Enhancing Human Relations Skills of HR Managers to Promote Organizational Citizenship Behaviour in Organizations

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Abstract
This study examines the influence of HR managers' interpersonal skills on employee Organizational Citizenship Behavior (OCB) within Ghanaian organizations. By utilizing a mixed-methods approach, which includes surveys and interviews, the research revealed a notable positive relationship between the human relations skills of HR managers and employee OCB. Key mediating factors identified are trust, fairness, communication, and emotional intelligence. This research contributes to the understanding of OCB in Ghana, stressing the significance of soft skills in HR practices and overall organizational effectiveness. The findings recommend that HR development efforts should emphasize improving relational skills to foster OCB.

Keywords; Human Relations Skills, Organizational Citizenship Behaviour (OCB), Leadership Development, Organizational Performance, Interpersonal Skills.

INTRODUCTION
Background

Organizational Citizenship Behaviour (OCB) involves employees voluntarily engaging in actions that surpass their formal job roles, aiding in the success of the organization (Tashtoush & Eyupoglu, 2020). In developing nations such as Ghana, OCB is attracting more focus (Ghani & Memon, 2020).

Recent studies stress the crucial role HR managers have in nurturing OCB by enhancing trust, fairness, and effective communication (Hayfron, Baafi, & Asante, 2023).

Fairness in organizational justice is noted as a strong predictor of OCB (Donkor & Segbenya, 2023), while support from leadership significantly boosts employees' readiness to exceed their job responsibilities (Dwomoh, Gyamfi, & Luguterah, 2019).

However, there is a research gap concerning the impact of HR managers' interpersonal skills on OCB, which this study seeks to address.

Problem Statement

Many organizations in Ghana struggle with low levels of Organizational Citizenship Behaviour (OCB), even though it is crucial for workplace success. Previous studies emphasize HR practices that encourage OCB (Tashtoush & Eyupoglu, 2020), but there has been less focus on the interpersonal skills of HR managers—like emotional intelligence, empathy, and trust-building—that are essential for creating supportive environments (Hayfron et al., 2023).

There is a notable gap in understanding how these soft skills affect employee behavior, especially in diverse environments (Donkor & Segbenya, 2023). This study explores how improving HR managers' relational skills can boost OCB and guide HR training and policies in Ghana.

Research Objectives

1. Explore the relationship between HR managers' human relations abilities and Organizational Citizenship Behaviour (OCB) among employees in Ghana.
2. Identify key human relations skills that impact OCB.
3. Review how HR managers in Ghana are currently employing these skills.
4. Recommend strategies to strengthen HR managers' human relations abilities to enhance OCB.

Research Questions

1. What is the relationship between HR managers' human relations abilities and employees' Organizational Citizenship Behaviour (OCB)?
2. Which human relations abilities are most effective in promoting OCB in Ghanaian organizations?
3. How well are HR managers in Ghana utilizing human relations abilities in their daily work?
4. What actions can be taken to improve HR managers' relational abilities for the advancement of OCB?

Significance of the Study

This research adds to HR literature by connecting the interpersonal skills of HR managers to Organizational Citizenship Behaviour (OCB) using Social Exchange and Organizational Support Theories. It highlights important cultural aspects like trust and collectivism in Ghana. Practically, it demonstrates that soft skills such as emotional intelligence and empathy can improve teamwork, lessen conflicts, and increase employee commitment. The results also advocate for HR training programs that focus on emotional intelligence and trust-building, giving practical advice for policymakers and leadership development. Additionally, the study considers the distinct workplace culture in Ghana, where relationships and respect for hierarchy are vital, and offers strategies to enhance leadership effectiveness and human capital.

LITERATURE REVIEW

General Overview of the Study

Organizational Citizenship Behaviour (OCB) consists of voluntary actions such as altruism and conscientiousness, which boost teamwork and productivity in Ghana's public and educational sectors (Tashtoush & Eyupoglu, 2020; Dwomoh et al., 2019).

HR managers' interpersonal abilities like empathy, emotional intelligence, and communication—help build trust and support OCB (Hayfron et al., 2023). Trust and fairness, stemming from Ghana's communal culture, also encourage OCB (Donkor & Segbenya, 2023).

Furthermore, transformational leadership and a positive work atmosphere promote OCB (Randy-Cofie, 2018; Agyemang, 2013; Haybatollahi & Gyekye, 2015), yet research on HR managers' soft skills is still scarce (Ghani & Memon, 2020). This study seeks to address that gap.

Theoretical Underpinnings of the Study

1. OST

Organizational Support Theory (OST) indicates that when employees feel appreciated and supported—particularly through the interpersonal skills of HR managers—they are more inclined to show Organizational Citizenship Behaviour (OCB) (Eisenberger et al., 2001). Important factors include perceived organizational support (POS), reciprocity, and emotional or resource support, all of which boost loyalty and discretionary actions (Rhoades & Eisenberger, 2002).

2. SET

Social Exchange Theory (SET) (Blau, 1964) emphasizes that trust, fairness, and mutual respect between HR managers and employees result in positive reciprocal behaviors like OCB. Together, OST and SET clarify how supportive and relational HR practices promote employee commitment and extra-role behaviors.

a. Fundamental Elements of SET:

Respect, trust, and fairness from HR managers encourage employee loyalty and foster Organizational Citizenship Behaviour (OCB) through positive reciprocal exchange (Gouldner, 1960).

b. Application

SET and OCB

Positive social interactions encourage employees to show helpfulness, responsibility, and community spirit. A sense of fairness and solid relationships with leaders greatly improve OCB (Konovsky & Pugh, 1994).

Conceptual Framework – Brief Summary
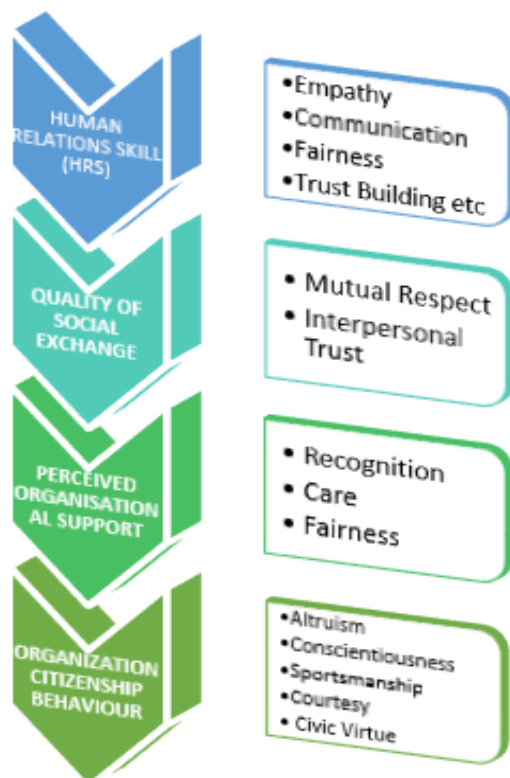
1. Human Relations Skills (HRS)

HRS help HR managers to successfully engage with employees and tackle workplace challenges. Key skills consist of clear communication (Clampitt, 2016), empathy to build trust (Davis, 2018), conflict resolution to enhance

teamwork (Thomas, 2018), and emotional intelligence for handling emotions and relationships (Goleman, 1995).

2. Organizational Citizenship Behavior (OCB)

OCB signifies voluntary, non-compensated behaviors that improve organizational effectiveness (Organ, 1988). The five essential dimensions are:

1. **Altruism:** Assisting coworkers with their responsibilities.
2. **Conscientiousness:** Surpassing job expectations.
3. **Sportsmanship:** Maintaining a constructive attitude.
4. **Courtesy:** Avoiding conflicts through respectful interactions.
5. **Civic Virtue:** Actively participating in organizational life.

Figure 1 Conceptual Framework Diagram-HRS to OCD Model

3. Overview of Flow

Human Relations Skills (HRS) influence employee experiences, encouraging reciprocity (SET) and perceived support (OST), which then enhance Organizational Citizenship Behaviour (OCB) beyond official job responsibilities.

Empirical Support Relating SET to OCB

Cropanzano & Mitchell (2005): Quality social exchanges are indicators of OCB. Wayne et al. (1997): Perceived support from HR Managers enhances employee commitment and OCB.

Practical Recommendations for HR Managers

1. **Equity & Clarity:** Encourages trust and reciprocity.
2. **Clear Communication:** Strengthens trust and promotes OCB.
3. **Recognition Programs:** Validates value and support, increasing discretionary effort.

HRS–OCB Link
1. Effect of HRS on OCB

Strong Human Relations Skills (HRS) create positive environments that improve OCB. Supportive leaders enhance extra-role efforts (Podsakoff et al., 2000), and HR's people skills increase engagement (Eisenberger et al., 2001). Research also shows a strong connection between interpersonal support and OCB (Lambert et al., 2010; Borman & Motowidlo, 1993).

Key Human Relations Skills that Enhance OCB
1. Communication Skills

Effective and open communication from HR managers builds trust and lessens uncertainty, which improves OCB (Clampitt, 2016; Yoon & Suh, 2003). Providing feedback and encouraging open discussions enhance inclusion, inspiring employees to assist their colleagues and go beyond their job requirements.

Action Recommendations:

1. Organize feedback sessions
2. Employ clear verbal and non-verbal communication
3. Encourage open discussions through forums

2. Empathy

Empathetic HR Managers cultivate trust and emotional support, motivating employees to respond with altruistic actions (Davis, 2018; McAllister, 1995). This results in stronger OCB, especially during periods of organizational stress or change.

Action Recommendations:

1. Engage in active listening
2. Regularly express appreciation
3. Advocate for work-life balance initiatives

3. Conflict Resolution

Effective and open communication from HR managers builds trust and lessens uncertainty, which improves OCB (Clampitt, 2016; Yoon & Suh, 2003). Providing feedback and encouraging open discussions enhance inclusion, inspiring employees to assist their colleagues and go beyond their job requirements.

Recommendations:

- Implement equitable mediation strategies
- Foster open communication to avert escalation
- Educate employees on preventing interpersonal conflicts

4. Emotional Intelligence

Emotional intelligence (EI) assists HR managers in handling emotions and fostering a secure, cooperative work environment (Goleman, 1995; Jordan & Troth, 2004). A high level of EI boosts OCB by enhancing communication, empathy, and stress management (O'Boyle et al., 2011).

Action Recommendations:

- Engage in mindfulness practices to enhance emotional self-awareness
- Offer EI training for HR personnel and employees
- Acknowledge and promote prosocial behaviors

5. Trust-Building and Supportive Leadership

Trust, cultivated through supportive leadership, is essential for promoting OCB. HR Managers who exhibit integrity and concern earn employee trust, which boosts satisfaction and voluntary contributions (Dirks & Ferrin, 2001).

Action Recommendations:

- Exhibit consistent and ethical leadership
- Show authentic concern for the well-being of employees
- Foster open feedback and collaboration

Approaches to Enhancing Human Relations Skills
To encourage OCB, HR Managers should enhance human relations through:

1. Training initiatives (e.g., empathy, communication, conflict resolution)
2. Mentorship and coaching to acquire interpersonal insights
3. Self-assessment and feedback for ongoing development

4. Supportive workplace culture that prioritizes wellness and collaboration

These approaches establish a basis for trust, cooperation, and improved employee citizenship behaviors.

Practical Considerations for HR Managers
HR managers promote OCB by demonstrating positive behavior and fostering a supportive atmosphere.

Training on communication, empathy, and emotional intelligence enhances relationships, and acknowledging OCB builds a culture of teamwork and high achievement.

Theoretical and Conceptual Limitations
The model assumes a straightforward cause-and-effect relationship, ignoring the complex and cyclical aspects of how organizations behave. It simplifies psychological factors, leaves out external influences such as culture and leadership, and does not clearly define HR skills. Additionally, it incorrectly assumes that everyone reacts the same way to HR practices and POS, overlooking individual and cultural differences.

Empirical and Methodological Limitations
Research concerning HR Managers and Organizational Citizenship Behavior (OCB) encounters obstacles, including the challenge of quantifying abstract notions such as trust-building, possible bias arising from self-reported surveys, and ambiguity regarding the duration required for HR practices to influence OCB. Furthermore, the results may not be applicable across different industries or remote environments where social interactions differ.

Case Studies
Research conducted in multiple African countries underscores the essential role of HR practices in fostering Organizational Citizenship Behavior (OCB):

Table 1 Country wise Case Studies

Uganda	HR clarity, fairness, compensation, collaboration	↑ Engagement → ↑ OCB	Byaruhanga & Marobela (2022)
Kenya	Fair treatment, supportive leadership, communication	↑ OCB → ↑ performance	Gichuhi et al. (2014)
South Africa	Culture of safety, affective commitment	↑ OCB through affective trust	Othman et al. (2022)

1. Conclusion

HR managers who possess strong interpersonal skills such as empathy, communication, and emotional intelligence enhance OCB by creating a supportive atmosphere. This motivates employees to go beyond their formal responsibilities, improving organizational performance and resilience.

METHODOLOGY

Research Design.

This research adopted a mixed-methods framework to investigate the influence of HR managers' human relations abilities on Organizational Citizenship Behavior (OCB) within organizations in Ghana. The quantitative surveys supplied statistical information, whereas qualitative interviews highlighted the complexities of human interactions, offering a detailed understanding of the HR-OCB link in the local environment.

Population and Sampling

The research involved 30 HR managers and 150 employees in Ghana, utilizing targeted and stratified random sampling. This varied sample gathered different views on employee engagement, with the goal of offering insights into employee relations and organizational development in Ghana.

Data Collection

Data on human relationships and OCB were gathered using questionnaires, while interviews with HR managers provided qualitative insights into emotional intelligence and organizational culture. These approaches combined offered a thorough understanding of the subject.

Data Analysis

Quantitative data were analyzed with SPSS, using descriptive statistics, correlation, and regression to evaluate the connections between human relations skills and OCB. Qualitative interview data were transcribed and analyzed with NVivo, and thematic analysis uncovered patterns and insights regarding the real effects of HR skills on employee behavior and motivation.

Ethical Considerations

The study complied with strict ethical principles. Informed consent was secured, confidentiality was guaranteed, and participants had the option to withdraw at any time. The relevant institutional review board granted ethical approval, ensuring integrity, respect, and accountability throughout the research process.

Limitations

A study using mixed methods on organizations in Ghana had some limitations. Self-reported data could be biased, and the sample may not include all kinds of companies. Additionally, the study's single data collection limits conclusions about cause and effect.

DISCUSSION AND INTERPRETATIONS

Gender of HR Managers

A survey involving 30 participants featured an equal representation of male (15) and female (15) respondents, thereby guaranteeing a balanced sample.
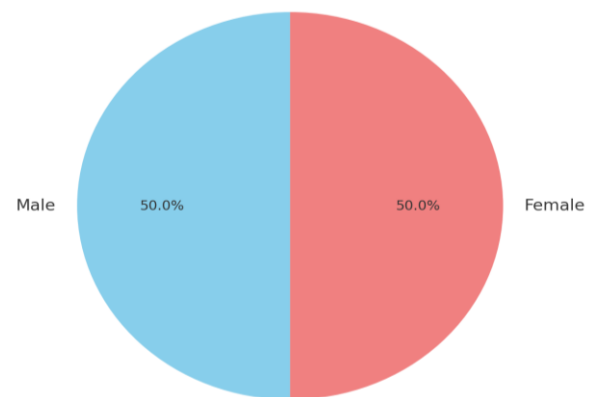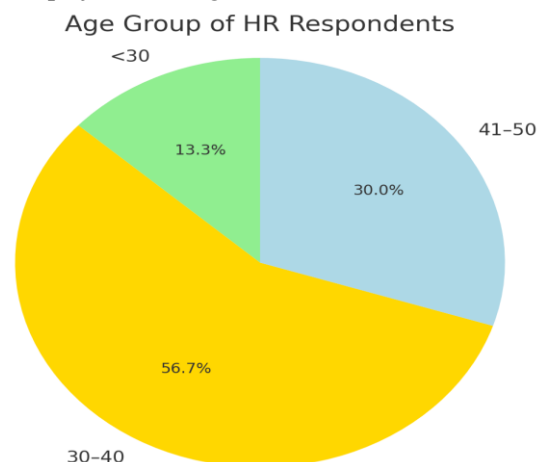

Figure 2 Gender of HR Respondents
Source: Field Survey, 2025

Overview of Demographic Representation

Figure 2 presents various demographics, which improves the study's reliability and its relevance to OCB among different employee groups.
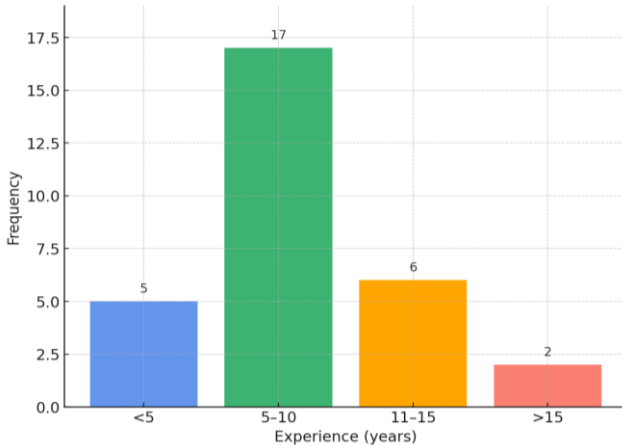
Age Group of HR Managers

Figure 3 Age Group of HR Manager
Source: Field Survey, 2025

Age Distribution

The survey reveals that 56.7% of participants are aged 30 to 40, suggesting that mid-career HR professionals are predominant. Also, 30% are in the 41 to 50 age group, and 13.3% are below 30.

Figure 4 HR Manager's Experience
Source: Field Survey, 2025

Table 2 Qualification of HR Manager

| Qualification	Frequency	Percentage (%)
Master's	18	60%
Bachelor's	12	40%
Total	30	100%

Source: Field Survey, 2025

The survey indicates that 60% of HR professionals hold Master's degrees, showcasing a high level of education. While this points to a strong potential for advanced human relations skills, it is still advisable to provide targeted training for all qualification levels. Future research should examine the connections between education and effective HR competencies.

Figure 5 Industry of HR Manager
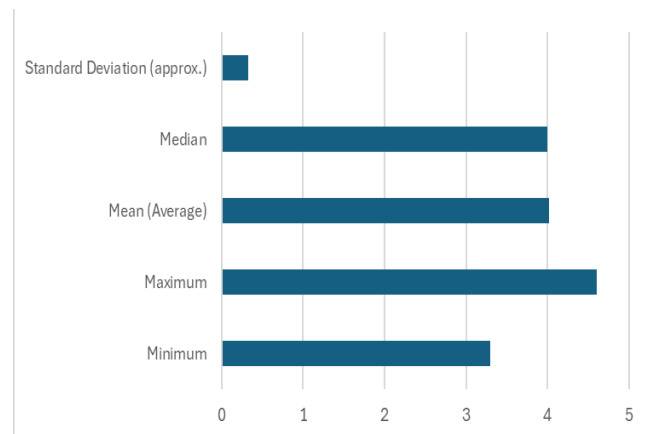*Source: Field Survey, 2025*

The analysis indicates that HR managers are significantly present in education, finance, and the public sector, each accounting for 16.7%. Manufacturing and healthcare come next at 13.3%, whereas mining, retail, and NGOs show a lower HR presence, probably because of their smaller or specialized teams.
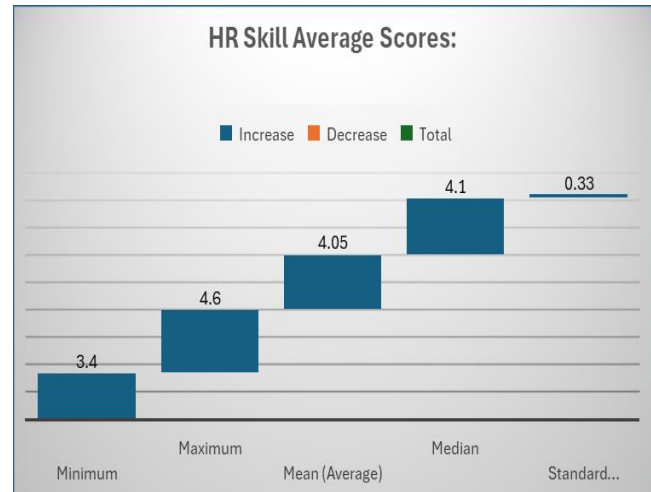
Figure 6 HR Average Scores
Source: Field Survey, 2025

HR professionals usually show good citizenship behavior (avg. 4.02/5), thanks to their human relations skills. However, areas with lower scores (3.3–3.7) suggest a need for specific cultural interventions.

OCB Average Scores

Figure 7 Descriptive Statistics Value
Source: Field Survey, 2025

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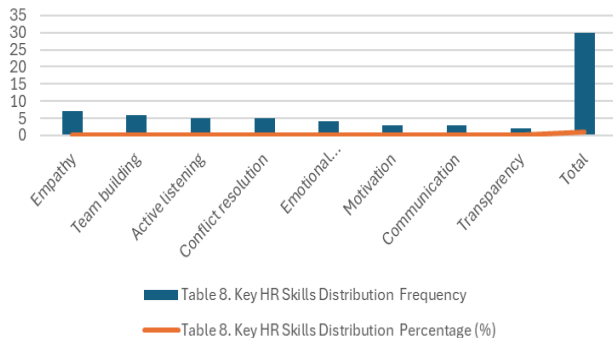
Figure 8 Key HR Skills Distribution
Source: Field Survey, 2025

HR professionals emphasize that empathy, communication, emotional intelligence, and transparency are essential for building trust, ethics, and promoting organizational citizenship.

Challenges Encountered by HR Officers:

HR professionals deal with low morale, skill shortages, ineffective communication, excessive workload, and reluctance to change. Tackling these issues improves culture, engagement, and productivity.

HR Initiatives

This plan emphasizes emotional intelligence, leadership, and recognition, while also supporting communication, diversity, and conflict resolution. It features a detailed implementation strategy designed for the specific workforce of the industry.

Industry
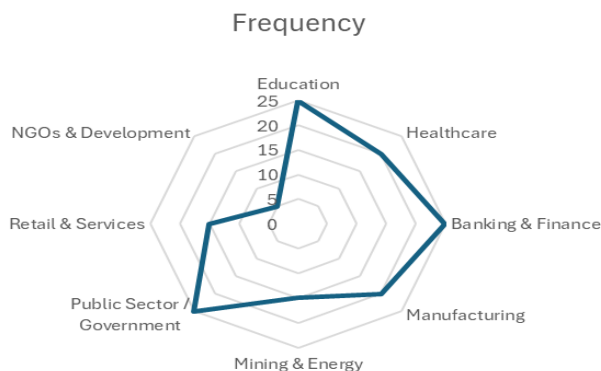
Figure 9 Frequency
Source: Field Survey, 2025

HR presence among 150 Ghanaian workers shows the size of sectors: education, banking, and public services are the

largest at 16.7%, with healthcare and manufacturing at 13.3%, mining and retail at 10%, and NGOs at 3.3%.

Employee Tenure in an Organization
The survey reveals a diverse workforce: 50% possess over 11 years of service, 33.3% are recent hires (1–5 years), and 16.7% have 6–10 years, showcasing both seasoned professionals and fresh viewpoints.
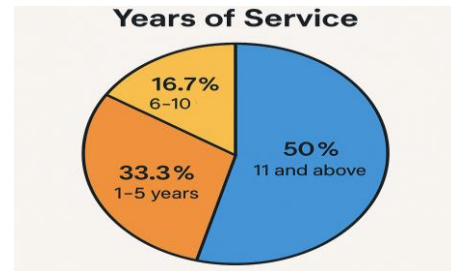

Figure 10 Years of Service with the organization
Source: Field Survey, 2025

The workforce looks stable, yet there are issues with retaining those who have 6–10 years of service. Strategies need to concentrate on keeping mid-career employees, making use of veteran knowledge, and helping new hires.

Emotional Intelligence (WLEIS) item
Employee feedback shows that most people have a positive opinion of the HR manager's ability to manage stress, with many agreeing or strongly agreeing, and only a small number being neutral. The average score supports this positive view.
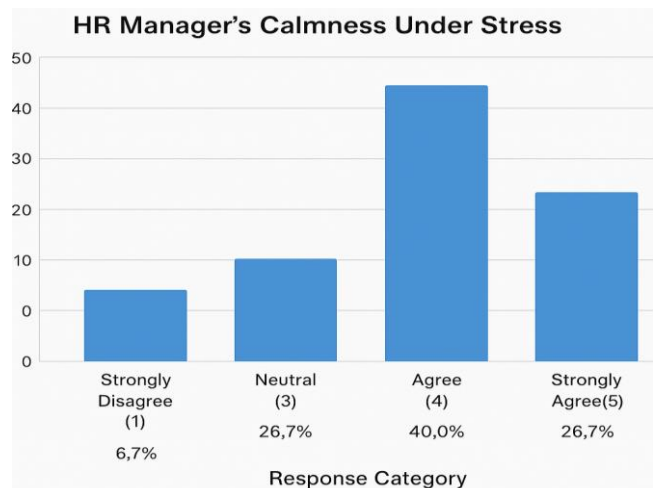
Figure 11 HR Manager's Calmness Under Stress
Source: Field Survey, 2025

HR managers are often viewed as emotionally intelligent, but some employees have neutral or negative opinions. Enhancing stress management, leadership, and crisis communication may boost trust.

My HR manager has a strong understanding of my emotions.

Employee feedback is moderately positive, with a 3.5 average rating. Most responses were neutral or agreeable, showing cautious satisfaction and few strong opinions.
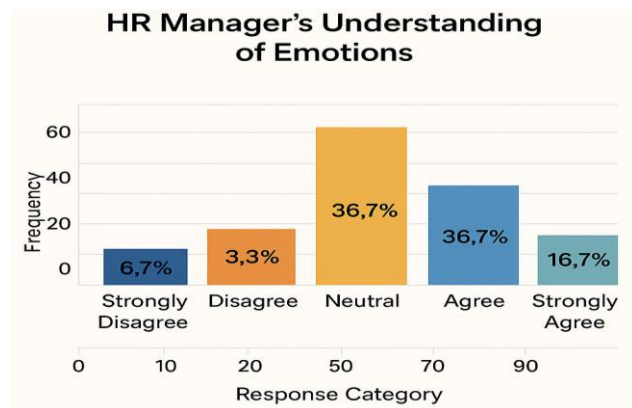

Figure 12 HR managers' Understanding of Emotions
Source: Field Survey, 2025

Employee Feedback on HR Emotional Awareness

Feedback from employees about HR managers' emotional awareness is varied. Many see them as insightful, but a large neutral group indicates uneven support. A small number disagree. Training and frequent check-ins are essential for enhancing emotional intelligence and building trust.

Attentive Listener

A majority of employees (83.3%) believe that their HR manager listens carefully, demonstrating good communication skills. Just 10% disagreed, while 16.7% were neutral. The average score is close to 4.0, with "Agree" being the most frequent response, indicating a generally positive view.

Figure 13 HR Manager Communication Skills Feedback
Source: Field Survey, 2025

Employee surveys indicate that HR is viewed as responsive, yet communication methods differ. Closing these gaps might enhance overall satisfaction.

Employee Perspective on HR Conflict Resolution

Employee feedback shows that HR managers are seen positively for resolving conflicts fairly. Still, some neutral or negative comments indicate that there is a need to enhance consistency in communication and support.
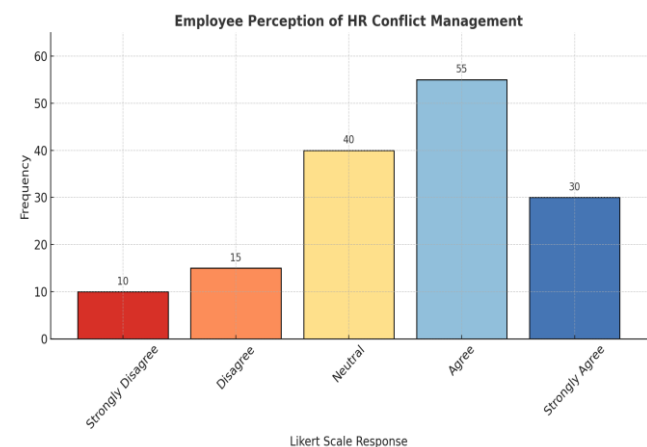

Figure 14 Employee Perception of HR C
Source: Field Survey, 2025

Some employees see HR's conflict resolution positively, yet a few neutral or negative views raise concerns about fairness or insufficient interaction.

Employee Perception of HR Empathy

Employee feedback shows that most people have a positive opinion of HR's empathy, with 60% agreeing. Still, the 26.7% neutral responses suggest there is a need for more engagement and understanding
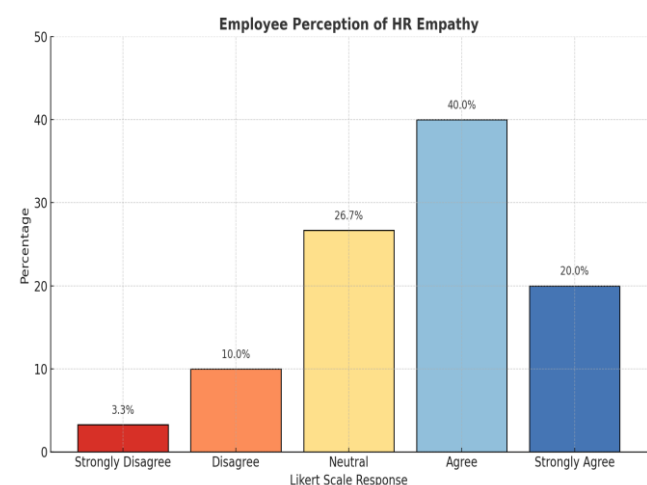

Figure 15 Employee Perception of HR Empathy
Source: Field Survey,2025

Responses from employees about HR manager empathy are varied, with 40% indicating neutral or negative experiences. This points to a lack of consistent empathy or communication issues, emphasizing the importance for HR to implement more uniform and empathetic strategies to enhance employee well-being.

Workplace Altruism

Survey findings show a strong culture of helping others, with 73.4% of employees ready to assist stressed colleagues. Little disagreement indicates a teamwork-focused atmosphere, but some uncertainty might point to situational constraints or vague expectations.
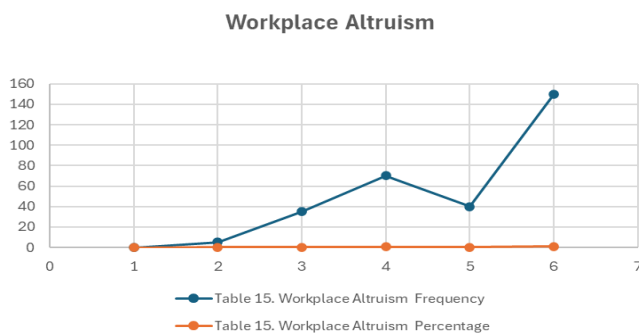

Figure 16 Workplace Altruism
Source: Field Survey, 2025

The survey shows a strong team spirit, with employees helping one another enhancing morale and productivity. However, some respondents mentioned obstacles like time limits, complicated roles, or vague expectations, pointing out areas where collaboration can improve.

Conscientiousness - Adherence to Regulations

The survey shows that the workforce is very compliant, with more than 86% strongly agreeing to follow the organization's rules. There is no disagreement, and the average score is 4.4, indicating strong accountability and a solid culture of adherence.
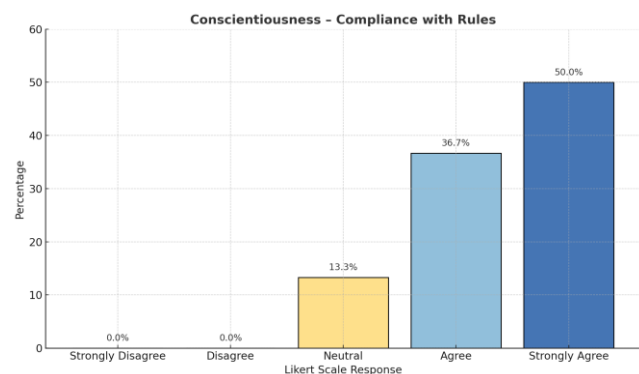

Figure 17 Conscientiousness Compliance with Rules
Source: Field Survey, 2025

Surveys demonstrate solid rule compliance, but neutral responses highlight the need for clearer explanations of policy rationale to improve engagement.

Sportsmanship – Positive Attitude under Pressure

The survey shows that most employees have a positive attitude during challenging times, with 73.3% supporting this idea. A small percentage (6.7%) disagreed, and 20% were neutral, suggesting some struggles to maintain optimism. In general, the findings emphasize strong resilience and teamwork in the workplace.
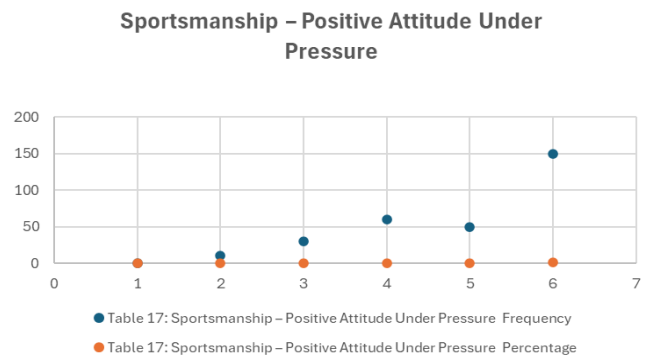
Figure 18 Sportsmanship – Positive Attitude under Pressure
Source: Field Survey, 2025

Surveys indicate a high level of sportsmanship and positive attitudes that enhance team resilience. However, 26.7% of responses are neutral or slightly negative, pointing to issues such as stress, lack of recognition, or insufficient leadership support that impact morale.

Civic Virtue – Participation in Organizational Life

With a participation rate of 73.3%, the engagement survey reveals a solid commitment to the organization. The 23.3% of neutral responses indicate some variation, and only 3.3% disagreed. The average score of 4.1 demonstrates a culture of shared responsibility.
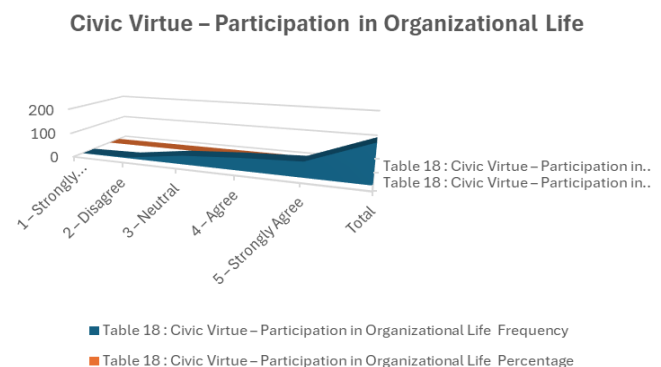
Figure 19 Civic Virtue – Participation in Organizational Life
Source: Field Survey, 2025

Employees demonstrate excellent sportsmanship and involvement, promoting teamwork and resilience. Yet, some raise issues related to stress, insufficient recognition, or vague expectations, indicating opportunities for enhancing support and inclusion.

Workplace Courtesy Survey
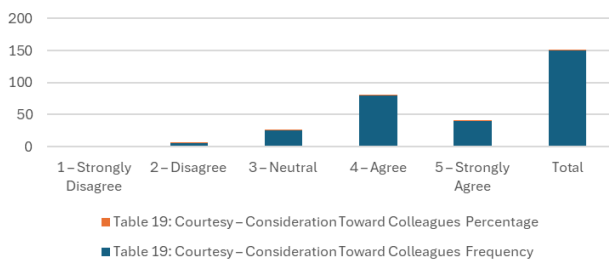
The workplace courtesy survey shows a strong culture of kindness, with 80% of employees reporting respectful behavior. A neutral group of 16.7% and 3.3% disagreeing indicate minimal issues. The average score is 4.0, and the most common response is "Agree," reflecting consistently high levels of interpersonal respect.

Figure 20 Courtesy Consideration towards Colleagues
Source: Field Survey, 2025

Politeness among employees builds trust and teamwork, yet 16.7% of neutral responses indicate a need for more awareness or training on the effects of behavior on team dynamics.

HR Manager Communication Style

While the HR manager is open and transparent, issues like mixed messages, unclear delegation, conflict avoidance, and vague boundaries indicate a need for improved communication.
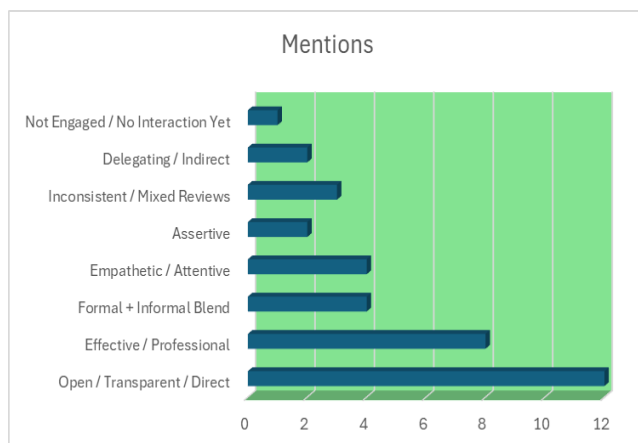
Figure 21 Summary of Communication Styles
Source: Field Survey, 2025

HR communication is centered on the team and works well, but it requires greater consistency in delegation and feedback.

Figure 22 Word Cloud of HR Manager's Communication Style Descriptions

Key Highlights:

Employees describe the HR manager as approachable, efficient, professional, and caring.

Many appreciate their supportive style, but some mention a lack of consistent empathy and limited communication, indicating a need for more inclusive involvement.

Thematic Categorization
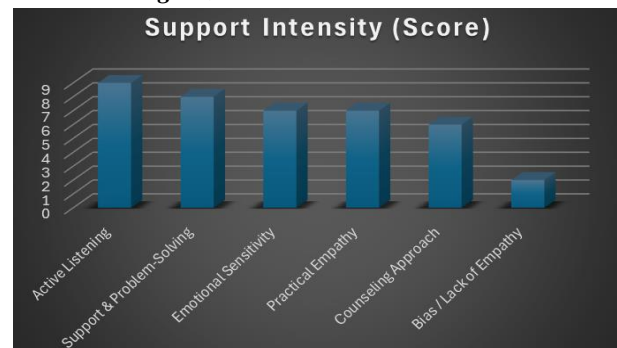
Figure 23 HR Manager demonstrates (or fails to demonstrate)
Source: Field Survey, 2025

Conflict Resolution skills of HR Managers

Figure 24 Sentiment Score (1-10)
Source: Field Survey, 2025

HR applies efficient methods, although some claim favoritism or low engagement, which affects trust.

Key Takeaway

Stresses HR's strengths in mediation and listening, while pointing out worries about bias and the clarity of roles.

Figure 25 Perceived HR Support
Source: Field Survey, 2025

Displays minimal HR engagement, which lowers the sense of support.

Key Takeaway

There is solid HR support, but worries persist regarding inconsistency, favoritism, and insufficient personal help.

Communication Influence

Figure 26 Sentiment Bar: HR's Role in Employee Motivation (Colored by Theme)
Source: Field Survey, 2025

HR is recognized for being supportive and open, yet fears of favoritism and inconsistency might negatively impact morale and trust.

Key Takeaway

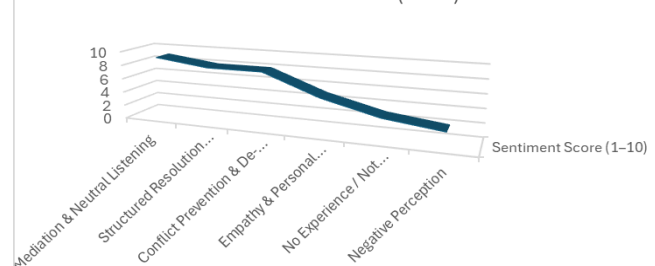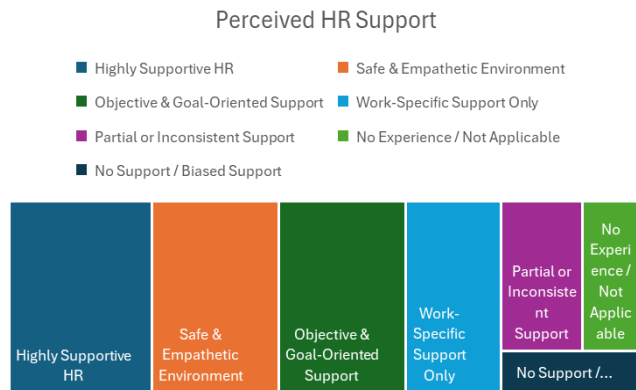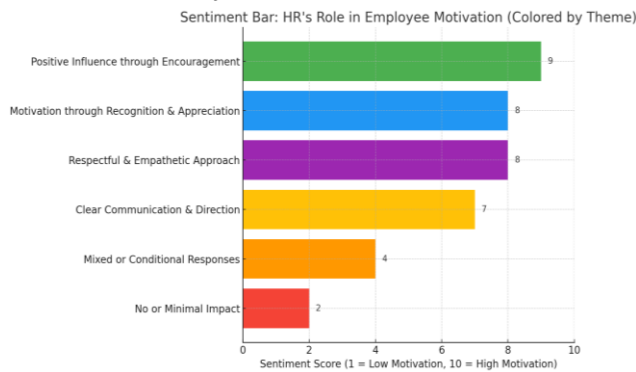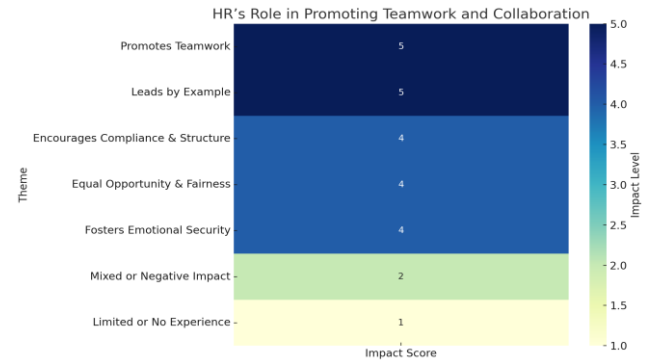HR is recognized for being supportive and open, yet fears of favoritism and inconsistency might negatively impact morale and trust.

Collaboration Influence

Figure 27 HR's Role in Promoting Teamwork and Collaboration
Source: Field Survey, 2025

Strength:

HR encourages collaboration by leading by example, ensuring fairness, and participating in team-building events.

Concern:

An imbalanced workload and restricted access to HR can lead to frustration and exhaustion.

Table 3 Importance of EI and Empathy roles in HR.

Theme	Representative Responses	Insights
Crucial for Understanding Others	Encourages compassion and awareness.	Emotional intelligence encourages understanding and caring reactions.
Conflict Resolution and Problem Solving	Aids in just and efficient conflict resolution.	EI and empathy ease conflict and foster harmony.
Teamwork and Collaboration	Fosters a sense of belonging and collaboration.	EI enhances collaboration by fostering trust and respect.
Self-Awareness and Growth	Boosts self-awareness and honesty.	EI promotes self-awareness, humility, and self-discipline.
Organizational Success and Culture	Improves trust, communication, and collaboration.	EI enhances service quality and reputation.
Leadership and Influence	Facilitates assured and respectful leadership.	Empathy and EI boost leadership by promoting respectful influence.
General Importance Acknowledged	Empathy and EI strengthen leadership by promoting respect.	Many respondents highly value emotional intelligence.
Limited or No Response	Restricted HR contribution; user needs stressed.	Some replies indicate a lack of understanding of EI.

Source:Field Survey, 2025

Emotional intelligence and empathy play an essential role in teamwork, trust, and handling conflicts, especially in the healthcare sector. Still, the existing gaps in knowledge indicate a need for wider EI training.

Key Takeaway:

EI training improves teamwork, trust, and ethical standards. Still, the limited recognition outside of HR and leadership indicates a need for development throughout the organization.

Linking Communication & Conflict Resolution to Employee Happiness

Table 4 Communication and conflict resolution skills impact employee satisfaction

Theme	Representative Responses	Insights
Fostering a Peaceful Work Environment	Encourages a calm workplace.	Clear communication and resolving conflicts create harmony.
Building Trust and Motivation	Creates trust, lifts morale, and increases motivation.	Polite conversation fosters trust and happiness.
Clarity and Direction	Defines roles and minimizes misunderstanding.	Effective communication avoids misunderstandings and mistakes.
Fairness and Inclusivity	Encourages fairness and inclusion.	Inclusive communication promotes worth and respect.
Feedback and Acknowledgement	HR is appreciated by the staff.	Being open and giving feedback encourages thankfulness and a positive attitude.
Behavioral Impact	Encourages individual development and healthy connections.	Personal interactions affect relationships and morale.
Organizational Alignment	Encourages collaboration, efficiency, and responsibility. In brief	Conflict resolution contributes to alignment around common goals and organizational effectiveness.
Realism and Honesty	Conveys feelings sincerely without anger.	Honest respect avoids misunderstandings and hard feelings.
No Experience / Not Applicable	No pertinent input; not in an HR role.	Some have a minor role in resolving conflicts or in communication.

Source: Field Survey, 2025

The research highlights important strategies such as effective communication, incentives, collaborative learning, and active leadership. Issues faced include low involvement, lack of engagement, and inadequate leadership role modeling.

Key Insight:

Clear communication fosters trust and motivation, but its effectiveness diminishes without emotional intelligence and defined roles. Encouraging employees to go beyond their basic responsibilities needs trust, clarity, and leaders with emotional intelligence.

Table 5 Motivating participation outside formal responsibilities

Theme	Representative Responses	Insights
Effective Communication of Importance	Enhances understanding and awareness via communication.	Clear and open communication increases participation.
Recognition and Motivation	Acknowledgment and incentives boost motivation.	Recognition and rewards promote voluntary involvement.
Learning and Personal Growth	Fosters role versatility and cross-departmental learning.	Training options encourage growth in roles.
Cultural and Social Engagement	Team activities enhance team spirit.	Building a community encourages relationships and participation.
Mentorship and Volunteerism	Guidance, helping out, and sharing lead to growth.	Systematic programs facilitate progress beyond defined positions.
Leadership Support and Role Modeling	Engage senior management Incorporate welfare executives	Leaders being involved indicates that additional efforts are appreciated.
Link to Organizational Goals	Connecting efforts to company goals and objectives fosters a feeling of ownership.	Connecting activities with organizational success emphasizes their strategic value.
Challenges or Gaps	Despite attempts, it remains a challenge; staff need straightforward instructions to proceed.	Demonstrates resistance; requires guidance beyond just encouragement.

Source: Field Survey, 2025

Employees appreciate support for activities beyond their main roles, motivated by purpose and culture; yet, low engagement arises from heavy workloads, unclear advantages, absence of leadership examples, and compulsory methods.

Key Takeaway:

Effective engagement depends on clear advantages, acknowledgment, education, and guidance, but encounters issues such as low involvement, lack of interest, and poor leadership examples.

Recognizing and rewarding Organizational Citizenship Behaviour.

Table 6 "Encouraging OCBs: Ways to recognize and reward exceptional initiative"

Theme	Representative Responses	Insights
Formal Awards and Recognition	Recognition involves employee awards, annual accolades, and appreciation plaques.	Organized recognition systems clarify and emphasize acknowledgment beyond regular roles.
Monetary and Tangible Rewards	Incentives are made up of bonuses, cash, lunch treats, gift money, and pay raises.	Monetary rewards clearly strengthen behaviors such as collaboration, timeliness, and proactivity.
Promotions and Development Opportunities	Training and promotion", "Job changes. Professional development"	Career advancement is used as both recognition and reward, reinforcing long-term organizational citizenship.
Personal Acknowledgment and Public Praise	"Public recognition", "Mentioning names during unit huddles", "Saying thank you", "Displaying pictures"	These immediate and low-cost actions reinforce behaviors on the spot and in front of peers, contributing to morale and team spirit.
Appreciation through Simple Gestures	"Saying thank you", "Buying lunch", "Motivational messages"	Informal and personal expressions of appreciation build emotional engagement and peer respect.
Limited or No Practice	"NA", "Am not HR", "That hardly happens in my company"	Some organizations or individuals lack structured recognition systems or suffer from negative cultures where criticism outweighs appreciation.

Source: Field Survey, 2025

Organizations use both formal methods (like awards and promotions) and informal methods (such as thank-you notes and public praise) to acknowledge organizational citizenship behaviors (OCBs). However, there are issues like inconsistent recognition, perceived favoritism, and a weak leadership culture. Relying solely on financial rewards may not keep motivation high in the long run.

Key Takeaway:

Effective recognition combines awards, bonuses, verbal praise, and tokens of appreciation. Challenges include uneven recognition among departments, favoritism, and focusing too much on monetary rewards without cultural backing.

Barriers to Practicing Empathy and Conflict Resolution on the Job

Table 7 The realities of using Empathy and Communication in Daily Work"

Theme	Representative Responses	Insights
Employee Resistance and Misuse	"Employee resistance", "Staffs fail to keep up to standards", "Some capitalize on empathy to misbehave", "Some staff members are not willing to settle their differences"	Empathy can be perceived as weakness, or taken advantage of by staff who resist accountability.
Cultural and Institutional Barriers	"Culture and institutional ethics", "Cultural and personal biases", "Diverse communication styles", "Power dynamics"	Organizational culture and social norms can block or distort empathetic communication and fair conflict resolution.
Trust and Credibility Gaps	"Lack of trust", "Leaders not giving HR managers the opportunity to act", "Trust from the staff", "Line officers trying to reassure but undermined by senior managers"	Where leadership fails to follow through, trust in communication and conflict mediation breaks down.
Time Constraints and Workload	"Time constraints", "Too busy", "Several [several]", "Information overload"	Heavy workload and limited time make it difficult to apply soft skills effectively.
Communication Difficulties	"Language barriers", "Not all people's understanding is on the same level", "Fear of not being able to address the issue"	Differences in comprehension, background, and emotional sensitivity hinder communication effectiveness.
Emotional Control and Burnout	"How to control anger", "Choice of words in conflict", "Criticism and condemnation"	Emotional regulation is a challenge, especially in heated or high-pressure interactions.

Lack of Support and Empowerment	"Lack of support from individuals and managers", "Leaders not giving opportunity", "HR not empowered to act"	Without support from top leadership, applying empathy and resolving issues becomes performative or ineffective.
Minimal or No Challenge	"No challenge", "Just recognize employee efforts", "Not yet", "Am not HR"	Some respondents feel confident or do not engage directly in these practices.

Source: Field Survey, 2025

The information shows significant challenges in using empathy, communication, and conflict resolution skills. These include resistance to change, cultural differences, and a loss of trust. Heavy workloads, insufficient training, and minimal HR involvement also slow down progress.

Employee resistance, ineffective leadership, and inadequate communication weaken initiatives and can result in burnout and distrust. If there are no real attempts at conflict resolution, these issues can seriously impact the health of the organization.

Main Point: *Positive Attitude and Motivation*

Table 8 Positive attitude and motivation of HR Managers'

| Theme	Representative Responses	Interpretation	Discussion
Reflection & Reassessment	- Reflect on the outcome and learn- Reevaluate assumptions- Go back to drawing board- Assess performance & reorganize strategy- Reassess & adapt	Emphasizes self-awareness, willingness to improve	Reflection prevents repeated mistakes, encourages learning, and promotes continuous improvement and safe practice.
Seeking Support & Collaboration	- Referrals- Try another's a4pproach- Seek help from senior colleagues- Report to HOD- Brainstorming & participation- Consultation	Highlights importance of teamwork and external input	Promotes shared problem-solving, enhances safety, and leverages collective expertise for better outcomes.
Adaptation & Flexibility	- Apply new skills- Have a plan B- Alternative solutions to minimize damage- Adapt approach without risking safety	Demonstrates resilience and readiness to change approach	Adaptability is crucial in dynamic situations, especially where safety and quick decision-making are necessary.
Positive Attitude & Motivation	- Reinforcement and motivation- Have hope in God and try my best- Allow you to be you and keep doing my best	Reflects optimism and internal motivation	Maintains morale and reduces burnout; positivity supports persistence but should be balanced with corrective action.
Responsibility & Communication	- Create awareness of conditions- Report to HOD	Shows accountability and proactive communication	Transparency fosters trust, enables team learning, and improves organizational policies and patient safety.
Faith & Personal Resilience	- Have hope in God and try my best- Mentor yourself; there will always be outcomes	Relies on faith and self-guidance for emotional resilience	Builds psychological strength and confidence; however, should complement practical professional measures and continuous learning.

Source: Field Survey, 2025

Key Takeaway

The framework focuses on being adaptable, reflective, and resilient when dealing with unforeseen results, providing useful advice for self-evaluations and reflective practices.

"Assessing the Quality of Feedback from HR Managers"
In terms of HR feedback quality, a majority of employees (63.3%) considered it clear and helpful, while a significant minority (23.3%) showed neutrality or dissatisfaction—indicating a need for better communication.
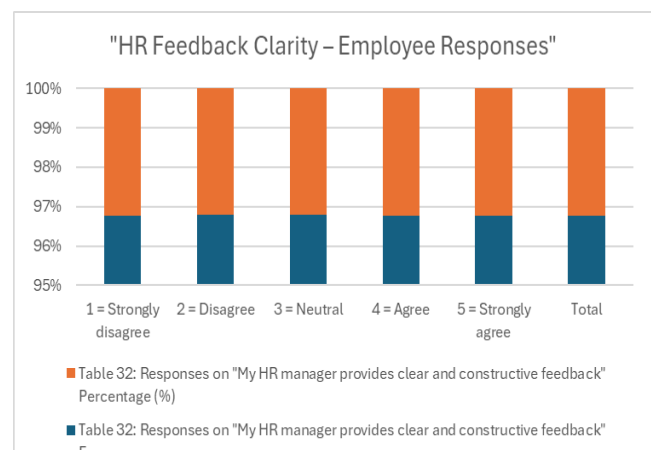

Figure 28 "HR Feedback Clarity-Employee Responses"
Source: Field Survey, 2025

Employee opinions about HR managers are mostly positive, with many seeing it as helpful. Still, a few recommend better communication that is more personalized and clearer showing a chance to improve the effectiveness of feedback for everyone.

HR Promotion of Openness and Transparent Communication

A majority of employees (63.3%) believe their HR manager promotes open and clear communication. On the other hand, 23.3% are neutral, while 13.4% disagree, indicating a need to improve communication practices and address varying experiences.
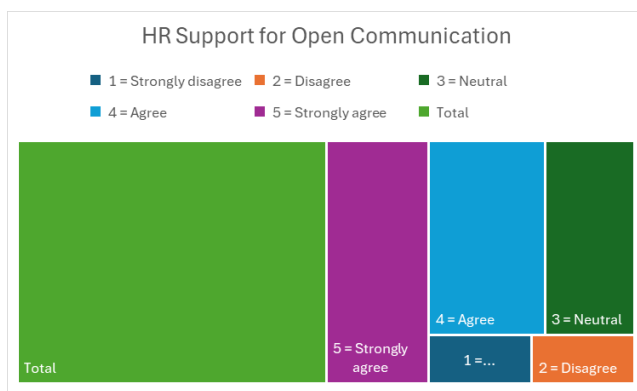
Figure 29 HR Support for Open Communication
Source: Field Survey, 2025

Many employees appreciate the HR manager's open communication, as 63.3% feel at ease sharing their concerns. On the other hand, 23.3% are neutral, suggesting there may be some inconsistencies, while 13.4% disagree. In general, the culture is supportive but could improve with more consistency and inclusivity.

KEY FINDINGS, CONCLUSION, RECOMMENDATIONS AND FUTURE SCOPE

Key Findings

- **Emotional Intelligence (EI)**

57% indicate that HR maintains composure under pressure; 63.3% recognize emotional awareness, although some have mixed opinions.

- **Communication Skills**

73.3% believe HR is attentive listeners; the open-door policy and clarity are identified as significant strengths.

- **Conflict Resolution**

56.7% perceive HR as impartial mediators; 27% remain neutral, potentially due to limited experience.

- **Empathy**

60% consider HR to be empathetic; behaviors such as maintaining eye contact and making referrals are highlighted.

- **Altruism**

73.4% assist overwhelmed colleagues, demonstrating robust team support.

- **Conscientiousness**

86.7% adhere to regulations, indicating a responsible and ethical workforce.

- **Sportsmanship**

73.3% demonstrate a positive attitude in challenging circumstances, indicating robust morale.

- **Civic Virtue**

73.3% participate actively in meetings and events, reflecting their dedication.

- **Courtesy**

80% take into account their influence on others, suggesting a culture of respect.

- **HR Communication**

HR is perceived as equitable, compassionate, and professional; however, there is a need for enhancements in conflict resolution and accessibility.

Conclusion

Employees perceive HR as emotionally intelligent, articulate in their communication, and generally equitable in handling conflicts. There are notable strong traits of Organizational Citizenship Behavior (OCB) among the workforce. Although HR is regarded as compassionate and respectful, there are still some issues regarding consistency and engagement.

- **Final Reflection**

HR managers are regarded as individuals with high emotional intelligence and proficient communication skills, enabling them to positively affect employee behavior. Increased consistency and engagement can enhance their strategic influence.

Recommendations

- **Standardize Conflict Resolution:** Establish clear procedures, provide training for HR in mediation techniques, and promote transparency to foster trust and alleviate tension.

- **Enhance Communication Skills:** Offer training focused on adaptable, respectful, and empathetic communication to elevate HR effectiveness and boost morale.

- **Implement 360-Degree Feedback Systems**

The 360-degree feedback mechanism offers a comprehensive assessment of HR managers by gathering insights from peers, subordinates, supervisors, and external stakeholders. This multi-faceted approach aids in uncovering blind spots in emotional intelligence and communication effectiveness.

- **Regular Engagement Surveys**

Utilize pulse and targeted surveys to collect feedback, address issues, and foster trust through visible actions taken.

- **Empathetic Digital Communication Training**

Educate HR on how to communicate warmly and effectively via digital platforms, ensuring a balance between efficiency and empathy in remote or hybrid environments.

- **Mentoring & Peer Support**

Establish structured mentoring programs to enhance emotional intelligence, reinforce team connections, and facilitate HR development.

- **Connect HR Competencies to OCB KPIs**

Monitor OCB-related metrics—such as civic engagement, peer assistance, and initiative—during performance evaluations. Acknowledge high-achieving teams to synchronize HR initiatives with favorable workplace results and promote a values-oriented culture.

Future Scope of the Study
- **Broader Sampling**

Broaden research efforts to include a variety of organizations, industries, and geographical areas to enhance applicability.

- **Longitudinal Analysis**

Monitor shifts in HR practices and employee attitudes over an extended period.

- **Comparative Studies**

Examine emotional intelligence and communication approaches across different sectors, positions, and cultural contexts for more profound understanding.

- **Impact on Outcomes**

Evaluate the effect of HR skills on essential performance indicators such as engagement, retention, and productivity.

- **360-Degree Feedback**

Implement feedback from multiple sources to assess HR effectiveness in a more comprehensive manner.

- **Digital HR Communication**

Examine the influence of digital tools on empathy, clarity, and emotional intelligence in remote HR communications.

- **Intervention Studies**

Create and evaluate training programs aimed at enhancing HR emotional intelligence, communication skills, and conflict resolution abilities.

- **Leadership Styles & OCB**

Investigate how various HR leadership styles affect essential organizational citizenship behavior traits such as altruism, courtesy, and civic virtue.

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