

Analysis of Factors Affecting Employees' Readiness for Change toward Growth

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ABSTRACT

This study aimed to examine the effects of emotional intelligence and job security on employees' readiness for organizational change, highlighting their combined influence on adaptability and growth-oriented behavior among workers in the construction sector. A descriptive-correlational design was employed to analyze relationships among the key variables of emotional intelligence, job security, and readiness for change. The statistical population comprised employees in the construction sector, and the sample size was determined using Cochran's formula, resulting in 316 valid responses. Standardized questionnaires were utilized, including the Singh Emotional Intelligence Scale (2004), Ashford et al.'s Job Security Scale (1989), Alzahrani's (2019) Organizational Readiness for Change Questionnaire, and Kriegel and Brandt's (2008) Personal Readiness for Change Scale. Data were collected through paper and online surveys and analyzed using SPSS version 26. Descriptive statistics, Pearson correlation coefficients, and multiple linear regression analyses were applied to assess the strength and direction of relationships among the studied variables. Reliability was confirmed using Cronbach's alpha, with coefficients exceeding 0.70 across all measures. Inferential results demonstrated significant positive correlations between emotional intelligence and readiness for change ($r = 0.504, p < 0.01$) and between job security and readiness for change ($r = 0.331, p < 0.01$). Regression analysis showed that emotional intelligence ($\beta = 0.400, p < 0.001$) and job security ($\beta = 0.382, p < 0.001$) were strong predictors of change readiness, jointly explaining 32.2% of the variance ($R^2 = 0.322, F = 24.486, p < 0.001$). Gender exhibited a modest negative association, while age, contract type, and tenure had no significant effects. The results confirm that emotional intelligence and job security are critical determinants of employees' readiness for organizational change. Enhancing emotional skills and ensuring employment stability can improve adaptability, engagement, and commitment to organizational growth and transformation.

Keywords: Emotional intelligence; job security; readiness for change; organizational growth; employee adaptability; construction sector.

1. Introduction

In today's rapidly evolving business environment, organizations face continual pressures to adapt and transform in order to sustain competitiveness and achieve long-term growth. The readiness of employees to embrace change has thus emerged as a vital determinant of organizational success in periods of transformation. Employee readiness for change reflects a psychological and behavioral inclination toward accepting, supporting, and implementing change initiatives effectively (Alzahrani, 2019). Understanding the factors that enhance or inhibit this readiness—such as emotional intelligence, job security, and leadership behavior—has become a central concern for both scholars and practitioners seeking to ensure successful organizational change processes (Gelaidan et al., 2018; Sanjaghi et al., 2016).

Organizational change is a complex, multidimensional phenomenon that involves altering structures, processes, and employee mindsets. It requires not only strategic leadership but also a supportive organizational climate in which employees feel psychologically and professionally secure (Dhingra & Punia, 2016). According to recent studies, the ability of employees to adapt and remain productive in times of change depends significantly on their emotional resources, including the capacity to manage stress, communicate effectively, and sustain motivation (Dehghanizadeh et al., 2025; Supendi et al., 2024). Emotional intelligence, defined as the ability to perceive, understand, and regulate emotions in oneself and others, is a major predictor of adaptability and openness to change. It empowers employees to remain resilient and collaborative even under uncertain or demanding circumstances (Gelaidan et al., 2018; Sanjaghi et al., 2016).

A strong body of research indicates that emotional intelligence enhances employees' cognitive and behavioral readiness for change by fostering trust, empathy, and problem-solving attitudes (Dhingra & Punia, 2016; Winata, 2024). Individuals with high emotional intelligence are more likely to view organizational change as an opportunity for growth rather than a threat, thereby reducing resistance and facilitating smoother transitions (Alzahrani, 2019). Furthermore, emotional intelligence contributes to the development of constructive communication patterns and emotional regulation skills, which are essential in minimizing the psychological stress and ambiguity associated with change (Dehghanizadeh et al., 2025). In organizational contexts where leaders and employees exhibit

high levels of emotional intelligence, trust in leadership and confidence in collective capabilities tend to increase, leading to a greater acceptance of new strategies and systems (Gelaidan et al., 2018; Supendi et al., 2024).

While emotional intelligence is a key psychological enabler of change readiness, job security represents an equally crucial structural factor influencing employees' motivation to engage in and support organizational transformation. When employees perceive their jobs to be stable and their contributions valued, they are more likely to align their behaviors with the organization's evolving objectives (Baykal, 2023). Conversely, job insecurity can provoke anxiety, withdrawal behaviors, and resistance to change initiatives (Babalola, 2013; Goksoy, 2012). As organizational restructuring and digital transformation intensify across industries, concerns regarding employment stability have become more pronounced. Employees who feel vulnerable to layoffs or role uncertainty often exhibit reduced willingness to participate in innovation and skill development activities (Eshiett & Eshiett, 2024; Rajapakshe & Chandrasiri, 2023).

Contemporary studies have shown that fostering job security positively affects job satisfaction, psychological well-being, and readiness for change by mitigating fear of the unknown and promoting proactive engagement (Kalyugina, 2022; Wang et al., 2024). In contrast, employees exposed to prolonged job insecurity may develop defensive attitudes and cynicism toward management, impairing the effectiveness of change programs (Ghazizadeh et al., 2024; Rajapakshe & Chandrasiri, 2023). This relationship has become increasingly relevant in an era of digital and technological disruption, where automation, artificial intelligence, and remote work are reshaping employment structures (Ghorbanzadeh, 2024). The introduction of technologies such as blockchain and AI has not only altered traditional job roles but also generated new forms of uncertainty about future work arrangements (Ghazizadeh et al., 2025). Therefore, managing perceptions of job security through transparent communication and inclusive change strategies is essential for maintaining workforce morale and commitment (Kalyugina, 2022).

The link between emotional intelligence, job security, and readiness for change has also been supported through empirical investigations in diverse cultural and industrial contexts. For instance, studies in the public sector have demonstrated that leadership styles grounded in emotional awareness and supportive communication significantly enhance employees' adaptability to change (Gelaidan et al.,

2018; Sanjaghi et al., 2016). Likewise, in the private sector, emotional intelligence has been identified as a mechanism through which employees interpret and respond to organizational challenges, fostering positive attitudes toward change initiatives (Dhingra & Punia, 2016; Supendi et al., 2024). Research conducted in the Middle East and Asia has revealed that organizations emphasizing emotional competence training and psychological empowerment achieve higher levels of change readiness and innovation performance (Alzahrani, 2019; Dehghanizadeh et al., 2025).

Job security has further been linked to various dimensions of employee well-being and productivity. A study conducted in Turkey found that perceptions of job stability contributed positively to life satisfaction and psychological capital among employees (Baykal, 2023). Similarly, research in Sri Lanka's apparel industry highlighted the critical role of secure employment in fostering commitment and compliance with change policies (Rajapakshe & Chandrasiri, 2023). These findings underscore that psychological and environmental security collectively shape employees' readiness for organizational change. Furthermore, as digital transformation accelerates, organizations must balance technological innovation with human-centered employment policies to preserve trust and engagement (Ghorbanzadeh, 2024; Komariyah, 2024).

Modern organizations face the dual challenge of implementing technological change and managing the human factors that accompany such transitions. Scholars argue that successful change management depends not merely on technical efficiency but also on the emotional and motivational conditions within the organization (Asniwati & Ramadhan, 2025; Badaruddin, 2025). Leaders who demonstrate empathy, emotional regulation, and transparent communication can mitigate resistance and strengthen collective confidence in the change process. Moreover, participatory leadership that involves employees in decision-making enhances both emotional commitment and readiness for change (Amodia & Visitacion, 2025). A collaborative and psychologically safe work environment encourages employees to express concerns and contribute constructively to change initiatives, reinforcing the alignment between individual goals and organizational objectives (Komariyah, 2024).

In addition, recent theoretical models emphasize that emotional intelligence acts as a mediating factor between leadership behavior and employee readiness for change (Sanjaghi et al., 2016). Leaders with high emotional intelligence are more capable of understanding employee

apprehensions, reducing uncertainty, and fostering a sense of shared purpose. This aligns with the perspective that emotional and cognitive readiness are interdependent dimensions of organizational change capability (Dhingra & Punia, 2016; Gelaidan et al., 2018). Organizations that systematically integrate emotional intelligence training into their change management strategies tend to report more positive change outcomes, higher employee engagement, and lower turnover rates (Winata, 2024).

In summary, readiness for change is a multifaceted construct influenced by psychological, organizational, and contextual factors. Emotional intelligence enables employees to process change constructively, while job security provides the necessary stability for them to engage confidently in transformation efforts. The interaction between these variables determines the overall success of change initiatives and the sustainability of organizational growth (Baykal, 2023; Goksoy, 2012). In the era of digital disruption, economic uncertainty, and rapid technological advancement, understanding the dynamics of emotional intelligence and job security as predictors of change readiness has become a strategic imperative (Ghazizadeh et al., 2024; Ghorbanzadeh, 2024; Kalyugina, 2022).

Consequently, the present study aims to analyze the factors influencing employees' readiness for change toward growth by examining the combined effects of emotional intelligence and job security among workers in the construction sector.

2. Methods and Materials

Study Design and Participants

This study employed a descriptive-correlational design aimed at examining the factors that influence employees' readiness for change with respect to organizational growth. The research population included individuals employed in the construction sector, encompassing both public and private organizations involved in civil and infrastructural projects. The study utilized the Cochran formula to estimate the appropriate sample size based on the assumption of a 95% confidence level ($z = 1.96$), a maximum variability ($p = q = 0.5$), and a margin of error of 0.05. According to this computation, a sample size of 384 participants was deemed statistically adequate. However, due to the practical constraints of data collection, questionnaires were distributed to more than 600 employees—over 100 in person and more than 500 via online forms. After eliminating incomplete responses, 316 valid questionnaires were

obtained, yielding a sampling error of approximately 0.055. Among respondents, 270 were male (85.44%) and 46 were female (14.56%). Regarding age distribution, 190 participants (60.13%) were between 18 and 30 years old, 101 participants (31.96%) between 30 and 45, and 25 participants (7.91%) were above 45. Concerning employment type, 196 respondents (62.03%) were short-term employees, and 120 (37.97%) held long-term positions. The duration of work experience indicated that 150 individuals (47.47%) had less than one year of service, 96 individuals (30.38%) between one and three years, and 70 individuals (22.15%) more than three years. This sample composition provided a diverse representation of demographic and employment characteristics within the targeted occupational domain.

2.1. Data Collection

The study employed standardized questionnaires to collect data on the three core variables: emotional intelligence, job security, and readiness for change. For measuring emotional intelligence, the *Singh Emotional Intelligence Scale* (2004) was utilized, which comprises four dimensions—self-awareness, self-management, social awareness, and social skills. The items were rated on a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Job security was assessed using the model developed by *Ashford et al.* (1989), which similarly employed a five-point Likert scale with the same response anchors. Employees’ readiness for change was evaluated using two separate instruments. The first was the *Alzahrani (2019) Organizational Readiness for Change Questionnaire*, designed to measure readiness when organizational changes are initiated by management. Items were rated on a five-point scale ranging from 1 (“very low”) to 5 (“very high”). The second instrument was the *Kriegel and Brandt (2008) Personal Readiness for Change Questionnaire*, which measured individual-level adaptability to change and used a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

All questionnaire items were translated and linguistically adapted to ensure clarity, cultural appropriateness, and alignment with the objectives of this research. Certain items were rephrased or simplified to enhance participant comprehension, and some were reverse-coded to minimize response bias; these were subsequently recoded before statistical analysis. The face validity of the instruments was confirmed by an expert panel, including the supervising

professor, who reviewed the translated items for relevance, clarity, and conceptual accuracy.

Reliability testing was conducted using *Cronbach’s alpha coefficient* for each of the three questionnaires. This method assesses internal consistency by determining how closely related a set of items are as a group. The coefficient, which ranges between -1 and +1, was computed separately for emotional intelligence, job security, and readiness for change. Values above 0.70 were considered acceptable, indicating satisfactory reliability according to conventional research standards.

2.2. Data Analysis

Data analysis was performed using *SPSS version 26*. The statistical procedures followed a stepwise approach to ensure comprehensive examination of both descriptive and inferential aspects. First, descriptive statistics such as means, standard deviations, and frequency distributions were calculated to provide an overview of participants’ demographic characteristics and variable trends.

To evaluate the relationships among the key variables, *Pearson’s correlation coefficient* was employed. This test identifies the strength and direction of linear relationships between pairs of continuous variables. Pearson’s r values range from -1 to +1, where values closer to +1 indicate a strong positive relationship, values near -1 indicate a strong negative relationship, and values around zero suggest no significant association.

Subsequently, regression analyses were carried out to identify the predictive power of emotional intelligence and job security on employees’ readiness for change. Both *simple linear regression* and *multiple linear regression* models were applied. Simple regression assessed the direct effect of each independent variable on readiness for change, while multiple regression determined the combined explanatory influence of emotional intelligence and job security when analyzed simultaneously. This approach enabled the examination of not only the magnitude of each predictor’s contribution but also the potential interdependence between the predictors themselves.

3. Findings and Results

The demographic profile of the study sample demonstrated a diverse composition across gender, age, employment type, and work experience. Out of 316 valid respondents working in the construction sector, 270 were male (85.44%) and 46 were female (14.56%), reflecting the

male-dominated nature of the industry. In terms of age distribution, 190 participants (60.13%) were between 18 and 30 years old, 101 participants (31.96%) were between 30 and 45 years, and 25 participants (7.91%) were above 45 years of age, indicating a predominantly young workforce. Regarding the type of employment, 196 individuals (62.03%) were engaged in short-term contractual work, while 120 individuals (37.97%) held long-term positions. The analysis of work experience showed that 150

respondents (47.47%) had less than one year of experience, 96 respondents (30.38%) had between one and three years, and 70 respondents (22.15%) had more than three years of experience. Collectively, these demographic characteristics suggest that the participants represented a relatively young, predominantly male workforce with varied levels of professional experience and job stability, providing a comprehensive foundation for assessing factors influencing readiness for change within the construction sector.

Table 1

Descriptive Statistical Indicators of Research Variables

Row	Indicator	Emotional Intelligence	Job Security	Employees' Readiness for Change
1	Variance	102.673	25.137	95.419
2	Standard Deviation	10.13277	5.01366	9.76827
3	Range	47.00	22.00	49.00
4	Minimum	54.00	26.00	70.00
5	Maximum (Observed)	101.00	48.00	119.00
6	Maximum (Theoretical)	105	55	145

The descriptive statistics presented in Table 1 illustrate the general distribution and variability of the key variables under study—emotional intelligence, job security, and employees' readiness for change. As shown, the variance and standard deviation values indicate a moderate level of dispersion in participants' responses across all three constructs, with emotional intelligence exhibiting the highest variance (102.673) and standard deviation (10.13277), suggesting greater variability in respondents' emotional competencies. Job security displayed lower variability (variance = 25.137, SD = 5.01366), implying more consistent perceptions among employees regarding their employment stability. The readiness for change variable showed a variance of 95.419 and a standard

deviation of 9.76827, denoting moderate diversity in individuals' adaptability toward organizational transformation. The range of scores further supports this variability, with emotional intelligence ranging from 54 to 101, job security from 26 to 48, and readiness for change from 70 to 119. The theoretical maximums (105, 55, and 145, respectively) reflect the potential scoring limits of each scale. Collectively, these statistics suggest that participants' responses were distributed within expected ranges, with emotional intelligence and readiness for change showing broader dispersion compared to job security, indicating that employees may differ more significantly in their emotional and adaptive capacities than in their perceptions of job-related security.

Table 2

Correlation Matrix of Research Variables

Variables	1	2	3	4	5	6	7
1. Emotional Intelligence	1	.276**	.504**	.028	-.166**	-.224**	.203**
2. Job Security	.276**	1	.331**	-.077	-.140*	-.100	-.219**
3. Employees' Readiness for Change	.504**	.331**	1	-.063	-.164**	-.278**	.049
4. Duration of Employment	.028	-.077	-.063	1	.203**	.075	.363**
5. Type of Contract	-.166**	-.140*	-.164**	.203**	1	.324**	.078
6. Gender	-.224**	-.100	-.278**	.075	.324**	1	-.154**
7. Age	.203**	-.219**	.049	.363**	.078	-.154**	1

Note: $p < 0.01$ (**) and $p < 0.05$ (*) indicate significance levels.

The results in Table 2 show several significant relationships among the main research variables. Emotional

intelligence demonstrated a strong positive correlation with employees' readiness for change ($r = .504$, $p < 0.01$) and a

moderate positive correlation with job security ($r = .276$, $p < 0.01$), indicating that employees with higher emotional intelligence tend to feel more secure in their jobs and show greater adaptability to organizational changes. Job security also correlated positively with readiness for change ($r = .331$, $p < 0.01$), suggesting that perceptions of employment stability enhance employees' willingness to embrace change. Negative correlations were observed between emotional intelligence and both contract type ($r = -.166$, $p < 0.01$) and gender ($r = -.224$, $p < 0.01$), implying that individuals with permanent contracts or female employees may perceive and express emotional intelligence differently.

Table 3*Multiple Linear Regression Analysis*

Variables	β	T	P	R	R^2	F	Sig. (Overall Model)
Model 1							
Emotional Intelligence	0.431	9.048	< 0.001	0.542	0.294	65.224	< 0.001
Job Security	0.404	4.197	< 0.001				
Model 2							
Emotional Intelligence	0.400	8.012	< 0.001	0.568	0.322	24.486	< 0.001
Job Security	0.382	3.831	< 0.001				
Age	0.002	0.003	> 0.05				
Gender	-4.438	-3.135	< 0.01				
Type of Contract	-0.070	-0.067	> 0.05				
Duration of Employment	-0.565	-0.887	> 0.05				

The multiple linear regression results presented in Table 3 reveal that both emotional intelligence and job security significantly predict employees' readiness for change. In Model 1, which included only these two predictors, emotional intelligence ($\beta = 0.431$, $t = 9.048$, $p < 0.001$) and job security ($\beta = 0.404$, $t = 4.197$, $p < 0.001$) were found to have strong and statistically significant positive effects on readiness for change. The model explained 29.4% of the variance in the dependent variable ($R^2 = 0.294$), with a significant overall fit ($F = 65.224$, $p < 0.001$). In Model 2, demographic variables—age, gender, contract type, and duration of employment—were added as control variables to test the robustness of the model. Emotional intelligence ($\beta = 0.400$, $t = 8.012$, $p < 0.001$) and job security ($\beta = 0.382$, $t = 3.831$, $p < 0.001$) remained significant predictors even after controlling for demographic factors, confirming their central roles in influencing change readiness. Among the control variables, only gender showed a significant negative effect ($\beta = -4.438$, $t = -3.135$, $p < 0.01$), indicating that male and female employees differ in their readiness to adapt to organizational change, with males showing slightly higher readiness levels. Age, type of contract, and duration of

employment were not significant predictors ($p > 0.05$), suggesting that these factors do not substantially affect employees' willingness or capability to embrace change. The final model explained 32.2% of the variance in readiness for change ($R^2 = 0.322$, $F = 24.486$, $p < 0.001$), indicating that emotional intelligence and job security are the most influential factors driving adaptability and openness to change among employees in the construction sector.

4. Discussion and Conclusion

The purpose of this study was to examine the factors influencing employees' readiness for change toward organizational growth, focusing on the predictive roles of emotional intelligence and job security among workers in the construction sector. The statistical results revealed several key findings. First, emotional intelligence had a strong and positive relationship with employees' readiness for change, confirming that emotionally intelligent employees are better equipped to adapt to organizational transitions. Second, job security was found to significantly enhance readiness for change, suggesting that when employees feel safe and stable in their employment, they are more willing to embrace and

support transformation efforts. Finally, the multiple regression analysis showed that emotional intelligence and job security together explained a considerable proportion of variance in change readiness, even after controlling for demographic factors such as gender, age, contract type, and duration of employment. Among these control variables, only gender displayed a significant influence, indicating subtle differences in how male and female employees respond to organizational change.

The strong predictive role of emotional intelligence observed in this study aligns with previous literature that highlights the centrality of emotional awareness and regulation in shaping positive responses to change. As demonstrated by (Alzahrani, 2019), emotional intelligence serves as a fundamental psychological resource that enables employees to interpret organizational transformations as opportunities rather than threats. Employees with higher emotional intelligence can manage their emotions, sustain optimism, and exhibit flexibility in the face of uncertainty, all of which enhance their readiness to engage with new processes and systems. Similarly, (Gelaidan et al., 2018) found that emotional intelligence moderates the relationship between leadership behavior and readiness for change, suggesting that emotionally intelligent employees respond more constructively to leadership efforts during transitions. The findings of the current study confirm that emotional competence allows individuals to maintain control over stress, improve communication, and strengthen interpersonal trust, which collectively contribute to a smoother adjustment to change.

Moreover, this finding is consistent with the conceptual model proposed by (Dhingra & Punia, 2016), which emphasizes the interdependence between emotional intelligence and change management skills. According to this framework, emotional intelligence enhances self-regulation, empathy, and situational awareness, enabling employees to align personal values with organizational goals during periods of transformation. (Sanjaghi et al., 2016) further supported this by demonstrating that emotional intelligence and an organizational learning culture jointly improve employee readiness through positive leader-employee interactions. The results of this study expand these conclusions by confirming that emotional intelligence remains a robust predictor of change readiness even in labor-intensive and technically oriented fields such as construction, where adaptability is crucial for project success.

The correlation analysis revealed a strong positive association between emotional intelligence and readiness for change ($r = 0.504$, $p < 0.01$), supporting the notion that emotionally competent employees exhibit greater adaptability, resilience, and engagement when faced with evolving work environments. This is supported by (Supendi et al., 2024), who demonstrated that emotional intelligence fosters effective work-life balance and organizational commitment, both of which are essential for coping with organizational change. Similarly, (Winata, 2024) found that emotional intelligence indirectly enhances organizational commitment through job satisfaction and leadership effectiveness. These findings collectively suggest that emotional regulation, empathy, and communication—the core components of emotional intelligence—are instrumental in promoting employee openness to change.

The results also showed a significant relationship between job security and readiness for change, confirming the theoretical expectation that psychological stability and trust in the organization are prerequisites for embracing change. Employees who perceive their jobs as secure are more confident in their ability to navigate new organizational demands and less likely to experience anxiety or resistance during transitions. This outcome supports the findings of (Baykal, 2023), who demonstrated that job security not only contributes to life satisfaction and psychological capital but also enhances employees' motivation to participate in organizational development. Likewise, (Babalola, 2013) reported that perceived job insecurity diminishes employees' openness to change by heightening uncertainty and lowering organizational commitment. The present results thus reinforce the idea that when employees feel protected against potential job loss, they are more likely to develop constructive attitudes toward transformation.

This conclusion also resonates with the findings of (Goksoy, 2012), who found that job insecurity and role ambiguity negatively affect individual readiness for change. Employees who lack clarity about their positions or future prospects tend to resist new initiatives out of fear of redundancy. In contrast, secure employees demonstrate greater willingness to learn, adapt, and engage in continuous improvement. In a similar vein, (Kalyugina, 2022) emphasized that job security in the 21st-century economy remains a crucial determinant of employee well-being and productivity, particularly as globalization and technological advancement redefine employment structures. The current study's results, therefore, add to this body of knowledge by

confirming that job security functions as both a motivational and stabilizing factor in contexts characterized by rapid change and uncertainty.

The findings also provide insight into how demographic factors interact with readiness for change. While age, contract type, and duration of employment were not significant predictors, gender displayed a negative association, indicating potential differences in emotional and behavioral responses between male and female employees. This may reflect broader social and occupational dynamics, where men in certain industries such as construction are more accustomed to change-oriented tasks or leadership expectations. Nevertheless, the influence of gender warrants deeper exploration, as some research suggests that women's emotional intelligence and communication skills can be advantageous for managing organizational change (Dhingra & Punia, 2016; Sanjaghi et al., 2016).

The joint predictive model demonstrated that emotional intelligence and job security collectively accounted for 32.2% of the variance in readiness for change ($R^2 = 0.322$, $p < 0.001$). This finding highlights the interplay between emotional and structural factors in shaping employees' adaptability. It confirms that psychological attributes and contextual conditions must be addressed concurrently to foster genuine change readiness. (Dehghanizadeh et al., 2025) also underscored the significance of emotional intelligence as a determinant of ethical and productive workplace behavior, showing that emotionally intelligent employees are less prone to counterproductive actions during organizational transitions. Similarly, (Ghazizadeh et al., 2024) and (Ghazizadeh et al., 2025) demonstrated that perceptions of job security are influenced by technological transformations such as blockchain integration, suggesting that ensuring security during digital transitions is essential for sustaining trust and engagement.

The implications of these results extend beyond individual psychology to encompass organizational culture and leadership practices. According to (Komariyah, 2024), effective change management requires alignment between emotional engagement, digital transformation, and employee involvement. Organizations that nurture supportive cultures and empower employees through participatory decision-making tend to witness higher readiness levels and reduced resistance. Similarly, (Asniwati & Ramadhan, 2025) emphasized that managing resistance and stress through transparent communication and supportive supervision significantly improves change outcomes. The results of the present study echo these

findings by confirming that emotional and psychological stability are indispensable for successful organizational transitions.

Another dimension revealed by this study is the growing relevance of emotional intelligence and job security in the context of digital and technological transformation. (Ghorbanzadeh, 2024) argued that innovative behavior and emotional adaptability are essential for leveraging artificial intelligence and automation while safeguarding job security. Likewise, (Eshiett & Eshiett, 2024) noted that the rise of AI-driven management practices poses challenges to traditional employment structures, making emotional resilience and organizational assurance key to maintaining employee trust. The positive association between emotional intelligence and readiness for change in this study reflects employees' capacity to adapt effectively in technologically dynamic settings, provided that job security is adequately managed.

Finally, this research confirms that leadership plays an indirect but critical role in enhancing readiness for change through emotional and relational mechanisms. Leaders who model empathy, transparency, and confidence foster trust and collective commitment. This is consistent with (Badaruddin, 2025), who found that employee voice and engagement serve as catalysts for organizational change in the digital era, reinforcing the role of emotionally intelligent leadership. Similarly, (Amodia & Visitacion, 2025) highlighted that organizational citizenship behaviors, influenced by fair leadership and emotional connection, enhance employee retention and willingness to support change. By integrating emotional intelligence, job security, and supportive leadership, organizations can achieve a more sustainable and growth-oriented transformation model.

Despite the valuable insights offered by this study, several limitations should be acknowledged. First, the research design was cross-sectional, which limits the ability to infer causality among emotional intelligence, job security, and readiness for change. Longitudinal studies would be needed to capture how these relationships evolve over time, especially as organizations implement specific change initiatives. Second, the sample was restricted to employees in the construction sector, a field with its own unique working conditions, gender imbalances, and hierarchical structures. As such, generalizing the findings to other industries should be done with caution. Third, self-report questionnaires were used for data collection, which may introduce social desirability bias or inflated correlations due to common method variance. Additionally, while standardized instruments were employed, the adaptation and

translation process could have influenced participants' interpretations of certain items. Finally, external contextual factors such as economic instability, technological change, or organizational restructuring were not explicitly controlled for, although they may have influenced employees' perceptions of job security and emotional readiness.

Future studies should explore the dynamic interaction between emotional intelligence, job security, and readiness for change across different sectors, including technology, healthcare, and education, where organizational change processes may follow different patterns. Researchers could also employ mixed-method designs that combine quantitative surveys with qualitative interviews to capture deeper psychological and contextual nuances. Expanding the model to include additional predictors such as organizational justice, psychological empowerment, and leadership styles could provide a more comprehensive understanding of the mechanisms underlying change readiness. Furthermore, future work could examine the moderating effects of digital transformation, remote work practices, and artificial intelligence adoption on employees' perceptions of job stability and adaptability. Cross-cultural comparisons would also be valuable in identifying how national culture and labor market conditions shape employees' attitudes toward change and security.

Practically, organizations should prioritize emotional intelligence development as part of leadership training and employee development programs to enhance adaptability during change. Building a culture of psychological safety and transparent communication can mitigate resistance and foster trust. Ensuring job security—through fair contracts, participatory decision-making, and recognition of employee contributions—can strengthen commitment and readiness. Managers should also provide ongoing feedback, mentoring, and emotional support to help employees navigate uncertainty confidently. Ultimately, integrating emotional intelligence education with fair employment practices will create resilient, engaged,

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

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Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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