

Leadership by Humanitarian: Policy Review on Management Alternative Increasing Relationship in Workplace

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Abstract — The study focuses on leadership by humanitarian. This is policy review on management alternative in increasing relationships workplace. This examines the impact of humanitarian leadership approaches. Emphasizing empathy, compassion, wellbeing, fosters inclusive and supportive work environment that enhances interpersonal connections and team collaborations. The comprehensive policy review and analysis of practices identifies key strategies that promote positive leader-employee relationships and improve job satisfaction. The study employs qualitative methods with multiple case study approaches. Purposive sampling is used in identifying participants. The interview, focus group discussion, observation and document review is used in data gathering. The data analysis used is the framework on creating propositions, organizing phenomena, developing themes, and examining syntheses. Findings indicate that integrating humanitarian principles into leadership practices strengthens bonds. This contributes higher productivity and employee retention. This highlights thematic presentation in three subtopics with ten themes. The humanitarian leadership with four themes includes nature of humanitarian, workplace types, humanitarian problems, and humanitarian innovation. The management style alternative with four themes includes benefits in harmony, alternative increase harmony, strategies increase harmony, and approaches in harmony. The human resource harmony with two themes include harmony increase relationship and workplace increase relationship. The study concludes the adoption of humanitarian leadership approaches significantly enhances workplace relationships and fosters positive organizational culture. This is prioritizing inclusivity and employee well-being with supportive social environment. The implementation of policies focused on compassion, transparent communication, and shared decision-making. The study is recommending the adoption of compassionate leadership policies to create resilient and harmonious organizational cultures.

Keywords — **Humanitarian, Leadership, Management, Relationship, Policy**

I. Introduction

Context and Rationale

Being a leader, even a so-called successful one, is not necessarily anything to be proud of. Being a good leader, however, is a vastly different thing. Leadership is necessary in governing society. This is a society of experts and a society of a well-trained workforce. This is a universal aspiration to lead people based on their expertise and potential. This is a national mandate to centralize human resources for better harmony. This is a local policy to integrate human resource management that increases harmony in the workplace. Both leadership and management have a reciprocal essence focusing on humanitarian consideration. Leadership is making right things while management is making things right (Garis, Squires & Plecas, (2018).

Human resources are the workforce in the organizational development. This is strength force in the workplace that creates harmony. Harmony in the workplace promotes camaraderie that increases unity, cooperation and partnership engagement. The normative behavior application that signifies acceptance, perseverance, and concern is a positive working behavior. This is a way to ignore behavioral tendency towards unbecoming. This is a link that develops harmony towards relationships (Pobre, et.al, 2023).

Management alternative as a policy review is a mandate to revisit the rules and regulations pertaining to management principles. This is understanding the roles of the manager and administrator in leading people surrounding the vicinity of the organization. There are already behaviors of the administrator instead of becoming an effective in leadership turns into severe in leading workforce in the organization. Dominant behaviors is the existing display among leaders. This becomes personal rather than an organizational perspective. There are also an attitudes of the manager to dominate in imposing and setting of guidelines. This is instead of generalization turns into a specific and more detailed with meticulous upbringing. Sometimes this is referred to as personal upbringing. This can affect the mandate of the national entities in implementing policies guidelines in too much bureaucracy. The alternative education policies are decisions on how to solve difficulties in the education system. The alternative policies that need to examine are policy information, information acquisition, policy arguments, and alternative forms. The properly implemented policies include steps consisting of socialization, piloting, and distribution (Rahman and Fauzi, 2023).

Despite the growing interest in humanitarian leadership and its potential to transform workplace dynamics, significant research gaps remain unaddressed. There has appeared to be a practical-knowledge gap in the prior research. There is a lack of rigorous research in the prior literature. Some of these unexplored management policy review has appeared to be lacking in the practice of leadership in the human resource field. The field of leadership by human resources is ripe for an investigation of practical focus research on policy review. Many of the prior studies focus on the theoretical aspects of the field of human resource leadership. However, there are very

few practical studies or action research in the field of management alternatives. This is an important and worthy of investigation in the context of leadership by human resources. An investigation of these issues is important because of increasing relationships in the workplace. Furthermore, previous theoretical research has focused primarily on management alternative review and truly little practical research has been done on human resource leadership field [Miles, 2017].

Furthermore, human resources are the life in the organization. These are the key players in the organizational structure. These are the recipients of the policy and mandates imposes in the department. The roles of the administrator in the organization are to make policy in harmony with the subordinates. A policy that guides every associates to lead into goodness. The functions of the manager in organization are imposing the positive mandates to create harmony in the workplace. The mnemonic of leadership creates a positive alternative in promoting harmony within the workplace. This is assumed that the intervention is an avenue to solve the existing problem.

Action Research Questions

1. What is humanitarian leadership in workplace?
2. What is management style alternative in increasing harmony?
3. How do human resources increase relationship harmony in workplace?

Proposed Innovation, Intervention, and Strategy

Human resource leadership as innovation creates an atmosphere of positive working relationships. This is making a social environment experiencing harmony in facing challenges. Human resource leadership as an intervention mediates between a problem and a solution within organizational structure. This is bridging relationships into an effective and efficient working atmosphere. Human resource leadership as a strategy restores effect of the management into more meaningful goal setting, mission perspective and vision aspiration. The mnemonic LEADERSHIP stands for leading a direction for goodness; engaging partnership within organizational setups; accepting an individualization no matter what they are; determining goals for the organization development; enriching plans and aspiration for general welfare; realizing past event as a great lessons learned for next replanning process; systematizing transaction into an orderly manner; handling caseload in every issues that lead to a positive outcome; institutionalizing good governance and leadership within the organization; popularizing proper human resource management style of leadership.

Theoretical Lense

The study anchors in the theory of leadership with explanations on how and why certain people become leaders. They focus on the traits and behaviors that people adopt to a situation to

increase their leadership capabilities. Some of the top traits that leaders say are vital to good leadership include strong ethics and high moral standards.

Significance of the Study

The significance of this study lies in its potential to transform leadership practices by promoting a humanitarian approach that values human dignity, empathy, and relationship-building. It not only advances academic knowledge but also provides practical strategies for organizations to enhance workplace relationships. This also fosters a culture of compassion and inclusiveness.

Review of Related Literature and Studies

This section discusses the subtitles of humanitarian workplace, management alternative, and workplace relationship.

Humanitarian Workplace

The concept of a humanitarian workplace emphasizes creating an environment that prioritizes empathy, compassion, and the well-being of employees while fostering inclusivity and mutual respect. Humanitarian workplaces focus on ethical leadership and social responsibility, promoting positive relationships among employees and management (Lund-Thomsen and Lindgreen, 2014). Adopting humanitarian principles in the workplace not only improves employee morale and job satisfaction but also enhances organizational performance (Bolton & Laaser, 2013). The ethical leadership aligns with humanitarian values, positively influences employee commitment and reduces turnover rates (Mayer et al., 2012). This highlights the servant leadership as a form of humanitarian leadership, fosters a supportive work environment by emphasizing employee growth and well-being (Van Dierendonck and Patterson. 2015). The organizations implementing humanitarian practices in the Philippines experience increased productivity and improved workplace harmony. Overall, integrating humanitarian values into workplace management contributes to a more ethical, inclusive, and productive organizational culture (Garcia and Cruz, 2019).

Management Alternative

Management alternatives refer to innovative and flexible approaches to organizational leadership and decision-making, often contrasting with traditional hierarchical models. Alternative management practices emphasize decentralization, collaboration, and the empowerment of employees to foster creativity and adaptability. These approaches are particularly relevant in dynamic environments where conventional management methods may hinder responsiveness and innovation (Mintzberg, 2004). The management alternatives, such as self-managing teams and participatory decision-making, enhance employee engagement and organizational resilience (Hamel and Zanini, 2016). The concept of teal organizations, where autonomy and shared

leadership replace rigid structures, leading to higher motivation and productivity (Laloux, 2014). The Philippine companies adopting flexible and employee-centric management practices reported greater job satisfaction and team cohesion (Santos and Del Rosario, 2020). The alternative management approaches facilitate a more human-centered work environment, promoting collaboration and innovation. Adopting management alternatives can enhance organizational effectiveness by fostering a culture of empowerment and adaptability (Gulati (2007).

Workplace Relationship

Workplace relationships play a vital role in shaping organizational dynamics, employee satisfaction, and overall productivity. Positive workplace relationships contribute to increased job satisfaction, reduced stress, and improved team collaboration, while negative relationships can lead to conflicts and decreased morale (Chiaburu and Harrison (2008). The importance of high-quality connections at work, emphasizing that supportive interactions foster a sense of belonging and well-being among employees (Dutton and Heaphy, 2003). The strong interpersonal relationships in the workplace enhance professional development by providing mentorship and social support (Ragins and Dutton (2007). The context of leadership asserts that trust and open communication between supervisors and subordinates significantly influence relationship quality and organizational commitment (Brower, Schoorman, and Tan, 2000). The Filipino employees who experience positive workplace relationships report higher motivation and engagement, leading to better performance outcomes (Santos and Villanueva (2019). The effective communication practices are fundamental to building and maintaining healthy workplace relationships. Overall, fostering strong interpersonal connections at work is essential for promoting a positive organizational culture and achieving collective success (Madlock, 2008).

II. Methodology

This section presents the research design, research participants, sampling procedure, data gathering techniques, data analysis, ethical consideration, and reflexivity.

Research Design

The research design is qualitative method with Yin [2014] multi-case study approach. This is involving an up-close, in-depth, detailed examination of the subject as well as its related contextual conditions. These are figured out the leadership by humanitarian The population has less information and dissemination about the advocacy campaign.

Research Participants

There are three participants involved in the research who are responding to the inquiry. These include the teacher as provider, school head as leader, and master teacher as mentor. These participants have sufficient background and experiences towards the leadership by humanity.

Sampling Techniques

The samples are selected using purposive sampling techniques. This allows the participant to be available with consent on the research to be conducted. This is giving an opportunity to express views, opinions and ideas. The researcher seeks permission from the leaders, administrators, and participants in conducting the research. The respondents are cooperatively taking part in the activity undertaken.

Data Gathering Techniques

The research typically includes multiple data collection techniques and collected from multiple sources. Data collection techniques include interviews, focus group discussion, observations (direct and participant), survey questionnaires, and relevant documents [Yin, 2014]. The used of the interview with the participants bring direct information. It is by asking through written and oral manners. It is also allowed by getting the idea, opinion and suggestion on what is the best to do. It is also a chance for the participants to bring out issues that mostly affect living conditions in spite of all odds. The focus group discussion with the groups is also conducted in order to get information on the issues affecting the community environment. It is done by seeking the preference subject for discussing the issues and concerns. Observation is a tool used to get information in order to in-depth the understanding of the leadership of humanity. It is done through interaction and exchanging of ideas. Survey is another collection technique used to get the entire picture of the school community as a baseline for the intervention. This is determining the demographic status of the teaching force members who are affected. Document review is another tool in gathering information from written works and articles.

Data Analysis

The matrix is used to collate the data for tabulation. The coding is used to transcribe the information gathered from audio recording. Yin [2014] gives an analytical framework basis for creating proposition, organizing phenomenon, developing themes, and examining synthesis. The thematic analysis of the data is appropriately interpreted for discussion. It is creating theme-statements. This is also used to conduct analysis of the qualitative data.

Ethical Considerations

The study sees the ethical standard in conducting research. Ethics search for a reason for acting or refraining. It delimits asking permissions of a study. It also seeks permission from authority. This is a value for keeping anonymity of information. Lincoln and Guba [1985] provide frameworks in the ethical consideration about credibility, transferability, dependability, and confirmability. The credibility is connecting with a prolonged engagement in the community. It also involves peer debriefing and scrutiny. It accumulates values and principles that address questions of what is good. The transferability is setting up through description of the context and participants. This is empirical in every study conducted that the participants being given the

informed consent about the aim of the research. This to assure confidentiality of the information show to the researcher. The dependability is being proved through external audit and detailed description. It is solely using the data gathered and intended for the study. The complicated statement is being withheld. The participants are informed about the data storage and use. The confirmability is proved through audit trail, triangulation, and reflexivity. These findings are the result from focus group discussion through triangulation and interaction with the participants. This is getting the reliable information and keeping the original transcript of the interviews and other information sources are safely stored.

Reflexivity

The researcher as an educators and a social worker involves critically examining how personal values, experiences, and perspectives influence in understanding of leadership practices that prioritize empathy and compassion. As a researcher, it is essential to acknowledge that adopting a humanitarian approach challenges traditional management models. This is requiring a shift towards more inclusive and people-centered strategies. Reflecting on biases and assumptions about leadership and management practices helps in recognizing the transformative potential of humanitarian leadership. It encourages leaders to continuously assess how decisions impact workplace relationships including the workers and employee well-being, and organizational dynamics. By being reflexive, researchers foster a culture of open communication and mutual respect, ensuring that policies align with humanitarian values while promoting collaboration and positive work environments.

III. Results and Discussion

This section presents the findings from data gathered into three subtopics with ten themes. These include humanitarian leadership, management style alternative, and human resource harmony.

Humanitarian Leadership

The subtopic humanitarian leadership is presented with four themes. These are the nature of humanitarian, workplace types, humanitarian problems, and humanitarian innovation. Please see Appendix A for Table 1.

Theme 1: Nature of Humanitarian. The participants have respondent that the nature of humanitarian are principle and disaster response. The humanitarian principles include the neutrality is the humanitarian aid that provide without taking sides in conflicts or promoting political agenda. Impartiality is the assistance that delivers based on need, without discrimination or bias., and well-being. Solidarity promotes a sense of global citizenship and shared responsibility

for the well-being of all people. Advocacy is promoting policies, laws, and practices that protect human rights and dignity.

The participants have said that *the humanitarian aid is a crucial aspect of helping individuals and communities affected by crises, such as natural disasters, conflicts, disorganization or epidemics.*

Ayobi (2016) have supported the findings that the mandates, roles and responsibilities of organizations at various levels is establishing a long-term capacity development program focusing on capacity needs and priorities.

Theme 2: Workplace Type. The participants have responded that the workplace types include office. Education workplaces are schools, universities, or training institutions where educators teach and support students. Non-profit workplaces are an organizations focused on social causes, charity, or community development. Government workplaces are public sector institutions, such as government agencies, courts, or municipalities. Virtual team workplaces are distributed teams that collaborate remotely, often using digital communication tools. Coworking space workplaces are shared work environments that bring together entrepreneurs, freelancers, and remote workers.

The participants have said that *these categories are not exhaustive, and many workplaces blend elements from multiple categories. Understanding the unique characteristics of each workplace type helps organizations create effective strategies for managing, motivating, and supporting the employees, staff, and working forces.*

Gomez, et.al (2019) have supported that the vital facts are a reevaluation of the relevance and role that they play as a workplace institution. This is given positively with the subjectively well-being of workers, and the independently positive role with high involvement.

Theme 3: Humanitarian Problem. The participants have responded that the humanitarian problem include funding constraints. This is limited resources that hinder humanitarian efforts. Complexity of crises involves complex political, social, and economic factors. Security risks are often faced by danger and insecurity in conflict zones. Coordination challenges are a multiple stakeholders and organizations that create difficulties. Cultural and linguistic barriers are face barriers when working in diverse contexts. Limited access is denied to affected populations due to conflict, politics, or bureaucracy. Staff burnout and trauma are humanitarian work that are emotionally demanding. Corruption and accountability are faced by humanitarian organizations. Balancing short-term and long-term goals are an equal handling by a leader .Managing media and public expectations are navigating scrutiny and public expectations. Ensuring local ownership and participation are involving of a leader in decision-making processes. Addressing power imbalances is directing dynamics between organizations, governments, and local communities. Managing partnerships and collaborations are building and maintaining partnerships with various

stakeholders. Ensuring accountability and transparency is prioritizing in the organizations. Preparing for future crises is anticipating and preparing future.

The participants have said that *in overcoming this situation, the leader must possess strong leadership and management skills; cultural competence and sensitivity; strategic thinking and problem-solving abilities; effective communication and collaboration skills; emotional intelligence and self-awareness; flexibility and adaptability; strong analytical and critical thinking skills; ability to navigate complex political and social contexts. By acknowledging and addressing these challenges, humanitarian leaders have improved the effectiveness and efficiency of humanitarian responses.*

Humanitarian Advisory Group (2021) have supported the findings that over the past decade committed group of the leaders in humanitarian action has helped to drive progress. The key individual has the approach to capture and share the accumulated knowledge found. This cyclical challenge needs to be addressed to make the system resilient in the longer term.

Theme 4: Humanitarian Innovation. The participants have responded that the humanitarian innovation leadership is crucial in addressing the complex and evolving the challenges in humanitarian response. The include digital humanitarianism that leveraging technologies to enhance humanitarian response. Blockchain aid is used to increase transparency, accountability, and efficiency distribution. Artificial intelligence is applied to improve predicting population movements, identifying areas of need, and optimizing resource allocation. Virtual reality is utilized to enhance simulating emergency response scenarios. Collaborative leadership is fostering approaches that bring together diverse stakeholders. Adaptive management enables to respond quickly and effectively in changing contexts and needs. Community-led humanitarian response is supported initiatives to take ownership of efforts. Human-centered design is applied principles to develop innovative solutions. Cash-based programming is implemented approaches that provide financial assistance to meet their basic needs. Environmental sustainability is integrated response efforts to reduce the environmental impact.

The participants have said that *these innovations have the potential to transform the humanitarian sector by enhancing the efficiency, effectiveness. These also demonstrate the humanitarian leadership to leverage innovative technologies, approaches, and partnerships to improve the impact of humanitarian response and outcomes.*

Bruder and Baar (2024) have supported the findings that the humanitarian innovation is not pursued for its own sake. It is meant to lead to the substantial improvements in the provision of assistance for the benefit of crises affected by vulnerable populations.

Management Style Alternative

The subtopic management style alternative is presented with four themes. These are the benefits in harmony, alternative increase harmony, strategy increase harmony, and approaches in harmony. Please see Appendix A for Table 2.

Theme 1: Benefit in Harmony. The participants have responded that the benefits in harmony include improved teamwork and collaboration; enhanced employee engagement and motivation; increased job satisfaction and retention; better conflict resolution and reduced turnover; improved communication and transparency; increased creativity and innovation; stronger relationships and trust; and improved overall well-being and quality of life. Management benefits in harmony are the practice of managing organizations, teams, or individuals in a way that fosters a harmonious and collaborative work environment. This approach prioritizes profits of mutual respect, trust, and open communication to achieve common goals.

The participants have said that *these benefits of harmony have a positive impact on individuals, teams, organizations, and communities, leading to a more harmonious and productive work environment.*

Taormina (2014) has supported the findings that the social harmony has benefited a deeply rooted guiding principles with potential in decision making. A profound type of problem with decision making has a high likelihood of occurrence in virtues of courage, humanity, justice, temperance, and wisdom in the personal lives, and practicing it in leadership behaviors.

Theme 2: Alternative Increased Harmony. The participants have responded that the alternative increased harmony is understanding that fosters a culture of compassion, tolerance, and acceptance. Conflict resolution is establishing effective mechanisms to address issues promptly. Team-building activities is organizing regular exercises to promote bonding and collaboration. Mindfulness and self-awareness are encouraging mindfulness practices, self-reflection, and personal growth to promote emotional intelligence and wellbeing. Diversity and inclusion promote equity to create a sense of belonging. Open communication channels are establishing transparent communication to prevent misunderstandings. Respect and appreciation are fostering a culture of gratitude and appreciation. Shared goals and values are aligning individuals or teams around values and vision. Mediation and arbitration are using neutral third-party to resolve conflicts. Restorative justice focusing on repairing harm, promoting healing, and rebuilding relationships. Positive language is encouraging positive and constructive language to promote a supportive environment. Emotional intelligence is developing emotional intelligence through training, coaching, or mentoring. Celebrating differences is acknowledging and celebrating individual differences to promote diversity and inclusion.

The participants have said that *the implementation of these alternatives has increased harmony in various contexts and fostered a more positive, and supportive environment. There is also a sense of belonging among the subordinates.*

Folger (2008) have supported the findings that the mediation is establishing identity within the alternative dispute resolution movement. This is seeking a more visible and appealing profile in the eyes of the public at large. Some of the vulnerabilities of the field in its evolution are reflected.

Theme 3: Strategy Increase Harmony. The participants have responded that the strategy of increased harmony is the effective communication that encourages open, honest, and respect to prevent misunderstandings. Active listening is an attentive to others, ask clarifying questions, and respond empathetically to foster connection. Empathy is a practice with compassion and tolerance to appreciate diverse perspectives and needs. Conflict resolution is establishing a fair and constructive resolution process to address issues promptly and respectfully. Bonding and collaboration are an organized activities to promote sense of community involvement and engagement. Respect and appreciation are fostering a culture of gratitude and appreciation to promote positive relationships and a supportive environment. Flexibility and adaptability are encouraging accommodation in different perspectives, needs, and work styles. Shared goals and values are aligning individuals or teams around with vision to promote a sense of unity and purpose. Positive language is encouraging constructive language to promote a supportive environment and reflective harmony.

The participants have said that *the application of these strategies has an increased harmony in various contexts, promote positive relationships, and foster a supportive atmosphere. The strategy has created a more harmonious work environment that raises collaboration, respect, and productivity.*

Srića (2021) have supported the findings that the principles of strategic harmony model as a roadmap for restructuring, transforming, reinventing, and realizing the needs of our broken world. This is a roadmap for navigating the new, fixed world. This is a tool for every reader and potential change agent.

Theme 4: Approaches in Harmony. The participants have responded that the approach in harmony includes collaborative approach with mutual respect, and open communication to achieve shared goals. Integrative approach is joining different perspectives, needs, and values to create a cohesive and harmonious whole. Holistic approach is considering the physical, emotional, mental, and spiritual well-being of individuals and communities. Inclusive approach is fostering inclusivity, diversity, and equity to create a sense of belongingness. Empathetic approach is practicing compassion and understanding to appreciate different perspectives and needs. Adaptive approach is being flexible to accommodate changing circumstances, needs, and perspectives. Respectful approach is treating others with dignity and kindness to promote harmony and positive relationships. Mindful approach is practicing mindfulness, self-awareness, and self-reflection. Positive approach is focusing on right aspects, strengths, and opportunities. Spiritual approach is incorporating belief principles to promote harmony and inner peace. Meditative approach is using in-between and mindfulness practices to promote relaxation, calmness, and harmony. Creative

approach is engaging in interventive activities to promote self-expression. Nature-based approach is promoting environmental sustainability and appreciating the interconnectedness of all living things. Community-based approach is fostering a sense of social connection to promote well-being. Personal growth approach is focusing on self-awareness and self-improvement to promote inner peace.

The participants have said that *the adaptation of these approaches cultivate harmony in various contexts, promote positive relationships, and foster a sense of well-being. The embracing of range in approaches by individuals and teams has developed a more nuanced understanding of harmony. The building stronger and more resilient relationships has enhanced problem-solving and adaptability skills. This is creating more inclusive and supportive environment that achieves greater overall well-being and success.*

Urrete, Garcia, Cando and Santillana (2024) have supported the findings that the harmony of being has helped in understanding humanity. The idea is looking at physical health, emotions, and spiritual sides. Communication needs to open mindfulness opportunities that encourage people to keep doing good outside its walls to bring out the best in everyone involved.

Human Resource Harmony

The subtopic human resource harmony is presented with two themes. These are the harmony increase relationship and workplace increase relationship. Please see Appendix A for Table 2.

Table 1: Harmony Increase Relationship. The participants have responded that the harmony increase relationship includes effective communication that facilitates open, transparent, and respectful communication among employees, managers, and departments. Staff and worker engagement are implementing initiatives such as recognition programs, feedback mechanisms, and empowerment opportunities. Diversity, equity, and inclusion are promoting training and policies. Mentorship programs are developing an experienced colleagues, promoting knowledge sharing, guidance, and support. Feedback and coaching are providing regular evaluative and development opportunities to help employees grow professionally and personally. Recognition and rewards are implementing recognition and reward programs to acknowledge and appreciate contributions, milestones, and achievements. Wellness initiatives are offering programs to promote overall well-being. Social responsibility is encouraging employee participation in corporate social initiatives, volunteer programs, or community service activities.

The participants have said that *the implementation of these strategies, human resources have helped build strong, positive relationships among employees, managers, and departments. This is contributing to a more collaborative, productive, and successful organization.*

Lun and Bond (2006) have supported the findings that the conscientiousness is related to job performance and productivity. This is usually organized and prudent thorough characteristics

in helping to ensure and maintain harmonious relationships with the others in the group. The achievement in orientation makes it more demanding and critical of other performances. Thereby impairing the ability to maintain smooth relationships with others.

Theme 2: Workplace Increase Relationship. The participants have responded that the workplace increase relationship includes encouraging collaboration that fosters an atmosphere of promoting teamwork, mutual respect, and open communication. Building trust is feeling comfortable and leading to stronger relationships. Reducing conflict is minimizing incompatibleness, allowing colleagues to focus on shared goals and objectives. Promoting empathy is encouraging understanding and compassion among colleagues. Fostering open communication is creating an environment where colleagues feel comfortable sharing ideas, concerns, and feedback. Increasing job satisfaction is feeling happy and supported in the jobs to increased productivity. Encouraging feedback is promoting a culture of constructive response, helping colleagues and improving interaction. Supporting diversity and inclusion is a harmonious workplace values of diversity. Celebrating successes is encouraging rejoice with successes and strengthening morale. Reducing stress is minimizing anxiety and burnout leading. Evading depression is minimizing the pent up feeling by acquiring potential and skills, knowledge and wisdom.

The participants have said that *the workplace increases relationships by prioritizing relationships organizations. This is achieved by improving satisfaction and retention; enhancing collaboration and productivity; increasing creativity and innovation; supporting well-being; fostering a positive and inclusive work culture.*

Whyte and Obomanu (2019) have supported the findings that the communication has a meaningful relationship between workplace alliances and work social life balance. The benefits of working conditions provide a balance between family and work domains.

IV. Conclusion

The study concludes that adopting a humanitarian leadership approach significantly enhances workplace relationships and fosters a positive organizational culture. By prioritizing empathy, inclusivity, and employee well-being, leaders create a supportive environment that motivates team members and promotes collaboration. The study highlights that implementing policies focused on compassion, transparent communication, and shared decision-making not only improves job satisfaction but also boosts productivity and retention rates. The subtopics are thematically presented with ten themes. These are humanitarian leadership, management style alternative, and human resource harmony. The humanitarian leadership with four themes include nature of humanitarian, workplace types, humanitarian problems, and humanitarian innovation. The management style alternative with four themes include benefits in harmony, alternative increase harmony, strategies increase harmony, and approaches in harmony. The human resource

harmony include harmony increase relationship and workplace increase relationship. The integration of humanitarian values into leadership practices serves as a transformative strategy to cultivate strong interpersonal connections and build resilient, cohesive teams.

V. Recommendations

Based on the findings, it is recommended that organizations integrate humanitarian leadership principles into the management practices. Leaders focus on fostering empathy, active listening, and open communication to build trust and strengthen workplace relationships. Implementing training programs to develop emotional intelligence and compassionate leadership skills will empower managers to support the teams effectively. Additionally, policies promoting collaboration, inclusivity, and employee well-being should be prioritized to create a positive and productive work environment. By embracing a humanitarian approach, organizations can enhance employee satisfaction, reduce conflicts, and boost overall performance.

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APPENDIX A

Table 1 – Humanitarian Leadership

Theme	Core Ideas
1. Nature of Humanitarian	Principles include Neutrality, impartiality, independence, humanity, solidarity; advocacy
2. Workplace Type	Office, remote, education, non-profit, government
3. Humanitarian Problem	Funding constraints, complexity of crisis, security risks, coordination challenge, cultural and linguistic barriers, limited access, staff burnout and trauma, corruption and accountability, balancing short-term and long-term goals, managing media and public expectation, ensuring local ownership and participation, addressing power imbalance, managing partnership and collaboration, ensuring accountability and transparency, preparing for future crisis
4. Humanitarian Innovation	Digital humanitarianism, blockchain for humanitarian aid, artificial intelligence (AI) for humanitarian response, virtual reality (VR) for humanitarian training, collaborative leadership, adaptive management, community-led humanitarian response, human-centered design, cash-based programming, environmental sustainability,

Table 2 – Management Style alternative

Theme	Core Ideas
1. Benefit in Harmony	improved teamwork and collaboration; enhanced employee engagement and motivation; increased job satisfaction and retention; better conflict resolution and reduced turnover; improved communication and transparency; increased creativity and innovation; stronger relationships and trust; and improved overall well-being and quality of life
2. Alternative Increases Harmony	Understanding, conflict resolution, team building, mindfulness and awareness, diversity and inclusion, open communication channel, respect and appreciation,

	shared goal, mediation and arbitration, restorative justice, positive language, emotional intelligence, celebrating difference
3. Strategy Increases Harmony	Effective communication, active listening, empathy, peaceful solution, bonding and collaboration, respect and appreciation, flexibility and adaptability, shared goals and values, positive language
4. Approaches in Harmony	Collaborative, integrative, holistic, inclusive, empathetic, adaptive, respectful, mindful, positive, spiritual, mediative, creative, nature-based, community-based, personal growth

Table 3 – Human Resource Harmony

Theme	Core Ideas
1. Harmony Increase Relationship	Effective communication, staff and worker engagement, diversity, equity, inclusion, mentorship, feedback and coaching, recognition and reward, wellness and initiative, social responsibility
2. Workplace Increase Relationship	Encouraging collaboration, building trust, reducing conflict, promoting empathy, fostering open communication, increasing job satisfaction, encouraging feedback harmony, supporting diversity and inclusion, celebrating success, reducing stress, preventing anxiety, evading depression