

**Investigating the effect of organizational pride on Emotional commitment with the mediating role of job adjustment and work conscience among primary school teachers**

Hassan ahmadi<sup>\*1</sup> | Shabnam Qasemi<sup>2</sup> | Kamal nosrati heshi<sup>3</sup>

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Vol. 4  
autumn 2023



Research Paper

Received:  
14 December 2022  
Accepted  
10 January 2023  
P.P: 37-55

Print ISSN: 2717-4484  
Online ISSN: 2717-4492



**Abstract**

The aim of the present study was to investigate the effect of organizational pride on emotional commitment with the mediating role of job adaptability and moderation of work conscience among primary teachers in Tabriz city. This research was carried out as a quantitative research and applied in terms of purpose, and in terms of implementation and collection of descriptive-correlational information, structural equation modeling was carried out. The target population in this research was made up of 5054 primary teachers of Tabriz city, using Cochran's formula, 357 primary teachers of Tabriz city were selected by stratified proportional sampling. The data of this research was collected using the standard questionnaires of Viyanti and Silvia's organizational pride (2020), Metajis and Sersik's (2021) job adaptability, Costa's work conscience (1992) and Mayer and Allen's (1991) emotional commitment. Structural equation modeling method and Pls software were used to analyze the data, the results of the research indicated that the effect of organizational pride on emotional commitment is explained by the mediating variable of job adaptability, as well as work conscientiousness in the indirect effect of organizational pride. And emotional commitment through job adaptation has a moderating role among primary teachers in Tabriz city. Based on the presented analysis, it can be concluded that organizational pride can be a strong internal motivation for teachers to make a lot of effort to contribute to the success of the organization.

**Keywords:** Organizational Pride, emotional Commitment, Job Adaptation, Work Conscience, Teachers

DOI: 10.22098/AEL.2023.11784.1181

<sup>1\*</sup>Corresponding author: Hassan ahmadi, Department of Educational Administration, Farhangian University, Tehran, Iran

<sup>2</sup> Master of Public Administration

<sup>3</sup> Kamal nosrati heshi, Department of Educational Sciences, Farhangian University, Tehran, Iran

## **Introduction**

Today, the issue of motivating and retaining employees has become a major concern of organizations. Many organizations have realized that their success in competitive conditions basically depends on the motivation and retention of employees. The existence of a competitive salary system always plays an important role in motivating employees and is vital for attracting and retaining potential employees; However, the existence of a competitive salary system alone is not enough to motivate and retain skilled and experienced personnel. Organizations should aim to create a sense of pride in employees in addition to designing a competitive salary system. Employees who are proud of their organization are committed to the organization and are likely to stay in the organization for years (Safari, Esfahani & Eydzadej, 2017); In other words, organizational pride is like a glue that keeps employees in the organization. This category of employees defines their organization to colleagues and potential customers, they have a great desire to be a member of this organization and they make a lot of effort to contribute to the success of the organization. Employees who have more pride in their work are naturally more involved in their work mentally and emotionally, organizational pride is felt by employees as a result of their identification with the organization in which they participate and has a good reputation and a good history (Widyanti, Irhamni, & Silvia Ratna, 2020). In terms of psychology, this pride is closely related to a person's self-esteem (Trasi & Robins, 2007).

## **Methodology**

The research method in this study was based on the purpose of the applied research and according to the method of data collection, it was descriptive of the correlation type and based on structural equation modeling. In this research, the required data were used from three questionnaires: Organizational pride questionnaire: this questionnaire has 7 questions (Widyanti, Irhamni, & Silvia Ratna (2020). Career engagement: this questionnaire has 11 questions. Matijas, & Sersic (2021) ) Work conscientiousness: Work conscientiousness questionnaire has 16 questions of work conscientiousness Costa and McCray (1992). Emotional commitment: This questionnaire was prepared by Meyer & Allen (1991) and has 8 questions. The content validity of this The questionnaires were confirmed by the professors and several knowledgeable people through short questionnaires and summarizing the opinions and the acceptability of the index obtained. - to announce the number of questions, the content of the questionnaire, the relationship between the questions and the options, and the coordination of the questions with the research objectives.

## **Results**

The output of the software was used to check the hypotheses and test the significance of the path coefficients between the variables. The path coefficients and the results related to their significance are given in the table below.

**Table 1. The results of structural model evaluation to check research hypotheses**

Row	Direction	path coefficient (β)	significant number	Test result
1	Organizational pride, adaptability	·/۴۷۲	۵/۸۱۹	Confirmation
2	organizational pride, adaptability	·/۲۵۲	۴/۰۸۴	Confirmation
3	Compatibility of emotional commitment	·/۲۵۲	۴/۵۳۵	Confirmation
4	work conscientiousness × organizational pride compatibility	·/۱۵۲	۲/۴۱۷	Confirmation

The results of the research indicated that the effect of organizational pride on emotional commitment is explained by the mediating variable of job adaptability, as well as work conscientiousness in the indirect effect of organizational pride. And emotional commitment through job adaptation has a moderating role among primary teachers in Tabriz city. Based on the presented analysis, it can be concluded that organizational pride can be a strong internal motivation for teachers to make a lot of effort to contribute to the success of the organization

**Discussion and conclusion**

The aim of the present study was to investigate the effect of organizational pride on effective commitment with the mediating role of job adaptability and moderation of work conscience among primary teachers in Tabriz city. The results showed that organizational pride has a positive and significant effect on emotional commitment and job adaptability. The findings of the present research are consistent with the findings of (Widyanti, Irhamni, & Silvia Ratna (2020), Safari, Esfahani & Eydizadej (2017). In the present explanation, it can be said that employees who are loyal to their organization They are proud that they are more emotionally and psychologically connected to their organization than others, and as a result, they work harder for the organization and show more commitment in providing services to clients. Based on the teacher's positive attitude towards the organization, the commitment

given to the organization also increases. This finding is consistent with the results of the study of Nurulaim & Suhaida (2013), who stated that a good attitude and a sense of pride in the organization determine a good commitment to the organization.

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