Soft Skills to Guide Labor Relations in A Physical Therapy and Massage Center in Piura

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Abstract

The research was aligned with Sustainable Development Goal 8 called "Decent Work and Economic Growth", and aimed to determine how soft skills will guide labor relations in a physical therapy and massage center in Piura. An applied, quantitative, descriptive, non-experimental, transversal methodology was used. A sample population of 50 collaborators was taken. The technique used was the survey and as an instrument a questionnaire of 36 questions on a Likert scale. The results show for the independent variable, 46% of respondents always carry out their responsibilities appropriately, likewise for the dependent variable the results found were 44% of respondents always communicate effectively through the use of words. It was concluded that soft skills are important to guide labor relations within the organization, since collaborators carry out their work activities correctly by working as a team, having good communication to provide good quality care to patients and satisfying their needs.

Keywords: *Empathy, Soft Skills, Labor Relations*

INTRODUCTION

Today, soft skills have become increasingly crucial globally, creating significant challenges in the labor market. The gap between the demand and supply of these skills is one of the main problems we faced, as many organizations found themselves in the difficult situation of not finding candidates with the necessary skills. By investing in soft skills development, we were not only better prepared to be able to meet the challenges of today's labor market, but we also laid the foundation for a more inclusive, collaborative, and adaptable future of work (Lyu & Liu, 2021). In Portugal, (Magano et al., 2020), they asserted that entrepreneurs in America who have just finished university lack the soft skills necessary for certain jobs, so it was crucial for the advancement of all countries and the well-being of their inhabitants. However, the author stressed that soft skills not only increase employability, but also improve job performance. Employers were looking for reliable, creative candidates with effective communication skills, initiative, discipline, and a positive attitude.

In Peru, (Rosario et al., 2021) indicated that The shortage of soft skills in workers was a persistent problem that affects various sectors, being especially notable in the health sector. The insufficient supply of skilled workers was one of the main causes of staff not fully developing these skills. This lack could have had a negative impact on the excellence of the services provided and on the satisfaction of both the patient and the staff themselves. Thus, in Peru, it was expected that professionals would show effective communication skills and have cultivated interpersonal competencies, since these skills were required not only by the workplace, but also by society in general.

That is why, in the therapy center, a significant lack in soft skills was identified among the staff. Despite having professionals highly trained in technical skills, the lack of empathetic attitudes, teamwork skills and communication skills negatively affected the overall functioning of the center and the quality of the service offered. The evidence collected showed that having the right staff in terms of technical skills did not always guarantee success if there is no adequate disposition. This deficiency was reflected in the inability of the staff to collaborate effectively in customer service and resolve conflicts in a constructive manner, which impacted

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customer satisfaction and the image of the center causing a tense and uncooperative work environment, which in turn negatively impacted the overall productivity of the institution.

Thus, the underlying topic was identified: How can soft skills guide labor relations in a physical therapy and massage center in Piura? In relation to the aforementioned problem, it is important to highlight that the research conducted is justified from a social standpoint, the aim of the results was to generate a relevant panorama that gives importance to labor managers and business owners to strengthen decisions to improve soft skills and labor relations. Likewise, the practical justification sought to benefit the area heads and/or leaders who worked with people so that in practice they take into account how relevant it was to develop soft skills in the work staff. As for the theoretical justification, it was intended to explain the results based on authors and complete theories, which was a contribution to the scientific literature. Finally, the methodological justification was provided with valid and reliable instruments that, together with the statistical analysis, reached objective conclusions (Hadi et al., 2023). The general objective of the research was the following: To determine how soft skills will guide labor relations in a physical therapy and massage center in Piura, while the specific objectives are: a) To identify the teamwork of employees in a physical therapy and massage center in Piura, b) To describe the leadership of employees in a physical therapy and massage center in Piura, c) To diagnose the empathy of employees in a physical therapy and massage center in Piura, d) To examine the conflict management of employees in a physical therapy and massage center in Piura, e) To analyze the communication of employees in a physical therapy and massage center in Piura, f) To determine the work environment of employees in a physical therapy and massage center in Piura.

LITERATURE REVIEW

Within the theoretical framework of the independent variable according to Muñoz and Huacón (2021), he states that non-cognitive skills were fundamental for an individual to learn and perform successfully in the workplace. Also known as "knowing how to be", these skills defined what a person should be like and what competencies they need to carry out their tasks and relate effectively to their work environment. While for Sordo (2022), soft skills were indispensable for our growth as individuals and members of society. These skills not only involve the ability to express our feelings patiently, but also empathetically. In the work environment, soft skills were crucial to establish relationships of trust by promoting teamwork towards common goals.

In other words, Arroyo (2023), soft or transversal skills were essential in the labor market, although they are not always reflected in resumes. Nowadays, being attractive as a professional depends not only on experience, but also on these interpersonal skills. They became a crucial factor when evaluating staff, sometimes even more important than having an extensive resume or multiple degrees. For this reason, universities are incorporating workshops that strengthen these skills, recognizing their importance beyond academics. It is no longer enough to have a degree; Individuals are now valued for providing additional value through their soft skills. As for the author López (2022), soft skills were essential elements and a set of competencies that improved performance in the workplace. He generally stressed that professionals must be well prepared not only to fulfill the specific tasks of their roles, but also to develop interpersonal skills that allow them to interact effectively with others. These skills, along with technical skills, contributed to creating a harmonious and productive work environment. He also highlighted the importance of good communication that fosters emotional intelligence, thus promoting healthy and constructive work relationships.In relation to soft skills, three dimensions were assumed that stand out, among which are mentioned: teamwork, leadership and empathy, which are detailed below:

The first dimension Teamwork, according to Palmero, (2024) defined as the collaboration of people with the aim of improving a process. In addition, individual experiences and knowledge were leveraged to encourage a joint effort rather than individual actions, promoting a collaborative environment where each member feels committed and able to develop their responsibilities, facilitating adaptation to change through joint activities.

Second dimension Leadership, for Muriel (2021), indicated a set of management skills and abilities that a person had to possess to inspire and guide others, motivating them to act with enthusiasm towards the achievement of shared goals, in order to lead, it was about positively influencing behaviors and attitudes, promoting joint work towards collective success, however, it was a human process that required understanding, empathy, and the

ability to inspire others to reach their full potential.

Third dimension Empathy, according to Ramos (2024), mentioned how the ability to understand and share the feelings and experiences of another individual, this implied knowing how to place oneself in one's position perceiving the emotions of the other in order to understand their point of view, even if it differs from one's own. Empathy was seen far beyond just acknowledging the emotions of others; it also involves responding in an understanding and compassionate way to those emotions; In addition, it included a sensitivity and emotional connection to the experiences and needs of others, emotionally tuning into the people around us, showing genuine concern for their well-being, and offering support when needed

With respect to the dependent variable, according to Albiol (2023), labor relations referred to the interactions that occur between organizations, that is, this concept covered a wide variety of aspects, ranging from employment conditions and the terms of the labor contract to communication between the parties and conflict resolution. In a broader sense, industrial relations also included collective bargaining between workers' representatives and employers, as well as labour legislation and government policies that regulated labour relations in a given jurisdiction. While, for Herrera et al. (2021), they mentioned that labor relations represent an essential bond between a company and a worker formalized through an employment contract that defines the terms and conditions of said relationship, among the fundamental elements of these relationships are the salary, which corresponds to the economic compensation for the work performed; the length of the working day, which determines the time the employee must devote to his or her duties; and working conditions, which cover aspects such as safety, health and the work environment. In relation to Labor Relations, three dimensions were adopted, which are the following: Conflict management, communication and work environment, which will be detailed below:

First dimension Conflict management according to Ramos and Muñoz (2024), referred to the process of identifying, addressing, and resolving disputes or disagreements between individuals or groups in a constructive and effective way, this process involved the application of strategies and techniques aimed at reducing tension, promoting open communication, and facilitating the search for mutually satisfactory solutions, while in the workplace, Conflict management has been critical to maintaining a healthy and productive work environment, this is not only resolving conflicts when they arise, but also implementing preventative measures to minimize their occurrence and address the underlying causes.

With regard to the second dimension Communication, for the author Fernández (2023) señaló which is a fundamental process in which messages were exchanged, ideas and emotions were transmitted between two or more people, this exchange could be carried out in various ways through verbal language (spoken or written) or non-verbal (facial expressions and body postures). In addition, it proved to be essential in the daily life of an organization, as it contributed to building its corporate identity, maintaining its business reputation, boosting its sales and strengthening the sense of belonging among employees.

Third dimension Work environment, according to the author Olaz and Ortiz (2022), stated that it is the physical, emotional and social environment where professionals carried out their activities and work relationships, here elements such as the work environment, connections between colleagues, management, communicative interaction, regulations and personnel management strategies were addressed, as well as the perception of well-being and job satisfaction by workers. Therefore, a positive work environment could promote productivity, creativity, collaboration and emotional well-being, while a negative environment generated stress, conflict, demotivation and decreased performance.

METHODOLOGY

This study was applied, as it is aimed at solving specific problems or real-world situations; specific techniques and procedures were also used to collect, analyze, and interpret data, in order to improve processes or solve practical challenges (Arias et al., 2022). A descriptive approach was employed in this study, which focused on the collection of data and information on the characteristics, aspects, properties or dimensions of interest. This involved the classification of objects, agents, people, and institutions, as well as natural or social processes relevant to the research. The objective was to provide a detailed description of the different elements and aspects

involved, in order to better understand their functioning and impact in the specific context being studied (Ñaupas et al., 2018).

The focus of this research was quantitative, since it was characterized by the prioritization of empirical deductive logic, since it was based on collecting and analyzing numerical and statistical data to understand and explain social or natural phenomena, which is used to obtain objective and generalizable information, using tools such as questionnaires and surveys (Vásquez et al., 2023). The design of this research was non-experimental, cross-sectional, in which a series of analyses were carried out on the study variables, but without deliberately manipulating these constructs In addition, the study was cross-sectional, which was based on determining information on the prevalence of characteristics, risk factors or diseases that affect a population at a given time (Ruiz & Valenzuela, 2022).

The population was made up of 50 collaborators of the physical therapy and massage center. The sample consisted of 50 collaborators, using census sampling, since we worked with 100% of the population, choosing individuals according to their availability to participate in the study. According to Arias et al. (2022), the survey technique was used as a data collection technique, which is the study of a sample of representative subjects of groups, using standardized interrogation procedures, in order to apply quantitative and subjectivity methods of various objective aspects. In addition, the survey was used as a data collection technique, aimed at the collaborators of the therapy center. Subsequently, it was analyzed by the SPSS version 27 program, where the data obtained were uploaded and loaded using an ordinal scale. Based on this, a score was assigned to each question of the questionnaire according to the Likert scale, generating the results of the database, since they were used to examine the characteristics of the variables by breaking down the results into percentages and frequencies.

RESULT AND FINDING

Table 1. Description of teamwork of the Soft Skills variable

Teamwork	Scale of alternatives											
	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	N	%	N	%	N	%	N	%	N	%
Q1. Employees fulfill the tasks assigned in their area	20	40%	16	32%	14	28%	0	0%	0	0%	50	100%
Q2. Employees assume their responsibilities in a timely and effective manner.	12	24%	17	34%	21	42%	0	0%	0	0%	50	100%
Q3. Employees share resources and skills to carry out their activities	19	38%	18	36%	13	26%	0	0%	0	0%	50	100%
Q4. Employees share knowledge and support each other.	15	30%	22	44%	13	26%	0	0%	0	0%	50	100%
Q5. Employees comply with good treatment and mutual respect within the team.	11	22%	18	36%	21	42%	0	0%	0	0%	50	100%
Q6. Employees feel safe to express their ideas.	15	30%	13	26%	22	44%	0	0%	0	0%	50	100%

It was observed that teamwork among employees at the physical therapy and massage center was positive, reflecting an environment in which they fulfill assigned tasks and promote collaboration. However, it is important that this work is enhanced, as it will benefit from fostering trust and cooperation among team members, which would increase the overall effectiveness in the performance of tasks.

Table 2. Leadership description of the Soft Skills variable

Leadership	Scale of alternatives											
	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	N	%	N	%	N	%	N	%	N	%
Q7. Employees perform their responsibilities appropriately.	23	46%	10	20%	17	34%	0	0%	0	0%	50	100%
Q8. Employees empower others to achieve results.	14	28%	26	52%	10	20%	0	0%	0	0%	50	100%

	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	N	%	N	%	N	%	N	%	N	%
Q9. Employees clearly understand what the proposed objectives are.	12	24%	24	48%	14	28%	0	0%	0	0%	50	100%
Q10. Employees support each other and share knowledge and resources.	24	48%	14	28%	12	24%	0	0%	0	0%	50	100%
Q11. Employees positively inspire their colleagues to do a good job.	23	46%	19	38%	8	16%	0	0%	0	0%	50	100%
Q12. Employees lead others toward achieving common goals and objectives.	11	22%	25	50%	14	28%	0	0%	0	0%	50	100%

It was concluded that leadership within the therapy center was present in the exercise of the leader with his collaborators to whom responsibilities are delegated, strengthening clarity in objectives and collaborative work, to ensure that all collaborators are inspired and directed towards the achievement of common goals, thus improving the impact of leadership in the center.

Table 3. Description of empathy of the Soft Skills variable

Empathy	Scale of alternatives											
	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	N	%	N	%	N	%	N	%	N	%
Q13. Employees provide words of encouragement, comfort, and support.	10	20%	18	36%	22	44%	0	0%	0	0%	50	100%
Q14. Employees put themselves in the person's shoes and understand their situation from their perspective.	16	32%	26	52%	8	16%	0	0%	0	0%	50	100%
Q15. Employees have the ability to recognize a delicate situation that their colleagues are going through.	14	28%	20	40%	16	32%	0	0%	0	0%	50	100%
Q16. Employees help their team with tasks and procedures related to their area of work.	16	32%	21	42%	13	26%	0	0%	0	0%	50	100%
Q17. Employees recognize and understand their own emotions.	11	22%	26	52%	13	26%	0	0%	0	0%	50	100%
Q18. Employees identify and effectively manage their emotions.	15	30%	19	38%	16	32%	0	0%	0	0%	50	100%

It was concluded that empathy is a characteristic that stands out in employees, who show a high level of support and understanding towards others. However, emotional management can still be optimized, as some employees could benefit from greater emotional self-knowledge, which contributes to an even more empathetic and harmonious work environment.

Table 4. Description of conflict management of the Labour Relations variable

Conflict management	Scale of alternatives											
	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	N	%	N	%	N	%	N	%	N	%
Q19 Collaborators suggest possible solutions that they consider reasonable and feasible.	19	38%	16	32%	15	30%	0	0%	0	0%	50	100%
Q20. Contributors express their complaint clearly and specifically, providing details about what went wrong and how it affected them.	12	24%	17	34%	21	42%	0	0%	0	0%	50	100%
Q21. Employees identify and address differences to reach a mutually beneficial agreement.	19	38%	18	36%	13	26%	0	0%	0	0%	50	100%
Q22. Employees master the strategies and impact of conflict resolution on team performance.	16	32%	21	42%	13	26%	0	0%	0	0%	50	100%
Q23. Contributors constructively address differences of opinion.	10	20%	19	38%	21	42%	0	0%	0	0%	50	100%
Q24. Employees find mutually acceptable solutions and maintain positive relationships despite divergences.	15	30%	13	26%	22	44%	0	0%	0	0%	50	100%

It was noted that conflict management in the therapy centre reflects a constructive approach and the search for acceptable solutions. However, it would be useful to strengthen the ability of employees to express their concerns and complaints clearly and directly, so that beneficial agreements are reached without generating unnecessary tensions in the work environment.

Table 5. Communication description of the Labour Relations variable

Communication	Scale of alternatives											
	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	**N**	%	**N**	%	**N**	%	**N**	%	**N**	%
Q25. Employees communicate effectively through the use of words, tone of voice, gestures, facial expressions, and body posture.	22	44%	10	20%	18	36%	0	0%	0	0%	50	100%
Q26. Employees have the ability to combine both verbal and non-verbal language, which allows them to have clear and effective communication.	13	26%	27	54%	10	20%	0	0%	0	0%	50	100%
Q27. Employees use vocabulary appropriate to the audience.	12	24%	23	46%	15	30%	0	0%	0	0%	50	100%
Q28. Employees avoid misunderstandings and the understanding of the message is facilitated.	23	46%	16	32%	11	22%	0	0%	0	0%	50	100%
Q29. Contributors ask questions and ask for clarification when necessary.	23	46%	19	38%	8	16%	0	0%	0	0%	50	100%
Q30. Employees listen carefully to the interventions of their colleagues.	11	22%	25	50%	14	28%	0	0%	0	0%	50	100%

It was observed that communication within the team was effective, with adequate use of verbal and non-verbal language. However, a culture of active listening and clarifying questions should be encouraged, which will help reduce misunderstandings and consolidate communication between employees.

Table 6. Description of the work environment of the Labor Relations variable

Work environment	Scale of alternatives											
	Always (5)		Almost always (4)		Sometimes (3)		Almost never (2)		Never (1)		Total (∑)	
	N	%	**N**	%	**N**	%	**N**	%	**N**	%	**N**	%
Q31. Employees come up with new ideas.	10	20%	18	36%	22	44%	0	0%	0	0%	50	100%
Q32. Employees identify areas for improvement to perform better.	15	30%	26	52%	9	18%	0	0%	0	0%	50	100%
Q33. Employees make use of an appropriately designed environment that can improve the quality of the environment. concentration, creativity and teamwork.	13	26%	20	40%	17	34%	0	0%	0	0%	50	100%
Q34. Employees work in a place conducive to productivity and satisfaction of the customer.	16	32%	21	42%	13	26%	0	0%	0	0%	50	100%
Q35 Employees participate in activities that promote their personal growth and development, and professional.	9	18%	28	56%	13	26%	0	0%	0	0%	50	100%
Q36. Employees identify their true interests and objectives necessary to reach them.	13	26%	19	38%	18	36%	0	0%	0	0%	50	100%

It was evident that the work environment was favorable for the development of creativity and teamwork. However, activities that contribute to the personal and professional growth of employees should have been promoted, which would increase both satisfaction and productivity in the work performance environment.

DISCUSSION OF RESULTS

The general objective was to determine how soft skills will guide labor relations in a physical therapy and massage center in Piura. The results obtained for this study of the independent variable mentioned that 50% of the respondents almost always direct others towards the achievement of goals, also for the dependent variable the results found answered that 52% of the respondents almost always identify areas of improvement to perform better. According to the contributions of Arroyo (2023), Soft skills are personal and social competencies that facilitate effective interactions both in the work environment and in daily life, these skills include communication, teamwork, empathy, conflict resolution and adaptability, unlike technical skills soft skills are not easily quantifiable, but they are crucial for professional and personal success, in the same way labor relations for Herrera et al. (2021), refer to interactions between employees, employers, and co-workers

in a professional environment, since these relationships are based on open communication, mutual respect, and collaboration.

The first specific objective was to identify the teamwork of employees in a physical therapy and massage center in Piura. The results reflect in the present research that 44% of respondents almost always share knowledge and support each other. These results contrast with Gaitán (2023), who pointed out that 97% of respondents highlight the importance of knowing how to work in a team, since the need to train students in these skills is essential for their professional success, considering the current and future needs of employers. However, it is defined with the contributions of Palmero (2024), who states that teamwork is a collaborative process in which several people combine their skills, knowledge, and efforts to achieve a common goal, therefore, this practice allows the integration of diverse perspectives, fostering creativity and innovation, in addition, by sharing responsibilities and tasks, the efficiency and quality of work is improved, as well as effective communication and innovation. mutual respect being these essential elements for the success of teamwork.

Likewise, for specific objective 2, describe the leadership of employees in a physical therapy and massage center in Piura. The results found in this research indicate that 52% of respondents almost always train others to achieve results. These results contrast with the research of Rojas (2020), who mentioned that 42% stated that a lack of leadership was found in university students since the leader does not share his or her skills with students to have good communication. In the study carried out by Muriel (2021), who defines leadership as the ability to influence, guide and motivate a group of people towards the achievement of common goals, that is why a leader inspires trust and respect, encourages participation, collaboration, and makes strategic decisions for the well-being of the team, in addition leadership implies the ability to adapt to different situations and resolve conflicts constructively.

Similarly, specific objective 3, to diagnose the empathy of employees in a physical therapy and massage center in Piura. In terms of the results obtained, 52% of those surveyed almost always put themselves in the other person's shoes and understand their situation from their perspective. In contrast to the author Lozano et al. (2022) who indicated that 2% stated that empathy is very weak, since they do not manage decision-making well in the institution. In this context to the contributions of Ramos (2024), who stated that empathy is the ability to understand and share the emotions and feelings of another person, putting oneself in their place, therefore, this ability facilitates connection and emotional support, strengthening interpersonal relationships since, through empathy, understanding and tolerance can be fostered, reducing conflicts and promoting cooperation by demonstrating that it is an essential component of emotional intelligence, which helps to respond appropriately to the needs and concerns of others.

On the other hand, specific objective 4, to examine the conflict management of employees in a physical therapy and massage center in Piura. These results show that 44% of respondents sometimes find solutions and maintain positive relationships despite divergences. These results coincide with the study by Poláková et al. (2023), who highlight that 14% of respondents mentioned that they are unfamiliar with conflict management to solve problems presented in the company. In addition, in the book by Ramos and Muñoz (2024), they point out that conflict management is the process of identifying, addressing, and resolving disagreements in a constructive manner, involving skills such as effective communication, negotiation, and mediation, with the aim of reaching a satisfactory solution for all parties involved, in such a way that proper conflict management can prevent the escalation of tensions and promote an environment of collaboration and respect. In addition, this practice improves interpersonal relationships and efficiency in teams and organizations.

Likewise, specific objective 5, to analyze the communication of employees in a physical therapy and massage center in Piura. The results found in the research indicate that 54% of respondents almost always have the ability to combine both verbal and non-verbal language, allowing them to communicate effectively. These results agree with Hancco et al. (2021), who stated that 44.1% of communication is good in the organization, since communication is very important between the leader and employees. According to the contributions of Fernández (2023), who mentioned that communication is the process by which people transmit information, ideas, and emotions through various media and channels, being fundamental for mutual understanding and the construction of effective relationships, whether in the personal or professional sphere, in this way

communication involves not only the transmission of clear messages, but also active listening, feedback and through this, conflicts can be resolved, decisions can be made and actions can be coordinated efficiently.

In addition, specific objective 6, to determine the work environment of employees in a physical therapy and massage center in Piura. As for the results found, 56% of those surveyed almost always participate in activities that promote their growth, personal and professional development. These findings agree with Morales (2023), who stated that 75% of respondents feel supported in their work areas with the company's work environment, however, employees must have an adequate environment that attracts the attention of customers. Nonetheless, Olaz and Ortiz (2022), they define that the work environment refers to the physical, social, and psychological conditions in which employees perform their work, therefore, a positive environment fosters motivation, productivity, and satisfaction of the staff, while a negative one can generate stress and conflicts, in this way factors such as open communication, Effective leadership and recognition of the work performed play crucial roles in the quality of the work environment, taking into account that an inclusive and safe work environment promotes the well-being and cohesion of the team.

CONCLUSION

The therapy center appropriately uses soft skills in labor relations by creating a positive environment. Even so, often organizations focus more on technical skills, leaving soft skills aside. This narrow focus can lead to communication problems and conflicts, which affects work performance. Teamwork is presented as a fundamental skill in today's work environment. Not only does it facilitate effective collaboration towards common goals, but it also enhances the individual development of each team member. Ultimately, teamwork is key to building a strong and resilient organizational culture. On the other hand, fostering soft skills should be an ongoing process. Companies should offer regular training in areas such as leadership, communication, and conflict resolution. In this sense, it is essential not only to improve the work environment, but also to contribute to the personal and professional growth of employees. With regard to empathy, employees emphasize that the treatment between everyone is pleasant and cordial, that is, when they feel supported and valued, workers are more likely to collaborate and solve problems together. Ultimately, empathy in the workplace helps build strong relationships and cultivate a work environment where everyone feels empowered to do their best.

In terms of conflict management, staff say that there are no problems in the work environment. This perception reflects a healthy work environment, where differences are addressed constructively and proactively. Consequently, a conflict-free work environment creates a positive cycle that benefits both employees and the organization as a whole. Similarly, it is evident that communication in labor relations has a significant impact on personnel. When employees feel informed and heard, their level of engagement and motivation tends to increase, which in turn improves overall performance. Anyway, good communication is essential to cultivate healthy working relationships. Finally, it is important to note that the work environment plays a crucial role in the performance and well-being of employees. A positive environment not only promotes collaboration and teamwork, but also contributes to staff satisfaction and motivation. That is why investing in the well-being of workers not only benefits the work environment, but also boosts the success and sustainability of the organization as a whole.

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