



**The impact of organizational harmony and psychological empowerment on employee readiness for change**  
**An analytical study of the opinions of a sample of employees in the Research and Development Department - Iraqi Ministry of Higher Education and Scientific Research**

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**Abstract:**

The study aims to test and examine the influence of both organizational harmony and psychological empowerment on supporting employee readiness for change, given the changes and challenges that organizations face and the increasing need to adopt effective strategies for rapid response. The main hypothesis suggests that alignment between employees' values and orientations, along with their sense of psychological empowerment, prepares employees to adapt and engage in change with flexibility, both psychologically and behaviorally. The study used a descriptive-analytical approach by selecting a random sample of 110 employees from the Research and Development Department out of a total of 153, through an electronic questionnaire, and applied various statistical methods using the SPSS v.27 program. The results indicated a significant relationship between organizational harmony and psychological empowerment with employees' readiness for change. It also found that psychological empowerment enhances this relationship. Furthermore, the variables such as organizational harmony, psychological empowerment, and employee readiness for change all scored at a moderate level based on the responses of the participants. This is due to several reasons related to employees, including unfriendly workplace relationships, unfair reward systems, and insufficient support for employees. The study recommends that the organization adopt policies to improve the work environment and support employees' psychological well-being, thereby increasing adaptability and flexibility toward change.

**Keywords:** *Organizational harmony, psychological empowerment, employee readiness for change, research and development department.*



## تأثير الانسجام التنظيمي والتمكين النفسي في جاهزية الموظف للتغيير: دراسة تحليلية لآراء عينة من الموظفين في دائرة البحث والتطوير - وزارة التعليم العالي والبحث العلمي العراقية

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### الملخص:

تهدف الدراسة إلى إختبار ودراسة علاقة تأثير كلٍ من الإنسجام التنظيمي والتمكين النفسي في دعم جاهزية الموظفين للتغيير، في ظل المتغيرات والتحديات التي تواجهها المنظمات وحاجتها المتزايدة إلى تبني إستراتيجيات فعالة تُعزز من خلالها سرعة الاستجابة. ويرتكز البحث على فرضية رئيسية مفادها إن التوافق بين قيم الموظفين وتوجهاتهم، بالإضافة إلى شعورهم بالتمكين النفسي، يُهيئهم نفسياً وسلوكياً لقبول التغيير والإنخراط فيه بمرونة. وقد إستندت الدراسة على المنهج الوصفي التحليلي، بأختيار عينة عشوائية قوامها (110) موظفين من دائرة البحث والتطوير من مجتمع الدراسة البالغ (153) موظفاً، وذلك من خلال إستبيان إلكتروني بإستخدام مجموعة من الأساليب الإحصائية من خلال برنامج (SPSS.v.27). وقد أظهرت النتائج وجود علاقة دالة إحصائياً بين كلٍ من الإنسجام التنظيمي والتمكين النفسي على جاهزية الموظفين للتغيير، وبيئت أيضاً بأن التمكين النفسي يُعزز هذه العلاقة. فضلاً عن إن متغيرات البحث (الإنسجام التنظيمي، والتمكين النفسي، وإستعداد الموظفين للتغيير) جاءت جميعها بمستوى متوسط وفقاً لإستجابات أفراد عينة البحث. ويعود ذلك إلى عدة أسباب تتعلق بالموظفين، بعضها يتعلق بعلاقات العمل غير الودية، والبعض الآخر ينبع من أنظمة المكافآت غير العادلة، بالإضافة إلى عدم كفاية رعاية الموظفين. وقد أوصت الدراسة بضرورة تبني المنظمة لسياسات تنظيمية تُسهم في تحسين بيئة العمل ودعم الجوانب النفسية للموظفين، مما يعزز قدرتهم على التكيّف والمرونة تجاه التغيير.

الكلمات المفتاحية: الإنسجام التنظيمي، التمكين النفسي، جاهزية الموظفين للتغيير، دائرة البحث والتطوير.

### Introduction:

Contemporary work environments are characterized by rapid and continuous transformations that require organizations to develop highly responsive



capabilities to adapt, survive, and sustain their operations. Central to this adaptability is employee readiness for change, as human resources constitute the fundamental driver of any successful organizational transformation. The more positive employees' perceptions are, the higher their level of commitment and readiness to embrace change. Previous studies support this notion; for instance, Wulandari et al. (2020) highlighted that support and participation positively influence readiness for change, while Roemer and Medvedev (2021) emphasized the role of mindfulness in managing employees' well-being and stress levels during transitional periods.

Within this context, organizational harmony emerges as a critical factor, reflecting the alignment between organizational goals and values on one hand, and employees' beliefs and orientations on the other. Such harmony strengthens belonging, enhances performance, and prepares employees both psychologically and behaviorally to interact effectively during change initiatives. Chin (2013) demonstrated that organizational harmony fosters ethical leadership and voice behavior, while Ozoekwe (2021) linked it to cooperation, satisfaction, teamwork, and emotional intelligence. These findings suggest that harmony not only enhances emotional commitment but also facilitates adaptation and compliance with organizational change.

Equally important is psychological empowerment, which serves as a powerful mechanism for strengthening employees' sense of control, influence, and self-determination in the workplace. Muzaki and Anggraeni (2020) confirmed that psychological empowerment enables employees to overcome resistance to change, while Rania et al. (2021) demonstrated its significant impact on employee performance through enhanced efficiency



and autonomy. Empowered employees are more capable of contributing to organizational development and sustaining transformational efforts.

Despite the growing recognition of these variables, there remains a research gap in understanding how organizational harmony and psychological empowerment jointly influence employees' readiness for change, particularly in contexts characterized by structural and cultural challenges such as those faced by Iraqi organizations. Addressing this gap is essential for providing decision-makers with scientific insights and evidence-based strategies to design and implement effective administrative practices that facilitate organizational change.

#### **First - the research problem:**

Many Organizations today encounter increasing challenges that hinder their ability to effectively manage change. Addressing these challenges requires the presence of a harmonious organizational environment and the psychological empowerment of employees, both of which are essential to raising their readiness to adapt to change. Current indicators, however, point to deficiencies in this regard within the studied department, as observed by the researcher in his role as an employee.

This situation raises an important question regarding the nature of the relationship between organizational harmony, psychological empowerment, and employee readiness for change. The issue becomes particularly critical in government work environments, where the need for continuous change is justified by administrative and structural pressures. Moreover, applied studies in the Iraqi context remain limited, especially those that investigate these variables in combination, despite the decisive role that organizational



harmony and psychological empowerment play in enhancing readiness for change.

- What is the level of organizational harmony in the R&D department?
- What is the level of psychological empowerment in the R&D department?
- What is the level of employee readiness for change?
- What is the impact of organizational harmony on employee readiness for change?
- What is the impact of psychological empowerment on employee readiness for change?
- What is the nature of the interactive relationship between organizational harmony and psychological empowerment in enhancing employee readiness for change?

**Second: The importance of the research:**

- 1- An attempt to link the research variables (organizational harmony, psychological empowerment, employee readiness for change) in a way that contributes to achieving positive results that serve the research and development department environment.
- 2- Providing indicators to decision makers and managers on how to build a suitable and harmonious environment.
- 3- Enhancing employees' psychological empowerment to increase their readiness for change.
- 4- Reducing employee resistance to change and accepting it for the success of development programs in the R&D department.

**Third: Research objectives:**

- 1- Measuring and diagnosing the level of organizational harmony and psychological empowerment among R&D department employees.



- 2- Testing the impact of organizational harmony on employee readiness for change among employees in the Research and Development Department.
- 3- Testing the impact of psychological empowerment on employee readiness for change among employees in the Research and Development Department.
- 4- To identify the combined effect of organizational harmony and psychological empowerment on employee readiness for change.

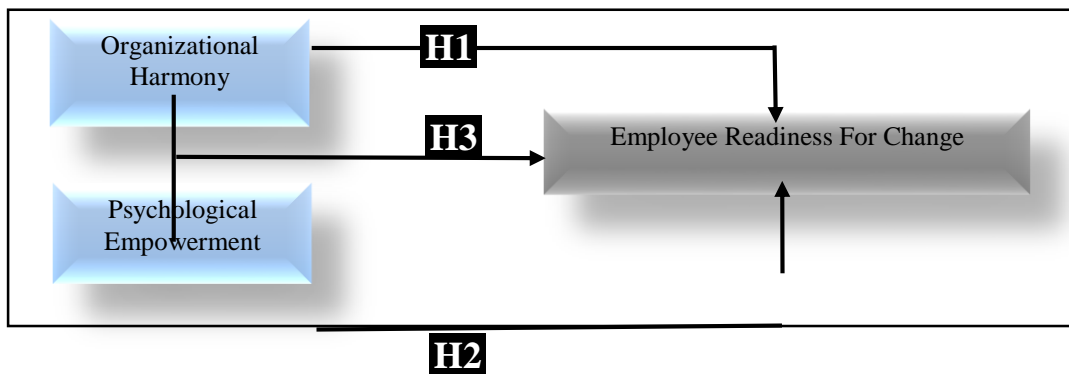
**Fourth - Research hypotheses:**

The research hypotheses are represented by three hypotheses on which the research is based to determine the influential relationship between the variables:

H1 = There is a significant relationship between organizational harmony and employee readiness for change and its dimensions among R&D department employees.

H2 There is a significant relationship between psychological empowerment and employee readiness for change and its dimensions among employees of the Research and Development Department.

H3 = There is an influential relationship between both organizational harmony and psychological empowerment on employee readiness for change among R&D department employees



**Figure 1: Hypothetical diagram prepared by the researcher**



### **Fifth: Research Design, Methodology, Sample, and Measurement Tools**

The current research relied on a descriptive-analytical design, as it is appropriate for the nature of the study's objectives. It seeks to diagnose the impact of both organizational harmony and psychological empowerment on employee readiness for change. The survey method was used, as it is the most appropriate for studying behavioral and organizational phenomena within the workplace. Field data were collected from the study sample and statistically analyzed. The study population was defined as employees of the Research and Development Department (153). A random sample (110) was selected based on the equation (Steven Thompson) as they represent the administrative environment in which the research variables are embodied. A suitable stratified random sample was selected to ensure a realistic representation of the original population. For the purpose of data collection, a questionnaire was used as the primary research tool. It included a set of items prepared based on scales adopted in previous studies, after being adapted to suit the Iraqi context. Organizational harmony was measured using the (Chin, 2015) scale, which consists of (number) of dimensions and items, while the (Jordan et al., 2017) scale was adopted to measure psychological empowerment, which includes (number) of items distributed over its essential dimensions. Employee readiness for change was measured using the (Roemer & Medvedev, 2021) scale, which determines the level of readiness of individuals to accept and support change. All dimensions of the variables were evaluated using the Likert scale (for example, 1 = strongly disagree, 5 = strongly agree). The tools were subjected to validity and statistical reliability tests, where the Cronbach's alpha value for the variables reached (0.79-0.88 ) to ensure their reliability and validity for analysis.



Including a group of employees with different specializations (bachelor's, higher diploma, master's, doctorate), as shown in Table (1) below, as well as a description of the random sample as shown in Table (2), which was selected in terms of gender, age, academic qualification, years of service, in addition to the number of courses in which the employee participated during his service period in the job, and There is a correlation between the proportion of men and women, indicating genetic mixing. This lends the study greater objectivity and leads to more likely results for one gender than the other .The age group of the employees was between 30 and 45 years old. The sample represents a portion of employees in their professional careers, meaning they possess skills and functional capacities that are not inferior to their professional position., as is the case with age, as employees whose ages range from 30-45 were at a rate of (66%), and employees with a master's degree were at a rate of (54%), they are also more responsive than others, while the number of The courses that employees received ranged from (1-5) and were at a rate of (60%) and were not consistent with the years of service, as most of the respondents were employees who had more than (10 years of service) and were at a rate of (62%). This shows that the courses are not sufficient and may not be in their field of work, and this falls on the shoulders and responsibility of senior management.

**Table 1: Description of the study population**

study community	Total	Study sample		percentage
Research & Development Directorate	153	Bachelor's	41	27%
		Higher Diploma	3	2%
		Master s	70	46%
		PhD	39	25%
			153	100%



Table 2: Description of the study sample

Identification Information	Classification	Total Number		Percentage	
Gender	Male	53	110	48%	100%
	Female	57		52%	
Age	Under 30	21	110	19%	100%
	30-45	72		66%	
	Over 45	17		15%	
Academic Qualifications	Bachelor's	28	110	25%	100%
	Higher Diploma	1		1%	
	Master's	59		54%	
	Doctorate	22		20%	
Years of Service	Less than 5 years	27	110	24%	100%
	5-10 years	15		14%	
	Over 10 years	68		62%	
Number of Courses	1-5 courses	66		60%	100%
	6-10 courses	12		11%	
	Over 10 courses	23		21%	
	I have not participated in any courses	9		8%	

## Sixth: The theoretical aspect of research variables

### 1- The concept of organizational harmony

Organizational harmony is considered one of the important variables that must be achieved and that most managers and leaders seek by following a set of purposeful strategies, as organizational harmony represents a continuous interaction through which balance (standards and experiences) is achieved when the desire is available to the workers and the other party, as the compatibility between the characteristics (individual and organizational) available to them enables the organization to reach suitability and achieve results after meeting the needs and desires of the workers (Pratama et al., 2022:77), as it represents a state of behavior through which the individual can control the satisfaction of his needs and create close mutual relationships, avoiding conflicts (Bestman & Orokor, 2017:176), as well as enhancing individuals' communication and dialogue and encouraging them to express



ideas and suggestions that contribute to supporting the organization's work (Zwain & Lhudanabih, 2022:6096). The importance of compatibility or harmony between individuals and departments in the organization is highlighted by the fact that it leads to positive and supportive contributions that, in turn, are reflected in growth, performance, and the work environment, as it affects the culture of individuals represented by values, customs, and traditions, and thus the results. (Taşkıran et al., 2017:138). It is an important and necessary factor that encourages employees to work and achieve happiness and a high level of performance. ((Zwain & Lhudanabih, 2022: 6096). We will discuss the dimensions of organizational harmony that were adopted based on the study (Chin, 2015: 13):

- Self-harmony: It is considered that the employee's relationship with himself is one of the important concepts in the personality theory, represented by his relationship with satisfaction and values that affect his behavior. Through this harmony, employees become more stable and prepared to protect their work environment and respect its laws. Chin, 2014:5)), and also through it, situations are dealt with better (Taufik, 2019:7), and (Chuanlei et al, 2019:16) pointed to the theory of (self-consistency) which is important in explaining the extent to which workers maintain their psychological health and focusing on the importance of coordination between the self and the experience they possess.
- Harmony with employees: Friendly relations between individuals inside and outside the organization are important in the administrative process. Employees are required to maintain their feelings, be humble and kind, and avoid any negative emotions, disagreements, and unwanted



challenges to build strong relationships among them. Chin, 2014:5), as they represent a part of that organization, harmony affects their participation in work and thus is reflected in the organization's activity (Zona et al, 2018:734).

- Harmony with the system: The harmony of the organization's management with its employees is considered a positive aspect and has benefits that are reflected in the goals of that organization and the employees' sense of belonging and their bearing of responsibility for work, to create a sound environment that makes them feel safe and stable. That is, through harmony between them, it encourages commitment and the building of good administrative systems that support their work. (Chin, 2014:331 Since they are the main engine for ensuring the continuity of work, the relationships and mutual trust that are in harmony with work improve production, achieve goals, and are considered a guarantee of employee satisfaction and loyalty. Nwinyokpugi & Okere, 2019:34).
- Harmony with the direct supervisor: - Harmony with the manager "as it relates to the employee's direct relationship with his boss" The employee's harmony with his direct supervisor is important for dialogue, discussion, understanding and bringing viewpoints closer together to reach realistic solutions to the problems facing the organization's work or proposals that improve its performance, as the existence of this dialogue between them enhances harmony, eliminates conflicts and improves performance significantly, and thus there is an opportunity for both parties to improve performance and increase participation in achieving the goal (Atemba & Okello, 2018:20).



- Harmony with other departments: The activities carried out by the organization represent the key to success. Some organizations cannot achieve their goals alone without cooperation with other organizations. They need to enter into joint relationships to support and enhance this. Therefore, harmony between these departments is very important to link the parts of the organization together and unify all the efforts of the working individuals to ensure cooperation and avoid the occurrence of conflicts within the organization (Al-Arkawazi, 2022: 141, 142). Cooperation between organizations through alliances and coordination between them provides them with the opportunity to strive to achieve goals. (Castañer & Oliveira, 2020: 967).
- Harmony with the leader: Harmony with the leader “as it expresses alignment with the senior leadership's vision and the strategic directions of the upper management” Effective leadership has an important and positive role in enhancing harmony, as organizations face many challenges that constitute an obstacle to achieving goals, as the ability to work individuals to learn and commit makes the organization excel in the future (Osad & Osas, 2013:234), meaning that employees' compliance with management decisions and directions, cooperation and discipline encourage them to improve the relationship and participate in decision-making and submit proposals, and this helps them to follow diverse and effective strategic methods to face these challenges (Nwinyokpugi & Okere, 2019:34).
- Harmony with the work team: Harmony among team members in performing the task is necessary for volatile work environments that require joint and collective work. Therefore, the more harmony and



compatibility there is between them, the greater their ability to overcome those Challenges (Stoverink et al., 2022:395). Cooperation represents harmony among team members and coherent coordination that helps them unify their efforts towards completing the task (Rico et al., 2011:59-61).

- Harmony between internal and external organizations: The harmony of organizations with each other allows them to unify their efforts in one direction, which is serving the community and building strong and effective relationships, whether internal or external. In order to enhance harmony between these organizations, it is necessary to maintain relationships and communicate continuously (Ismail et al., 2022:237). To build a supportive environment that contributes positively to enhancing and supporting employee performance and achieving commitment within the organization (Zwain & Lhudanabih, 2022:6101).

## 2- The concept of psychological empowerment

Psychological empowerment is an important concept that helps in providing the appropriate environment within the organization and enabling employees to use their abilities and talents while performing tasks. Therefore, it is a process in itself whose primary goal is to provide assistance to employees and develop their sense of ability, commitment, and independence at work (983: 2019, Meng, et al.), and thus be more productive at work. In turn, it also leads to belief in those capabilities and potentials and the extent of their impact on their work, which increases their efficiency in identifying circumstances and dealing with the challenges they face when performing their duties.85:2017 Goksoy,). Psychological empowerment makes employees feel comfortable, stable, and less affected by work, which makes



them more disciplined, in control, and in control when facing challenges and dealing with them in a manner consistent with the organization's goals. Psychological empowerment has psychological, social, and economic importance for employees inside and outside the organization, as it is important for health, well-being, participation, social influence, building relationships, and how to deal with work pressures rationally, which is reflected in the decisions taken, thus achieving success, whether at the personal or organizational level.(1767:2014 Christens, et al.)We address the dimensions of psychological empowerment that were adopted based on the study (Spreitzer, GM1995) :

- Efficiency is one of the important dimensions that precedes other dimensions, through which it gives employees a sense of control and confidence. It enhances the sharing of ideas and necessary information and thus creativity, especially when working with other team members in the organization.(410: Hahm, 2017). This makes them feel confident, valued, satisfied, and committed within the organization, making them more capable of achieving success than others. (Jordan et al. 2017:19).

- **Impact:** The power of influence stems from the belief in the ability and personal characteristics of employees, which makes them feel enthusiastic through the availability of a purposeful and supportive environment that helps them bring about change within the organization at all levels.(1237:2005, Hochwalder).

- **Meaning:** Meaning represents one of the dimensions that aim to psychologically empower, improve the individual's life, support him, and help him practice the skills he possesses in a way that serves the workers. Meaning relates to them from their feeling that they have a purpose, value,



and connection to their work. 129:2017 (Latifa). This helps employees identify goals and values, help others, and express gratitude to people who have a positive impact on their lives.

- **Independence:** Employee autonomy is often important, allowing employees to feel free and able to offer ideas and suggestions appropriate to the work. Employees need to foster creativity by increasing confidence and motivation, thus improving learning and problem-solving. (107: Zhang and Bartol, 2010). Employees' sense of independence within the organization enhances their motivation and creativity, increases productivity and performance, and consequently improves their satisfaction.

### 3- The concept of employee readiness for change

To effectively guide employees through change, the organization must understand the individuals' attitudes, beliefs, and behaviors. Accordingly, two key elements—motivation and ability—are needed to successfully implement and enhance projects as needed. Readiness for change is thus defined as employees' acceptance and desire to participate in the change process (Madwasari et al., 2021:75). It was also described it as the change in attitudes, beliefs, ideas, and behaviors of individuals that support the desired change process (Samaranayake & Takemura, 2017: 3). This underscores the importance of readiness for change, particularly by focusing on cognitive aspects and their links to employees' psychological behavioral preparedness, empowering them to drive change and envision their role. Therefore, it is considered one of the most vital factors for the organization, encompassing employees' intentions, beliefs, and attitudes, and reflecting the organization's positive stance toward change and adaptation to external



development. Here, we examine the dimensions of employees' readiness for change based on the study (Roemer & Medvedev, 2021: 8).

- Cognitive dimension: Employees having a cognitive dimension help them resist or support change through their decision as a result of responses (emotional and cognitive). Employees' lack of understanding of change leads to them feeling fear and tension and making them more prepared to resist. Tain, 2014: 54). Therefore, employees' awareness and influence play an important role in the process of making strategic decisions, as their behavior is closely linked to the decision made by their manager.

- The emotional dimension: The emotional dimension of workers represents an important factor in the cognitive field and responses to change, and arouses deep feelings in them (Rafferty et al., 2013: 114). It is more influential in mental processes (Tain, 2014: 56), as its components consist of different feelings that arise from emotional responses and beliefs that are shared through interaction between workers and are more positive at the individual level.

- Behavioral dimension: Employees' behaviors are related to attitudes and actions towards change and supporting or resisting it, as they represent the cognitive behavior of readiness for change and building attitudes. To manage change effectively, it is necessary to present supportive behavioral strategic proposals (Tappin, 2014: 58-59), because individual readiness for change is linked to their beliefs, behaviors, attitudes, and intentions, and it is not fixed but rather subject to change depending on external conditions and the changes that are to be introduced, and the probability of its success is linked to motivation and resistance (Madsen et al., 2005: 216), i.e. the .greater the motivation, the less the resistance



### **Seventh: The practical aspect of describing and diagnosing research variables and analyzing the results.**

#### 1- Description and diagnosis of the organizational harmony variable

It is noted from Table (3) below that the self-harmony dimension came at a good level, as it achieved the highest arithmetic average of (3.74) with a standard deviation of (0.514) and a coefficient of variation of (13.74) and came in first place according to the research sample responses, and this indicates that employees are more in harmony with their jobs and more committed and disciplined in work and performing the duties assigned to them by senior management, and they also work hard to enhance and develop their work environment, while the harmony with the system dimension came at an average level as it achieved the lowest arithmetic mean of (2.85) with a standard deviation of (0.914) and a coefficient of variation of (32.92) and came in eighth and last place, and this indicates the weakness of employees' harmony with the system, and this is completely contrary to what came about self-harmony with the job only, while with the system on the contrary, and it is due to many reasons, some related to unfriendly treatment and relations, and others due to the unfair reward and wage system, in addition to the weakness of interest in employees represented by providing health insurance and care for them, and the arrangement of dimensions came as follows (self-harmony, harmony with employees, harmony with the leader, harmony with other departments, Harmony with the team, harmony between organizations, harmony with the direct manager, harmony with the system) According to the sample responses in the Research and Development Department, it was found that the total organizational harmony variable was at an average level



based on the arithmetic mean, which reached a value of (3.37), a standard deviation of (0.473), and a coefficient of variation of (14.03).

**Table 3: Descriptive measures of the organizational harmony variable**

Organizational harmony	Dimensions	M	St	CV	Prio
	Self-harmony		3.74	0.514	13.74
Harmony with Employees		3.62	0.504	13.92	2
Harmony with the System		2.85	0.914	32.07	8
Harmony with the direct supervisor		3.05	0.795	26.06	7
Harmony with other departments		3.27	0.627	19.17	4
Harmony with the Leader		3.53	0.636	18.01	3
Team Harmony		3.45	0.682	19.76	5
Harmony between organizations		3.46	0.722	20.86	6
Total		3.37	0.473	14.03	

## 2- Description and diagnosis of the psychological empowerment variable

As noted in Table 4 below, the efficiency dimension achieved a good level, with an arithmetic average of 3.85, a standard deviation of 0.577, and a coefficient of variation of 14.98, ranking it first according to the research sample's responses. This indicates that employees complete their duties and assigned tasks in a timely manner. This is due to their belief in their abilities, in addition to the experience they have in practicing work that enables them to develop and innovate in it. While the independence dimension came at an average level, achieving the lowest arithmetic mean of (3.27) with a standard deviation of (0.729) and a coefficient of variation of (22.29), and came in fourth and last place. This indicates that employees' abilities were not independent in the required manner, but rather were restricted and not given the freedom and sufficient space to participate in decision-making, set priorities, and organize their work hours. The arrangement of the dimensions came as follows (competence, influence, meaning, independence) according to the responses of the sample Department. It was found that the overall



psychological empowerment variable was at a good level based on the arithmetic mean, which reached a value of 3.53, and a standard deviation of 0.549. And a coefficient of variation of 15.55.

**Table 4: Descriptive measures of the psychological empowerment variable**

Psychological Empowerment	Dimensions	M	St	CV	Prio
	Efficiency	3.85	0.577	14.98	1
	Influence	3.64	0.625	17.17	2
	Meaning	3.37	0.737	21.86	3
	Independence	3.27	0.729	22.29	4
Total		3.53	0.549	15.55	

### 3- Description and diagnosis of employee readiness for change

It is noted from Table (5) below that the emotional dimension came at an average level, as it achieved the lowest arithmetic mean of (3.31) with a standard deviation of (0.604) and a coefficient of variation of (18.24) It came in first place in terms of importance according to the responses of the research sample, and this indicates the employees' belief and emotional interaction with each other for the purpose of participating in change, while the behavioral dimension came at a good level as it achieved a higher arithmetic mean than the emotional dimension, amounting to (3.54), but the standard deviation with high dispersion amounted to (0.855) and a coefficient of variation was (24.15) and it came in third and last place in terms of importance, and this indicates that the employees are not fully prepared psychologically and also have weak motivation to contribute to the changes and make the required efforts from them, and the arrangement of the dimensions came as follows (emotional dimension, cognitive dimension, behavioral dimension) according to the responses of the sample in the Research and Development Department, it was found that the variable of employee in the readiness for overall change was at an average level based



on the arithmetic mean, which amounted to (3.34), a standard deviation of (0.589) and a coefficient of variation of (17.63).

**Table 5: Descriptive measures of the employee readiness for change variable**

Employee readiness for change	Dimensions	M	St	CV	Prio
	Cognitive dimension	3.18	0.742	23.33	2
	Emotional dimension	3.31	0.604	18.24	1
	Behavioral dimension	3.54	0.855	24.15	3
Total		3.34	0.589	17.63	

#### 4- Testing and interpreting research hypotheses

It is noted from Table (6) below that the value of (F) The calculated value of the impact of the organizational harmony variable on the employee readiness for change variable, which amounted to (44.141) and its dimensions, which amounted to (21.890, 48.224, 16.614), is greater than the tabular value of (3.080). This shows that there is an influence relationship between the organizational harmony variable and the employee readiness for change variable and its dimensions. Thus, we accept the alternative hypothesis that states (there is an influence relationship between organizational harmony and employee readiness for change and its dimensions among employees of the Research and Development Department). The value of (Adj (R<sup>2</sup>)) amounted to (0.284) for the organizational harmony variable with the employee readiness for change variable. It shows that the organizational harmony variable and its dimensions explain (28%) of the variables that affect the employee readiness for change variable, and the rest is due to other variables. The value of (t) calculated for the impact of the organizational harmony variable on the employee readiness for change amounted to (6.644). As for the dimensions, it amounted to (0.284). The values are (4.679, 6.944, 4.076) respectively, which is greater than the table value of (1.982). It also indicates



the value of the slope ( $\beta$ ) for the effect of the organizational harmony variable on the employee's readiness for change variable and its dimensions (0.539), meaning that an increase of one unit leads to an increase in the employee's readiness for change variable by 54%. Research and Development. Note that (a) represents an independent constant value, while the value of ( $\beta$ ) is a standard operator.

**Table 6: The effect of the organizational harmony variable on the employee's readiness for change variable and its dimensions**

Organizational harmony	Dimensions of Employee readiness for change		(R)	(R2)	Adj (R2)	(F)	(t)	Sig
	Cognitive dimension	(a)	1,010	0.411	0.169	0.161	21,890	4,679
( $\beta$ )		0.411						
Emotional dimension	(a)	0.925	0.556	0.309	0.302	48,224	6,944	0.000
	( $\beta$ )	0.556						
Behavioral dimension	(a)	1.325	0.365	0.133	0.125	16,614	4,076	0.000
	( $\beta$ )	0.365						
Employee readiness for change	(a)	1.087	0.539	0.290	0.284	44,141	6.644	0.000
	( $\beta$ )	0.539						
N=110 t=1.982 F=3.080								

It is noted from Table (7) below that the value of (F) The calculated value of the effect of the psychological empowerment variable on the employee readiness for change variable, which amounted to (22.659) and its dimensions, which amounted to (10.525, 8.825, 21.640), is greater than the tabular value of (3.080). This shows that there is an influence relationship between the psychological empowerment variable and the employee readiness for change variable and its dimensions. Thus, we accept the alternative hypothesis that states (there is an influence relationship between psychological empowerment and employee readiness for change and its dimensions among the employees of the Research and Development Department). The value of (Adj (R2)) amounted to (0.166) for the



psychological empowerment variable with the employee readiness for change variable. It shows that the psychological empowerment variable and its dimensions explain (16%) of the variables that affect the employee readiness for change variable, and the rest is due to other variables. While the calculated value of (t) for the effect of the psychological empowerment variable on the employee readiness for change amounted to (5.255), while for the dimensions, they amounted to (3.244, 2.971, 4.652076) which is greater than the table value of (1.982) and also indicates the value of the slope ( $\beta$ ) of the effect of the psychological empowerment variable on the employee's readiness for change variable and its dimensions (0.416), meaning that an increase of one unit leads to an increase in the employee's readiness for change variable by (41%). Note that (a) represents an independent constant value, while the value of ( $\beta$ ) is a standard operator

**Table 7: The effect of the psychological empowerment variable on the employee's readiness for change variable and its dimensions**

Psychological Empowerment	Dimensions of Employee readiness for change		(R)	(R2)	Adj (R2)	(F)	(t)	Sig
	Cognitive dimension	(a)	1.756	0.298	0.089	0.080	10.525	3.244
( $\beta$ )		0.298						
Emotional dimension	(a)	2.248	0.275	0.076	0.067	8.825	2.971	0.000
	( $\beta$ )	0.275						
Behavioral dimension	(a)	1.298	0.409	0.167	0.159	21,640	4.652	0.000
	( $\beta$ )	0.409						
Employee readiness for change	(a)	1.767	0.416	0.173	0.166	22,659	5.255	0.000
	( $\beta$ )	0.416						

N=110 t=1.982 F=3.080

Note from Table (8) below that the value of (F), the calculated value of the two variables, organizational harmony and psychological empowerment, in the employee readiness for change variable, which amounted to (29.134), is greater than the table value of (3.080). This shows that there is an influence



relationship between the variables, and thus the alternative hypothesis is accepted, which states (there is an influence relationship between both organizational harmony and psychological empowerment in the employee readiness for change among the employees of the Research and Development Department), while the value of (Adj (R<sup>2</sup>)) amounted to (0.340), which means that organizational harmony and psychological empowerment and their dimensions explain (34%) of the variables that affect the employee readiness for change variable, and the rest is due to other variables. Also, the calculated value of (t) amounting to (4.325) is greater than the table value of (1.982), which indicates that the marginal slope ( $\beta$ ) amounting to (0.357), meaning that an increase of one unit in both of the above variables leads to an increase in the employee readiness for change variable by (35%).

**Table 8: The effect of the variables of organizational harmony and psychological empowerment on the variable of employee readiness for change**

Employee readiness for change	Independent Variables		(R)	(R <sup>2</sup> )	Adj (R <sup>2</sup> )	(F)	(t)	Sig
	Organizational harmony and psychological empowerment	(a)	0.453	0.594	0.353	0.340	29,134	4.325
( $\beta$ )		0.357						
N=110 t=1.982 F=3.080								

### **Eighth: Conclusions and recommendations:**

The researcher reached a set of conclusions, in light of which a set of recommendations was made, as follows:

#### **- Conclusions:**

- 1- Self-consistency was found to be at a good level and ranked first according to the responses of the research sample. This result indicates that employees demonstrate strong alignment with their jobs, higher levels of commitment and discipline, and a greater willingness to fulfill the tasks



assigned by senior management. Moreover, they actively contribute to enhancing and developing their work environment.

- 2- Harmony with the system was found to be at an average level and ranked last (eighth place). This reflects employees' weak alignment with organizational systems, in contrast to their relatively high self-harmony with their jobs. The decline in system-related harmony can be attributed to several factors, including unfriendly interpersonal relations, perceived inequities in the reward and compensation system, and limited organizational attention to employee well-being, such as insufficient health insurance and care. The overall ranking of harmony dimensions was as follows: self-harmony, harmony with colleagues, harmony with leaders, harmony with other departments, team harmony, inter-organizational harmony, harmony with the direct manager, and harmony with the system.
- 3- Competence ranked first and was assessed at a good level, reflecting employees' ability to complete their assigned tasks promptly and effectively. This is largely due to their confidence in their capabilities and the experience they have accumulated, which enables them to perform, develop, and innovate in their work.
- 4- Independence was found to be at an average level and ranked last among empowerment dimensions. This suggests that employees' autonomy is limited, as they are not sufficiently granted freedom to participate in decision-making, set priorities, or manage their work schedules. The order of empowerment dimensions was as follows: competence, influence, meaning, and independence.
- 5- The emotional dimension of readiness for change was assessed at a moderate level and ranked first in importance. This indicates that



employees exhibit emotional awareness and mutual interaction that encourages participation in the change process.

- 6- The behavioral dimension was assessed at a good level but ranked last among readiness dimensions. This shows that employees are not yet fully psychologically prepared for change, and their motivation to contribute to transformation efforts remains relatively weak. The order of readiness dimensions was as follows: emotional, cognitive, and behavioral.
- 7- Overall, the study revealed that the three main research variables—organizational harmony, psychological empowerment, and employee readiness for change—were all assessed at moderate levels. Furthermore, organizational harmony and psychological empowerment were found to have a significant influence on employee readiness for change and its respective dimensions.

**- Recommendations:**

- 1- Personal and physical capabilities are enhanced through continuous training programs, thanks to the efforts of Managers and distinguished employees, including those who consolidate their job compatibility.
- 2- Improving the Overall performance of the organization by reconsidering the system through consideration of integration and reward systems, including corporate transparency, and working to spread a culture based on positive organizational and humanitarian structures, in addition to providing health and healthcare services.
- 3- Care for everyone by organizing workshops and training courses to develop employees' capabilities and self-confidence, encouraging them to plan new proposals and adopt development initiatives.



- 4- Employees prefer a broad scope of autonomy through increased participation in innovation processes, effective engagement, organizing their work schedules, and adopting participatory management, including increased psychological and functional empowerment.
- 5- Enhancing emotional readiness for change by instilling values of cooperation among employees, along with leadership based on empathy, transparency, and psychological support through change.
- 6- Addressing gaps in behavioral readiness for change by clearly communicating the objectives and benefits of new processes, linking this to incentive systems that motivate employees to manage change, while providing psychological support and mentoring programs to help reduce associated anxiety.
- 7- Integrating organizational aspects and key psychological empowerment through the development of goal-oriented and structured leadership programs with indicators of influence. Additionally, conducting regular assessments of employees' readiness for change and implementing necessary corrective measures.

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