

Organizational Readiness and its Role in Achieving Organizational Pride¹

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ABSTRACT

The current research aims to identify and measure the extent of the impact of organizational readiness with its dimensions of (cultural readiness, operational readiness and personnel readiness) in organizations to achieve organizational pride in its dimensions of (influential commitment, employee participation and organizational citizenship behavior), a set of research hypotheses were imposed. In order to achieve the objectives of the current research, the hypotheses were tested for a sample of the employees of the General Directorate of Education in Al-Najaf Governorate. The questionnaire method was used to collect data, as (44) questionnaires were distributed and (37) valid forms for analysis were obtained. Which was analyzed using the (SPSS) program, and the research reached a set of conclusions, the most important of which was the existence of a positive correlation between the research variables, which are organizational readiness and organizational pride.

Keywords: *Organizational readiness; organizational pride.*

CHAPTER ONE: RESEARCH METHODOLOGY

First: The Research Problem

Renewable developments and changes in the environment today represent great challenges for business organizations, so these organizations must take into account the economic, social and environmental aspects, as organizational readiness is one of the important strategies in achieving the participation of working individuals and increasing their performance, as effective management feels that it has a strategic value in the activity of the organization. Among the objectives of all strategies in the balanced system of organizations, we find the highlights of organizational readiness, which come as a link between sustainable strategy and competitive advantage, as organizational readiness allows facilitating the complex system of performance of the organization's indicators, which are presented as a tool to describe the strategic objectives for each aspect of the social, economic and environmental aspects. From the above, we can summarize the problem as follows:

- 1- What is the extent to which organizational readiness features are available in organizations?
- 2- Is there a relationship between organizational readiness and organizational pride in the organization?
- 3- How does organizational readiness affect achieving organizational pride?
- 4- To what extent does the organization understand the research problem?

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Second: The Importance of Research

This research derives its importance by addressing important concepts centered on organizational readiness and its relationship to the pride of organizations that directly and indirectly affect the productivity of the organization that drives them to adopt such concepts and the ability of those organizations to support the social, economic and environmental aspects. Hence, the importance of this research is embodied in:

- 1- It deals with important variables that help maintain the survival and continuity of organizations and their development, namely organizational readiness and organizational pride.
- 2- Contributing to increasing the understanding and realization of senior management in the organization of the level of influence of organizational readiness in reducing negative behaviors.

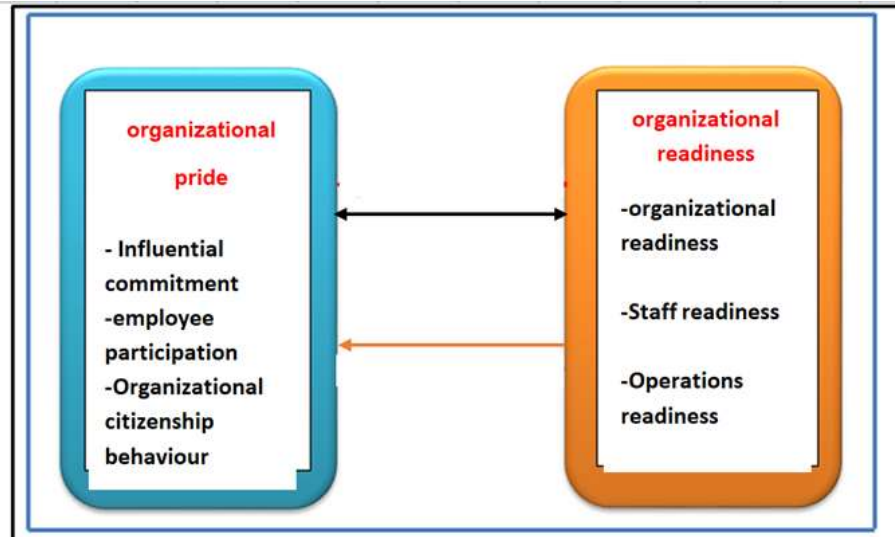
Third: Research objectives

This research seeks to achieve the following goals:

- 1- Exposing the availability of organizational readiness in the internal environment of the organization and how to exploit this readiness.
- 2- Determine the relationship between organizational readiness and organizational pride.
- 3- Determine the potential impact of organizational readiness on organizational pride

Fourth: the hypothetical scheme of the research

The following figure shows the hypothetical scheme of the research, in which the research variables and the influence and correlation relationships between them are shown, as the organizational readiness variable represents the independent variable, while the organizational pride represents the dependent variable.



Figure(1): Research hypothesis

Fifth: Research hypotheses

In order to achieve the objectives of the research, a set of hypotheses have been put forward, namely:

The first main hypothesis: There is a statistically significant positive correlation with organizational readiness in organizational pride. The following hypotheses are derived from it:

- 1- The first sub-hypothesis (there is a significant correlation between operational readiness (PR) and organizational pride (ORD)).
- 2- The second sub-hypothesis (there is a significant correlation between cultural readiness (CE) and organizational pride (ORD)).
- 3- The third sub-hypothesis (there is a significant correlation between individuals readiness (SH) and organizational pride (ORD)).

The second main hypothesis: There is a significant effect of organizational readiness on organizational pride.

The following hypotheses are derived from it:

- 1- The first sub-hypothesis: There is a significant effect of operational readiness on organizational pride.
- 2- The second sub-hypothesis: There is a significant effect of cultural readiness on organizational pride.
- 3- The third sub-hypothesis: There is a significant effect of the readiness of individuals on organizational pride.

THE SECOND CHAPTER: THE THEORETICAL SIDE OF THE RESEARCH

The First Topic: Organizational Readiness

First: the concept of organizational readiness

Readiness is one of the most important factors involved in the initial support of employees to change initiatives. Although the concept of readiness was first introduced by Jacobson (1957), the basis for readiness as a unique construct is embedded in many theoretical models of the process on which change depends in Organizations (Holt et al., 2007:234).

Most workplace behavioral research has focused on the individual agent of change, for example willingness to change in relation to strategies to promote occupational health and safety, however, when considering a complex phenomenon such as the workplace, the workplace as a whole must be ready to engage in such organizational changes to achieve success. Organizational readiness refers to the psychological and behavioral readiness of the members of the organization when they undergo the implementation of a new practice, policy or technology. Organizational readiness can be considered a major determinant of the success of implementing change (Markus et al., 2020:7).

(Van Houtven et al., 2023:4-5) defined organizational readiness as the psychological and behavioral readiness of the members of the organization to implement change. The readiness for change at the organizational level reflects the collective commitment or specific effectiveness, which represents a "comprehensive attitude" associated with effective organizational change.

According to (Wang et al., 2020: 1), organizational readiness is a multi-dimensional and multi-level structure. Readiness is one of the most important factors involved in people's initial support for change initiatives. Organizational readiness for change is a critical entry point for implementing successful change. There is a large amount of literature on organizational change and preparing for change.

(Shahrasbi & Paré, 2015:7) goes to a similar point of view and argues that organizational readiness is a multidimensional construct that includes the structural and psychological features of organizations. The structural features or "structural readiness" represent the internal ability of the organization to change and the conditions that provide a context for successful change. Basically it refers to the basic resources, infrastructure, knowledge and competencies required to make the change. Structural readiness refers to the extent to which the conditions required to ensure the successful implementation of information technology are met or the organization's ability to put them in place in a timely manner. Any organizational transformation is a collective process that entails active participation at the level of the organization and cooperation among all members. While psychological readiness refers to the extent to which an organization's employees are confident that they have the collective ability and commitment to successfully implement and approve organizational transformation. It is the shared mindset of the members of the organization who feel a collective commitment to implementing organizational transformation (the collective commitment) and who are confident in their collective ability to succeed.

Second: dimensions of organizational readiness

(Shahrasbi & Paré, 2014: 8-9) identified the dimensions of organizational readiness as follows:

- **Operations Readiness:** An integral part of any technological change is the changes accompanying the organization's operations and activities. Operations readiness reflects the level of compatibility between existing practices and processes and those required for new technology (eg ERP, clinical information systems) and thus, low readiness in this dimension requires redesigning projects across the organization before activities are implemented.
- **Organization Readiness:** Having well-communicated shared values and a positive culture within an organization for the purpose of adopting pivotal technology is another remarkable dimension of organizational readiness that can be found in previous information systems studies. Some organizational values, such as risk-taking, openness, shared vision, respect and trust, enhance cultural readiness for change, while others, such as risk aversion, ambivalence, and excessive competition, discourage change. Previous studies indicate that clear and well-communicated vision and goals, positive management and leadership style help enhance cultural readiness in an organization.
- **Staff readiness (human resources):** In addition to financial and technological readiness, several studies highlight the importance of having sufficient knowledgeable and skilled staff (whether in IT or otherwise) to enable successful technology adoption and implementation. Personnel readiness mainly deals with whether the organization has sufficient human resources and whether the employees have the required skills and knowledge

The Second Topic: Organizational Pride**First: the concept of organizational pride**

The concept of organizational pride has attracted the attention of both practitioners and management scholars because of its importance as a driver of employees on the job and a key differentiator in competition. As strategic assets for the organization, and a vital factor for business success (Durrah et al., 2019:4). Pride is part of the organization, which represents a form of the individual towards the situation, which occurs due to the process of assimilation as a result of the person's feeling of admiration for the environment around him or because of himself (internal). Pride is a belief in the individual that shows how individuals evaluate their organization without making comparisons with other organizations (Nadatien et al., 2020:1).

According to (Widyanti et al., 2020:2), employees feel organizational pride as a result of self-identification of an organization they participate in that has a good reputation and good track record. Psychologically, this pride is closely related to one's self-esteem. Organizational pride is a valuable psychological resource that the individual needs to maintain and improve. Organizational pride is associated with commitment to the organization, and loyalty to the organization is linked to actions that protect, defend and enhance the organization's reputation, both inside and outside the organization (Trapero et al., 2017:280).

While (Kraemer et al., 2020:2-3) sees pride as a positive, self-conscious feeling based on success, the word "positive" refers to the level of happiness that individuals feel when feeling proud. The term "self-awareness" refers to the complex process of self-evaluation through which pride develops. People compare their performance against certain benchmarks, such as expectations or the performance of others. When self-evaluation yields a positive result and performance is attributed to internal causes, people feel proud. People may feel proud not only of their own successes but also of the successes of groups they identify with. When people identify with an organization, they integrate that organization into their social identity, see the organization as part of themselves, and feel feelings of self-awareness about it.

The accepted pride model in organizations is an interaction of the relationship between understanding work and a sense of commitment to the organization, where organizational commitment is a form of the psychological component of the organization. Commitment to the organization based on pride and respect makes people voluntarily cooperate with the organization. Pride is associated with feelings of commitment, intentions, and behaviors that indicate

cooperation with the organization (including loyalty and remaining as a member of the organization) (Nadatien et al., 2020:1).

Masterson (2016:4) indicated that organizational pride is a conscious, pleasurable emotion that reflects the employee's understanding of his organization. It appears as an emotional feeling. Organizational pride is generated as a response to a specific organizational event and begins as a temporary "discrete and intense" experience. Whereas (Alias & Bahron, 2019:420) defined organizational pride as the positive relationship between employees and the organization. It is used to describe the positive feeling derived from assessing the relative position of an organization. This is the positive feeling that the worker perceives as a result of boasting about the success and reputation of the organization.

Psychologists define pride as a self-conscious emotion that results from evaluations of individuals' internal standards. Based on individuals' needs for self-esteem and their desires to be positively evaluated by others, individuals feel proud when they achieve significant personal accomplishments or when they engage in altruistic behavior. For example, employees want to be affiliated with an organization that is positively evaluated by members outside the group to meet their self-esteem (Youn & Kim, 2022:3).

Second: dimensions of organizational pride

Masterson (2016:45-48) identified a set of dimensions of organizational pride:

- Effective commitment. Influential commitment has captivated scholars for more than 50 years and is recognized as a central outcome of organizational life. Affective commitment represents an employee's emotional attachment to, identification with, and participation in the organization: Affective commitment is one of the three components of organizational commitment, and represents a psychological state towards the organization that consists of behavioral components. The antecedents of affective commitment are generally divided into two categories
 - ✓ individual differences (eg, self-efficacy).
 - ✓ work experiences (eg, organizational support, perceptions of fairness, job engagement), while organizational pride (as self-conscious feelings) are elicited by exposure to a specific identity-related event and its experience as a response to it (that is, what is perceived as most important to the organization). That impactful commitment is the result of organizational pride. That is, when employees feel proud of their organization, their loyalty towards the organization also increases.
- Employee participation. In the positive psychology tradition, employee engagement is defined as "a positive, satisfactory, work-related state of mind that is characterized by vitality, dedication, and absorption. This concept includes enhancing one's energy (activity) as well as increasing engagement (dedication) and engagement (comprehension) in one's work. Pride In the organization it may revitalize the state of energy or presence of employees and re-energize their commitment to their work. So organizational pride is positively correlated with employee engagement.
- Organizational Citizenship Behavior. Organizational citizenship behavior refers to actions by employees that target the organization, which are discretionary in nature, and are not part of the job description or formal reward system. Examples of these behaviors include promoting or defending one's organization or participating voluntarily in organizational meetings and activities. That feelings of organizational pride can enhance employees' motivation to work harder which may include the extra work and role aspects of their work. There is a positive relationship between pride in one's group, as an indicator of social identity, and role-playing behaviors.

THE THIRD CHAPTER: THE PRACTICAL SIDE OF THE RESEARCH

First: The descriptive analysis of the study variables

1- Descriptive analysis of the organizational readiness variable

Through the use of the SPSS program, the results of the descriptive analysis of the organizational readiness variable were reached, which are presented in Table (1).

Table (1) descriptive statistics for the organizational readiness variable:

Process readiness reflects the level of alignment and suitability between current practices and processes and those required to bring about change in the organization	Mean	Std. Deviation	Percentage
E-commerce aligns with our preferred business practices	2.84	.720	% 56
E-commerce is compatible with our current business practices	3.38	.980	% 67
Our processes are already automated	4.16	1.25	% 83
Business processes that need to be automated are evaluated and prioritized	3.51	1.14	% 70
An appropriate business process re-engineering is performed prior to ERP implementation	3.97	1.09	% 79
Average	3.572	0.18	
Organizational readiness The concept of cultural readiness refers to the existence of well-communicated common values and a positive culture within the organization, which contributes to achieving a common culture	Mean	Std. Deviation	Percentage
The employees are open and trust each other	3.65	1.06	% 73
Communication is very open in our organization	3.65	1.11	% 73
Our organization displays an organization-wide information sharing culture	4.16	1.42	% 83
Failure in the organization can be tolerated	3.97	1.36	% 79
E-commerce is compatible with the culture of our organization	3.89	1.24	% 77
Average	3.86	0.13	
People Readiness: People readiness mainly deals with whether the organization has sufficient human resources and whether the employees have the required skills and knowledge.	Mean	Std. Deviation	Percentage
Our staff has enough IT skills	3.84	1.28	% 76
Most of our employees are computer literate and proficient	4.08	1.34	% 81
Our organization has enough skilled personnel to carry out e-commerce	4.14	1.29	% 88
Management is actively working to alleviate employee concerns about our ERP change	3.78	1.20	% 75
A suite is available to answer employee concerns about ERPs	4.03	1.09	% 80
Average	3.97	0.08	

It is clear from the data of Table (1) that the results of the arithmetic mean exceed all items of the scale for the hypothetical mean of (3) (when the five-point Likert scale is gradient), and therefore this indicates the spread of all items in the organization under study, in addition to that, the decrease in the results of the standard deviation indicates To homogeneity and consistency of responses.

2- Descriptive analysis of organizational pride variable

Through the use of the SPSS program, the results of the descriptive analysis of the organizational readiness variable were reached, which are presented in Table (2).

Table (2) descriptive statistics of organizational pride variable:

Influential commitment: An emotional attachment of the employee to the organization, recognition and participation in it. Influential commitment is one of the three components of organizational commitment, and it represents a psychological state towards the organization that consists of behavioral and emotional components.	Mean	Std. Deviation	Percentage
I would be very happy to spend the rest of my career with this organization	3.89	1.26	% 77
I enjoy discussing my organization's affairs with people from abroad	3.30	0.66	% 66

I really feel as if this organization's problems are mine	3.41	1.14	% 68
I think I can never become associated with another organization like this one.	3.97	0.92	% 79
I do not feel "part of the family" in this organization.	4.35	0.91	% 87
Average	3.78	0.20	
Employee Engagement Employee engagement is defined as “a positive, satisfying, work-related state of mind that is energetic, dedicated, and understanding	Mean	Std. Deviation	Percentage
I feel energized in my work	3.22	0.75	% 64
I feel strong and energized at my job	3.92	0.72	% 78
I am passionate about my work	3.32	0.91	% 66
My job inspires me	4.49	0.87	% 89
When I get up in the morning, I feel like going to work.	2.49	1.36	%49
Average	3.48	0.23	
Organizational Citizenship Behavior: Organizational citizenship behavior refers to actions undertaken by employees that are targeted at the organization, are discretionary in nature, and are not part of the job description or formal reward system. Examples of these behaviors include promoting or defending one's organization or voluntarily participating in organizational meetings and activities	Mean	Std. Deviation	Percentage
I do jobs that are not required but help in improving the image of the organization.	2.76	1.11	% 55
Keep abreast of developments in the organization.	2.76	1.16	% 55
Defend the organization when other employees criticize it	3.19	0.93	% 63
Show pride when representing the organization in public	3.30	1.26	% 66
Provide ideas to improve the organization's performance	2.28	1.03	% 45
Average	2.85	0.11	

Source: SPSS v.25 output

It is clear from the data of Table (2) that the results of the arithmetic mean exceeded all items of the scale for the hypothetical mean of (3) (when the five-point Likert scale is graded) except for the third dimension (organizational citizenship behavior), and therefore this indicates the spread of all items in the organization under study except for items of the third dimension, in addition to that, the decrease in the results of the standard deviation indicates the homogeneity and consistency of the responses.

Table (3) the ordinal importance of the dimensions of the organizational readiness variable:

N	Dimension	Mean	Std. Deviation	Ordinal importance
1	Operations readiness	3.57	0.18	3
2	Organizational readiness	3.86	0.13	2
3	People readiness	3.97	0.08	1

Source: SPSS v.25 output

Table (4) the ordinal importance of the dimensions of organizational pride variable:

N	Dimension	Mean	Std. Deviation	Ordinal importance
1	Influential commitment	3.78	0.20	1
2	Individual participation	3.48	0.23	2
3	Citizenship behaviour	2.85	0.11	3

Source: SPSS v.25 output

Through the tables (3 and 4) above, it is clear that the dimension (individual readiness) and (influential commitment) had the first importance in the organization under discussion, while the dimension (cultural readiness) and (individual participation) came in the second place in terms of importance. While the dimensions (readiness of operations) and (organizational citizenship behavior) came in the third place in terms of ordinal importance.

Second: Testing the correlations between the variables of the study**1- Testing the first main correlation hypothesis and its hypotheses, as follows:**

The first main hypothesis states: There is a significant correlation between Organizational Readiness (ORE) and Organizational Pride (ORD) at the general level. With regard to proving the validity of this hypothesis, Table (5) related to the correlation matrix showed the existence of a significant correlation between the two variables, as the value of the correlation coefficient between them reached (.797**) at a significant level (0.01), and this supports the validity of the first main hypothesis.

- The first sub-hypothesis (there is a significant correlation between Operational Readiness (PR) and Organizational Pride (ORD). Table (5) related to the correlation matrix shows the existence of a significant correlation between PR and ORD, as the value of the correlation coefficient between them was (.506**) at a significant level (0.01), which supports the validity of the first sub-hypothesis.
- The second sub-hypothesis (there is a significant correlation between cultural readiness (CE) and organizational pride (ORD). Table (5) related to the correlation matrix shows the existence of a significant correlation between CE and ORD, as the value of the correlation coefficient between them was (.835**) at a significant level (0.01), and this supports the validity of the second sub-hypothesis.
- The third sub-hypothesis (there is a significant correlation between individuals readiness (SH) and organizational pride (ORD). Table (5) related to the correlation matrix shows the existence of a significant correlation between SH and ORD, as the value of the correlation coefficient between them was (.620**) at a significant level (0.01), and this supports the validity of the third sub-hypothesis.

Table (5) Moral correlation between organizational readiness and organizational pride:

Correlations

	PR	CE	SH	ORE	ORD
Pearson Correlation	1	.462**	.609**	.832**	.506**
Sig. (2-tailed)		.004	.000	.000	.001
N	37	37	37	37	37
Pearson Correlation	.462**	1	.511**	.811**	.835**
Sig. (2-tailed)	.004		.001	.000	.000
N	37	37	37	37	37
Pearson Correlation	.609**	.511**	1	.838**	.620**
Sig. (2-tailed)	.000	.001		.000	.000
N	37	37	37	37	37
Pearson Correlation	.832**	.811**	.838**	1	.797**
Sig. (2-tailed)	.000	.000	.000		.000
N	37	37	37	37	37
Pearson Correlation	.506**	.835**	.620**	.797**	1
Sig. (2-tailed)	.001	.000	.000	.000	
N	37	37	37	37	37

Source: Prepared by the researcher using the (SPSS.V.25) program (n = 37).

Third: Testing the influence relationships between the research variables:

This paragraph aims to test the hypotheses of influence between two variables using a simple linear regression model. The levels of analysis were taken at the sub and total levels to find out the significance of the effect for each sub-variable of the explanatory variables in each sub-variable of the response variable. As for accepting or rejecting the influence hypothesis, it is done by calculating The number of significant models as a percentage out of all models. If the calculated F is greater than the tabular, the hypothesis is accepted, but if it is less than this percentage, the hypothesis is rejected. This is done by comparing (F) calculated with the tabular (F) value under two significant levels (0.05) and (10.0) and as follows:

Table (6) Effect relationships between variables:

Variables	Hypothesis	Track	B^0	B^1	Beta	R^2	R	T	Result	F value	Sig
Variable	H2	ORE → ORD	-.580-	1.071	.797	.636	.797	7.816	Accept	61.094	.000
first dimension	H2-1	PR → ORD	2.691	.201	.265	.070	.265 ^a	1.628	Refuse	2.652	.112
second dimension	H2-2	CE → ORD	.597	.859	.835	.698	.835 ^a	8.991	Accept	80.839	.000
third dimension	H2-3	SH → ORD	.571	.758	.620	.384	.620 ^a	4.675	Accept	21.858	.000

Source: Outputs of (SPSS.V.25) Program

2- Testing the second main impact hypothesis and the hypotheses emanating from it, as follows:

According to the hypothetical study scheme, it was assumed (there is a significant effect relationship between organizational readiness and organizational pride), and the effect relationship between the variables will be tested according to the simple regression method as follows:

According to the results in Table No. (6), it was found that the calculated (F) value for organizational readiness and organizational pride at the overall level amounted to (61.094), which is greater than the tabular (F) value (2.712) at the level of significance (0.000), so we reject the null hypothesis and accept the hypothesis The alternative, which states (there is a significant effect between organizational readiness in achieving organizational pride at the overall level of the organization, the research sample, at a significant level (0.000). It may explain or explain 63% of the variables that occurred in achieving organizational pride, the remaining percentage (37%) was not from the current study, and the value of the influence coefficient (marginal propensity) (B) was equal to (.797). This means that whenever the variable (ORE) increases by one unit, the percentage of organizational pride increases by (79%). The value of the constant (a) in the equation is (-.580), and the effect equation is as follows:

$$Y \sim = b^0 + b^1X \\ = (-.580) + 1.071X$$

The first dimension (RR → ORD):

According to the results in Table (6), it was found that the value of (F) calculated between the dimension of (PR) and the variable (organizational pride) amounted to (2.65). It is smaller than the tabular (F) value (2.712) at the level of significance (00.00), so we reject the alternative hypothesis and accept the null hypothesis, which was built on the basis of (there is no significant effect between the (PR) dimension in achieving organizational pride at the level of significance (0.000). The table showed that the determination coefficient (R²) amounted to (.070), and this shows that the (PR) dimension may explain or explain its percentage (7%) of the variables that occurred in achieving organizational pride, while the remaining percentage (93%) was not from In the current study, the value of the influence coefficient (marginal tendency) (B) was equal to (.265), which means that whenever the PR dimension increases by one unit, the percentage of organizational pride increases by (26%). The value of the constant (a) in the equation is (2.691). And that the effect equation is as follows:

$$Y \sim = b^0 + b^1X \\ = 2.691 + 0.201 X$$

The second dimension (CE → ORD):

According to the results in Table (6), it was found that the value of (F) calculated between the dimension (CE) and the variable (organizational pride) amounted to (80.839). It is greater than the tabular (F) value (2.712) at the level of significance (00.00), so we reject the null hypothesis and accept the alternative hypothesis, which was built on the basis of (there is a significant effect between the (CE) dimension in achieving organizational pride at the level of significance (0.000). The table showed that the determination coefficient (R²) amounted to (.698), and this shows that the (CE) dimension may explain or explain its percentage (69%) of the variables that occurred in achieving organizational pride, while the remaining percentage (31%) was not from the study. The value of the impact coefficient (marginal tendency) (B) is equal to (.835), which means that whenever the CE dimension increases by one unit, the percentage of organizational pride increases by (83%). The value of the constant (a) in the equation is (.597).) and that the effect equation is as follows:

$$\begin{aligned} Y\sim &= b^0 + biX \\ &= .597 + .859 X \end{aligned}$$

The third dimension (SH → ORD):

According to the results in Table (6), it was found that the value of (F) calculated between the dimension (SH) and the variable (organizational pride) amounted to (21.858). It is greater than the tabular (F) value (2.712) at the level of significance (00.00), so we reject the null hypothesis and accept the alternative hypothesis, which was built on the basis of (there is a significant effect between the (SH) dimension in achieving organizational pride at the level of significance (0.000). The table showed that the determination coefficient (R²) amounted to (.384), and this shows that the (SH) dimension may explain or explain its percentage (38%) of the variables that occurred in achieving organizational pride, while the remaining percentage (62%) was not from the study. The value of the influence coefficient (marginal tendency) (B) is equal to (.620), which means that whenever the dimension (SH) increases by one unit, the percentage of organizational pride increases by (63%). The value of the constant (a) in the equation is (.571).) and that the effect equation is as follows:

$$\begin{aligned} Y\sim &= b^0 + biX \\ &= .571 + .758 X \end{aligned}$$

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS**First: conclusions**

This research includes defining a summary of the results with a number of conclusions reached by the researcher, which were reached in the light of what was dealt with in the theoretical and practical aspects, as follows:

- 1- The availability of organizational readiness is a prerequisite for bringing about the change process.
- 2- Organizational readiness can help move the organization to new horizons in terms of service delivery policies, performance or technology.
- 3- Organizational readiness is positively related to achieving organizational pride in the organization in question.
- 4- The development of operational readiness, personnel readiness and organizational readiness would provide high levels of organizational readiness and thus influence organizational pride in the organization.
- 5- The results showed that there are high levels of effective commitment and participation, while the organization under study still lacks appropriate levels of organizational citizenship behaviors.
- 6- Organizational pride can contribute to achieving the stability of individuals in the organization under discussion and achieving long-term loyalty and belonging.

Second: Recommendations

In light of the conclusions reached in the first section, we present a set of recommendations that express guidelines and suggestions regarding the development of work at the level of the organization, the research sample, regarding the variables and their sub-dimensions, as follows:

- 1- The dimensions of organizational readiness must be used for the purpose of raising the rates of change in various fields and reducing the rates of stagnation for the purpose of achieving higher levels of organizational pride.
- 2- The organization under discussion needs to focus on the readiness of operations, whether related to the internal environment of the organization or those related to dealing with customers, as it provides the necessary flexibility to achieve the goals.
- 3- The organization under discussion must pay attention and focus on organizational citizenship behavior through awareness and training of individuals on this behavior.
- 4- It is imperative for the organization to maintain an organizational environment that is ready for change, which enhances the future vision, encourages creative ideas, and strengthens the concept of organizational readiness.
- 5- A culture of organizational readiness must be spread within the organization and motivate leaders to invest in it.
- 6- For future work, it will be appropriate to measure organizational readiness in order to know the reality of many other existing organizations to obtain the possibility of comparison between indicators within and between organizations, and thus create a safer and more innovative environment to reach organizational pride.
- 7- It is hoped that this research will encourage scientists to seek a more accurate understanding of how companies can improve their economic performance by providing and exploiting organizational readiness through research, development and innovation (adopting change) to reach new horizons that will achieve organizational pride.

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