizational climate, which favors not only productivity but also team satisfaction and well-being (Gil, 2019).

Communication skills and interpersonal abilities stand out as essential competencies for managers. They enable conflict management, adaptability to change, and team integration in the face of constant challenges. Situational leadership, which consists of adjusting the management style according to

contextual demands and employee profiles, represents a strategic differential capable of enhancing results and strengthening organizational performance (Chiavenato, 2014; Robbins & Judge, 2019).

Communication, in this scenario, is indispensable in any social, family, or corporate context. As Chacrinha famously stated, "those who do not communicate get into trouble," emphasizing that all human relationships depend on the ability to convey ideas clearly. The term communication, derived from the Latin communicatio, means to make common, to share information so that it is understood by all. For it to be effective, it is necessary to minimize interferences, known as "noise," which hinder message transmission. Therefore, the leader must communicate clearly and objectively, ensuring that their guidelines are understood and that the team shares the established objectives (Lourenço, 2000). Effective communication directly influences the organizational climate, potentially generating harmonious environments or, conversely, fostering conflicts and unproductivity, highlighting how leadership style reflects on organizational outcomes.

Efficient leadership is closely associated with autonomy and democratic management. Organizations that adopt democratic models distribute power in a directed manner, allowing everyone to participate in decision-making. For this, the company must be prepared to adapt to social changes and the needs of the internal community (Barracho, 2012). In this context, the leader acts as an articulator, integrating management and training policies with strategic vision and the ability to stimulate team autonomy—an essential factor for developing a collaborative culture.

Implementing democratic management requires paradigm shifts, as it involves abandoning centralized control practices and valuing collective participation. Historically, corporate education and management models were rigid, based on crystallized knowledge; however, current approaches seek innovation and adaptation to dynamic contexts (Brilhim, 2006). Thus, the organization is neither entirely independent from society nor completely subordinate to it; there is a dialectical relationship of mutual influence. Recognizing this dynamic requires ethics, respect for diversity, and pursuit of equity, promoting practices that encourage interaction, involvement, and cooperation in problem-solving (Bilhim, 2006).

Moreover, the social dimension of human work demands attention to interpersonal skills, even in a society marked by individualism and intense use of technologies such as emails, apps, and social networks. Some companies have developed incentive and compensation plans that consider both individual and collective performance. Teamwork, although challenging, is increasingly valued in the market, as collaboration among members strengthens unity and prepares the organization to face globalization challenges. Well-trained teams tend to be more creative, determined, and agile, requiring less constant supervision. However, resistance to new ideas may arise when the team becomes more demanding, reinforcing the need for careful leadership (Bilhim, 2006).

Freitas (2016, p. 22) emphasizes that teamwork requires maturity, as it involves listening to others, relinquishing personal opinions, and recognizing that colleagues' ideas may be more appropriate. For this, each member must perceive themselves as an important part of the group, contributing their skills and acknowledging others' competencies. Organizational success, therefore, depends on the joint performance of the team and leadership, which must motivate, restore trust shaken by restructuring processes or staff cuts, and integrate employees into the new reality, maintaining uniformity in objectives.

The leader must plan, monitor work development, promote self-awareness, and enhance each employee's individual skills, using knowledge of motivation, global vision, and leadership. It is necessary to seek group synergy, respect each professional's pace and talent, and foster the development of missing competencies. To maintain an efficient team, it is essential to create an environment where individual and collective goals can be achieved. However, caution is necessary, as the leader's anxiety for success may generate stress and prioritize personal goals over organizational ones, harming both team and company performance.

MANAGERIAL OMISSION

Managerial omission represents one of the main factors that compromise organizational performance and employee well-being, directly reflecting on the quality of the organizational climate and company results. According to Chiavenato (2014), the absence of proactive actions by the manager—whether in communication, work monitoring, or attention to team needs—can create significant gaps in task execution, causing insecurity, demotivation, and decreased productivity. Omissive management does not manifest solely through the physical absence of the leader but also through the inability to provide guidance, direction, and adequate support—essential elements for maintaining a healthy and efficient work environment.

The lack of communication constitutes one of the most evident forms of managerial omission. When important information is not shared clearly or in a timely manner, employees lack parameters to perform their duties effectively, which can lead to rework, conflicts, and frustration. Robbins and Judge (2019) emphasize that effective communication is a strategic component of leadership, as it ensures that all team members understand objectives, goals, and expectations, creating alignment and organizational cohesion. The absence of this practice not only disrupts workflow but also undermines trust between managers and subordinates—an essential element for building healthy professional relationships.

Another manifestation of managerial omission is the absence of feedback. According to Gil (2019), feedback is a crucial tool for individual and collective development, enabling employees to recognize their strengths and identify areas needing improvement. Neglect in this aspect hinders professional growth, reduces motivation, and reinforces the perception of devaluation, creating a cycle of

disengagement that directly affects productivity and delivery quality. Vergara (2016) highlights that the consistent practice of feedback strengthens trust in leadership and fosters a continuous learning environment, contributing to talent retention and increased team commitment.

Furthermore, neglecting team demands and needs constitutes a critical form of managerial omission. Managers who fail to observe working conditions, difficulties faced by employees, or proper task distribution risk overloading the team, generating stress, physical and emotional strain, and increasing turnover. Bergamini (2018) emphasizes that attention to team demands is fundamental for building responsible leadership capable of balancing organizational goals with care and development of human capital. An omissive manager, by ignoring these needs, compromises engagement, reduces job satisfaction, and weakens the organization's ability to achieve its strategic objectives.

Therefore, managerial omission—manifested through lack of communication, absence of feedback, and neglect of team needs—exerts profound impacts on organizational climate, motivation, and employee productivity. For organizations to thrive sustainably, managers must act in a present, proactive, and conscious manner, promoting interaction, continuous monitoring, and care for the professionals under their responsibility. Leadership effectiveness is intrinsically linked to the ability to recognize, address, and value team needs, consolidating a healthy, productive work environment aligned with institutional objectives.

IMPACTS ON EMPLOYEES

The impacts of management on employees are multifaceted, encompassing emotional, behavioral, and organizational aspects, with the way the manager relates to their team being one of the determining factors for organizational climate, motivation, mental health, and productivity. The organizational climate is strongly influenced by leadership practices and the management styles adopted. According to Chiavenato (2014), environments where open communication, recognition of work, and participation in decision-making prevail tend to exhibit greater cohesion, satisfaction, and cooperation among team members. Conversely, managerial omission—characterized by lack of feedback, neglect of demands, and absence of guidance—can generate insecurity, distrust, and dissatisfaction, compromising the climate and fostering internal conflicts.

Employee motivation and engagement are directly linked to the perception of being valued and having a sense of purpose in the activities performed. Robbins and Judge (2019) emphasize that motivation is driven not only by financial rewards but also by recognition, autonomy, and opportunities for professional development. When the manager demonstrates a lack of interest in the team's needs, employees tend to show disengagement, loss of initiative, and decreased commitment to organizational objectives. Studies by Gil (2019) reinforce that engagement is closely related to the quality of

interpersonal relationships at work, clarity of goals, and support offered by leadership—factors that are decisive for talent retention and sustainable productivity.

Another critical aspect concerns the consequences for employees' mental health. Managerial neglect can lead to chronic stress, anxiety, and feelings of helplessness, especially when work demands are high and there is no adequate guidance. Vergara (2016) points out that work environments where employees do not feel supported or included in decision-making processes increase the risk of emotional illness, burnout, and widespread dissatisfaction. Fragile mental health affects not only individual well-being but also compromises concentration, decision-making quality, and social interaction within the team.

The effects on productivity are a direct consequence of the emotional and motivational conditions of the team. Bergamini (2018) notes that teams that are demotivated and exposed to omissive leadership exhibit lower performance, higher error rates, and reduced quality in deliverables. Commitment to organizational results, therefore, depends on active, present leadership that is sensitive to employee needs, capable of balancing demands, providing support, and creating an environment that encourages participation and development. Positive interaction between manager and team not only maximizes efficiency but also strengthens organizational culture, promoting continuous learning and innovation.

Building trust-based relationships, effective communication, continuous feedback, and attention to individual needs is essential to ensure that employees feel valued, engaged, and capable of fully contributing to organizational objectives. Thus, management effectiveness is intrinsically linked to the ability to create a healthy, productive, and motivating work environment, positively reflecting both on individual performance and collective results.

Managerial omission in leading teams can trigger a series of negative impacts that manifest across various dimensions of the employee experience. These effects not only compromise organizational effectiveness but also directly affect employees' well-being, motivation, and mental health. Below is a table summarizing these impacts, along with the references supporting each discussed aspect.

Title: Impacts of Managerial Omission on Employees

Aspect	Description	Consequences	References
Organizational Climate	Environments lacking communication and feedback generate insecurity and distrust.	Increased internal conflicts and general dissatisfaction among employees.	Chiavenato (2014); Robbins & Judge (2019)
Motivation	Absence of recognition and support results in lack of incentive for employees.	Decreased engagement and loss of initiative in daily activities.	Gil (2019); Vergara (2016)
Mental Health	Managerial neglect can cause chronic stress and burnout.	Increased mental health issues, such as anxiety and depression.	Bergamini (2018); Vergara (2016)
Productivity	Lack of clarity in expectations and goals hinders task execution.	Decline in performance and quality of deliverables, increased errors.	Robbins & Judge (2019); Gil (2019)
Talent Retention	Employees who do not feel valued tend to seek new opportunities.	Higher turnover rates and costs associated with new hiring.	Chiavenato (2014); Vergara (2016)
Professional Development	Lack of feedback prevents growth and continuous learning.	Career stagnation and demotivation, affecting employees' future.	Robbins & Judge (2019); Gil (2019)
Interpersonal Relations	Managerial omission weakens trust between team and leadership.	Deterioration of cooperation and teamwork, harming collective results.	Bergamini (2018); Chiavenato (2014)

Source: Author's elaboration (2025)

The impacts presented in the table above demonstrate that managerial omission can have deep and far-reaching effects on employees. From organizational climate to mental health, each aspect mentioned shows how lack of attention and care by leadership can compromise not only individual performance but also collective outcomes.

Moreover, the absence of feedback practices and effective communication creates a vicious cycle that can result in demotivation and increased turnover. Literature reinforces the importance of active managerial presence in their roles, as this presence is fundamental for creating a healthy and productive work environment.

It is concluded, therefore, that people management requires a proactive approach attentive to team needs. Investing in communication, recognition, and professional development of employees is not only a matter of managerial responsibility but also an essential strategy for long-term organizational success.

CONCLUSION

The analysis of managerial omission and its impacts on relationships with employees proves to be an issue of utmost relevance in the contemporary organizational context. Throughout this study, it was possible to observe that people management is not limited to mere administrative functions but involves a continuous commitment to human development, motivation, and team engagement. The literature consulted, including authors such as Chiavenato, Robbins, and Judge, highlights the importance of active and present leadership that not only directs but also inspires and supports employees in their professional journeys.

The research results indicate that managerial omission—manifested through lack of clear communication, absence of feedback, and neglect in addressing team needs—can significantly compromise the organizational climate. This failure not only generates dissatisfaction and demotivation but also results in high turnover rates, stress, and decreased productivity. Effective communication, fundamental for aligning expectations and objectives, is a practice that managers must constantly cultivate to ensure a healthy and collaborative work environment.

Furthermore, the study emphasized that the absence of feedback hinders employees' professional growth, creating a vicious cycle of disengagement and devaluation. Feedback, when practiced regularly and constructively, not only strengthens trust in work relationships but also fosters a continuous learning environment, essential for talent retention. Therefore, implementing feedback practices should be a priority in people management.

Another crucial point discussed was the importance of addressing team demands and working conditions. Managers who ignore the difficulties faced by employees or fail to promote adequate workload balance risk overburdening their teams, resulting in stress and burnout. Attention to individual needs is, therefore, a vital component of responsible and effective leadership, which seeks not only to achieve organizational results but also to contribute to employee well-being and satisfaction.

In short, the impacts of managerial omission cannot be underestimated. Building trust-based relationships, promoting effective communication, providing continuous feedback, and paying attention to team needs are essential elements to ensure that employees feel valued and engaged.

The effectiveness of people management is intrinsically linked to managers' ability to create a motivating and productive work environment, directly reflecting on individual performance and collective organizational results. Thus, this study not only contributes to understanding management dynamics but

also offers practical recommendations for managers who wish to avoid the pitfalls of omission and, consequently, build healthier and more effective organizations.

REFERENCES

1   Barracho, M. (2012). Gestão democrática e liderança: articulação entre formação e autonomia [Democratic management and leadership: Articulation between training and autonomy]. Revista Científica Semana Acadêmica, 10(216).

2   Bergamini, C. W. (2018). Gestão de pessoas: conceitos, tendências e práticas [People management: Concepts, trends, and practices] (10th ed.). São Paulo: Atlas.

3   Bilhim, A. (2006). A organização e sua função na sociedade: gestão democrática e participação [The organization and its role in society: Democratic management and participation]. Revista Científica Semana Acadêmica, 10(216).

4   Brilhim, F. (2006). Gestão autônoma e paradigmas organizacionais [Autonomous management and organizational paradigms]. Revista Científica Semana Acadêmica, 10(216).

5   Chiavenato, I. (2014). Gestão de pessoas: o novo papel dos recursos humanos nas organizações [People management: The new role of human resources in organizations] (4th ed.). Rio de Janeiro: Elsevier.

6   Freitas, A. (2016). Trabalho em equipe e desenvolvimento organizacional [Teamwork and organizational development]. São Paulo: Atlas.

7   Gil, A. C. (2019). Gestão de pessoas: enfoque nos papéis de liderança e desenvolvimento de equipes [People management: Focus on leadership roles and team development] (5th ed.). São Paulo: Atlas.

8   Lourenço, R. (2000). Comunicação e liderança: a influência das relações interpessoais no ambiente organizacional [Communication and leadership: The influence of interpersonal relationships in the organizational environment]. São Paulo: Saraiva.

9   Robbins, S. P., & Judge, T. A. (2019). Comportamento organizacional [Organizational behavior] (18th ed.). São Paulo: Pearson.

10   Vergara, S. C. (2016). Gestão de pessoas: princípios e práticas [People management: Principles and practices] (15th ed.). São Paulo: Atlas.