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THE ROLE OF STRATEGIC CONTAINMENT IN ALLEVIATING ORGANIZATIONAL TRAUMA-THE INTERACTIVE ROLE OF HARMONY IN THE WORKPLACE-AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF MEDICAL STAFF IN SOME PRIVATE HOSPITALS IN THE HOLY CITY OF NAJAF

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Abstract

The research aims to test the effect of strategic containment as an independent variable in mitigating organizational trauma as a dependent variable through harmony in the workplace as an interactive variable in some private hospitals in the city of Najaf. The researchers adopted the descriptive analytical approach in completing their research, which dealt with a random sample of (217) individuals by adopting the questionnaire as a primary tool in collecting data. The research adopted the program (SpssV.26 Amos V.24) with some appropriate statistical methods to test its hypotheses. As for the most prominent research conclusions that were reached through the practical aspect that proved the validity of the hypotheses, they were embodied in the effect of strategic containment directly and indirectly in mitigating organizational trauma, and the effect is higher in the case of the interactive dimension of harmony in the workplace, as harmony in the workplace contributes to increasing the emergence of the impact of strategic containment in mitigating organizational trauma in the hospitals studied. The researchers came out with a set of recommendations, the most prominent of which is (increasing and expanding interest in research variables by educating senior leaders in The researched hospitals and employees with everything related to (strategic containment, mitigation of organizational trauma, harmony in the workplace) Providing the necessary support to employees during the period of change: Providing the required support as well as providing advice to employees so that they can adapt well to those new changes, Encouraging participation in decision-making: Employee participation in the decision-making process related to them, which enhances the sense of ownership and responsibility.

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Introduction

Ineffective communication may negatively affect the relationship between leaders and employees, affecting the given task and eventually causing conflict. By practicing effective communication methods, employees can express their dissatisfaction with the organization's members, and work performance can improve as well. Employee satisfaction with communication can enhance the understanding of communication practices in the organization and improve other types of satisfaction, such as job satisfaction. Understanding strategies to enhance harmony in the workplace and the workplace environment they need is necessary. Harmony in the workplace is vital to evaluate because it highlights the importance of the communication process, such as the medium, style, and functions of communication in the organization. Psychological research in work organizations continues to pursue the study of work practices and individual outcomes. The relationships between psychological effects and organizational performance are most interesting in studying work systems. Some of the impetus for this research came from studies in the tradition of managerial economics in an attempt to understand the components of the psychological effects of trauma in organizations. The psychological characteristics of individuals explain nearly twice as much variance in performance across organizations as traditional explanations for differences in behavior. Variations in performance across business units can be explained by factors related to the psychological state of individuals. The primary motivation for the research has been identifying ways and mechanisms for mitigating trauma within organizations. It has gained importance due to the growing interest in organizational behavior practices, driven by concerns about general deficiencies in individual and group behavior. This research also examines the interactive role of workplace harmony. Workplace harmony can lead to a variety of positive results and potentially enhance work-related procedures by stimulating creativity and innovation and breaking bad thought habits. Furthermore, independent of the organizational structure, harmony may also influence the caliber of interpersonal connections and aid in the socialization processes of members of the organization. In addition to challenging management, harmony may push boundaries, create an organizational culture, and give comfort to those who work there.

Materials and Methods

The problem of the study and its questions

The problem of the current study is the lack of sufficient attention to the psychological effects that affect both employees and the organization as a result of the exacerbation of the impact of organizational trauma, which may have dire consequences for the organization and its overall performance. What increases the difficulty and importance of the effects of organizational traumas is the difficulty of measuring and predicting them, as they have effects related to employees' psychological and behavioral aspects. Therefore, harmony in the workplace through harmony or harmony in the workplace leads to mitigating the impact of organizational trauma. (Plester & Kim, 2021) suggests that harmony in the workplace helps people integrate and communicate effectively by creating a form of mutual understanding. However, unstudied harmony may isolate some individuals from the workplace and disrupt socialization processes [1]. This means that the role of harmony in the workplace may be inconsistent, and it can lead to unintended or destructive results, mainly when used without a complete understanding of the context of the harmony interaction. Based on the above, the problem of the current study can be formulated through the following fundamental question: (Are the effects of organizational trauma mitigated with the presence of strategic containment in the event of an increase in the level of harmony in the workplace?) A set of sub-questions related to the fundamental study question can also be reached, which are:

1. What is harmony in the workplace? Is it applied and cared for?
2. How does the hospital's study view organizational trauma? And how is it measured?
3. What is the level of strategic containment? And what are its most critical basic dimensions?
4. Is there a significant effect of harmony in the workplace with organizational trauma? What is the direction of the relationship?

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5. Is there a significant interactive relationship between workplace harmony and the relationship between strategic containment and organizational trauma?

The most important study

The importance of the study can be divided into the theoretical significance of the research and the practical importance, which is as follows:

Theoretical importance

The importance of this research stems from the fact that it sheds light on variables that many studies have called for to be addressed in some detail, especially the topic of organizational trauma, as it relates to the psychological state of workers and the effects that are reflected on the organization as a whole. This study also gained its importance through the theoretical and academic importance of the study variables, which are (strategic containment, organizational trauma, and harmony in the workplace). To the best of the researcher's knowledge, previous studies did not address all the variables in one study.

Practical importance

For private hospitals in Najaf:

- Improving the work environment: This study helps identify those factors that affect the work environment and contribute to creating an atmosphere of harmony and containment, which in turn leads to increased productivity and the quality of services provided to patients.
- Reducing stress and psychological pressure: It identifies the sources of stress and psychological pressure among workers and proposes practical solutions for them, which contributes to improving mental health and increasing workers' loyalty towards the organization.
- Retaining qualified cadres: It helps identify the reasons that prompt employees to leave work or search for other job opportunities and find solutions to reduce these problems, which contributes to maintaining qualified cadres and reducing the cost of recruitment and training.
- Raising the level of job satisfaction: It helps identify the factors that affect the level of job satisfaction among employees and find solutions that will help enhance this satisfaction, which leads to improving employee performance and increasing productivity.

Study objectives

The objectives of the research are as follows:

1. Identify the concept of strategic containment and the extent of interest in it in the hospitals studied
2. Study the extent of interest of the hospitals studied in the topic of organizational trauma and what are the methods used to measure it
3. Study the level of harmony in the hospitals studied and what are the most critical dimensions associated with it
4. Knowing the direction of the relationship between strategic containment and organizational trauma
5. Knowing the direction of the relationship between harmony in the workplace and organizational trauma
6. Knowing the effect of harmony in the workplace on the relationship between strategic containment and organizational trauma

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Hypothetical plan for the research

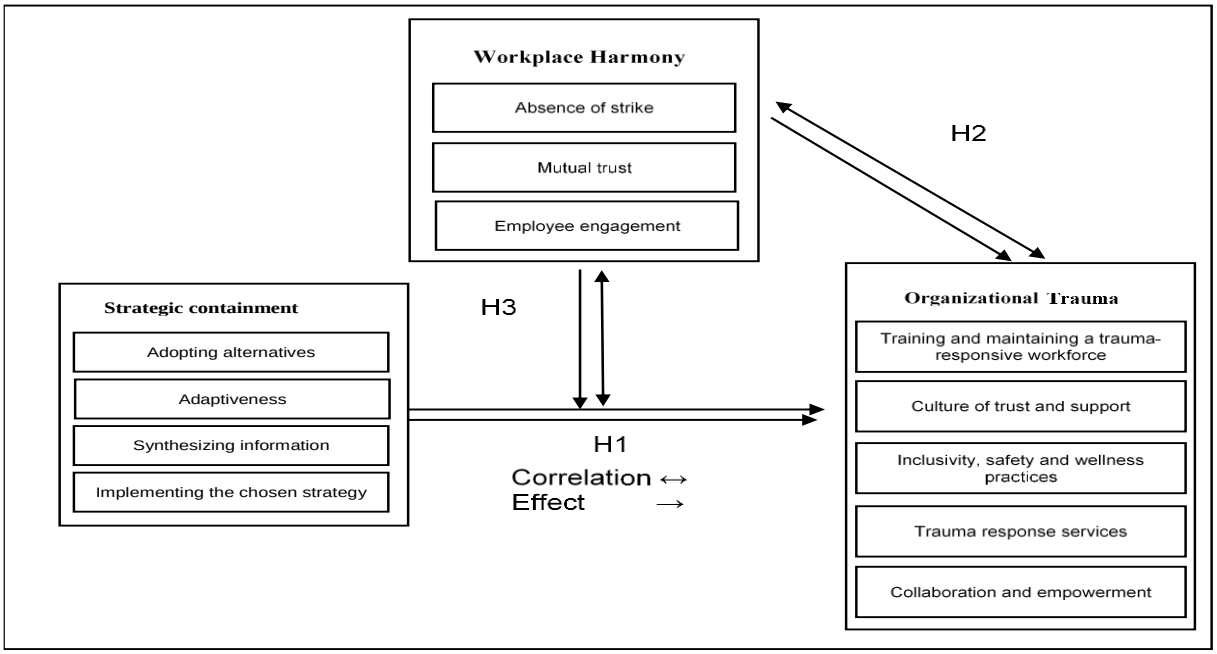


Figure (1) Hypothetical model for the research

Through the following figure, the following hypotheses of the research appear:

1. "The first central hypothesis is that strategic containment significantly affects organizational trauma in private hospitals in the city of Najaf, the field of application.
2. The second main hypothesis is that harmony in the workplace has a significant effect on organizational trauma in private hospitals in the city of Najaf, the field of application.
3. The third main hypothesis: This hypothesis is related to testing the interactive role of harmony in the workplace in the relationship between strategic containment and organizational trauma in private hospitals in the city of Najaf, the field of application".

Research community and sample

"Every medical cadre in a few private hospitals in the city of Najaf represents the research community. All medical cadres in the hospitals under study reached (488) people, and the equation (Steven K. Thompson, 2012: 59) was used".

$$n = \frac{N \times p(1-p)}{\left[\left[N-1 \times \left(d^2 \div z^2\right)\right] + p(1-p)\right]}$$

p= Property availability and neutrality ratio equals 0.50

z= The standard score corresponding to significance level 0.95 equals 1.96

N= Population size

d= The error ratio equals 0.05

Based on this, the optimal sample size appeared to be at least (215) employees, so (230) questionnaires were distributed randomly. After (221) questionnaires were retrieved, it became clear that the number of questionnaires valid for statistical analysis amounted to (217) questionnaires, which is a number that achieves the desired goal. "In terms of personal or professional characteristics, the study sample in Table No. (1) was described as follows: (gender, age, number of years of service) "

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Table 1. Personal information of the study sample

Human gender	Recurrence	Ratio
Male	129	59.45%
Female	88	40.55%
Total	217	100
Age	Recurrence	Ratio
32 years and younger	65	29.95%
42-33	76	35.02%
52-43	40	18.43%
53 and older	36	16.59%
Total	217	100
Number of years of service	Recurrence	Ratio
1-6 years	101	46.54%
7-10 years	66	30.41%
More than eight years	50	23.04%
Total	217	100

The theoretical framework of the research

The concept of strategic containment

Strategic containment is one of the important concepts for organizations in all its forms because it helps develop the organization and gives it the ability to achieve several organizational advantages. Despite the importance of strategic containment, many organizations have not given this concept the attention it deserves, leading to an imbalance in their strategic balance and, thus, the loss of many opportunities and exploitation. Strategic containment can determine the fate of organizations. Hence, decision-makers in organizations seek to activate it through their participation in formulating and developing the organization's strategy and putting it into effect. (Marler & Parry, 2016) limits the process of strategic containment to the extent of middle management's participation in formulating and developing the strategy. Therefore, strategic containment was defined as "a fundamental axis for the work of organizations that requires the organization's management to activate its role in supporting the participation process and bearing responsibility for formulating the organization's strategy and working to develop it in a manner that is consistent with the surrounding circumstances and working to develop basic plans and principles to ensure the implementation of the chosen strategy" [2] . While (Miller, 2015) defined strategic containment as "the organization's ability to formulate and develop strategic programs that have the ability to positively impact its future by empowering employees and developing their capabilities." While (Kim et al., 2017) defined it as "using management's expertise in strategic areas to solve the basic problems that organizations go through through their cognitive capabilities and their analysis and interpretation of information in a way that enables them to choose the best strategy through which they can contain the surrounding changes.[3]" Strategic containment is of great importance to organizations as it contributes to absorbing the negative effects of crises through early planning to confront those crises and emergency changes that organizations may be exposed to [4]. (Bragaw & Misangyi, 2017) indicated that strategic containment can contribute to enhancing the quality of strategic

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decisions through the element of participation, which will ensure obtaining new and diverse visions and ideas that enhance the strategic directions of the organization, which makes the decisions taken more feasible to implement, as they are closer to the reality in which the organization lives and within its administrative capabilities [5]. (Oswald et al., 1997) Believe that strategic containment works as a catalyst for organizations to search for and analyze information in a way that helps them know the changes and events taking place around them, which contributes to discovering new markets that can be invested in [6]. (Farmer, 1981) shows that strategic containment can achieve a sustainable competitive advantage for the organization by achieving balance and integration between the organization's activities and working to exploit opportunities and not waste them [7].

Dimensions of strategic containment

By reviewing the most important literature and what has been written about strategic containment, we found that there is almost a consensus on what was stated by [8], who worked to establish four basic dimensions of strategic containment, which are:

1. **Adopting alternatives:** Strategic containment assumes that organizations have a number of alternative strategies that can be used and applied in the event of crises or events that require a rapid change in their strategy and that choosing these alternative strategies falls on senior management in coordination with middle management through continuous communication to reach complete conviction in the strategies that will be implemented [9]. (Walter, et al., 2016) This indicates the importance of middle management in adopting appropriate alternatives for the organization, as it always has appropriate solutions and takes the initiative to participate in determining appropriate strategic alternatives [10].
2. **Adaptability:** Organizations must take into account the changes that they may encounter while implementing their strategy, so they must work on creating a strategy that can be modified to adapt to the new situations they are going through. (Floyd & Wooldridge, 1992) indicate that this adaptability depends on the ability of management, especially middle management, as it is the most capable of making the organization more flexible and able to adapt to the environmental challenges it faces by working to study changes and experimenting with modern methods to keep up with them [8].
3. **Synthesizing information:** Information always plays a major role in the work of organizations, so strategic containment focuses on collecting and analyzing information in order to increase their ability to adapt to environmental changes, which increases the accuracy of their strategic decision-making [11]. Therefore, management gives great importance to synthesizing information because it is able to provide added value to organizations by interpreting external environmental changes and analyzing them in a way that helps them formulate the appropriate strategy.
4. **Implementing the selected strategy:** There is no doubt that the process of implementing the selected strategy is very important because any failure in this aspect will completely waste the efforts of management and the organization in the process of developing the appropriate strategy. The implementation of strategies is always the responsibility of middle management because it is responsible for the strategic implementation process by translating the goals of senior management into reality. (Gaias, et al., 2022) Shows that the strategy implementation process is complex and consists of a set of diverse activities carried out by managers and workers to transform these strategic plans into reality and achieve the expected strategic goals [12].

The concept of organizational trauma:

A traumatic event is defined as (an event in which a person is overwhelmed with intense stimulation that he cannot control) and often involves events that Traumatic events involving threats to life, physical harm, or close encounters with violence. People can also experience trauma without experiencing physical harm or the threat of harm. The American Psychiatric Association defines trauma as "an event that is outside the normal human experience and would be markedly distressing to almost anyone,

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including a serious threat to life or physical safety." In general, it means exposure to a serious threat, and each can affect members of the organization as a whole [13]. Hormann (2007) defines organizational trauma as "a turning point, as in a series of events for better or worse, a state of instability that leads to a decisive change or sometimes a personal tragedy or emotional or similar upheaval [14]." (Galavandi & Salimkandi 2019) sees organizational trauma as "a set of potential organizational responses to internal/external actions or events. These events may be caused by one or more individuals or uncontrolled phenomena that result in mental distress, physical injury, and other harm to the organization's employees [15]." (Brown et al., 2021) define organizational trauma as "an organizational operating model in which individuals in the system recognize that trauma is likely to occur and learn how to recognize and respond to trauma and resist further potential trauma in the future [16]."

Dimensions of organizational trauma:

The dimensions of organizational trauma investigated in this study can be categorized as follows [15] [16].

1. Training and maintaining a trauma-responsive workforce;
2. A culture of trust and support;
3. Inclusiveness, safety, and wellness practices;
4. Collaboration and empowerment; and
5. Trauma response services.

The Concept of Workplace Harmony

Harmony is a multifaceted and elusive concept. Harmony can have many different forms, motivations, and presentations due to its vague and inconsistent nature. There are several definitions of harmony from various fields of study, but all scholars accept no single term. But harmony is taken into consideration (as an entirely beneficial phenomenon that makes people happy). [1]. The definition of workplace harmony is "a state of relative peace and stability in an organization, characterized by group trust, understanding between employees and management, and the absence of employee displays of dissatisfaction." Understanding and agreement between management and employees over the parameters of working circumstances, including pay, promotions, job security, and safety, as well as excellent interpersonal interactions at work, lead to ethical and professional behavior as well. The process of taking into account the interests of the parties in a way that permits understanding and compromise while deciding on working conditions, norms, and power sharing is known as workplace harmony. The processes, in the opinion of the authors, can be used to pinpoint a range of behaviors that influence the format and character of formal or informal interactions between management and their subordinates. Conflict at work arises from employees' perceptions of management as being exploitative, indifferent to their working circumstances, and indifferent to their opinions or efforts. [17] An agreement that is friendly and cooperative regarding employment interactions between employers and employees for their mutual benefit is another definition of workplace harmony. The connection between management and employees over the terms and circumstances of employment and the workplace is what is meant by "workplace harmony." Actually, it's a scenario when management and staff voluntarily work together to achieve the organization's aims and objectives. In its perfect condition, harmony presupposes that there is a work environment that is relatively balanced and that interpersonal relationships are cordial and fruitful. Modern organizations are rife with conflict and divergent agendas due to the unavoidable disparities between groups inside the organization. The Absence of harmony in the workplace due to this kind of dispute indicates an unstable situation inside the organization [18].

Dimensions of harmony in the workplace

By reviewing the most important literature on harmony in the workplace, we found that what was stated by both [17] and [19] are the dimensions closest to our current study, which are:

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1. Absence of strike

Given the way that modern businesses operate, going on strike is one of the most common ways that employees communicate their displeasure with their employers. The purpose of this action is to make management aware that there is a problem with the way they are handling employee welfare plans. Employees who see unfair treatment or unethical behavior that violates labor laws may stage protests against the organization's operations. In light of this, a strike is described as when employees in a group quit their jobs in a company or industry in order to pursue a similar goal. This definition makes it clear that strikes are not always a bad thing for an organization because they actually put strain on the working relationship between employers and employees rather than fostering harmony and peace. Therefore, short-term gains may result from strikes for those impacted, but if a strike lasts a long time, the organization may experience long-term losses in output and profitability. Therefore, employers and employees can cooperate if there isn't a strike.

2. Mutual Trust

Since employers and employees are the main stakeholders in an organization and have competing interests that can only be satisfied through collaboration, building trust becomes crucial to enhancing each party's dedication to achieving. Because employer-employee interactions are interconnected, mutual trust is critical to creating and maintaining harmony in the workplace. Since mutual trust is a healthy working relationship that acknowledges the interdependence between employers and employees—through which each party achieves their own goals—this point of view has become increasingly apparent. Mutual trust is the conviction that one can depend on the other to accomplish a certain task for the good of all parties involved.

3. Employee Engagement

One of the most crucial leadership philosophies for inspiring workers to strive toward their goals is employee engagement. According to a review of the literature, the main goal of implementing participatory management practices is to foster democratic commitment and ownership of choices. In actuality, it establishes a platform that freely and completely engages workers. From a leadership standpoint, incorporating followers into decision-making processes is a leadership behavior known as employee engagement. Likewise, it grants group members the ability to take part in the process of making decisions.

Applied framework

"This subject deals with going over the applied aspect's outcomes and explaining them in the following paragraphs":

An overview of private hospitals in the city of Najaf

Private hospitals in Najaf Governorate are considered another very important part of the health system because they contribute greatly to providing medical services to the population, along with government hospitals. The following are the features that distinguish these hospitals and distinguish them from their government counterparts:

- Private investment: Private hospitals rely on private investments, which makes them flexible in decision-making and implementing development projects.
- Competitiveness: Private hospitals seek to outperform each other. This leads to improving the quality of services and providing better offers to patients.
- Competitiveness: Private hospitals seek to outperform each other, which leads to improving the quality of service and providing better offers to patients.

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Verifying the research scale

The present paragraph focuses on using the following series of actions to confirm the accuracy of the scale used in investigating the research variables:

3-2-1- Normal distribution and stability of research variables and dimensions

"For the researcher to be able to read his variables and distinguish between them while utilizing the right tools, coding the research's paragraphs, dimensions, and variables is essential. In addition to the Cronbach alpha coefficient, which indicates the degree of scale stability in examining variable availability when redistributing the questionnaire to the same sample at different times, table (2) displays the coding used in the study. All of the coefficients were within the range of (0.721-0.912), which are acceptable values from a statistical perspective because they surpass (0.75). As such, the necessary stability characterizes the measurement tool".

The test was also applied to the two main study variables by extracting the kurtosis and skewness coefficients. Most studies indicate that the acceptable values for them should be between (+1.96-1.96), as the results of the kurtosis and skewness tests were within the acceptance area as shown in the table, where it is possible to proceed with subsequent statistical analyses such as the Pearson correlation coefficient, the simple linear regression equation, and structural equation modeling.

Table 2. Normal distribution and stability of research variables and dimensions

variable	Dimension	Number of Items	Kurtosis	Skewness	Cronbach's alpha for dimension	Cronbach's alpha for the variable	Source
Strategic containment	Adopting alternatives	4	-.863-	-.233-	0.892	0.845	[8]
	Adaptiveness	4	-.736-	.150	0.867		
	Synthesizing information	4	-.895-	.185	0.829		
	Implementing the chosen strategy	4	-.549-	.407	0.792		
Workplace Harmony	Absence of strike	4	-.525-	.444	0.912	0.851	[20]
	Mutual trust	4	-.712-	.209	0.787		
	Employee engagement	4	-.292-	.593	0.854		
Organizational Trauma	Training and maintaining a trauma-responsive workforce	4	-.262-	.548	0.764	0.804	[15]
	A culture of trust and support	4	-.447-	.674	0.831		

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	Inclusivity, safety, and wellness practices	4	-.370-	.619	0.802		
	Collaboration and empowerment	4	-.635-	.387	0.902		
	Trauma response services	4	-.414-	.624	0.721		

Source: Written by scientists using data from SPSS

Description and interpretation of the results of the research sample responses

"The Classification (2004:15, Dewberry) stated that if the researcher relied on the five-point Likert scale, I fully agree - I entirely disagree. This paragraph relates to investigating the availability of the study variables and dimensions. The arithmetic averages are divided into five groups".

Table 3. Classification of statistical description categories

Categories	Level
4.21-5.00	Very High
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1-1.80	Very Low

Source: Prepared by researchers based on literature

"The arithmetic mean, standard deviation and response level to the research variables and dimensions are used in Table (3) to reflect the statistical description criteria for the research sample replies."

- "Measuring the extent of awareness of the medical cadres in the organization under the study of the research variables."

"The arithmetic means, standard deviations, coefficients of variation, and percentages of agreement for the research variables and sub-dimensions for each variable were determined using the scale used in the study, as indicated in the table below."

Table 4. Descriptive analysis of the study variables (strategic containment, workplace harmony, and organizational trauma)

Dimensions of Strategic Containment		**Maen**	**S.D**	**C.V**	**Agreement rate**	**Dimensional arrangement**
1	Adopting alternatives	3.21	0.754	%23.49	%64.20	1
2	Adaptiveness	2.92	0.834	%28.56	%58.40	2
3	Synthesizing information	2.75	1.003	%36.47	%55.00	4
	Implementing the chosen strategy	2.71	0.944	%34.83	%54.20	3
Strategic containment		2.90	0.884	30.50%	57.95%	

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Dimensions Workplace Harmony		Maen	S.D	C.V	Agreement rate	Dimensional arrangement
1	Absence of strike	2.81	0.911	%32.42	%56.20	3
2	Mutual trust	3.11	0.816	%26.24	%62.20	2
	Employee engagement	3.14	0.766	%24.39	%62.80	1
Workplace Harmony		3.02	0.831	27.52%	60.40%	
Dimensions of Organizational Trauma		**Maen**	**S.D**	**C.V**	**Agreement rate**	**Dimensional arrangement**
1	Training and maintaining a trauma-responsive workforce	3.51	0.711	20.26%	%70.20	2
2	A culture of trust and support	3.64	0.682	%18.74	%72.80	1
3	Inclusivity, safety, and wellness practices	3.42	0.799	%23.36	%68.40	3
4	Collaboration and empowerment	3.15	0.904	%28.70	%63.00	5
5	Trauma response services	3.26	0.842	%25.83	%65.20	4
Organizational Trauma		3.40	0.788	23.19%	67.92%	

Source: Written by scientists using data from SPSS

The previous table shows the following:

- The average interest of the studied hospitals for the variable (strategic containment) towards the dimensions of the overall average (neutrality), where the total average of the dimensions of strategic containment was (2.90), with a standard deviation of (0.884), a coefficient of variation of (30.50%), and a high agreement rate of (57.95%).
- The relative importance of the dimensions of strategic containment differs, according to the lowest coefficient of variation / highest agreement rate, and their order was as follows: (Adopting alternatives, Adaptiveness, Implementing the chosen strategy, Synthesizing information)
- The average interest of the studied hospitals for the variable (harmony in the workplace) towards the dimensions of the overall average (neutrality), where the total average of the dimensions of harmony in work was (3.02), with a standard deviation of (0.831), a coefficient of variation of (27.52%), and a high agreement rate of (60.40%).
- The relative importance of the dimensions of workplace harmony varies, according to the lowest coefficient of variation / highest percentage of agreement, and their order was as follows: (Employee engagement, Mutual trust, Absence of strike)
- The high availability of medical staff in the studied hospitals for the variable (organizational trauma) towards the dimensions of the overall general average (agreed), as the total general average of the dimensions of organizational trauma reached (3.40), with a standard deviation of (0.788), a coefficient of variation of (23.19%), and a high percentage of agreement of (67.92%).
- The percentage of agreement on the availability of the dimensions of organizational trauma varies, according to the lowest coefficient of variation / highest percentage of agreement, and was arranged as follows: (A culture of trust and support, Training and maintaining a trauma-responsive workforce, Inclusivity, safety and wellness practices, Trauma response services, Collaboration and empowerment)

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Testing the hypotheses of the impact of research variables
The analysis will be conducted in two steps:

- **The first step:** Before testing the hypotheses, confirmatory factor analysis of the research variables for the purpose of verifying the structural validity of the research scale with its variables, dimensions, and paragraphs, structural equation modeling (confirmatory factor analysis method) will be used to verify this and by adopting the Amos.V. 24 program). The researcher aims to verify two issues through this procedure: The first is that the dimensions are actually expressive of the variable and that their paragraphs are fairly valid and statistically acceptable. Second, the data collected from the sample are consistent with the hypothetical structural model of the measurement. The verification process is carried out through criteria that exceed or equal the saturation rate of the paragraphs to (0.40).

"According to Costello and Osborne (2005), all items (Strategic containment, Workplace Harmony, and Organisational Trauma) exceeded the saturation rate of 0.40, indicating their statistical validity. This is demonstrated in the accompanying figure and table. Furthermore, the structural model's goodness of fit criteria is above the predetermined thresholds, indicating the multidimensionality of the study variables and the sample data's consistency with the variables' presumed structural structure. This verifies that the research variables scale, which here represents the measurement model, matches the data extracted from the research sample".

Table 5. Confirmatory factor analysis of the research variables (Strategic containment, Workplace Harmony, Organizational Trauma)

item	path	The dimension	Estimate	S.E.	C.R.	P
Strategic containment						
AL1	<---	Adopting alternatives	.770	.092	11.001	***
AL2	<---		.858	.087	12.519	***
AL3	<---		.866	.091	12.660	***
AL4	<---		.777			
AD1	<---	Adaptiveness	.769	.086	11.288	***
AD2	<---		.710	.088	10.213	***
AD3	<---		.772	.086	11.356	***
AD4	<---		.803			
SI1	<---	Synthesizing information	.790	.065	14.245	***
SI2	<---		.757	.065	13.196	***
SI3	<---		.849	.058	16.431	***
SI4	<---		.899			
IC1	<---	Implementing the chosen strategy	.842	.068	14.109	***
IC2	<---		.815	.080	13.411	***
IC3	<---		.870	.076	14.886	***
IC4	<---		.831			
Workplace Harmony						
EM1	<---	Employee engagement	.813	.103	11.363	***
EM2	<---		.815	.096	11.394	***
EM3	<---		.791	.096	11.029	***
EM4	<---		.748			
MT1	<---	Mutual trust	.898	.086	13.143	***
MT2	<---		.841	.094	12.167	***
MT3	<---		.801	.089	11.485	***

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MT4	<---		.763			
AS1	<---	Absence of strike	.887	.066	16.414	***
AS2	<---		.818	.070	14.169	***
AS3	<---		.813	.074	14.025	***
AS4	<---		.858			
Organizational Trauma						
TM1	<---	Training and maintaining a trauma-responsive workforce	.781			
TM2	<---		.759	.093	10.917	***
TM3	<---		.788	.089	11.418	***
TM4	<---		.814	.096	11.890	***
CT1	<---	A culture of trust and support	.847			
CT2	<---		.894	.064	16.168	***
CT3	<---		.845	.074	14.629	***
CT4	<---		.915	.067	16.869	***
IW1	<---	Inclusivity, safety, and wellness practices	.856			
IW2	<---		.836	.071	14.537	***
IW3	<---		.924	.063	17.388	***
IW4	<---		.763	.069	12.511	***
CE1	<---	Collaboration and empowerment	.801			
CE2	<---		.843	.079	12.975	***
CE3	<---		.780	.074	11.698	***
CE4	<---		.769	.081	11.477	***
TR1	<---	Trauma response services	.855			
TR2	<---		.877	.072	15.553	***
TR3	<---		.850	.073	14.753	***
TR4	<---		.862	.074	15.095	***

Source: outputs from Amos.24

- **The second step:** It is related to exploring the level of the relationships of influence and their direction for the research variables and at the level of direct influence and the interactive role of functional harmony in the relationship between strategic containment and mitigating organizational trauma in the hospitals studied.

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By using the program (24. Amos V) as follows:

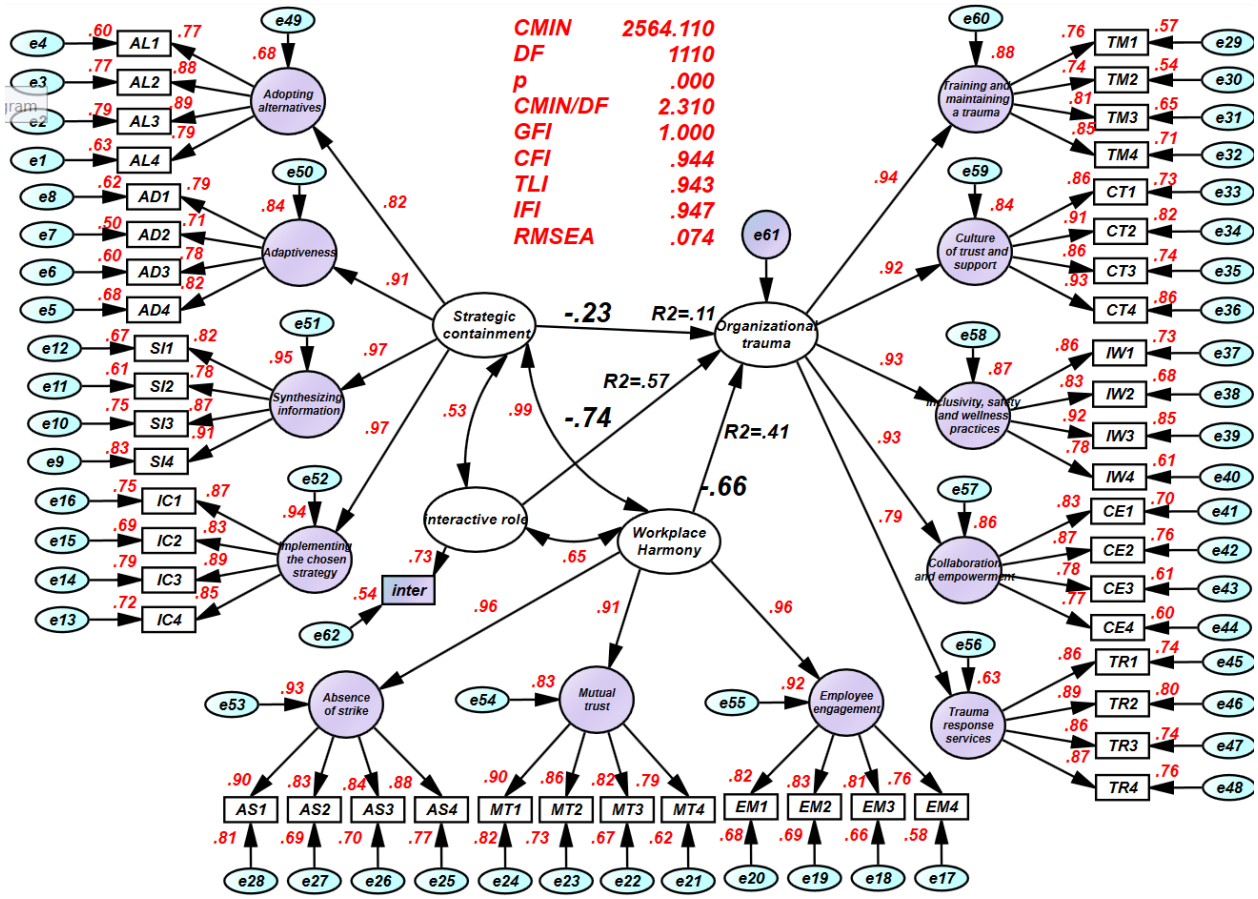


Figure (2). Interactive structural model

Table 6. The direct and indirect effect between Strategic containment and Organizational Trauma The interactive Role of Workplace Harmony

Path					Standard estimate	Standard error	C.R	R2	P
Strategic containment	→			Organizational Trauma	-0.234	0.143	3.356-	0.111	0.038
Workplace Harmony	→			Organizational Trauma	-0.658	0.088	8.455-	0.411	0.002
Strategic containment	→	Interactive role	→	Organizational Trauma	0.738-	0.052	11.432-	0.565	0.000

"AMOS Program Output. 24" is the source

- **"Testing the first main hypothesis:** There is a significant effect of "strategic containment on organizational trauma in private hospitals in the city of Najaf, the field of application. It is clear from the figure and table above that strategic containment explains (11%) of the changes that occur in mitigating organizational trauma. The remaining percentage (89%) is attributed to the contributions of other variables not included in the research model. As for the ability of the variable strategic containment to influence organizational trauma mitigation, it reached (-0.23), which is an inverse

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effect, in addition to its significance based on the achieved significance value of (0.038), which is less than the significant value assumed by the researcher and specific to social sciences, which is (5%), and the achieved critical ratio supports the significance level of (-3.356) because it is greater than (-1.96). This means that whenever the availability of strategic containment increases by one unit, organizational trauma decreases at a very weak level among workers in the hospitals studied by (23%).

- **"Testing the second main hypothesis:** There is a direct significant effect of" workplace harmony on organizational trauma among workers in the hospitals studied, as it is clear from the figure and table above that workplace harmony explains (41%) of the changes that occur in mitigating the organizational trauma variable, while the remaining percentage, amounting to (59%), is attributed to the contributions of other variables not included in the research model. The ability of the variable of workplace harmony to influence organizational trauma reached (-0.658), which is an inverse effect, in addition to its lack of significance based on the achieved significance value of (0.002), which is less than the significant value assumed by the researcher and specific to social sciences, which is (5%), and the achieved critical ratio supports the significance level of (-8.455) because it is greater than (-1.96), which means that the more the availability of harmony among workers in the hospitals studied increases by one unit, the organizational trauma decreases at an average level among workers in the hospitals studied by (66%).
- **"Testing the third main hypothesis:** The hypothesis states that there is an effect between "strategic containment in organizational trauma and the interactive role of harmony in the workplace. The figure and table above show that harmony in the workplace as an interactive variable contributes effectively, as the value of the interactive effect coefficient of the workplace harmony variable in the relationship between strategic containment in mitigating intangible organizational trauma reached (0.738-), which is an inverse effect, with significant limits (0.000), and the interactive variable contributed to increasing the direct effect coefficient of the strategic containment variable in mitigating the organizational trauma from (0.234-) to (0.738-), in addition to changing the value of R2 in the direct effect model from (0.111) to (0.565) for the strategic containment variable in the interactive effect model, which provides clear evidence of the validity of this hypothesis. That is, harmony in the workplace has an interactive effect on the relationship between strategic containment and mitigating organizational trauma.

Based on these results, the conditions for the validity of the interactive effect have been met, which are as follows:

A. The interactive variable increases the strength of the effect between the independent variable, strategic containment, and the dependent variable, mitigating organizational trauma.

B. The effect of the interactive variable (harmony in the workplace) is statistically significant. These two conditions have been met, and thus, the hypothesis of the interactive effect is accepted, which states that (the workplace harmony variable has a significant effect on the relationship between strategic containment and organizational trauma mitigation). Hair, J.F., Haltt, G.T.M., Ringle, C.M. and Sarstedt, M (2017), A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). 2nd: SAGE. In addition to the above, [21]

Figure (3) shows the interactive role of workplace harmony in the relationship between strategic containment and organizational trauma mitigation due to the decrease in its curve over the curves of the other variables.

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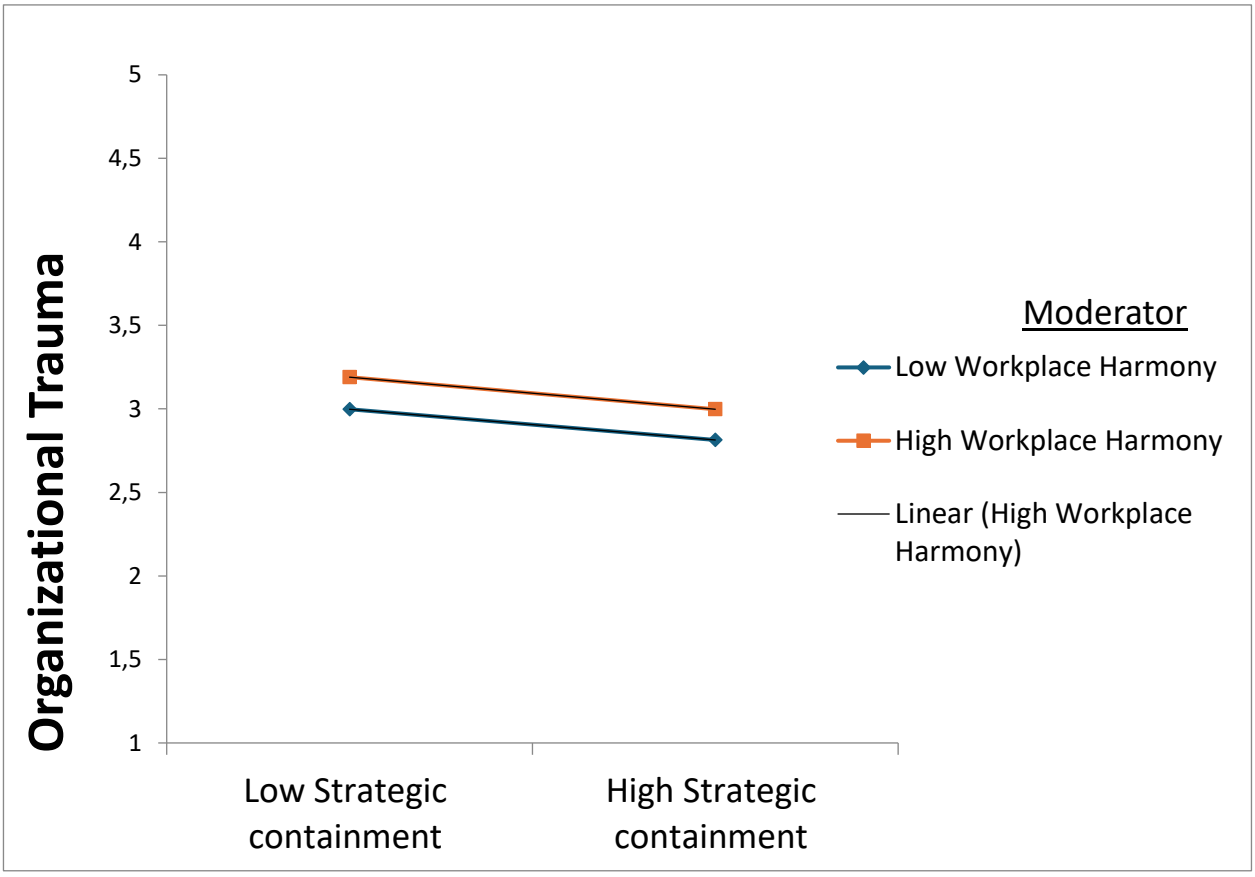


Figure 3. Interactive effect relationship between study variables

Results and Discussion

The empirical evaluation shows that private hospitals under study have an average level of interest in the dimensions of strategic containment, and also a similar moderate level of workplace harmony and a similar average level of organisational trauma for employees, as indicated by the majority of respondents' neutral responses in these variables. The overall arithmetic mean of responses related to strategic containment was 2.90 (SD = 0.884 , C.V. = 30.50% , agreement rate = 57.95%). The most prominent dimension was adopting alternatives (M = 3.21, SD = 0.754), followed by adaptiveness (M = 2.92, SD = 0.834), implementing the strategy (M = 2.71, SD = 0.944), and synthesising information (M = 2.75, SD = 1.003). Similarly, the existence of harmony in the workplace among hospitals studied scored a general mean of 3.02 (SD = 0.831, C.V. = 27.52%, agreement rate = 60.40%) where employee engagement had the highest relative importance (M = 3.14, SD = 0.766), followed by mutual trust (M = 3.11, SD = 0.816) and absence of strike (M = 2.81, SD = 0.911). In contrast, the medical staff had an overall mean of 3.40 (SD = 0.788, C.V. = 23.19%, agreement rate = 67.92%) on organisational trauma, indicating that employees are experiencing organisational traumas at an average rate with the primary dimensions being a culture of trust and support (M = 3.64, SD = 0.682) and training and maintaining a trauma-responsive workforce (M = 3.51, SD = 0.711), followed by inclusivity, safety, and wellness practices (M = 3.42, SD = 0.799), trauma response services (M = 3.26, SD = 0.842), and collaboration and empowerment (M = 3.15, SD = 0.904). The direct hypothesis test shows a low, inverse and significant relationship between strategic containment and organisational trauma (\beta = -0.234, t = -3.356, p = 0.038). This means that addressing the strategic containment components results in a slight reduction of organisational trauma by explaining 11% (R^2 = 0.111) of the variance. Conversely, the mean, inverse (-0.66), and significant direct impact relationships between workplace harmony and organisational trauma suggest that any attention to workplace harmony in the hospitals under study also results in a decline in

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organisational trauma among the hospitals' employees, accounting for 41.1% (R^2 = 0.411) of the variation through a robust coefficient of \beta = -0.658 (t = -8.455, p = 0.002). That's a clear indication that creating harmony in the workplace directly correlates to a significant reduction of organisational trauma among healthcare workers. Moreover, the analysis of the interacting effect of the variable of harmony in work between strategic containment and organisational trauma shows that it was high, inverse, statistically significant and moral. The interaction effect coefficient was significant and negative (-0.738, p = 0.000) and increased the R^2 value of the direct impact model from 0.111 to 0.565, strongly supporting the hypothesis. This means that the more attention is paid to the components of strategic containment in the examined hospitals, the more it contributes to lowering organisational trauma with the presence of harmony among staff. That is, the more the use of strategic containment in the studied hospitals, through the promotion of informal discussions and sharing of information, and the implementation of training programs to collect, interpret and analyse data for a better understanding of how the jobs are performed, and the conversion of goals into action plans, the greater the increase in the reduction and mitigation of organisational trauma, if harmony is used in the workplace, by defining the standards of behaviour dictated by the organization, discipline and guidance among employees. Moreover, the organization is supportive and optimistic in its work environment, encouraging employees to take risks by allowing them to spend time on challenging projects and role clarity makes employees more connected and helps the organization align individual goals with those of the hospital.

Conclusion

The present study has revealed complex interrelations between strategic containment at work, workplace harmony, and workplace trauma for the medical cadres of Najaf private hospital. The results demonstrated that moderate and supreme strategic containing and workplace harmonious are in associative ways to confronting trauma await in the workplace.

More specifically, both strategic containment and workplace harmony significantly and negatively affect organisational trauma, which implies that the impact of trauma can be reduced among the employees if the strategic measures are proactively undertaken by the management and positive relations are maintained between the workers. Moreover, work harmony has significant moderation and interacting effect. Thus, the model explains better when hospitals ensure a harmonious working environment that enhances the impact of strategic containment in reducing organisational trauma.

Finally, hospitals aiming at avoiding psychological and operational trauma on the hospital's top and low-level doctors cannot rely on the policy as the solution. By integrating containment policies with a greater trust, engagement, and harmony among employees in hospitals, a strong protective environment creating an atmosphere resilient to trauma and conducive to organisational performance is developed.

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