



THE ROLE OF DIALOGIC LEADERSHIP PRACTICES IN ENHANCING ORGANIZATIONAL HARMONY: AN EXPLORATORY STUDY AT RAFIDAIN BANK, TIKRIT BRANCH

Firas Hussein Alwan

Department of Business Administration, College of Administration and Economics, Tikrit University, Iraq

Email: Firas_maw2005@tu.edu.iq

Abstract. The current study aims to identify the role of dialogic leadership practices in the improvement of organizational harmony at Rafidain Bank, Tikrit Branch, through a survey of the employees' opinions about the dimensions of organizational harmony (self-harmony, harmony with employees, harmony with other departments, harmony between internal and external people and harmony with leadership), as well as the level of the employees' perceptions of the presence of dialogic leadership practices (respect, listening, commenting, and expression). The objectives of the study were achieved by using descriptive-analytical approach. Data was collected using a census method with the sample being composed of all of the employees in Rafidain Bank Tikrit Branch (42) individuals. The instrument used for collecting field data from the study sample is questionnaire. The data were analyzed and processed using the statistical programs SPSS V24 and AMOS V21. Several findings emerged from the study, most importantly, that there was a strong, positive, direct and statistically significant correlation between the use of dialogic leadership practices and the organizational harmony. This suggests that the more the leaders embrace dialogic leadership practices the stronger is also the harmony of the organization; and the more the leaders embrace the harmony of the organization, the stronger is also their dialogic leadership practices. The findings also showed that the dialogic leadership practices had a significant impact on organizational harmony, with respect showing the highest impact on organizational harmony. This confirms that organizational leaders regard employees as highly valuable, take their opinions into consideration, and respect their decisions. As an additional value, the study enriched the Arab administrative literature with theoretical concepts for leadership practices in a dialogic manner, which were not dealt with by any Arab study in the researcher's knowledge. On the practical side, the study took place in a crucial and active banking company that has an impact on the general public.

Keywords: Dialogic Leadership Practices, Organizational Harmony, Rafidain Bank, Tikrit Branch.

Introduction

The modern world has undergone changes in different areas, domains and sectors, which have forced organisations to respond to and adapt to change at a rapid pace to ensure their survival and continuity. Of course, it is important for organizations to keep up with the changes in the outside world. The need to reinforce their links among them, build their components and make their interactions more harmonious, in a context where they have to act in a concerted manner to reach shared goals, in a climate of mutual respect and consensus, is more and more felt.

Organizations want to support mechanisms that will enable them to achieve the specified objectives, and as this is the driver of their activities, it is only natural that organizations would want to reinforce these mechanisms. In this sense, organizations have been interested in attaining harmony between employees, because it is important and central to the organization as a whole. The harmony among organizations is important for organizational cohesion and commitment, and transparency in the dealings is the key factor that differentiate organizational leadership from the employees. This helps to ensure alignment between organizational values and employee values, attitudes and behaviors in the workplace. This in turn influences their satisfaction, commitment and how they perform their work within the organization. It also alleviates the conflicts that can occur as a result of overlapping organizational duties when there is organizational harmony, which establishes the role and function of each individual, matches job specification with the holder of the role, specifies the beginning and end of the job, and regulates the type of interaction between people and the principles for the creation of harmonious work teams.

In this context, practices of leadership cannot be ignored, because obtaining harmony needs consistent and sequential steps from the leaders towards harmony in the organisation. Leadership uses persuading strategies with all parties using constructive dialogue which results in positive outcomes. It accommodates relationships and interactions with a range of parties, both internal and external; promotes open communication and uses dialogue as the basis and principle of all interactions. Dialogic leadership is a contemporary approach to leadership which takes on a variety of practices that are rooted in respect, listening, commenting, and expression. People with this leadership style feel empowered by the right of employees and the significance of listening to their ideas and opinions, yet do not let self-interest get in the way of others. It is an earnest attempt to bridge the differences between parties, make viewpoints converge, and enable the joint achievement of tasks for the benefit of the different experiences and knowledge that employees at various levels and in different specializations have to offer. This relationship between dialogic leadership and organizational harmony is one of interconnection, integration and reinforcement of modern orientations in the organization.

The importance of the variables in the current study lies in the significance of dialogic leadership and organizational harmony, as this type of leadership is a factor that contributes to the creation of organizational harmony with external stakeholders and within organizations, in order to facilitate decision makers to acquire more harmony in the work environment. The researcher faced some difficulties in the process of conducting this study, as a result of the relative novelty of the concept of dialogic leadership in the two contexts – Arab and international – and the lack of sources on this topic. The other difficulties encountered in conducting the fieldwork were due to the fact that the research was carried out in a complicated and bureaucratic research setting where the research sample was not very responsive, and necessitated a lot of time for the researcher to get responses from the sample and keep in constant contact with them.

The study comprised the following five sections: The first section described the methodology in the study, the second dealt with dialogic leadership, the third with organizational harmony, the fourth with the field aspect of the study and the fifth section with the findings and recommendations.

Methods

First: Study Problem

Although every organization wants to generate organizational harmony to make sure that the efforts of its employees are united and also to improve cooperation and collaboration among the employees to achieve organizational goals, many organizations have a lack of organizational harmony and are unable to meet their demand. This has had a negative impact on their organizational effectiveness, evidenced by conflicts among their employees, stemming not only from poor harmony with others, but also from each employee's lack of knowledge of his/her job and the scope of his/her authority. This leads to poor socialization and knowledge sharing, with consequences on the overall performance of the organization and on its practices, thus creating a negative work environment that is not conducive to productivity.

Both theoretical and practical research gaps were identified. It was represented by the absence of Arab studies which focused on organizational harmony as a dependent variable when examining various independent variables, as the researcher's review proved that all the previous studies took organizational harmony as an independent variable. Moreover, organizational harmony has not been studied in banking contexts where banking is an essential component of any society. This led to the present study, which asks the following key question: What do dialogic leadership, and what role does it play, in the improvement of organizational harmony? Among the main question, there are several sub-questions which are discussed as follows:

- a. What is the level of dialogic leadership practices in the organization under study?
- b. What is the level of organizational harmony in the organization under study?
- c. To what extent are the dimensions of both dialogic leadership and organizational harmony available in the organization under study?
- d. Is there a statistically significant correlation between dialogic leadership and organizational harmony in the organization under study?
- e. Is there a statistically significant effect of dialogic leadership on organizational harmony?

Second: Significance of the Study

The significance of the current study lies in its examination of one of the contemporary topics, namely dialogic leadership, which has emerged as one of the modern leadership styles contributing to organizational harmony. Its significance is evident at both the theoretical and practical levels, as follows:

A. Theoretical Significance:

- a. Contributing to enriching the administrative literature concerning the variables of dialogic leadership and organizational harmony.
- b. Providing a theoretical framework that addresses the deficiency in previous Arab studies that did not examine organizational harmony as a dependent variable, despite its importance and vitality to all organizations.
- c. Providing a body of accumulated knowledge that assists researchers in developing future theoretical models related to the two variables of the current study.

B. Practical Significance:

- a. Providing practical indicators regarding aspects that require development in the areas of participation, communication, and dialogue within the organization under study.
- b. Providing field-based findings concerning the extent to which the dimensions of dialogic leadership and organizational harmony are present in the organization under study.
- c. Providing scientific recommendations that contribute to supporting the decisions made by organizational leaders concerning ways to achieve organizational harmony in the organization under study.

Third: Objectives of the Study

The current study seeks to achieve several objectives at the level of the organization under study:

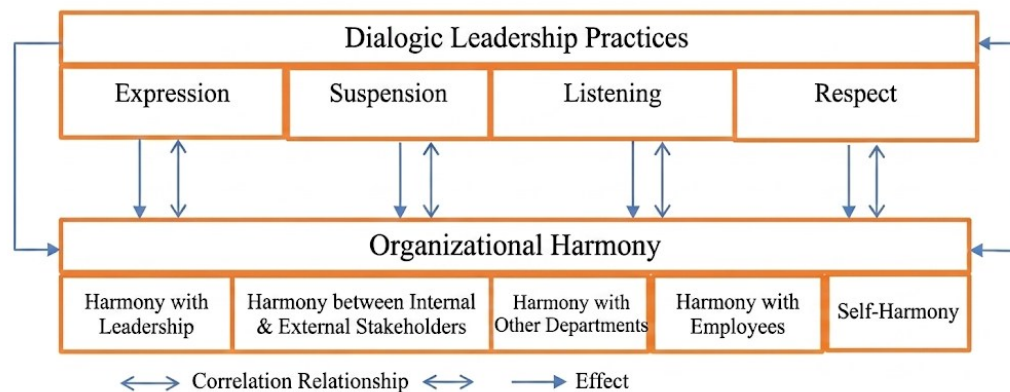
- a. To identify the level of dialogic leadership practices in the organization under study.
- b. To identify the level of organizational harmony in the organization under study.

- c. To determine the extent to which the dimensions of both dialogic leadership and organizational harmony are present in the organization under study.
- d. To determine whether there is a statistically significant correlation between dialogic leadership and organizational harmony in the organization under study.
- e. To determine whether there is a statistically significant effect of dialogic leadership on organizational harmony.

Fourth: Hypothetical Model of the Study and Its Hypotheses

A. Hypothetical Model of the Study

In order to achieve a systematic treatment of the study problem in accordance with its theoretical framework and field content, a hypothetical model was developed to reflect the logical relationship between its independent variable, represented by dialogic leadership practices, and its dependent variable, represented by organizational harmony, as follows:



Source: Researcher's Preparation

B. Study Hypotheses

The study is based on several main and sub-hypotheses, as follows:

- a. The first main hypothesis: Dialogic leadership practices are present in the organization under study.
- b. The second main hypothesis: The dimensions of organizational harmony are present in the organization under study.
- c. The third main hypothesis: There is a positive and statistically significant correlation between dialogic leadership practices and organizational harmony at both the overall level and the dimensional level.
- d. The fourth main hypothesis: Dialogic leadership practices have a statistically significant effect on organizational harmony at both the overall level and the dimensional level.
- e. The fifth main hypothesis: The level of influence of the dimensions of dialogic leadership on organizational harmony varies within the field under study.

Fifth: Study Boundaries

- a. Knowledge Boundaries: The knowledge boundaries of the study were represented by the study variables (dialogic leadership practices and organizational harmony) and their respective sub-dimensions.
- b. Spatial Boundaries: The study was conducted at Rafidain Bank, Tikrit Branch.
- c. Temporal Boundaries: The study period extended from 12/03/2025 to 10/07/2025.
- d. Human Boundaries: The study population consisted of employees of Rafidain Bank, Tikrit Branch. The questionnaire was distributed to the entire population, as the researcher adopted the comprehensive census method.

Sixth: Study Methodology

The researcher adopted the descriptive-analytical approach, as it is consistent with the objectives of the applied study, which seeks to examine the role of dialogic leadership practices in enhancing organizational harmony according to the perceptions of employees at Rafidain Bank, Tikrit Branch.

Seventh: Data Collection Methods

In order to achieve the objectives and test the hypotheses of the study, two approaches were taken in collecting data:

A. Theoretical Aspect:

The researcher used the works of several researchers in the context of the variables of the present study in presenting and developing the theoretical structure. The previous sources and references that were found through theses, dissertations, scientific journals, conferences, books and the Internet represented these contributions.

B. Practical Aspect:

The instrument used by the researcher in collecting the study data from the research population was questionnaire. Mathematical and statistical tools and procedures were used to process the data such as percentages, frequencies, arithmetic means, standard deviation, correlation coefficient and the regression equation model, which were implemented using SPSS Ver.24 and AMOS Ver.21. All these techniques were applied to analysis of the results in a descriptive – analytical approach which was used in the study, and which resulted in the interpretation and discussion of the results and testing of the research hypotheses.

There were two kinds of variables in the study. The first was independent variable, dialogic leadership (X) comprised of 16 items across practices. The second was the dependent variable "organizational harmony" (Y) measured by 20 items under five dimensions. A researcher-made questionnaire was used to measure the variables. The questionnaire format was divided into three general sections, which are illustrated below. The answers given by the respondents were graded on a 5-point Likert scale with values assigned from "Strongly Disagree" (1) to "Strongly Agree" (5).

Table 1. Structure of the Questionnaire

No.	Variables	Sub-dimensions	Measurement Indicators	Sources
1	Demographic Information	Gender		Researcher's Preparation
		Age		
		Years of Service		
		Educational Attainment		
		Job Position		
2	Dialogic Leadership Practices	Respect	X_1 - X_4	[1]
				[2]
		Listening	X_5 - X_8	
		Suspension / Commentary	X_9 - X_12	
		Expression / Voicing	X_13 - X_16	
3	Organizational Harmony	Self-Harmony	Y_1 - Y_4	[3]
				[4]
				[5]
				[6]

No.	Variables	Sub-dimensions	Measurement Indicators	Sources
	Harmony with Employees		Y_5 - Y_8	
	Harmony with Other Departments		Y_9 - Y_12	
	Harmony between Internal & External Stakeholders		Y_13 - Y_16	
	Harmony with Leadership		Y_17 - Y_20	

Source: Researcher's Preparation

Eighth: Testing the Study Instrument

The study instrument, represented by the questionnaire, was tested using a number of measures. The validity of the questionnaire was evaluated in terms of intrinsic validity using validity coefficient. The purpose of this test is to confirm that the questions used in the questionnaire measure what it is supposed to measure, in terms of the variables of the study. The validity coefficient values obtained in this study were high as seen in table (2) which indicated that the data collected in the study using questionnaire were suitable for subsequent statistical analysis procedures due to their high intrinsic validity.

The reliability of the questionnaire was also tested by calculating the Cronbach's alpha-coefficient and conducted the internal consistency test, known as the intrinsic reliability test. This test confirms that the results of the re-distribution of the questionnaire to the same sample members under the same conditions would be the same. The hypothetical value of this coefficient is (0.70) which is regarded as a general acceptable criterion for reliability. Cronbach's alpha coefficient was calculated and it was high as shown in table (2) and greater than the hypothetical value (0.70). It can be said that the questionnaire has a high degree of reliability and the data obtained from the questionnaire are reliable for further statistical analysis procedures.

Table 2. Validity and Reliability Test of the Questionnaire

Variables	Code	Validity Coefficient	Cronbach's Alpha	Number of Items
1. Respect	XX1	0.934	0.873	4
2. Listening	XX2	0.935	0.874	4
3. Suspension / Commentary	XX3	0.922	0.851	4
4. Expression	XX4	0.943	0.890	4
Dialogic Leadership	X	0.980	0.961	16
1. Self-Harmony	YY1	0.917	0.841	4
2. Harmony with Employees	YY2	0.913	0.833	4
3. Harmony with Departments	YY3	0.934	0.872	4
4. Harmony with Leadership	YY4	0.941	0.885	4
5. Stakeholders' Harmony	YY5	0.951	0.904	4
Organizational Harmony	Y	0.979	0.958	20

Source: Prepared by the researcher based on the outputs of SPSS V.24.

Ninth: Description of the Study Field, Population, and Sample

A. Description of the Study Field

The research field was represented by the banking sector specifically Rafidain Bank - Tikrit Branch, one of the banking branches affiliated to the Ministry of Finance. Rafidain Bank is

founded in year (1941) and one of the most prominent financial pillars of the state of Iraq because of its achievements at the local and regional levels. Further development of Rafidain Bank involved opening branches in other governorates, including overseas, in the country. One of these branches is Tikrit Branch, established in (1978) and offers several services such as: Withdrawal and deposit services, credit services, banking services, and electronic card services. It supplies a large share of its customers from Salah Al-Din and other places.

This field was chosen because it is important at social and economic level as it is one of the many financial services that it provides and enhances the economic conditions of the country and the welfare of the members of society. Furthermore, it is relevant to the study's focus on how the application of dialogic leadership practices can improve organizational harmony, since the banking work environment has a high need for organizational harmony to ensure high performance and quality.

B. Study Population and Sample

All employees of this bank ($n = 42$) were studied. The study sample was determined through a census method, where the study sample is equal to the entire population. All the members of the population were sent the questionnaire with a response rate of (95.2%) and 40 questionnaires were found to be valid questionnaires for analysis. The responses of the sample members who received the questionnaires for the main purpose of primary data collection were used for further statistical analysis. Data analysis included organizing, classification and interpretation of the data for the identification of themes and prominent trends. The table below shows the demographic information about the questionnaire distribution:

Table 3. Distributed Questionnaires in the Study Field

No .	Study Population (Comprehensive Survey)	Distributed Questionnaires	Retrieved Questionnaires	Missing Questionnaires	Percentage of Retrieved	Percentage of Missing
1.	42	42	40	2	95.2%	4.8%

Source: Prepared by the researcher

C. Description of the Sample Members

Table (3) presents a description of the sample members based on the five demographic characteristics specified in the questionnaire: (1) gender, (2) age, (3) educational attainment, (4) length of service, and (5) job position. This description was conducted using a number of methods, represented by frequencies and percentages, as follows:

Table 4. Description of the Sample Members

Demographic Info	Code	Categories	Frequency	Percentage (%)	Rank
1. Gender	D1	Male	29	72.5	1
		Female	11	27.5	2
2. Age	D2	30 years old or less	3	7.5	4
		31–40 years	14	35.0	1
		41–50 years	14	35.0	2
		51 years and older	9	22.5	3
3. Educational Attainment	D3	High School / Preparatory	8	20.0	3
		Bachelor's Degree	20	50.0	1
		Master's Degree	9	22.5	2
		Ph.D.	3	7.5	4

Demographic Info	Code	Categories	Frequency	Percentage (%)	Rank
4. Length of Service	D4	10 years or less	9	22.5	3
		11–20 years	16	40.0	1
		21–30 years	10	25.0	2
		31 years and older	5	12.5	4
5. Job Position	D5	Employee	18	45.0	1
		Unit Manager	2	5.0	5
		Department Manager	3	7.5	4
		Assistant Manager	8	20.0	2
		Manager	8	20.0	3
		Other	1	2.5	6

Source: Prepared by the researcher based on the outputs of SPSS V.24.

- Gender: It is observed from the above table that the majority of the sample members were males, numbering (29), representing (72.5%), compared with females, who represented (27.5%). This may be attributed to the bank's tendency to employ males due to their skills and ability to work for long hours with a high level of concentration, as males are generally less engaged in household responsibilities than females.
- Age: With regard to age, it is observed that the age groups of (31–40 years) and (41–50 years) recorded the highest representation within the sample, at (35%) each, followed by the age group of (51 years and above) at (22.5%), and finally the age group of (30 years and below) at (7.5%). These results indicate the presence of awareness and maturity among the majority of the sample members, which contributes significantly to enhancing banking performance due to the experience and skills they have acquired throughout their professional careers.
- Educational Attainment: It is observed that the category of Bachelor's degree recorded the highest representation within the sample, at (50%), followed by the Master's degree category at (22.5%), the Preparatory School category at (20%), and finally the Doctorate degree category at (7.5%). These results support the level of academic awareness within the study population, as the majority hold academic degrees, providing them with sound knowledge foundations and open-minded perspectives for working within the banking environment.
- Length of Service: It is observed that the category of (11–20 years) recorded the highest representation within the sample, at (45%), followed by the category of (21–30 years) at (25%), then the category of (10 years or less) at (22.5%), and finally the category of (31 years and above) at (12.5%). These results demonstrate the presence of accumulated knowledge resulting from professional practice, which enhances the sample members' understanding of banking work, along with their inherent capabilities to solve banking problems that may arise and their understanding of customers' needs.
- Job Position: It is observed that the Employee category recorded the highest representation within the sample, at (45%), followed by the Assistant Manager and Manager categories, at (20%) each, then the Department Manager category at (7.5%), followed by the Unit Manager category at (5%), and finally the Other category at (2.5%). These results support the field-based evidence, as responses were obtained from all organizational levels, confirming the credibility of the responses to the questions posed. The responses were provided with a high degree of neutrality, with the majority coming from regular employees who are closer to the operational field than senior officials and have more direct knowledge of work processes within the scope of their job responsibilities.

Results and Discussion

Section One

Dialogic Leadership

Preamble:

Dialogue has turned into a source for cooperation and for exploring new possibilities of communication with people inside and outside the organization that will benefit the organization as a whole. As a result, the leadership has shifted to a new pattern and style of leadership that is more open to ideas and differences in problem-solving by engaging a range of parties in a dialogic process.

The Concept of Dialogic Leadership

The concept of dialogic leadership has been discussed from various perspectives and has been approached in different ways, reflecting the depth, complexity and interrelatedness of the concept and its relation to several orientations [7]. It has been described as a set of behaviors and characteristics that focus on the speed of task accomplishment, enhancing employees' morale, increasing their willingness to work, and authenticity in dealing with environmental changes to achieve a good reputation for the organization [8]. Ismail [9] also states that it is a series of practices that focuses on providing a network of ongoing intellectual stimulation to allow employees to refine their working practices and make their values, beliefs and attitudes come alive. It is an approach based on a dialogic framework that encourages dialogic interactions among all employees in the organization to achieve common objectives [10]. Based on that, the researcher formulates an operational definition of dialogic leadership, namely leadership that makes employees open in the organization, arouses the spirit and creativity of employees, expands communication opportunities among employees so that they can make harmony in feelings, emotions, and tasks, and enhances the establishment of trust bridges between leadership and employees.

Second: The importance of dialogic leadership.

The value of dialogic leadership can be seen from the ability of dialogic leadership to create meaningful communication and dialogues within groups where each member feels valued and respected, so that there is a sense of cooperation, sharing of knowledge and thinking together among members of the group [2]. At the same time, dialogic leadership focuses on two levels: the nature of individuals in interaction and the quality of interaction [1]. In dialogic processes, employees discuss together complex problems that are hard to interpret and are looking for solutions to these problems. This is because leaders listen well to the ideas of others and other people involved in the dialogues can present and defend different types of opinions, which helps to identify the best possible interpretation of the problems, which forms the basis for strategic decision-making. Dialogue is also an effective method for helping people come up with new ideas that they otherwise may not have been able to think of on their own [9].

Dialogic leadership establishes a conducive environment for subordinates to share and demonstrate their knowledge and abilities, and effectively utilize them for creativity, which helps to enhance advanced product design and service delivery methods. It offers the organization a flexible culture that boosts creativity and helps to adapt to environmental changes in various ways [8]. It also helps to improve communication and understanding among leaders and followers, bring organization from chaos to order, from conflicts to understanding and help them in solving organizational problems [11]. The following table shows the contribution of dialogic leadership:

Table 5. Importance of Dialogic Leadership at the Individual and Organizational Levels

Individual Level	Improving Health	Developing lasting friendships, increasing happiness, and improving mental and physical health.
	Enhancing Self-Confidence	Self-confidence during performance and bearing the results/consequences.

Organizational Level	Improving Quality of Life	Love, hope, and a sense of purpose.
	Improving Organizational Performance	Knowledge generation through dialogue, reducing absenteeism, and advancing learning.
	Improving Work Quality	Enabling capacity building, increasing motivation, and boosting efficiency.
	Improving Coordination	Enhancing cooperation and reducing conflicts.
	Increasing Social Cohesion	Reducing feelings of loneliness, fostering solidarity, and increasing participation.
	Increasing Production Process Efficiency	Smooth transfer of knowledge and produced units, and reducing resource waste.
	Improving Outputs	Considering opinions and needs, and aligning outputs with customer requirements.

Source: [10].

Third: Dialogic Leadership Practices

Leaders of most organizations seek to achieve organizational objectives through numerous practices that promote harmony within organizations and increase the ability to exploit available opportunities and resources. Isaacs [1] and Al-Rubaie and Al-Taie [2] identified practices through which leadership broadly addresses various aspects of dialogue with employees at multiple organizational levels, as follows:

- a. Respect: Through respect, dialogic leadership views subordinates as highly valuable individuals whose dignity should not be violated, and recognizes them as accepted individuals with a distinguished status within both their teams and the organization. This generates positive feelings among them regarding themselves and the importance of their effective role within the organization. They are considered part of the organization's capital, which it preserves and continuously seeks to develop and integrate into the achievement of organizational objectives [12]. This encourages organizational leaders to seek meaning in what others say and think, listen to them, and respect their opinions.
- b. Listening: Effective followership requires developing the ability to listen rather than merely imposing one's opinion on what others say. There are four approaches that can enhance listening and the quality of conversation: leadership speaking in an authentic voice, encouraging others to do the same, listening as a participant, and respecting others' adherence to their opinions [1]. This provides an opportunity to listen to a broader range of opinions, expanding the basis for consultation and knowledge sharing. Such an approach can contribute to testing both leaders and employees, demonstrating the necessary respect, and creating a shared knowledge environment that enhances organizational creativity [13].
- c. Commenting: Dialogic leaders set aside their own biases regarding issues that attract their attention and open the way for diverse perspectives, thereby strengthening the soundness of solutions to existing problems and opening new horizons for innovation and gaining closer insight into others and their ways of thinking. In this context, leaders engage in deep listening and move beyond differences toward respecting each other's viewpoints, which contributes to reducing conflict arising from one-sided judgments [2].
- d. Expression: Expressing one's opinion is considered one of the most difficult aspects of dialogic leadership. Expressing ourselves reveals the true nature of each of us, regardless of all other influences that may affect us. When business leaders demonstrate concern for their employees' daily lives and express self-discipline and freedom from

selfishness by treating employees as a source of knowledge, employees tend to reciprocate by offering ideas for improving work within the organization [14].

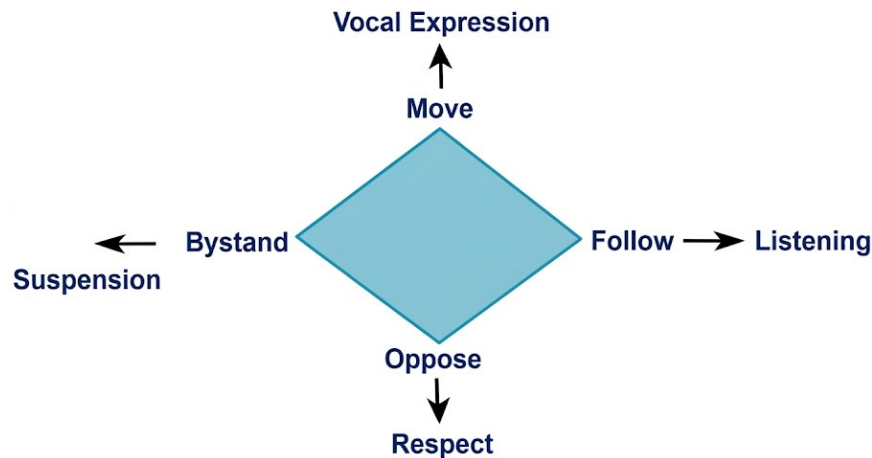


Figure 2. Dialogic Leadership Practices
Source: [1].

Section Two

Organizational Harmony

Preamble:

In exploring the realities of organizations, it becomes clear that they are extremely concerned with stability in their surroundings and are very interested in how they can use that stability to their advantage and in order to reach their goals. So it is necessary to reinforce the internal condition is of importance and significance. Rationally, no harmony can be reached amongst the members of an organization without its internal environment being stabilized and strengthened, and without its plans being implemented and objectives being realized with minimum cost.

In the first place, the concept of organizational harmony. First, the idea of organizational harmony.

The word harmony comes from the Proto-Indo-European word *ar*, meaning 'fitting' or 'agreement', and from the Proto-Greek word *harmonia*, 'joining'. The term then came to mean harmony, concord, harmony of sounds, fixed arrangement, stability, balance, and proportion. It is the ability to integrate various elements to give a coherent and aesthetically pleasing whole that is a reflection of a stable system similar to musical harmonies in a structured framework, and to know that there are differences that need to be harmonized between the elements of the system [15].

Chinese philosophy values harmony as an adaptive process, using the Chinese character "He" (和) to refer to harmony as the combination of different elements, dynamic relationship, constant interaction and harmony as a process of adaptation. In this philosophy, organizational leaders look for a harmonious approach where leaders and the work team are involved together, and harmony in the members of several work teams [3].

The organizational harmony then becomes a positive and accommodating work environment where culturally and cognitively different people work collaboratively, respect each other and are able to support one another to attain shared organizational goals [16]. Hence, it is an agreement between an organizational leader and his employees and it creates friendly communication among the organizational leader and his employees, and it enhances the management of the organization, the procedures, the rules, and the regulations that are provided for the employees in the organization [6]. Akanimo et al. [17] highlight the idea of "you win, I win" which states that both parties need to work together to achieve a mutually beneficial resolution that results in satisfactory outcomes for both.

Others have discussed the issue in the equivalent term 'workplace harmony' which is defined as the relationship between two people or two groups of people being peaceful, the two people/ groups developing and presenting ideas together, and work being any process or

activity in which an individual or group of individuals participates in the organization [18]. The congruence of the leader and members of the organization in terms of goals and plans, and the interpretation of these goals and plans into positive results shown in the organization that will be understood and respected by both parties, is the organization harmony.

Second: The Importance of Organizational Harmony

Organizational harmony enhances productivity and morale through inclusiveness and cooperation by strengthening cooperation between employees and managers and focusing on achieving the company's objectives while ensuring employee satisfaction. Organizational harmony is also manifested in friendly and cooperative relationships between employers and human resources [16]. Furthermore, unifying organizational culture through substantial harmony efforts reduces the likelihood of conflicts among employees. When all team members understand and adhere to organizational standards, work relationships become more harmonious, and tensions resulting from such conflicts can be avoided [19].

Abdul-Hadi et al. [5] state that the importance of organizational harmony stems from the following:

- a. Enhancing organizational productivity: It serves as a means of improving employees' performance within the organization, achieving its objectives, and increasing employee satisfaction.
- b. Creating a peaceful work environment: It establishes an environment in which tolerance and dialogue prevail, away from conflict and division.
- c. Increasing alignment with customer needs: Organizational harmony is reflected in one of its dimensions through responsiveness to customer requirements, as internal alignment among the components of the organization leads to greater alignment with its external environment.

Third: Factors for Achieving Organizational Harmony

Several factors contribute to achieving organizational harmony in accordance with organizational requirements, which can be summarized as follows [17]:

- a. Effective Communication: Effective communication involves transferring information and understanding from one individual to another. It also creates an environment of trust, harmony, and efficiency. It is therefore vital to any social system and essential for employee participation, as it enhances mutual understanding among employees and with senior management and improves organizational performance. Thus, it represents the "lifeblood" of any organization and enhances its administrative practices.
- b. Work Teams: A group of individuals who work together to achieve the same objectives and goals for the benefit of the organization. Work teams constitute a positive force for the success of various types of organizations and for solving different work-related problems.
- c. Top Management Support: This is achieved through empowerment, granting the necessary authority to perform tasks, and providing training, while defining the duties and responsibilities of each individual and work team and strengthening communication among them [18].

Fourth: Dimensions of Organizational Harmony

Organizational harmony has become an urgent need for various types of organizations because of the benefits it provides that are reflected in their productivity. Researchers have therefore sought to theorize it and establish its foundations and pillars. Among them is Chin [20], who presented a number of dimensions that were subsequently addressed by Al-Abadi and Ahmed [3], Ulhudanabih and Zwain [4], Abdul-Hadi et al. [5], and Abd Fadi and Malik [6]. These dimensions were adopted in the present study due to their emphasis by researchers, their compatibility with the research field, and their coverage of vital organizational aspects that affect various organizations, as follows:

- a. Self-Harmony: This refers to self-discipline, internal coordination, and the organization of experience in a manner consistent with self-development and the achievement of organizational objectives. Employees benefit from the experiences they encounter and employ them to realize their creative ideas within the organization. This does not occur

independently of leadership and the conditions it provides, such as honesty (information sharing, openness, and transparency), acceptance (with respect as a top priority), and empathy (where others listen to and understand the individual) [3].

- b. **Harmony with Employees:** This involves strengthening work teams and maintaining relationships based on understanding and role exchange rather than disputes, internal conflicts, and the generation of resentment in the workplace. Maintaining positive and smooth relationships with others makes individuals a source of attraction and knowledge sharing for others [5]. This harmony enhances organizational loyalty resulting from a positive work environment.
- c. **Harmony with Other Departments:** Harmony with the organization's departments as a whole contributes to enhancing autonomy through allocating resources to different departments and encouraging a work policy that promotes cooperation and delegation of tasks [4]. This facilitates the smooth implementation of directives issued by senior management and increases knowledge sharing, which is strengthened through interaction among employees in horizontal departments and units that participate in task implementation, problem-solving, and crisis management due to the similarity and complementary nature of their work.
- d. **Harmony among Internal and External Stakeholders:** Organizations' management has increasingly focused on openness and decentralization, which has led to the development of a new mindset regarding external stakeholders. Organizations are increasingly moving beyond traditional approaches to stakeholder management toward partnership strategies that lead to the achievement of common objectives, based on carefully designed plans in which both parties contribute, within a clear, constructive, and organizationally harmonious framework. There is also a second approach that contributes to reducing the gap between internal and external stakeholders, known as "task delegation." Organizations increasingly use outsourcing to perform functions that were previously carried out by internal stakeholders [21]. Internal and external stakeholders are also encouraged to establish a set of rules according to which their relationship should develop and within which their activities should be aligned, with the relational dialogue proceeding according to certain normative rules identified as a fundamental form of socialization between them [22].
- e. **Harmony with Leadership:** Employees' harmony with leadership contributes to increasing trust and risk-taking. Employees follow leadership directives and comply with the solutions deemed appropriate by leadership, while demonstrating greater acceptance of organizational updates and focusing on the training programs provided. This translates leadership's vision into actual work practices with a high degree of smoothness, stemming from employees' conviction of the necessity of what leadership seeks to achieve for them and for the organization as a whole [6]. Organizational participation and granting authority to employees further strengthen harmony between leadership and employees, as involving employees in established plans and decisions and granting them the necessary authority to perform their assigned tasks increases their sense of belonging, loyalty, and organizational harmony.

Fifth: The Theoretical Relationship Linking the Study Variables

The practice of dialogue, in essence, enhances cooperation and a culture of constructive communication, as dialogic leaders seek genuine interaction and active participation among all employees within the organization [9]. Dialogue is also regarded as an ability to communicate and think together and as a fundamental source of competitive advantage, as employees generate, improve, and share knowledge through dialogue [1]. Thus, dialogue achieves openness with others and enhances organizational harmony, thereby providing organizations with a competitive advantage.

The essence of dialogic leadership works to establish the inclusion of all employees, enabling them to achieve harmony by granting them greater freedom of expression and making them feel more valued for their roles. This creates an organizational climate characterized by harmony, transparency, and social justice [10]. When leadership incorporates dialogue into its

organizational culture as a means of supporting teamwork and innovation, employees feel greater harmony and freedom in sharing their ideas and collaborating with their colleagues, which positively affects inspiration, motivation, and work quality [19].

Hauwa et al. [16] confirmed that employees who are granted the freedom and opportunity to express their ideas, opinions, and contributions to decision-making are more likely to participate, which leads to improved organizational performance. This highlights the cooperation between leadership and employees, which is reinforced through the dialogic practice of leadership. This, in turn, strengthens the position of employees within the organization and is reflected in stronger bonds of trust with others [11]. It is evident from this that the practices of dialogic leaders pave the way for greater cooperation with employees based on a sense of the ultimate objective and the necessity of achieving it through all possible means, while benefiting from the shared vision with senior leadership and aligning with its orientations.

Section Three / Field Aspect

First: Description and Diagnosis of the Study Variables

The study included two variables, namely dialogic leadership and organizational harmony, which were expressed through 36 statements. Table (6) presents a description of the statements of the dialogic leadership variable, consisting of 16 statements. This description was conducted using a number of statistical methods, including the arithmetic mean and standard deviation.

Table 6. Description of the Dialogic Leadership Variable Items

No.	Statement / Item	Mean	Standard Deviation	Relative Importance (%)	Rank
1. Respect / Organization leadership views employees:					
X1	As a high value in the organization	4.15	0.834	83.0%	1
X2	As active contributors to achieving organizational performance	4.00	0.877	80.0%	2
X3	As participants in the planning and decision-making process	3.88	1.042	77.5%	4
X4	As appreciated, with their dignity preserved	3.95	0.876	79.0%	3
2. Listening / Organization leadership allows employees to:					
X5	Talk about the problems and obstacles they face	3.98	0.800	79.5%	1
X6	Express their observations regarding the nature of work	3.78	0.891	75.5%	2
X7	Freely express their future aspirations	3.73	0.960	74.5%	3
X8	State their personal needs without hesitation	3.73	0.847	74.5%	4
3. Suspension / Organization leaders:					
X9	Provide space for different employees' viewpoints regarding task execution	3.83	0.844	76.5%	1
X10	Avoid bias toward their personal decisions at the expense of others	3.55	1.061	71.0%	4

No.	Statement / Item	Mean	Standard Deviation	Relative Importance (%)	Rank
X11	Overcome personal disagreements to achieve the organization's general goals	3.78	1.000	75.5%	2
X12	Reduce conflict resulting from narrow and one-sided judgments	3.68	0.859	73.5%	3
	4. Expression / Organization leaders demonstrate:				
X13	Their care and concern for employees within the work environment	3.98	0.733	79.5%	2
X14	Self-discipline at work that serves as a role model	3.98	0.891	79.5%	3
X15	Drive toward organizational creativity	3.90	0.841	78.0%	4
X16	The importance of employees' adherence to established rules and instructions	4.10	0.709	82.0%	1

It is observed from Table (6) that there is a high level of agreement regarding the availability of all statements of the dialogic leadership variable and all its practices: (1. respect, 2. listening, 3. commenting, and 4. expression), according to the perceptions of the sample members among the employees of Rafidain Bank, Tikrit Branch. The calculated arithmetic mean values of all statements exceeded the hypothetical arithmetic mean value of (3), in addition to the high relative importance values. It is also observed that:

- a. (1. Respect): The statement "as a high value in the organization" achieved the highest level of availability, while the statement "participants in the planning and decision-making process" achieved the lowest level of availability. Overall, this indicates that the organization's leadership respects employees and considers them among the most important organizational resources that generate added value for the organization, while seeking to involve them in determining the organization's orientations.
- b. (2. Listening): The statement "discussing the problems and obstacles they encounter" achieved the highest level of availability, while the statements "freedom to express their future aspirations" and "stating their personal needs without hesitation" recorded the lowest level of availability. This indicates that employees play a pivotal role in the organization, as the organization's leadership is keen to provide them with opportunities to express their opinions and suggestions regarding work processes, problems, obstacles, and ways to address them.
- c. (3. Commenting): The statement "opening the المجال for the different views of employees regarding task implementation" achieved the highest level of availability, while the statement "avoiding bias toward their personal decisions at the expense of others" achieved the lowest level of availability. The overall results of the statements confirm that the organization's leadership enables employees to perform their work tasks and grants them the necessary authority to accomplish their duties.
- d. (4. Expression): The statement (X16), "the importance of employees' commitment to the specified rules and instructions," achieved the highest level of availability, while the statement "drive toward organizational creativity" achieved the lowest level of availability. Overall, this indicates that the organization's leadership is keen to serve as a role model for employees by emphasizing commitment to work standards, rules, and the orientations issued by senior management.
- a. The low standard deviation value confirms the presence of consistency and a lack of

dispersion in the responses of the sample members. Based on the above findings, the first main hypothesis, which states "Dialogic leadership practices are available in the organization under study," is accepted. The first research question concerning the level of dialogic leadership practices is also answered, as it was high, with the arithmetic mean falling within the range of (3.41–4.20).

Table (7) also presents a description of the statements of the organizational harmony variable, consisting of 20 statements. This description was conducted using a number of statistical methods, including the arithmetic mean and standard deviation.

Table 7. Description of the Organizational Harmony Variable Items

No.	Statement / Item	Mean	Standard Deviation	Relative Importance (%)	Rank
	1. Self-Harmony / The employee:				
Y1	Maintains harmony with their job position	4.18	0.747	83.5%	2
Y2	Strives for creativity in their work	4.00	0.751	80.0%	4
Y3	Is keen to accomplish tasks on time	4.20	0.758	84.0%	1
Y4	Evokes noble values when executing tasks	4.03	0.768	80.5%	3
	2. Harmony with Employees / Colleagues at work:				
Y5	Work as a single team to solve problems they face	4.20	0.823	84.0%	1
Y6	Create a positive work environment that enhances performance	4.13	0.822	82.5%	2
Y7	Compete to achieve organizational innovation	3.85	0.893	77.0%	3
Y8	Maintain relationships even outside official working hours	3.85	0.864	77.0%	4
	3. Harmony with Departments / Organization departments:				
Y9	Communicate to exchange and discuss experiences and information	4.03	0.733	80.5%	2
Y10	Ensure effective ongoing communication to address work obstacles	4.10	0.744	82.0%	1
Y11	Are open to one another to achieve common goals	3.88	0.723	77.5%	4
Y12	Share resources according to actual need	3.90	0.841	78.0%	3
	4. Harmony with Leadership / My direct supervisor:				
Y13	Respects employees' decisions	3.88	0.883	77.5%	2
Y14	Distributes tasks according to competence and specializations	4.10	0.810	82.0%	1
Y15	Asks employees to express their views on organizational work	3.78	0.733	75.5%	4

No.	Statement / Item	Mean	Standard Deviation	Relative Importance (%)	Rank
Y16	Instills confidence in me when dealing with various situations	3.85	0.736	77.0%	3
	5. Stakeholders' Harmony / Internal and external stakeholders:				
Y17	Help each other in achieving their goals	3.95	0.815	79.0%	1
Y18	Share accurate information that serves both parties	3.93	0.764	78.5%	3
Y19	Are governed by ethical values when conducting transactions	3.95	0.749	79.0%	2
Y20	Maintain transparency in their relationships	3.78	0.891	75.5%	4

It is observed from Table (7) that there is a high level of agreement regarding the availability of all statements of the organizational harmony variable and all its dimensions: (1. self-harmony, 2. harmony with employees, 3. harmony with departments, 4. harmony with leadership, and 5. stakeholder harmony), according to the perceptions of the sample members among the employees of Rafidain Bank, Tikrit Branch. The calculated arithmetic mean values of all statements exceeded the hypothetical arithmetic mean value of (3), in addition to the high relative importance values. It is also observed that:

- Dimension (1. Self-Harmony): The statement "ensures the completion of his duties within the specified time" achieved the highest level of availability, whereas the statement "strives for creativity in his work" achieved the lowest level of availability. Overall, the statements of this dimension indicate employees' self-discipline and internal coordination and the organization of experience in a manner consistent with self-development and the achievement of organizational objectives.
- Dimension (2. Harmony with Employees): The statement "they work as one team to solve the problems they face" achieved the highest level of availability, whereas the statements "they compete to achieve creativity in the organization" and "they maintain their relationships even outside official working hours" recorded the lowest level of availability. All statements of this dimension exceeded the average, indicating compatibility among employees in terms of ideas and the formation of work teams based on knowledge sharing to solve problems and achieve creativity within the organization.
- Dimension (3. Harmony with Departments): The statement "ensures the maintenance of effective communication among them to address work obstacles" achieved the highest level of availability, whereas the statement "they are open to one another to achieve common objectives" achieved the lowest level of availability. The means of these statements indicate that departments work horizontally and discuss solutions to obstacles before referring them to leadership, benefiting from their diverse experiences.
- Dimension (4. Harmony with Leadership): The statement "assigns tasks according to employees' competencies and specializations" achieved the highest level of availability, whereas the statement "asks employees to express their opinions regarding the nature of the organization's work" achieved the lowest level of availability. All statements exceeded the average, indicating that employees work with leadership as one team based on mutual trust and risk-taking. Employees follow leadership directives and comply with the solutions it considers appropriate, while leadership also takes their opinions and suggestions into consideration.
- Dimension (5. Stakeholder Harmony): The statements "each helps the other to achieve their objectives" and "they are governed by ethical values when conducting organizational dealings" achieved the highest level of availability, whereas the statement

"transparency in dealings prevails in their relationships" achieved the lowest level of availability. This demonstrates the existence of emerging cooperation based on the interests of both the internal and external environments, whereby their objectives are integrated and they work toward achieving them based on shared interests and the system of values governing their interactions.

- a. The low standard deviation value indicates consistency and a lack of dispersion in the responses of the sample members, which enhances the reliability of the arithmetic mean results in representing the overall sample.

Based on the above findings, the second main hypothesis, which states "The dimensions of organizational harmony are available in the organization under study," is accepted. The second research question, "What is the level of availability of the dimensions of organizational harmony in the organization under study?", is answered through the high scale levels, which ranged between (3.41–4.20).

Table (8) also presents the descriptive analysis of the research variables, namely dialogic leadership and organizational harmony, with all their practices. This analysis was conducted using a number of statistical methods, including the arithmetic mean, standard deviation, minimum value, and maximum value.

Table 8. Description of Research Variables

Variables	Code	Mean	Standard Deviation	Min Value	Max Value	Relative Importance (%)	Rank	Skewness
1. Respect	XX1	3.994	0.775	2.00	5.00	79.9%	1	-0.687
2. Listening	XX2	3.800	0.747	2.00	5.00	76.0%	3	-0.440
3. Suspension / Commentary	XX3	3.706	0.786	1.75	5.00	74.1%	4	-0.564
4. Expression	XX4	3.988	0.691	2.00	5.00	79.8%	2	-0.058
Dialogic Leadership	X	3.872	0.703	2.00	5.00	77.4%	-	-0.768
1. Self- Harmony	YY1	4.100	0.622	2.00	5.00	82.0%	1	-0.114
2. Harmony with Employees	YY2	4.006	0.695	2.00	5.00	80.1%	2	-0.062
3. Harmony with Departments	YY3	3.975	0.647	2.00	5.00	79.5%	3	-0.816
4. Harmony with Leadership	YY4	3.900	0.684	2.50	5.00	78.0%	4	-0.578
5. Stakeholders' Harmony	YY5	3.900	0.711	2.00	5.00	78.0%	5	-0.571
Organizational Harmony	Y	3.976	0.591	2.10	5.00	79.5%	-	-0.878

It is observed from Table (8) that there is a high level of agreement regarding the availability of dialogic leadership with its four dimensions: (1) respect, (2) listening, (3) commenting, and (4) expression, according to the perceptions of the sample members among the employees of Rafidain Bank, Tikrit Branch. The calculated arithmetic mean value of the dialogic leadership variable with all four dimensions exceeded the hypothetical arithmetic mean value of (3), in addition to the high relative importance value. The arithmetic mean of the dialogic leadership variable was (3.872), with a relative importance of (77.4%). It is also observed that Dimension (1) Respect achieved the highest level of agreement, with an arithmetic mean of (3.994),

followed by Dimension (4) Expression, with an arithmetic mean of (3.988), then Dimension (2) Listening, with an arithmetic mean of (3.800), and finally Dimension (3) Commenting, with an arithmetic mean of (3.706).

It is also observed from Table (5) that there is a high level of agreement regarding the availability of organizational harmony with its five dimensions: (1) self-harmony, (2) harmony with employees, (3) harmony with departments, (4) harmony with leadership, and (5) stakeholder harmony, according to the perceptions of the sample members among the employees of Rafidain Bank, Tikrit Branch. The calculated arithmetic mean value of the organizational harmony variable with all five dimensions exceeded the hypothetical arithmetic mean value of (3), in addition to the high relative importance value. The arithmetic mean of the organizational harmony variable was (3.976), with a relative importance of (79.5%). It is also observed that Dimension (1) Self-Harmony achieved the highest level of agreement, with an arithmetic mean of (4.100), followed by Dimension (2) Harmony with Employees, with an arithmetic mean of (4.006), then Dimension (3) Harmony with Departments, with an arithmetic mean of (3.975), and finally Dimension (4) Harmony with Leadership and Dimension (5) Stakeholder Harmony, with an arithmetic mean of (3.900).

The low standard deviation values of the research variables across all their dimensions indicate consistency and a lack of dispersion in the responses of the sample members, which enhances the reliability of the arithmetic mean results in representing the overall sample.

The above findings indicate the availability of all dialogic leadership practices and dimensions of organizational harmony in the organization under study.

Second: Testing Normality and Multicollinearity

The normality of the data distribution was tested to verify the fulfillment of the normality assumption, which represents a primary requirement for employing parametric statistical methods in subsequent tests. This test was conducted by calculating the skewness coefficient. Data are considered normally distributed when the coefficient value falls within the range of +1 to -1. Referring to Table (5), it is observed that the coefficient values for all variables and dimensions fall within the specified range, indicating that the data are normally distributed, thereby enabling the researcher to use parametric statistical methods.

The extent to which the multiple regression model is free from the problem of multicollinearity was also tested by calculating the Variance Inflation Factor (VIF) and Tolerance. This test verifies that there are no high correlations among the independent variables exceeding 0.90 by ensuring that the Variance Inflation Factor (VIF) value does not exceed (10), i.e., (VIF < 10), and that the Tolerance value is greater than (0.1). Otherwise, a misleading estimate of the dependent variable may result from independent variables that are highly correlated with one another. Table (9) presents the test results.

Table 9. Multicollinearity Test

Variables	Code	Tolerance	Variance Inflation Factor (VIF)
1. Respect	XX1	0.232	4.307
2. Listening	XX2	0.201	4.982
3. Suspension / Commentary	XX3	0.168	5.946
4. Expression	XX4	0.189	5.281

It is observed from Table (9) that the Variance Inflation Factor (VIF) value does not exceed (10) for all independent variables, and that the Tolerance value is greater than (0.1), indicating that the multiple regression model in the current study is free from the problem of multicollinearity.

Third: Testing the Availability of the Variables

The One-Sample T-Test was used to examine the significance of differences concerning the availability of the research variables and dimensions. Table (10) shows that the t-value is statistically significant at less than 5%, indicating the existence of significant differences between the arithmetic means and the hypothetical mean. This result confirms the availability

of the research variables, namely dialogic leadership and organizational harmony, with all their dimensions in the field under study. This test confirms the validity of the first and second hypotheses concerning the level of availability.

Table 10. Test of Differences in Availability of Research Variables

Variables	Code	Test Value = 3 t	df	Sig. (2-tailed)
1. Respect	XX1	8.108	39	0.000
2. Listening	XX2	6.771	39	0.000
3. Suspension / Commentary	XX3	5.681	39	0.000
4. Expression	XX4	9.039	39	0.000
Dialogic Leadership	X	7.846	39	0.000
1. Self-Harmony	YY1	11.181	39	0.000
2. Harmony with Employees	YY2	9.164	39	0.000
3. Harmony with Departments	YY3	9.524	39	0.000
4. Harmony with Leadership	YY4	8.327	39	0.000
5. Stakeholders' Harmony	YY5	8.004	39	0.000
Organizational Harmony	Y	10.438	39	0.000

Fourth: Testing the Correlation Relationship

The Pearson correlation coefficient was calculated to determine the significance, strength, and direction of the relationship between dialogic leadership and organizational harmony within the field under study. Statistical significance at or below 5% indicates the existence of a relationship, while a correlation coefficient value equal to or greater than 0.3 indicates the strength of the relationship. The correlation coefficient ranges between +1 and -1; the closer its value is to (0), the weaker the relationship, whereas the closer its absolute value is to (1), regardless of its sign, the stronger the relationship. A positive sign of the correlation coefficient indicates a positive (direct) relationship, whereas a negative sign indicates a negative (inverse) relationship. Table (11) presents the correlation coefficient values.

Table 11. Correlation Matrix Between Variables

Variables	Measure	YY1	YY2	YY3	YY4	YY5	Y
XX1	Pearson Correlation	0.709**	0.622**	0.699**	0.758**	0.714**	0.795**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
XX2	Pearson Correlation	0.582**	0.481**	0.516**	0.703**	0.604**	0.656**
	Sig. (2-tailed)	0.000	0.002	0.001	0.000	0.000	0.000
XX3	Pearson Correlation	0.569**	0.476**	0.596**	0.704**	0.620**	0.674**
	Sig. (2-tailed)	0.000	0.002	0.000	0.000	0.000	0.000
XX4	Pearson Correlation	0.745**	0.558**	0.619**	0.676**	0.699**	0.747**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
X	Pearson Correlation	0.692**	0.570**	0.649**	0.759**	0.702**	0.766**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000

(**) Statistically significant at the 0.01 level (1%).

(*) Statistically significant at the 0.05 level (5%).

It is observed from Table (11) that:

- There is a statistically significant positive (direct) and strong correlation, with a value of (0.795) at a significance level of less than (5%), between the practice of respect (XX1) within the dialogic leadership variable and the organizational harmony variable (Y) across all five dimensions. This means that an increase in the level of availability of the practice of "respect" by the organization's leaders toward employees will be accompanied by an increase in the level of organizational harmony across all five dimensions at Rafidain Bank, Tikrit Branch, the field of the study.

- b. There is a statistically significant positive (direct) and good correlation, with a value of (0.656) at a significance level of less than (5%), between the practice of listening (XX2) within the dialogic leadership variable and the organizational harmony variable (Y) across all five dimensions. This means that an increase in the level of availability of the practice of "listening," which the organization's leaders consider important by taking employees' opinions seriously and listening to facts, will be accompanied by an increase in the level of organizational harmony across all five dimensions at Rafidain Bank, Tikrit Branch, the field of the study.
- c. There is a statistically significant positive (direct) and good correlation, with a value of (0.674) at a significance level of less than (5%), between the practice of commenting (XX3) within the dialogic leadership variable and the organizational harmony variable (Y) across all five dimensions. This means that an increase in the level of availability of the practice of "commenting" enables leaders to avoid bias toward their personal decisions at the expense of others, which will be reflected in a reduction in organizational conflict and will also generate an increase in organizational harmony across all five dimensions at Rafidain Bank, Tikrit Branch, the field of the study.
- d. There is a statistically significant positive (direct) and strong correlation, with a value of (0.747) at a significance level of less than (5%), between the practice of expression (XX4) within the dialogic leadership variable and the organizational harmony variable (Y) across all five dimensions. This means that an increase in the level of availability of the practice of "expression," demonstrated by leaders to encourage employees toward organizational creativity, will be accompanied by a positive environment and an increase in organizational harmony across all five dimensions at Rafidain Bank, Tikrit Branch, the field of the study.
- e. There is a statistically significant positive (direct) correlation, with a value of (0.766) at a significance level of less than (5%), between the overall dialogic leadership variable (X) and the overall organizational harmony variable (Y).

Accordingly, the third main correlation hypothesis and its subsidiary hypotheses are accepted, which state that "There is a statistically significant positive (direct) correlation between dialogic leadership practices and organizational harmony at both the overall level and the dimensions level."

Fifth: Regression Analysis

This section included regression analysis according to two main hypotheses, as follows:

Fourth Main Hypothesis: There is a statistically significant effect of dialogic leadership practices on organizational harmony at both the overall level and the dimensions level.

To test this hypothesis, five simple linear regression equations were developed to estimate organizational harmony through overall dialogic leadership and its four dimensions, in order to determine the extent of the effect of dialogic leadership and its four dimensions on organizational harmony. Table (12) presents the results of the effect.

Table 12. Impact of Dialogic Leadership and Its Four Dimensions on Organizational Harmony

Model	Explanatory Variable	Dependent Variable	β_0	β	t (Sig.)	F (Sig.)	R ²
1	XX1	Y	1.553	0.607	8.083 (0.000)	65.331 (0.000)	0.632
2	XX2	Y	2.003	0.519	5.360 (0.000)	28.728 (0.000)	0.431
3	XX3	Y	2.098	0.507	5.621 (0.000)	31.593 (0.000)	0.454
4	XX4	Y	1.425	0.640	6.935 (0.000)	48.097 (0.000)	0.559
5	X	Y	1.481	0.644	7.340 (0.000)	53.879 (0.000)	0.586

Source: Prepared by the researcher based on the outputs of SPSS V.24.

It is observed from Table (12) that:

- a. According to Equation (1): The validity of the regression equation model (1) is confirmed by the F-value of (65.331) at a statistical significance level of less than 5%, indicating the possibility of estimating the value of organizational harmony through the practice of

- (1. Respect) within the dialogic leadership variable. The T-value of (8.083) at a statistical significance level of less than 5% also indicates the significance of the effect. Meanwhile, the positive beta regression coefficient (β) of (0.607) indicates that the effect is positive, as a one-unit change in respect practices will be accompanied by a change of (0.607) in organizational harmony. The coefficient of determination (R^2) of (0.632) indicates that the practice of (1. Respect) explains (63.2%) of the changes occurring in organizational harmony, while the remaining percentage is attributed to other factors not included in the current model.
- b. According to Equation (2): The validity of the regression equation model (2) is confirmed by the F-value of (28.728) at a statistical significance level of less than 5%, indicating the possibility of estimating the value of organizational harmony through the practice of (2. Listening) within the dialogic leadership variable. The T-value of (5.360) at a statistical significance level of less than 5% indicates the significance of the effect. Meanwhile, the positive beta regression coefficient (β) of (0.519) indicates that the effect is positive, as a one-unit change in listening practices will be accompanied by a change of (0.519) in organizational harmony. The coefficient of determination (R^2) of (0.431) indicates that the practice of (2. Listening) explains (43.1%) of the changes occurring in organizational harmony, while the remaining percentage is attributed to other factors not included in the current model.
 - c. According to Equation (3): The validity of the regression equation model (3) is confirmed by the F-value of (31.593) at a statistical significance level of less than 5%, indicating the possibility of estimating the value of organizational harmony through Dimension (3. Commenting) within the dialogic leadership variable. The T-value of (5.621) at a statistical significance level of less than 5% indicates the significance of the effect. Meanwhile, the positive beta regression coefficient (β) of (0.507) indicates that the effect is positive, as a one-unit change in commenting practices will be accompanied by a change of (0.507) in organizational harmony. The coefficient of determination (R^2) of (0.454) indicates that the practice of (3. Commenting) explains (45.4%) of the changes occurring in organizational harmony, while the remaining percentage is attributed to other factors not included in the current model.
 - d. According to Equation (4): The validity of the regression equation model (4) is confirmed by the F-value of (48.097) at a statistical significance level of less than 5%, indicating the possibility of estimating the value of organizational harmony through Dimension (4. Expression) within the dialogic leadership variable. The T-value of (6.935) at a statistical significance level of less than 5% indicates the significance of the effect. Meanwhile, the positive beta regression coefficient (β) of (0.640) indicates that the effect is positive, as a one-unit change in expression practices will be accompanied by a change of (0.640) in organizational harmony. The coefficient of determination (R^2) of (0.559) indicates that Dimension (4. Expression) explains (55.4%) of the changes occurring in organizational harmony, while the remaining percentage is attributed to other factors not included in the current model.
 - e. According to Equation (5): The validity of the regression equation model (5) is confirmed by the F-value of (53.879) at a statistical significance level of less than 5%, indicating the possibility of estimating the value of organizational harmony through the overall dialogic leadership variable. The T-value of (7.340) at a statistical significance level of less than 5% indicates the significance of the effect. Meanwhile, the positive beta regression coefficient (β) of (0.644) indicates that the effect is positive, as a one-unit change in overall dialogic leadership practices will be accompanied by a change of (0.644) in overall organizational harmony. The coefficient of determination (R^2) of (0.586) indicates that the overall dialogic leadership variable explains (58.6%) of the changes occurring in organizational harmony, while the remaining percentage is attributed to other factors not included in the current model.
 - a. The above results demonstrate that the dialogic leadership practices adopted by the organization, both individually and collectively, namely respect, listening, commenting,

and expression directed toward employees, have had a clear effect on organizational harmony at Rafidain Bank, Tikrit Branch, as the organization under study.

Based on the above results, the fourth main effect hypothesis and its derived hypotheses are accepted, which state that "There is a statistically significant effect of dialogic leadership practices on organizational harmony at both the overall level and the dimensions level."

Fifth Main Hypothesis: Analysis of Variance / The level of the effect of the dimensions of dialogic leadership on organizational harmony varies in the field under study.

To test this hypothesis, a multiple regression equation was developed to estimate organizational harmony through the four dimensions of dialogic leadership: (1) Respect, (2) Listening, (3) Commenting, and (4) Expression, in order to determine the extent to which the effects of these dimensions vary on organizational harmony. Table (13) presents the results of the effect.

Table 13. Variance of the Impact of Dialogic Leadership Dimensions on Organizational Harmony

Dimension	β_0	R ²	Adjusted R ²	F	Sig.
	1.255	0.678	0.642	18.465	0.000
	β	S.E.	C.R.	T	Sig.
XX1	0.534	0.144	3.712	3.517	0.001
XX2	-	0.160	-1.035	-0.980	0.334
	0.166				
XX3	-	0.167	-0.520	-0.493	0.625
	0.087				
XX4	0.387	0.179	2.164	2.050	0.048

Source: Prepared by the researcher based on the outputs of SPSS V.24.

It is observed from Table (13) that the validity of the regression equation model is confirmed by the F-value of (18.465) at a statistical significance level of less than 5%, indicating the possibility of estimating organizational harmony through the dimensions of dialogic leadership. Meanwhile, the T-values of (3.517) and (2.050) for Dimension (1) Respect and Dimension (4) Expression, respectively, at a significance level of less than 5%, confirm the significance of the effects of these two dimensions on organizational harmony. In contrast, the non-significant T-values at a significance level greater than 5% for Dimensions (2) Listening and (3) Commenting indicate that the effects of these two dimensions on organizational harmony are not statistically significant.

The beta regression coefficient (β) also indicates variation in the strength of the effects of the dimensions of dialogic leadership on organizational harmony. It is observed that Dimension (1) Respect has a positive beta coefficient (β) of (0.534), followed by Dimension (4) Expression, with a positive beta coefficient (β) of (0.387). Meanwhile, the beta coefficient (β) was negative for both Dimensions (2) Listening and (3) Commenting, and their effects were not statistically significant. This indicates variation in the significance, strength, and direction of the effects of the dimensions of dialogic leadership on organizational harmony. Both Dimension (1) Respect and Dimension (4) Expression within dialogic leadership contribute to consolidating the foundations of organizational harmony by establishing a constructive and inclusive work environment.

The Standard Error (S.E.) indicates the accuracy of parameter estimation. The low value observed indicates that the estimate is more accurate and stable. Meanwhile, the Critical Ratio (C.R.), calculated by dividing the "estimate" by the "standard error," was greater than (1.96) for both Dimension (1) Respect and Dimension (4) Expression, confirming the significance of the effects of these two dimensions. In contrast, it was less than (1.96) for both Dimension (2) Listening and Dimension (3) Commenting, confirming the non-significance of their effects. The Adjusted Coefficient of Determination (Adjusted R²), which amounted to (0.642), indicates that the dimensions of dialogic leadership explain (64.2%) of the changes occurring in

organizational harmony, while the remaining percentage is attributed to other factors not included in the current model. Accordingly, the second main hypothesis can be accepted. Figure (4) presents the path of the effects of the dimensions of dialogic leadership on organizational harmony, as determined using AMOS Ver. 21.

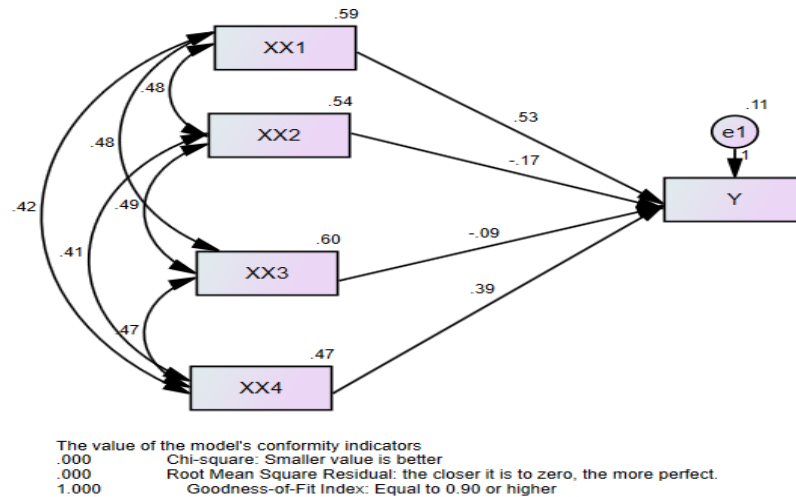


Figure 4. Path of the Effect of Dialogic Leadership Practices on Organizational Harmony

Conclusion

- It was found that the largest proportion of employees in the bank under study belonged to the middle-aged group, indicating that this group possesses both energy and experience, and that dialogic practices are effective with them due to their age and cognitive maturity.
- The majority of employees in the bank under study possessed academic knowledge in general, with the largest proportion holding bachelor's degrees, which facilitates the bank's leadership in achieving harmony with them through dialogic practices.
- The results indicated the availability of dialogic leadership practices in the bank under study, suggesting that the bank's environment is positive, as social interactions emerge from the dialogic practices adopted with employees.
- The practice of respect achieved the highest arithmetic mean and relative importance, confirming the employees' agreement that the bank's leadership has made respect for their decisions one of its priorities and considers them a high value within the bank under study.
- The practice of commenting ranked last despite exceeding the midpoint in terms of agreement, reaching (3.706), indicating that the bank's leadership suspends its biases toward issues that represent its interests and allows matters to proceed transparently in order to enhance organizational harmony and avoid creating problems.
- The results indicated the availability of the dimensions of organizational harmony in the bank under study, suggesting that tasks are accomplished with a high degree of smoothness as a result of achieving harmony at both the individual and organizational levels, in addition to creativity resulting from knowledge sharing.
- The responses of the study sample indicated that self-harmony, among the dimensions of organizational harmony, ranked highest in terms of arithmetic mean and relative importance. This indicates that employees are internally harmonious with themselves and their jobs and strive for creativity in their work.
- The dimension of harmony between internal and external stakeholders ranked last in terms of arithmetic means and relative importance, despite exceeding the midpoint, reaching (3.900). This confirms the existence of agreement regarding harmony and

cooperation between internal and external stakeholders in accordance with declared interests and values.

- i. The results revealed a strong and statistically significant correlation between dialogic leadership practices as a whole and organizational harmony, indicating that increasing the bank leadership's attention to dialogic practices will increase organizational harmony, and vice versa.
- j. The results demonstrated a good and statistically significant effect of dialogic leadership practices on organizational harmony at both the overall and dimensional levels, highlighting the importance of the dialogic practices adopted by the organization, namely respect, listening, commenting, and expression, in enhancing organizational harmony in the bank under study.

Recommendation

- a. Leadership should place dialogic practices among its priorities when dealing with employees, as the majority of them possess intellectual balance and maturity, which enables dialogue to enhance organizational harmony.

Implementation mechanism: Intensifying periodic meetings and gatherings with employees, opening opportunities for proposals, and unifying perspectives.

- b. Enhancing specialized knowledge at the level of the bank as a whole, as the largest proportion of employees possess academic and computer qualifications that enable them to assimilate knowledge more effectively.

Implementation mechanism: Training employees on advanced banking programs that develop specialized knowledge and increase the efficiency of banking performance.

- c. Enhancing the positive banking environment, as dialogic practices were effective in this bank in terms of respect, listening, commenting, and expression. To achieve banking sustainability, it is necessary to increase the effectiveness of leadership's dialogic practices to enhance organizational harmony.

Implementation mechanism: Providing support by the bank's leadership, both moral and material. Moral support includes enhancing communication with employees, resolving the problems they encounter, and meeting their demands through constructive dialogue.

- d. Enhancing employee performance and job satisfaction by demonstrating respect for them and involving them more extensively in the decision-making process concerning their work.

Implementation mechanism: The bank's leadership should incorporate their opinions and suggestions into the planning process and empower them functionally to make decisions related to their work.

- e. Bank leaders should overcome personal disagreements, favor the majority's opinion, and avoid insisting on or imposing their personal views regarding particular issues.

Implementation mechanism: Adopting knowledge sharing and teamwork based on involving all organizational levels in setting objectives, reaching solutions to organizational problems, or proposing alternatives for banking services.

- f. Enhancing organizational harmony across all its dimensions and increasing communication and openness with various internal and external parties, as well as with different departments, in order to establish common ground and enhance creativity and organizational efficiency.

Implementation mechanism: Activating dialogic practices among the various parties involved in the organizational process and establishing organizational objectives and plans that take into account the requirements of all levels within the bank to ensure organizational loyalty.

- g. Increasing employees' individual creativity through the support and encouragement provided by the bank's leadership in a manner that maintains their self-harmony and reinforces their commitment to completing their tasks within the specified time.

Implementation mechanism: Providing material and moral support by the leadership of the bank under study to increase employees' harmony with their jobs and foster their engagement with them to the point of passion, which generates creativity.

- h. Enhancing the organizational culture of internal stakeholders in a manner that prepares them for greater harmony with external stakeholders.

Implementation mechanism: The bank's leadership should make harmony with the relevant parties within the bank one of the fundamental standards and values upon which the employees' organizational culture is built.

- i. Strengthening the relationship by enhancing leadership's dialogic approaches to achieve greater organizational harmony within the banking environment, particularly given the high level of interrelationship between them demonstrated by the field results of this test.

Implementation mechanism: Establishing transparent work rules and procedures through which the bank's leadership can gain employees' trust and achieve a high level of organizational harmony.

- j. Enhancing all dialogic practices because of their effect on organizational harmony, as clearly demonstrated by the regression analysis, while emphasizing the need to focus on practices that showed lower effects than the other practices, such as commenting. This highlights the necessity for leadership to avoid biases that disrupt work and affect the achievement of shared interests between the two parties in a manner that benefits the bank under study.

Implementation mechanism: Raising banking awareness among employees through workshops, seminars, and electronic awareness materials that reinforce the principle of working toward achieving the bank's general objectives and avoiding conflict that weakens organizational harmony across all its dimensions.

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