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Organizational identification and impact on supporting workers towards digital transformation: The interactive role of grumbling in the workplace

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Abstract---The purpose of the study is to diagnose the causes of the weakness of the digital transformation of workers and to analyze a research model that includes Organizational Identification, which is an independent variable, and its dimensions are (feeling connected to the objectives of the organization, the desire to be similar to the values of the organization, the feeling of workers caring at work With the dependent variable of supporting workers towards digital transformation, its seven dimensions are (independence, ability, relationship, performance, well-being, attitude, intention to support digital transformation), with the interactive variable of grumbling in the workplace. The researcher chose a sample of the workers in the education of Najaf Ashraf because of the significant and influential role played by this directorate in the movement of education in the province and the country. The model, consisting of three main variables, was formulated to achieve the study's goal, and three main hypotheses of impact were devised. The researcher used the questionnaire as a critical tool to obtain data related to the research sample. Suppose the study community reached 852 workers, the questionnaires were distributed (265) in the study sample and received (240) questionnaires that can be statistically analyzed. In contrast, the questionnaires that are not recovered and are not valid for statistical analysis are (15) questionnaires. After evaluating and testing the credibility and stability of the study measurement tools, hypotheses were analyzed and tested through appropriate statistical

instruments through the Statistical Analysis Program (SMART PLS) and the Program (SPSS V.26). The results showed the validity of the research hypotheses and based on which several conclusions and recommendations were formulated, which recommend the need for the Directorate of Education in Najaf province to be interested in practicing Organizational Identification does not contribute to supporting workers for digital transformation by providing care in the directorate meets the aspirations of workers, which is to reduce the behaviors of grumbling for employees.

Keywords---organizational identification, grumbling in workplace, support workers, digital transformation.

Introduction

In recent years we have witnessed a rapid and continuous digital transformation in organizations, especially service organizations, which we understand as a phenomenon of new technologies that cause significant changes in a variety of aspects of work, including changes in how workers carry out tasks and processes, as well as changes in their social relationships within the organization, and thus their overall experience in the workplace (Meske & Junglas, 2021:1). The ability of organizations to remain competitive during times of digital transformation is largely due to the ability of their staff to update previous skills and acquire new skills, so organizations are looking for highly skilled individuals who can accomplish tasks and adapt secretly to the changing environment, which means that workers need excellent technical preparation and skills to cope with changes to implement the appropriate digital transformation process. Prezioso et al., 2020:2. If workers are ready for the digital transformation process and are willing to participate only then the technologies proposed by management for the digital workplace will be accepted, and the digital transformation will be considered successful (Nicolas-Agustín et al. 2021:3) when digital innovations become increasingly essential to the organization's survival and success in the digital world. Many organizations have begun to engage in digital transformation. They adapt their work to digital transformation, which is known as a widespread process of change that affects workers at all levels, fundamentally reshapes business requirements and work procedures, and forces workers to rethink their past methods of work, so motivating workers and their behavior in times of digital transformation and their willingness to adapt to and effectively support digital change will be key to the effectiveness of digital transformation. Kensbock & Stöckmann, 2021:2). Wiesenfeld et al. (2001:215) said that Organizational Identification supports workers toward digital transformation in organizational contexts. Kassing, 2000:4, said that Organizational Identification guides employee behavior by influencing problems and alternatives that appear to be more prominent for organizational success. Mukherjee et al., 2012:527) believe that Organizational Identification facilitates coordination in supporting workers for digital transformation by enhancing the close expectations between members and organizations. 2014:2) (Organizations need many strategies to discuss change initiatives with workers, including digital transformation. In the workplace. The researcher put a key question of the study to the problem that what are the

reasons for the decline of the digital transformation of workers with the presence of Organizational Identification and the interactive role of grumbling in the workplace and the researcher put a number of the sub-questions following:

1. What is the level of Organizational Identification in supporting workers for digital transformation?
2. Does grumbling in the workplace as an interactive variable soften the relationship between Organizational Identification and workers' support for digital transformation positively or negatively?
3. What is the impact of a sense of association with the organization's objectives in supporting workers for digital transformation?
4. Does a sense of symmetry with the organization's values affect workers' support for digital transformation?
5. How much impact does the sense of care in the organization have on supporting workers for digital transformation?
6. To diagnose the level of impact of grumbling in the workplace in reducing the level of support of workers towards a digital shift in the study sample by influencing the relationship between Organizational Identification and employee support towards digital transformation?

For the current study, it is essential to appear through the cognitive and applied aspect of my agencies. The importance of cognitive research includes:

- A. The scarcity of studies that deal with the variables and dimensions of the current research, and according to the knowledge of the researcher, there is no Arab study that includes a model of the current study which includes the interactive role of grumbling in the workplace between Organizational Identification and support for workers for digital transformation.
- B. The importance of the current study shows not its shares in the knowledge aspect by presenting the ideas of several researchers regarding the variables of grumbling in the workplace and Organizational Identification and supporting workers for digital transformation in a comprehensive way.
- C. Testing metrics used in global workplace grumbling environments, Organizational Identification, and worker support for digital transformation, from which they have been applied in local environments.
- D. The current study can be used to develop the Directorate General of Education of Najaf.
- E. T- Researchers can benefit from future proposals for the current study in some studies specializing in this aspect.

The theoretical background

Organizational Identification Concept

Organizational Identification is a key concept that helps understand, explain and predict business-related attitudes and behaviors in organizations. Pratt (1998:175) believes that Organizational Identification occurs when an individual's beliefs about his organization and the elements determined by self-reference become integrated into their concept. Khorshid & Mehdiabadi, 2020:5, said Organizational Identification is essential to organizational cohesion and success.

It is linked to various attitudes and business behaviors that generate many positive results for the organization and its members. Hasan & Hussain (2015:611) indicate that the term symmetry contains common materials or fundamental symmetry, and this occurs when there is coexistence in the organizational context between two entities that share common ideas. Lee, 2013:1049, referred to the similarity of the organization as a process that occurs through a match between the identity of the individual and the organization. Yildiz (2013:265) defines Organizational Identification as directing members to accept regulatory decision statements and act under regulatory functions. The symmetry determines workers' identity, makes them aware of the objectives of regulation and areas of similarity in their values, and constitutes organizations' objectives. Symmetry is an unstable and emerging process of existence that considers real-time attempts to align the concept of self with organizational identity (Solomon, 2015:2). Bamber & Iyer, 2002:3) described Organizational Identification as a form of psychological association that occurs when individuals adopt the organization's specific characteristics as themselves. Ghannam, Taamneh, 2017:1028) believes that Organizational Identification is a process in which the individual is convinced internally and externally of the values and objectives of the organization and integrates their desires and objectives with those of his organization.

The dimensions of Organizational Identification

The use of (Ho-Tang & Mei-Ju, (2015:542) three dimensions of Organizational Identification are (feeling connected to the organization's objectives, feeling similar to the organization's values, and feeling of care in the organization) which the researcher used as a measure of Organizational Identification that corresponds to his study and below an explanation of these dimensions

Sense of Connection to Organization's Goals

Regulatory objectives can be defined as desirable regulatory outcomes that can guide work and assess organizational performance. Regulatory objectives are directly linked to an individual, collective and corporate objectives and are dynamic and change over time in response to internal and external factors (De Massis et al., 2015:3). Organizational objectives are the strategic objectives set by the regulatory department to obtain the desired outputs and enhance employee efforts. Corporate objectives lead to increased productivity and profitability, meeting customer demands; promoting community well-being; successfully implementing all tasks and activities; improving training and development programs; improving staff significance. Promoting the well-being and good intentions of organizations; using modern, scientific and innovative methods in carrying out job duties.

Sense of Identification with Organizations' Values

Values are a critical element of organizational culture and affect individual and corporate performance. For example, values have been associated with job satisfaction, organizational commitment, employee turnover, confidence, willingness to change, and performance (Posner, 2010:535). In addition, values

are fundamental beliefs and assumptions that guide individual behavior and judgments across positions. In this context, Zani & Cicognani (2012) indicate that Organizational values are beliefs and ideas about the types of goals that members of the organization should pursue and ideas about appropriate standards of conduct that members must adopt to achieve these goals. Therefore, regulatory values are one of the critical indicators that organizational culture must take into account.

Sense of Organization Care

When staff is respected and cared for by their supervisors, they will be more confident that they are part of the organization (Ho-Tang & Mei-Ju, 2015:542). Every level of the organization's work does not guarantee flexibility, motivation, and creativity for long-term survival and prosperity (Kawamura, 2013:104). Organizational care is similar to aspects of the administrative support task, which refers to "the global beliefs of staff regarding the organization's appreciation of staff and concern for their well-being" (Eisenberger et al., 1986:51)

Third: Supporting workers toward digital transformation

Technology research scientist George Westerman has shown that working people are at the heart of digital transformation and are the ones who make organizations work (Westerman, 2016:3), Helping workers transform digitally, training them, and engaging them in the vision of digital transformation them into transformative and innovative allies 2: Henriette et al., 2016. Workers are among the essential elements of the digital work environment, followed by technology, as well as a competent management team capable of coordinating people and technology together Bakar et al., 2018:93) (digital transformation has been successful in organizations that have focused on changing the mentality of their members as well as culture and organizational processes towards the use of digital tools (Meske & Junglas, 2020:1-2). Support for digital transformation has become a significant theme for organizations worldwide (Zaki & Abdelaa, 2018:1). Supporting digital transformation is a modern academic concept. It refers to a process of profound structural change that integrates multiple technologies to improve the organization by making significant changes in its characteristics through sets of information, computing, communications, and communication technologies (Trenerry et al., 2021:3). Sachdev et al. (2021: 537) defined workers' support for digital transformation as a business model linked to technological changes in all aspects of human life. It was described as the ability to convert existing products or services into digital variables and thus provide advantages over tangible products. Brennen & Kreiss 2016:566 defined workers' support for digital transformation as networking between individuals and digital tools and the convergence of real and virtual worlds enabled by technology. Attaran et al. (2019:3) define the digital transformation of employees as all digital tools in the organization that allow employees to perform their jobs, including the Internet, communication tools, e-mail, CRM, enterprise resource planning, and the personnel system.

Keeping workers' support for a digital transformation away

Workers' support for digital transformation includes a set of dimensions and standards developed by researchers to apply it and measure its results in organizations. A group of researchers identified the dimensions of workers' support for digital transformation in their research and differed in the number of these dimensions. We will present the dimensions agreed upon by most researchers, including (Meske & Junglas, 2020:8).

1. Independence refers to the degree to which employees think about important decisions in their work, such as the timing and methods of their tasks (Parker et al., 2001:212). Independence is defined as the extent to which the job provides employees with freedom and independence regarding their work schedules and procedures. Job autonomy is essential for proactive work behavior (proactive idea implementation and problem-solving), innovative work behaviors, job satisfaction, and job participation (Littman et al., 2013:4). Independence is defined as the amount of freedom, appreciation, and reliance on workers to schedule their work tasks and determine when they are implemented (Cijan et al., 2019:7). In the digital age, the degree of autonomy of workers is technically unlimited, and collaboration in the digital age occurs across geographical, functional, and hierarchical boundaries while creating interactive content using social media (Murawski & Bick, 2017:1). That gets the business environment based on different digital tools and components.
2. Estimated: The ability refers to individuals' beliefs about performing a particular task at a high level and is an essential factor in individual performance and development, motivating workers with high levels of ability towards professional duties because they are aware of their ability to immerse themselves in organizational positions (Ahmed et al., 2020:3). Emotionally capable employees use behaviors that allow them to gather better information or make better decisions about their activities, leading to better integration with their peers and better job performance (Kim et al., 2009:984). The ability to perform a task or function is the right knowledge and position. Knowledge, skills, and attitudes are components that a person needs and uses in a profession that can be observed and measured and form the basis of efficiency-based standards (Bound & Lin, 2013:3). The ability to perform work based on skills and knowledge supported affirmative action behavior. Wahyudi (2018:211) indicates the ability to adopt new technology for analysis, selection, and critical evaluation of digital information to investigate and resolve work-related problems and develop a cooperative knowledge body while engaging in regulatory practices within a specific regulatory context (Murawski & Bick, 2017:3).
3. The relationship between co-workers focuses the theory of attachment on the evolutionary need of individuals to be close to others, stressing that close relationships with significant others play a central role at all stages of individuals' lives. (2013:2). The term social relations in the workplace focuses primarily on employees' feelings, attitudes, and perceptions (positive or negative) towards workplace colleagues (supervisors, subordinates, and peers) with whom they work (Madsen et al., 2005:217). Relationships may be the most important source of satisfaction with life and well-being. The

quality of our relationships at work affects our ability to thrive personally and is likely to enhance our sense of achievement (Roffey,2016:2).

Refers to an individual's desire to feel connected with others, belong to a group that shares the same values, and maintain good social relationships. Thus, workers' relationships include all communication or social exchange questionnaires within the organization. Social relationships in digital work environments have an important impact on an individual's performance. When people in good relationships have good relationships, they share more information and knowledge. The relationship between individuals increases the individual's well-being and is positively linked to happiness. Employees also enjoy the charitable need to help others. The relationship at work shows high levels of pleasure when using new technologies in his work environment that support workers' sense of association with their peers and supervisors (Meske & Junglas, 2020:5).

4. The intention to support digital transformation in the workplace indicates an individual's desire to perform a particular behavior (Jimmieson et al., 2008:5). The intentions reflect the will of employees to play an active role in the techniques of the summit by devoting effort and time and the desire of the workers to support the process of change as effectively as possible towards the process of change and digital technologies in general. Factors affecting the situation are seen as positive and negative, and this perception formulates the behavioral intention to accept or reject the process.
5. The attitude of workers towards digital transformation: indicates the tendency of individuals not to use techniques to achieve the goals in family life and work. The attitude towards technology will positively affect the use of new technology. Technological readiness results in a motivational effect on workers through its role in optimism and innovation because optimism is linked to a positive view of technology and the belief that it provides individuals with more control, flexibility, and efficiency in Employee work, while innovation is linked to the tendency to be a technology leader and a leader of thought (Cetindamar et al., 2021:4). The belief that technology increases an individual's performance is one of the most important precedents for the attitude towards technology acceptance and use. Vial (2021:25) said digital transformation reinforces attitudes toward workers taking the lead in technology-intensive projects.
6. Well-being: Well-being is referred to as happiness or satisfaction and is shaped by individual assessments of their lives. Well-being is linked to work performance and can be examined throughout life as a whole or in specific aspects, including at work (job satisfaction, positive impact at work, and lack of work pressures (Trenerry et al., 2021:3). Therefore, studying the concept of psychological well-being is a broad concept that monitors emotional and mental conditions, level of satisfaction with work, and general satisfaction with life (Heidrich & Ryff, 2021: 85). Hannah et al. (2020:222) said psychological well-being could be the basis for employee innovation, performance, and human potential.

In this context, Fredrickson et al. (2016:7) indicate that psychological well-being refers to positive emotions in life, meaningful relationships with others, personal growth, the goal of life, and social stress-free independence. Psychological well-being is influenced by experience and basic personality. Although it is relatively stable during an individual's life,

stressful events and traumatic experiences may expose individuals to mood disorders and anxiety.

7. Performance: Performance is a multi-component concept, and at the basic level, the individual can distinguish the practical aspect of performance, i.e., behavior dissertations, from the expected result. In this regard, Meske & Junglas (2020:5) indicate that digital transformation achieves high levels of employee performance and opens the door to employment and job security (Trenerry et al., 2021:3). Furthermore, Bakar et al. (2018:95) indicate that Digital technologies greatly affect improved functionality and the exchange of institutional knowledge through the exchange of communication in the business culture and increased productivity and efficiency.

Grumbling in the workplace

The pressures of global competition have led to grumbling behavior for working individuals. Due to competitive pressures, individuals in the labor market are experiencing an unstable working life, with part-time workers, temporary jobs, and job instability facing an increase in grumbling behavior compared to full-time working people (Pouliakas & Theodossiou, 2010:1). Grumbling has become so familiar and tops the list of grievances in organizations that most managers feel that their authority has become so constrained that they have become frustrated trying to carry out their responsibilities effectively (Lancour, 1953). Grumbling is a way to emphasize that things are difficult, and the grumpy individual tends to exaggerate the difficulties by making them as big and confusing as possible. Moreover, grumbling accounts for the difficulties that the individual does not intend to change (Kainan, 1994:283). Workplace grumbling is defined as complaint behavior, consisting of negative comments or words towards other co-workers due to disagreements about work supplies, the workplace, or incorrect guidance from the supervisor. These behaviors have usually accelerated into complete tantrums through which many workshop workers felt the need to terminate their service (Harvey et al., 1978:346). Daley (2017:174) believes that grumbling is a behavior in which an employee can express dissatisfaction with the organization by leaving it.

The effects of grumbling in the workplace

Human assets are the most valuable asset for the organization, so they must be properly managed and are not an important aspect of the organization's prosperity. Employees show fun and positive attitudes when satisfied with their jobs, so high job satisfaction increases the organization's production, resulting in increased performance. Although there is no focus on grumbling, several studies have found that grumbling has significant negative consequences for the organization (Oreg, 2006:82).

1. Leaving work: Grumbling is associated with a greater structure to quit work in organizations where regulatory injustice is high. Employees facing unsatisfactory circumstances can leave the organization by resigning or decide to stay and express their concerns to correct the disturbing circumstances (Kassing & Anderson, 2014:174). Leaving work is a well-thought-out concept that scientists have explained in different ways

and is defined as the level at which an individual thinks about leaving a relationship with an organization or employer. Employees' intention to leave can be described as rational choices made at the end of any knowledge regarding the current job or organization of the two (Halawi, 2014:2).

2. Low job performance is a significant factor affecting the profitability of any organization. Performance is essential for organizations and leads to business success. Performance is also important for individuals because accomplishing tasks can be a source of satisfaction. Most studies have revealed that grumbling behavior has a very negative impact on organizational performance. More than a third of workers have deliberately reduced their work effort, refusing to do any unwritten work in their job description. Victims of this negative behavior may withdraw from any collective action committees that inspire innovation for their organization. It may cause subordinates to lose faith and confidence in themselves. Victims of grumbling behavior may feel powerless and work hard without any independence, avoiding any discretion or responsibility. In making a decision, suppose these negative behaviors and attitudes are left unchecked and unresolved by management. This will lead to a spiral of actions between supervisors and their subordinates that will undermine employee ethics, productivity, organizational performance, and competitiveness (Ramzy et al., 2018:225).
3. Low productivity is the preferred efficiency measure at the organization level and reflects resource utilization rates. Therefore, in the workplace, understanding behaviors that lead to negative productivity (Assiri, 2016:118). In this context, Van den Heuvel et al. (2010:1) indicate that negative behavior leads to reduced work productivity is grumbling behavior.
4. Decreasing regulatory commitment is a broad term that includes individual loyalty to the organization, willingness to make an effort, and continuing to work for that organization. It is defined as the individual's desire to make efforts for the organization, continue working for it, and accept its values and objectives (Grego-Planer, 2019:6). Fu, Chi-Jung & Cheng (2014:66) said that grumbling behavior contributes to reduced employee commitment, reduces their responsibilities at work, and reduces additional role duties for employees. Al-Jabari & Ghazzawi (2019:3) indicate that the role of managers in the organization has become increasingly complex in the 21st century regarding staff commitment and retention. Domestic and international. Retaining staff has become a challenge for all organizations, and employers face difficulty knowing what it takes to retain talent. In addition, the globalization of the workforce through advances in computer technology and communications has created more challenges for managers as their role in attracting talent becomes more difficult.
5. Job dissatisfaction causes grumbling harm to organizations, managers, and customers. It leads to job dissatisfaction, and the more dissatisfied the individual at work, the more likely they are to participate in grumbling behaviors (Lukosi, 2015:20). Dissatisfaction is the psychological state of the employee caused by distressing working conditions. Job dissatisfaction occurs for several reasons: workload, grumbling behavior, injustice, conflicting values, and inadequate reward. Job dissatisfaction is a loss of meaning in an individual's world. Because of stress and prolonged frustration, employees feel their physical and emotional strength is

exhausted. This fatigue will result in reduced productivity, higher cost of staff turnover, and poor significance of employees in the organization. (Jianguo & Frimpong, 2017:1116). Many scientists have revealed that dissatisfaction is closely linked to employees' negative emotions. Dissatisfactions include depression, grumbling, withdrawal, and a sense of indifference. Dissatisfaction is a negative attitude for people who work in any organization. Job dissatisfaction is measured by fundamental indicators covering working conditions, compensation, benefits, training, and development opportunities. There are poor working conditions, an overworked workload, low wages, no promotion or career development opportunities, and a lack of recognition (Thu Suong, 2020:917).

6. Frustration at work among many working people that grumbling increases frustration at work. Frustration has been defined as interfering with the ability of individuals to perform their daily duties effectively. Sources of regulatory frustration include the physical environment (whether natural or artificial), the organizational structure, the rules and procedures of the organization, and individuals inside and outside the organization (Lazar et al., 2006:4). Turan, 2015:17)) . Frustration often occurs when there is a disincentive that conflicts or stops achieving the goal. 2006:4)

Methodology and Hypotheses development

The objectives of the study

The current study questions above lead to a set of objectives:

1. Determining the level of grumbling in the workplace in the Directorate General of Education of Najaf
2. To know the level of Organizational Identification in the Directorate General of Najaf Education, which is under study.
3. Determining the percentage of support of workers towards digital transformation in the Directorate General of Education of Najaf Ashraf under study.
4. Testing and measuring the impact of workplace grumbling on the relationship between Organizational Identification and employee support for digital transformation in the research sample
5. Testing and measuring the impact of Organizational Identification in supporting workers towards digital transformation in the study sample

The hypothetical research chart

Based on studies related to the variables of Organizational Identification and support of workers towards digital transformation and in light of the current research problem and its objectives sought to achieve, the hypothetical chart of the research was formed that reflects the relationship between variables as shown as follows:

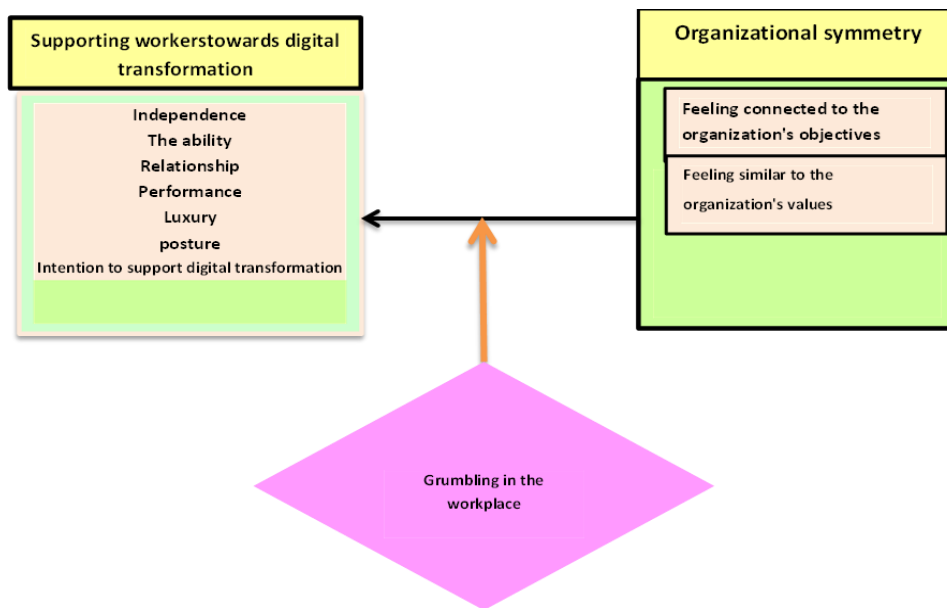


Figure (1) The hypothetical search chart
Source: A Researcher's Counter

It is clear from figure 1 that grumbling in the workplace is an interactive and one-dimensional variable, but Organizational Identification will be measured in three dimensions. These dimensions are feeling connected to the organization's objectives, similar to organizational values, and feeling of care in the organization as an independent variable. In contrast, workers' support for digital transformation will be measured in seven dimensions: independence, ability, Relationship, performance, attitude, well-being, and intention to support digital transformation. This variable is described as a continuing variable.

Fifth: Search hypotheses

To find logical and objective answers to the questions of the research and to achieve its objectives, the hypotheses were formulated:

Impact hypotheses

The first main hypothesis: the hypothesis shows a morally significant effect between Organizational Identification and the generality of workers toward digital transformation

The second main hypothesis: this hypothesis indicated a negative and morally significant relationship to grumbling in the workplace in support of workers for digital transformation

The third main hypothesis: this hypothesis indicates that there is a counterproductive relationship to the interactive variable (grumbling in the workplace) in the relationship between Organizational Identification and support for workers toward digital transformation

Sixth: Search metrics

A five-dimensional YKRT scale was used to see the opinions of the research sample included under (I don't entirely agree, I don't agree, neutral, I agree, I agree). Three dimensions were relied upon: (feeling connected to the organization's objectives, feeling similar to the organization's values, and feeling of care in the organization) to measure Organizational Identification by adopting ho-Tang Mei-Ju standards. The variable support for workers towards digital transformation will be calculated in seven dimensions (independence, ability, performance, attitude of workers towards digital transformation, relationship with workers in the workplace, well-being, and workers' intention to support digital transformation) based on the scale (Meske & Junglas, 2021:1). The variable of grumbling in the workplace was adopted by the Laumer et al., 2014 scale.

Research sample

The current research included the 852 employees working in Najaf's most honorable education to represent society accurately and without prejudice.

Statistical methods

To test the hypotheses of the current research, several statistical methods have been used as follows:

Stability: Cronbach's Alpha method of stability of the questionnaire has been adopted.

Descriptive search statistics: Includes the middle of arithmetic, standard deviation, and contrast.

The inference statistics include:

Simple linear regression: Adopted to predict the impact of regulatory symmetry variables and workplace grumbling on the worker support variable towards digital transformation.

The results

Stability of resolution

The Cronbach's Alpha test was used to measure the stability of The Stephan, and Table 1 shows that the total stability factor for resolution was (.830). The stability of the variable (regulatory symmetry) (.860) and the stability of the variable support workers towards digital transformation (.778 while the stability of the interactive variable reached .770, and it can be said that the resolution enjoyed a high degree of reliability meets the purposes of the research as shown in the table as follows:

Table 1. Stability Coefficient

Variables	Dimensions of variables	Coding the search	Number of paragraphs	Stability of variables Cronbach's	Total stability Cronbach's
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		scale		Alpha	Alpha
OI Regulatory Symmetry	Feeling connected to the organization's objectives	SCOG	8	.860	.830
	Feeling similar to the organization's values	SIOV	5		
	Feeling cared for in the organization	SCO	6		
Support workers toward digital transformation swtdt	Independence	AT	3	.778	
	The ability	CO	3		
	Relationship	RE	3		
	Performance	ON	4		
	Luxury	WB	4		
	posture	AT	3		
	Intention to support digital transformation in the workplace	HIS	5		
Grumbling in the workplace	One-dimensional	GW	10	.770	

Source: Prepared by The Researcher based on SPSS VR.26.

Descriptive analysis of the regulatory symmetry variable

In this paragraph, a set of descriptive analysis tests will be used to describe the opinions of the members of the General Directorate of Najaf Education in the face of the variable Organizational Identification and through its dimensions adopted in the current study as follows:

Table (2) Descriptive analysis of Organizational Identification variable

#	Codec	Hypotheses	Arithmetic medium	Standard deviation	Contrast
1	SCOG1	3.00	3.065	0.942	0.887
2	SCOG2	3.00	3.552	0.574	0.329
3	SCOG3	3.00	4.381	0.610	0.372
4	SCOG4	3.00	4.552	0.943	0.889
5	SCOG5	3.00	4.223	0.809	0.654
6	SCOG6	3.00	3.513	0.856	0.732
7	SCOG7	3.00	3.421	0.616	0.379
8	SCOG8	3.00	3.736	0.854	0.729
Total after SCOG			3.805	0.961	0.923

1	SIOV1	3.00	3.894	0.872	0.760
2	SIOV2	3.00	4.039	0.807	0.651
3	SIOV3	3.00	4.157	0.784	0.614
4	SIOV4	3.00	3.763	0.964	0.929
5	SIOV5	3.00	4.297	0.653	0.426
Total after feeling similar to SIOV values			4.03	0.680	0.462

1	SCO1	3.00	4.271	0.755	0.570
2	SCO2	3.00	4.000	0.800	0.64
3	SCO3	3.00	3.807	0.851	0.724
4	SCO4	3.00	4.013	0.871	0.758
5	SCO5	3.00	3.836	0.971	0.942
6	SCO6	3.00	3.757	0.931	0.866
Total after feeling cared for in SCO			3.947	0.976	0.952

Source: SPSS V 26

The results of the analysis do not vary the variable Organizational Identification shows that there are different levels in its spread in the Directorate General of Education Najaf honorable. The sense of association with the organization's objectives is the least widespread dimension in the organization, where it achieved a mathematical average (3,805), standard deviation (0.961), and relative importance (0.761)

Descriptive analysis of the worker support variable for digital transformation

A series of tests will be used in this paragraph to describe the opinions of the members of the General Directorate of Education of Najaf Ashraftowards the variable support of workers towards the transformation of digital and through its dimensions approved in the current study as follows

Table (3) Descriptive Analysis of The Workers' Support Variable for digital

#	Codec	Hypotheses	Arithmetic medium	Standard deviation	Contrast
1	AU1	3.00	3.222	0.933	0.870
2	AU2	3.00	3.436	0.762	0.580
3	AU3	3.00	4.035	0.922	0.850
Total after AU independence			3.564	0.856	0.732

1	CO1	3.00	4.023	0.819	0.670
2	CO2	3.00	3.613	0.846	0.715
3	CO3	3.00	4.121	0.626	0.391
Total after estimated CO			3.919	0.884	0.781

1	RE1	3.00	4.022	0.756	0.571
2	RE2	3.00	3.734	0.874	0.763
3	RE3	3.00	3.834	0.884	0.781

Total after RE relationship	3.863	0.961	0.923
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1	PE1	3.00	4.218	0.778	0.605
2	PE2	3.00	4.171	0.561	0.314
3	PE3	3.00	4.271	0.765	0.585
4	PE4	3.00	3.786	0.751	0.564
Total after PE performance			4.111	0.854	0.729

1	WB1	3.00	4.123	0.819	0.670
2	WB2	3.00	3.452	0.953	0.908
3	WB3	3.00	4.265	0.932	0.868
4	WB4	3.00	3.313	0.876	0.767
Total after luxury WB			3.788	0.894	0.799

1	AT1	3.00	3.734	0.894	0.799
2	AT2	3.00	4.252	0.756	0.571
3	AT3	3.00	3.834	0.874	0.763
Total after AT position			3.94	0.914	0.835

1	SU1	3.00	4.022	0.735	0.540
2	SU2	3.00	4.232	0.682	0.465
3	SU3	3.00	3.334	0.875	0.765
5	SU4	3.00	4.167	0.642	0.412
5	SU5	3.00	3.834	0.864	0.746
Total after intention to support digital transformation in su workplace			3.917	0.925	0.855

The analysis results show that there are different levels of support for workers to shift digitally and other levels in their spread in the education of Najaf honorable. Capacity (4.111), standard deviation (0.854), and relative importance (0.822), but independence is the least overall dimension in the organization where it achieved the middle of my account (3.564) Standard deviation (0.856) and relative importance (0.712).

Descriptive analysis of the workplace grumbling changer

The results of table (4) indicated the responses of the sample members to the paragraphs (GW10 - (GW1) relating to the workplace grumbling variable and achieved this variable in the middle of my calculation (3.652) and a standard deviation) (0.852 and a variation of 0.725) (and that the computational medium of this variable is higher than the hypothetical average of (3) Therefore, the research organization must get rid of grumbling in the workplace. One of the most contributing paragraphs to this variable is GW6, which shows (look for ways to prevent the implementation of digital transformation from happening). (which achieved a mathematical average of 4,103), a standard deviation of capacity (0.735), and a varying value (0.540), indicating that this paragraph from the point of view of the individuals in the sample shows a high level of availability of this paragraph within the scope of this variable. The section (GW7), which states (that

I try to cooperate with some of my colleagues for not implementing the digital transformation), received the lowest computational average and capacity (3,401), standard deviation (0.788), and a variation of (0.620), indicating that this paragraph from the point of view of the individuals in the sample suggests a decrease in the level of this paragraph within the scope of this variable.

Table (4) Descriptive analysis of workplace grumbling variable

#	Codec	Hypotheses	Arithmetic medium	Standard deviation	Contrast
1	GW1	3.00	3.624	0.849	0.720
2	GW2	3.00	3.503	1.033	1.067
3	GW3	3.00	3.515	0.976	0.952
5	GW4	3.00	3.431	0.852	0.725
5	GW5	3.00	3.568	0.951	0.904
6	GW6	3.00	4.103	0.735	0.540
7	GW7	3.00	3.401	0.788	0.620
8	GW8	3.00	3.648	0.918	0.842
9	GW9	3.00	3.971	0.796	0.633
10	GW10	3.00	3.758	0.928	0.861
Total variable grumbling in the workplace			3.652	0.852	0.725

This includes an analysis of impact relationships

First: The main hypothesis: this hypothesis indicates a relationship of influence in the regulatory likeness in supporting workers towards digital transformation. The simple regression was used to test this hypothesis in the impact relationship test, which shows that workers' support for digital transformation is a function of Organizational Identification and that any change in Organizational Identification will enhance workers' support for digital transformation. Results have been extracted using SMART PLS as in Figure 2 and Table 5.

Table (5) Relationship of the impact of Organizational Identification in supporting workers toward digital transformation

Independent variable	Dependent variable	BETA effect factor	T . value	Selecti on factor	F . value	Significa nce level
Organizational Identification	Support workers towards digital transformation	0.737	18.920	0.54	1.189	0.000

Source: SMART PLS

According to figure 2 and table 5 of the impact relationship test results, which showed that there was an impact relationship to Organizational Identification in workers' support for digital transformation, the impact factor was 0.737, which is expelled, i.e., any increase in Organizational Identification would enhance workers' support for digital transformation and that the relationship of moral

impact based on the moral level of (0.000) is below the level of significance assumed by the researcher (0.05) The ratio of the selection factor (0.54) indicates that regulatory symmetry explains (0.54) the disparity in workers' support for digital transformation and, according to these results, accepts the hypothesis.

Second: The main hypothesis: This hypothesis indicates a negative and morally significant impact related to grumbling in the workplace in support of workers toward digital transformation. Simple regression analysis was used in the impact relationship test to test this hypothesis. This indicates that workers' support for digital transformation is a function of grumbling in the workplace and that any change in the workplace will decrease workers' support for digital transformation. The results were extracted using smart PLS, As in table (6).

Table 6 Relationship of workplace grumbling impact on employee support for digital transformation

Independent variable	Dependent variable	Impact factor B	T . value	Selection factor	F . value	Significance level
Grumbling in the workplace	Support for workers for digital transformation	-0.291	3.955	0.085	0.093	0.000

Source: SMART PLS

According to what is exposed in figure (3) and table (6) of the results of the impact relationship test, which showed that there is an impact relationship of grumbling in the workplace in support of workers for digital transformation and reached the factor of impact (-0.291) which is the opposite of any Any increase in grumbling in the workplace will reduce workers' support for digital transformation and the relationship of impact is moral based on the level of significance which reached (0.000) which is below the level of significance assumed by the researcher (0.05 This 0.08% of the selection factor indicates that workplace grumbling explains (0.08) the disparity in workers' support for digital transformation.

The third main hypothesis: this hypothesis indicated the existence of a counterproductive relationship to the interactive variable (grumbling in the workplace) in the relationship between Organizational Identification and workers' support for digital transformation and the use of the statistical program (SMART PLS) not as a result of the process of interactive analysis, as in the form below. The relationship between the impact of workplace grumbling on the relationship between Organizational Identification and workers' support for digital transformation has reached (0.215-), i.e., grumbling in the workplace affects the reduction of the relationship between Organizational Identification and workers' support for digital transformation by (0.21-) which is counterproductive and moral based on the level of significance (0.000) and through These findings accept the hypothesis, which means that grumbling in the workplace reduces the positive impact of regulatory symmetry in workers' support for digital transformation.

Conclusions and Discussion

Organizational Identification reduces the behavior of grumbling in the Directorate of Education of Najaf. Applying grumbling in the workplace as an interactive variable reduces the positive impact of Organizational Identification in supporting workers toward digital transformation. The sense of engagement with the organization's objectives as an independent dimension positively affects workers' support for digital transformation. A sense of symmetry with the organization's values as a separate dimension improves the impact of Organizational Identification in supporting workers toward digital transformation. The sense of care in the organization as an independent dimension affects workers' support for digital transformation. Employee support for digital transformation is influenced by Organizational Identification. The support of workers towards digital transformation is controlled by the grumbling behavior of some employees of the Directorate of Education of Najaf should be interested in increasing Organizational Identification practices that improve the performance of working individuals and encourage them to show off their work skills. The administration in Najaf's most honorable education should work to address the behavior of grumbling to achieve the desired goals of digital transformation. The Directorate of Education of Najaf should be dealt with fairly and without exception. Complaints and protests in Najaf education, which cause grumbling among working individuals, should be reduced, and cases of illegal acts should be prevented. To raise Najaf's good cooperation with working individuals and work in a team spirit. To encourage the senior management in the education of Najaf, good organizational relations between working individuals through the exchange of proposals and opinions contribute to TaizZ Z's commitment to work. Training courses and workshops for individuals employed by leaders in the study sample aimed at keeping pace with the digital changes in the external environment. Develop programs aimed at qualifying psychological workers to reduce grumbling and help charges overcome the obstacles they face at work.

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