

The Effect of Organizational Pride on Business Continuity: Field Research in Private Colleges/Universities in Baghdad

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Abstract

The research aims to study the impact of organizational pride on business continuity in private colleges and universities in Baghdad, and the research problem is summarized in the main question (were academic leaders able to employ organizational pride to enhance business continuity? The research applied in the private education sector, and private universities and colleges in the city of Baghdad were the field for this. The research was selection of the research community based on the founding year of the college or university as more than ten years have passed since its founding. The research sample consists of (177) individuals, from deans of the colleges and their assistants as well as the heads of scientific and administrative departments. The researcher adopted the descriptive analytical approach. The questionnaire used as a main tool for collecting data for the applied side. After evaluating and testing the validity and reliability of the research measurement tools. The data analyzed and hypotheses tested using the appropriate statistical tools using the statistical program (SPSS) (AMOS) to analyze the data. The results showed that there is a significant effect of organizational pride in Business continuity. Keywords: organizational pride, business continuity, private colleges and universities.

1. Introduction

In the modern era, risks of all kinds exceed the speed of designing solutions, and organizations need a rapid and strong response to address them, to be equipped with good, integrated and flexible capabilities, and to manage them better through preparation, proactive planning, and innovation approaches in order to help them reduce or mitigate disaster risks. In addition, crises, so long-term business survival

depends largely on ensuring the availability of knowledge, information, and continuity of operations in an unstable global business environment. That lays the importance of business continuity in achieving this. On the other hand, organizational pride seen in particular as it nourishes employee commitment Emotional towards the organization and motivates employees to provide more than what is expected. So terms of hard work, taking the initiative and overcoming obstacles. Organizational pride motivates employees and affects their job attitudes and work behaviors positively. This is the most valuable factor in motivating employees' sense of commitment and making them stay with the organization a long run, Thus continuity of the work of the organization.

2. Literature review

The concept of organizational pride has gained the attention of researchers and practitioners in the field of management. It is importance as a strategic asset to the company, a driver of positive business behaviors, and a major difference from the competition. It is also a vital factor for business success. Since the publication of Tangney and Fischer (1995), a small body of research and theories on pride has begun, and studies have begun to explore the structure, antecedents, expression, and function of these important emotions. Pride has been recognizing since early times as a root cause of cruelty and evil (Schimmel, 1997:29). Ancient Greek thought and bloggers condemned what they called "excessive pride." or arrogance." These early prevailing philosophical and religious views led to pride as the most dangerous of the seven deadly sins. However, in Western culture pride transformed from a vice into a virtue (Schimmel, 1997:37). In the organizational management literature, pride appears in recognition achieved through social admiration or acceptance. It is an emotion derived from evaluations of self and others, based on a belief in one's competence and behavior that others value (Alias and Bahron, 2019:420). It is a positive and self-conscious feeling based on success (Kraemer, et al, 2020:2).

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The early emergence of business continuity began before the seventies, which is an unorganized period for this matter, such as crisis management, and organizations decided how to implement crisis management. In addition, increasing adoption of computer technology by organizations (Menano, 2014: 5). Subsequently (ISO 22301), was introduced in 2012 on business continuity management. Many studies adopted its definition as a comprehensive management process that identifies potential threats to an organization and the impacts on business operations that may cause by those threats. which provides a

framework for building organizational resilience with the ability to respond effectively Protects the interests of key stakeholders, reputation, brand and value creation activities (Auzzir, 2019:54). Since 2006, the standards of the International Organization for Standardization (ISO 22301)) have become global reference standards and have established these basic components of business continuity and good practices around their implementation (Schmid, et al, 2021:2). And the availability of dynamic capabilities of human resources is the best way to ensure their continuity through which they can update the current plans (Al-Tae and Hussein, 2020:491). Adaptation is also considered the ability of the organization to contain unsuitable conditions, unexpected events and surprises, and enable it to identify problems and set priorities for the purpose of dealing with them, and the ability to respond to emerging problems that cannot be predicted (Mohammed, et al2020:586).

2.1.

Pride defined as a self-conscious emotion involving complex self-evaluations elicited by one's own or others' achievement and associated with self-esteem and a positive self-image (Oo, et al, 2018:3). It results from assessments that one is responsible for an outcome of social value or for being An individual of social value (Gilchrist, 2018:12). Kraemer and Gouthier (2014) also defined organizational pride as a positive and empowering workplace arrangement that requires a high level of social connection with the organization in question. (Alam, 2018:8) It is a positive, self-conscious feeling and feelings of pride are believed to reinforce and encourage individuals to engage in future behaviors conducive to pride (Gilchrist, 2018:1). And the behavior adopted by the leader is the one that shows the interest of the workers and works to achieve their well-being and satisfaction by creating a supportive climate in terms of needs and desires (Asse and Mhaibes, 2022:37). Workplace respect is an essential condition that encourages greater organizational effectiveness (Mohammed,2022:16).

2.2.

Many studies have dealt with the dimensions of organizational pride, and the researchers will adopt the Gouthier and Rhein (2011) model, which consists of two dimensions of organizational pride, namely (emotional pride and attitudinal pride):

Emotional organizational pride is thought of as an intellectual emotion and categorized as a positive emotion or a secondary emotion inspired by overt behavior (Alias and Bahron, 2019:421). It can described as an intense and self-contained short time experience where employees can take pride in the achievements of their colleagues, their work group or the organization in general and in this line, they develop feelings of organizational pride (Brands, 2019:1). Emotional pride is described as a

powerful, detached, and short-lived mental experience (Durrah, et al.2020:3). Pride is generally a self-conscious emotion that reflects complex assessments of one's accomplishments and status and a positive emotion that occurs upon achieving socially valued success (Pan, et al, 2021:12).

Another opinion, organizational pride is not an emotion but as a construct grounded in-group membership. The construction of this pride is detached from individual accomplishments and presents a more general and enduring state. Thus, the above definition of organizational pride as an emotion does not adequately portray this form of organizational pride. Organizational attitude is a collective matter resulting from the employee's need to belong to the organization (Gouthier and Rhein, 2011:635). And pride in attitudes defines organizational pride not as an emotion but as an attitude. Attitude theory mentions organizations as potential behavioral objects that require that individuals feel a strong commitment to the organization and that it has a more general and lasting state than emotional organizational pride and evaluation is not based on a single achievement (Brands, 2019:14 -15). Recent studies on organizational culture have focused more on intangible qualities such as values, behaviors, and attitudes, which help in decision-making and development processes (Saaed, et al, 2020: 1170).

2.3.

It is part of the overall management system of the organization that use of all elements for continuity of operations and delivery of goods and services at acceptable levels (Al-Faihan and Abdul-Baqib,2016). Business continuity refers to the activities required to maintain the functioning of the organization during a period of crisis or interruption of normal operations (Jorrigala,2017:19). It is the process of anticipating incidents that will affect the critical functions and activities of the organization and ensures that any such incident is responded to in a planned and trained manner. (Akinbola,2018:7).

2.4.

Several studies dealt with the business continuity variable. According to (Labus et al, 2020), the dimensions of business continuity are (business impact analysis, risk assessment, Business continuity plan development and continuous improvement).

Business impact analysis is the first step in developing a business continuity plan and it is important to include all business functions and departments in these (FFIEC, 2003). Business impact analysis can reveal the exact damages of disasters, and these types of analysis are expensive (Karim, 2011). It is an in-depth analysis of business processes to reveal the most important and vulnerable ones (Yisa and Baba, 2014). The purpose of business impact analysis is identifying the critical

functions needed to deliver key products and services (Torabi et al, 2016).

Risk assessment step is an important part of business continuity, involves testing the processes and assumptions made in the business impact analysis with threat scenarios (FFIEC, 2003). In addition, that risk management is a continuous process, as it constantly monitors organizational events in order to be able to identify new risks and newer methods to mitigate them (Yisa and Baba, 2014). Risk is defined as the possibility that something dangerous will happen as a result of the unexpected outcome of the operation you are carrying out (Rasheed,2015). The way companies view risk has changed over the past decades from the notion that risk is immutable to the idea that risk is part of the daily business process (Yousif and Mohamed,2022).). Risk assessment is a long and complex process that requires specific procedures to assess each risk in order to prepare the appropriate plan for it (AL-Aga and Burhan,2023).

Business Continuity Plan Development states, that the general purpose of contingency planning is to identify and address as many uncertainties and risks as possible, that management can control of its affairs when a crisis occurs (Stark, 2000). The literature distinguishes between two concepts of plans, which are contingency plans and business continuity plans. Business continuity plans focus a wider scope in the very critical situations and the survival of the organization at stake (Saldanha and Fernandes,2008). According to the school of planning, basic strategy processes are carried out, where organizations evaluate the internal and external environment and then find a set of solutions or alternatives, choosing one of these alternatives (Alabadi and Alsomdaee,2020:4079). Through environmental monitoring, the factors affecting the achievement of the organization's missions and objectives are identified (Alubadi and Taher,2021:57).

A literature review regarding the definitions used for continuous improvement found that a culture of sustainable improvements that promotes continuous learning and innovation within the organization to maintain and improve competitiveness (Lahy and Found 2015). Business continuity management is a system that helps organizations protect themselves from accidents, it integrates the requirements of the international standard (ISO 22301: 2012) with the risk management methodology based on the continuous improvement cycle of Deming (Plan-Do-Check-Act) (Aleksandrov et al, 2018). The importance of continuous improvement lies as one of the vital renewable resources, as it is not easy to compensate (Khalil and Hamid,2021). Rapid developments and changes in business and technology now and in the near future impose the emergence of new, unprecedented and undiscovered jobs. These jobs need extraordinary people with unique characteristics represented in discovering opportunities, looking forward, creativity,

innovation, taking risks, and others (Almusawi and Alubadi, 2021: 2235). Organizations must work flexibly so that tasks are completed efficiently and reliably as well as continuously and progressively improve themselves to deal with rapidly increasing strategic challenges (Ahmed and Awad, 2022:589).

3. Methods

The researchers depend on the analytical descriptive approach by collecting and analyzing the necessary data to achieve the research objectives and test the hypotheses. The data was collected through the questionnaire tool, which includes two parts. The first includes the personal information of the workers in the private colleges and universities of the study sample, related to (sex, age, educational attainment, years of service, position, and job). As for the second part, it includes questions related to the research variables, and the researchers relied on a number of statistical tools available in the statistical programs (SPSS) and (Amos) in processing data and extracting results.

4. Research population and sample

The research community in private universities and colleges that were chosen according to the condition of the number of years of foundation was (287) of the deans and their assistants and heads of scientific and administrative departments, after applying the method of determining the sample size using the ready-made table designed by (Morgan and Krejcie, 1970). It was necessary the sample size is not less than (165) individuals. The researchers distributed (195) questionnaires, and retrieved (177) valid questionnaires for analysis, which is the size of the sample. The questionnaire consisted of two parts: the first is personal information represented B (gender, age, educational, years of service, job position and department), the second part included questions related to the research variables (knowledge upgrading, business continuity). The (Likert) scale adopted to formulate the questions.

5. Hypothesis

The main hypothesis: There is a significant effect of organizational pride and its dimensions (emotional organizational pride, attitudinal organizational pride) on business continuity and its dimensions (analyzing business impact, risk assessment, developing a business continuity plan, continuous improvement). The following sub-hypotheses branch out:

The first sub-hypothesis: There is a significant effect of organizational pride dimensions (emotional organizational pride, attitudinal organizational pride) in the analysis of business impact.

The second sub-hypothesis: There is a significant effect of organizational pride dimensions (emotional organizational pride, attitudinal organizational pride) in risk assessment.

There is a significant effect of organizational pride dimensions (emotional organizational pride, attitudinal organizational pride) in developing a business continuity plan.

There is a significant effect of organizational pride dimensions (emotional organizational pride, attitudinal organizational pride) in continuous improvement.

6. Reliability test

Reliability indicates the extent of the internal consistency of the scale, which indicates that the questions all focus on a general purpose to measured, and the probability of obtaining the same results when repeating the same scale again. The reliability test of the measurement tool (questionnaire) can clarified as shown in Table (1).

Table (1): Alpha Cronbach Test for Search Variables

variables	Alpha Cronbach
Emotional organizational pride	0.962
Attitude Organizational pride	0.963
organizational pride	0.962
Business Impact Analysis	0.963
Risk Assessment	0.962
Developing a Business Continuity Plan	0.962
Continuous Improvement	0.964
Business Continuity	0.9633

Source: Researchers preparation based on SPSS program

It is clear From Table (1), that the values of the validity and stability coefficient for the variables and dimensions are greater than (0.70), this indicates that the variables and dimensions have an appropriate internal consistency. While the internal consistency coefficient (Cronbach's Alpha) for the scale as a whole has a value of (0.9633) as a high evaluation. These results indicate that the current research measure

(the questionnaire) enjoyed a good level of stability. This is evidence of the extent of its internal consistency, the stability of its paragraphs and evidence of the extent to which the measure can be repeated, the existence of the same results, therefore other statistical tests can be performed based on these results.

7. Description of variables

Through table (2), we see that there is a difference in the order of the research variables in terms of importance. When we observe the variable (organizational pride), find the dimension of (attitudinal Organizational pride). The first in terms of the interest of senior administrations in Iraqi private universities / colleges with a mean (4.150). The standard deviation of (0.850), and a coefficient of difference (20.48%). this indicates that the higher managements adopt a set of behavioral concepts that increase the workers' pride in their work and their belonging to their organization, and after (emotional organizational pride) came second with an arithmetic mean of (4.016), With a standard deviation of (0.920) and a coefficient of variation (21.89%).

As for the (business continuity) variable, the response of the higher administrations of Iraqi private universities/colleges, the dimension (business impact analysis) was the distinct response and was at the forefront of the dimensions in terms of Priority by mean, with the mean of (4.116) and a difference coefficient is (22.24%). That confirms the keenness of higher administrations in universities to adopt the business impact approach and to identify paths that increase the provision of distinguished service to develop the university comprehensively, followed by response of dimension (continuous improvement), then dimension (business continuity plan development), and the dimension (risk assessment) in the last .

Table (2): Describing dimensions and variables

No	dimensions and variables	Mean	standard deviation	coefficient of difference	approval
organizational pride					
1	Emotional organizational pride	4.016	0.920	High	High
2	Attitude Organizational pride	4.150	0.850	High	High
Total		4.083	0.885	21.67	High
Business continuity					
1	Business impact analysis	4.116	0.915	22.24	High

2	risk assessment	4.014	0.996	24.83	High
3	Business continuity plan development	4.016	0.874	21.76	High
4	continuous improvement	4.114	0.875	21.14	High
Total		4.065	0.915	22.50	High

Source: Researchers preparation based on (AMOS) and SPSS outputs

8. Discussion of results:

According to the results of testing the sub-hypotheses emanating from the main hypothesis, the aim of these hypotheses is to test the dimensions of organizational pride (the independent variable) with its dimensions along with the business continuity variable (the dependent variable) with its dimensions, as follows:

Table (3): Results of the Multiple Regression Effect of Organizational Pride Test on Business Sustainability in its Dimensions

Sub-hypothesis	track	Stzd-β	t	P	R ² – F- Sig.	decision
The first	Emotional pride >>> business impact analysis	0.590	5.603	0.000	F= 116.824 R ² = 0.570 Sig.= 0.000	Accept hypothesis
	Attitude pride >>> business impact analysis	0.185	1.761	0.080		
second	Emotional organizational pride >>> risk assessment	0.513	4.695	0.000	F= 102.154 R ² = 0.563 Sig.= 0.000	Accept hypothesis
	Attitude Pride >>> Risk Assessment	0.243	2.223	0.028		
Third	Emotional pride >>> Business continuity plan development	0.501	4.421	0.000	F= 89.004 R ² = 0.501 Sig.= 0.000	Accept hypothesis
	Attitude pride >>> Business continuity plan developmen	0.230	2.035	0.043		
Fourth	Emotional pride >>> continuous improvement	0.419	3.463	0.001	F= 67.049 R ² = 0.430 Sig.= 0.000	Accept hypothesis
	Attitude pride >>> continuous improvement	0.261	2.154	0.033		

Source: Researcher preparation based on (AMOS) and (SPSS) program outputs N = 176

- Results of testing the first sub-hypothesis: It appears from Table (3). The value of (F) amounted to (116.824). This is greater than its tabular value (3.92). The level of significance is (0.000), and thus the first sub-hypothesis is accepted (There is a significant effect of organizational pride and its dimensions (emotional organizational pride, attitudinal

organizational pride) in analyzing the effect of business for Iraqi private universities/colleges, the research community).

- Results of testing the second sub-hypothesis: It appears from the results of Table (3). There is a significant effect of the dimensions of organizational pride in assessing the risks of Iraqi private universities / colleges. The significance of the regression model reached (0.000). The value of (F) was (102.154), which is greater than its tabular value at a degree of freedom (4,306). A level of confidence (0.95), and thus the second sub-hypothesis accepted: (There is a significant effect of organizational pride and its dimensions (emotional organizational pride, attitudinal organizational pride) in risk assessment of Iraqi private universities/colleges research community).

- Testing the third sub-hypothesis: It can be inferred from the results of Table (3). \ there is a significant effect of organizational pride on business continuity plan development for Iraqi private universities / colleges. This inference is clear through the significance of the model (0.000), which is smaller than the value of alpha (α), (0.05). in addition, the value of (F) for the model amounted to (89.004), which is greater than its tabular value. Thus, the third sub-hypothesis is accepted: (There is a significant effect of organizational pride and its dimensions (emotional organizational pride, attitudinal organizational pride) in business continuity plan development of the Iraqi private universities/colleges, (the research community).

- Results of fourth sub-hypothesis test: the results of Table (3). We conclude that there is an effect of organizational pride on continuous improvement in Iraqi private universities. The significance of the regression model reached (0.000). Which is greater than the value of alpha (α) (0.05). That is the value of (F) for this model, which amounted to (67.049). This is greater than its tabular value at a significant level (0.05). These results lead to the acceptance of the fourth sub-hypothesis: (There is a significant effect of organizational pride and its dimensions (emotional organizational pride, attitudinal organizational pride) in the continuous improvement of the Iraqi private universities / colleges research community).

The main hypothesis, it aims to test the influence relationship between the organizational pride variable (the independent variable) and its dimensions in the business continuity variable (the dependent variable), the Iraqi private universities/colleges (the research community). Table (4) shows the results of testing this hypothesis.

Table (4): Results of the Multiple Regression Effect of Organizational Pride Test in its Dimensions on Business Continuity

	track	Stzd- β	t	P	R ² – F- Sig.	decision
Main hypothesis	Emotional organizational pride >>> business continuity	0.561	5.741	0.000	F= 149.110 R ² = 0.633 Sig.= 0.000	accepted
	attitudinal organizational pride >>> business continuity	0.255	2.613	0.010		

Source: Researcher preparation based on the outputs of (AMOS) and (SPSS) N=176

Through the results of table (4), it is clear that there is a significant effect of organizational pride in business continuity in Iraqi private universities / colleges. The value of (F) was (149.110), which is greater than its tabular value (3.92). The significance level of the model was (0.000). The value of the interpretation coefficient (R²), it reached (0.633). the moral effect of organizational pride in business continuity, it turns out that it is due to the influence of the two dimensions of organizational pride in varying ways, which reached the level of significance for it (0.000, 0.010), respectively.

9. Conclusions

It turns out that the senior management in private colleges, works to make the working individuals proud of the achievements and services provided by the college or university to the community. The workers in the colleges are proud of their belonging to their institutions. The respect, appreciation and rewards they receive for the services and skills they provide. the Organizational pride is the relationship between employees and their organization and that pride exists when an individual has a good feeling about his workplace, that incentives are motivation based on reinforcement or rewards and that intrinsic incentives are motivated by internal rewards based on what the individual deems satisfactory.

It seems that the senior management in the private colleges was able to employ the positive changes, which it brought about through the experience of organizational pride for the employees, caring for their feelings and the achievements. They present working on belonging to these colleges, voluntarily associating with them. The proud of successes achieved by Business impact analysis. The accepted model of pride in organizations is interaction For the relationship between understanding work and a sense of commitment to the organization. Organizational commitment is a form of the psychological component of the organization and commitment to the organization based on pride, respect and pushes to voluntary cooperation with the organization. stay

as a member of the organization. this indicates the importance of passion and internal pride among the employees of these universities / colleges.

10. Future studies

Based on the conclusions, a set of proposals for future research were developed to be an extension of the current research, as follows:

- 1- Studying the current research variables (organizational pride, business continuity), in different service or industrial sectors in the Iraqi environment, whether within the public or private sector.
- 2- Adding dimensions, deleting or changing the dimensions of the study variables, (organizational pride, business continuity). Coordinating the dimensions according to the researched organizations. The suitability of the Iraqi environment.
- 3- The use of different dimensions of the business sustainability variable, due to the multiplicity of measures and dimensions of the mentioned variable, and in a way that is compatible with the organizations to be studied.

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