

Validation of the Organizational Pride Model in Tehran Municipality

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ABSTRACT

This study aimed to validate a multidimensional organizational pride model comprising identity and belonging pride, mission and value pride, and efficiency and performance pride among managers and human resource deputies of Tehran Municipality. This applied-developmental study employed a quantitative, descriptive-correlational design. The statistical population consisted of 826 managers and human resource deputies employed across the 22 districts of Tehran Municipality in 2025. Using Cochran's formula, 262 participants were selected through stratified random sampling. Data were collected using a researcher-developed Organizational Pride Questionnaire scored on a five-point Likert scale. Content validity was assessed using the Content Validity Ratio and Content Validity Index, and internal consistency was evaluated through Cronbach's alpha. Data were analyzed using descriptive and inferential statistics in SPSS version 22 and SmartPLS version 3. The measurement and structural models were evaluated through partial least squares structural equation modeling, including assessment of reliability, convergent validity, discriminant validity, path coefficients, explained variance, and overall model fit. The measurement model demonstrated satisfactory reliability and validity. Cronbach's alpha coefficients ranged from 0.788 to 0.973, composite reliability coefficients ranged from 0.817 to 0.975, and all average variance extracted values exceeded 0.50. Discriminant validity was supported by the Fornell–Larcker and HTMT criteria. All structural paths were positive and statistically significant. Mission and value pride significantly predicted identity and belonging pride ($\beta = 0.748$, $t = 18.961$, $p < .001$) and efficiency and performance pride ($\beta = 0.349$, $t = 2.485$, $p = .013$). Identity and belonging pride significantly predicted mission and value pride ($\beta = 0.168$, $t = 2.987$, $p < .001$) and efficiency and performance pride ($\beta = 0.170$, $t = 2.327$, $p < .001$). The overall R^2 was 0.686, while $GOF = 0.628$ and $SRMR = 0.021$ indicated satisfactory model fit. The findings confirmed that organizational pride in Tehran Municipality is a reliable and valid multidimensional construct and that mission and value pride plays a particularly central role in strengthening employees' organizational belonging and performance-related pride.

Keywords: Organizational Pride, Identity and Belonging Pride, Mission and Value Pride, Efficiency and Performance Pride, Tehran Municipality, Model Validation

Introduction

Organizations increasingly depend not only on formal structures, administrative procedures, and material resources, but also on employees' psychological attachment to the institution in which they work. In contemporary organizational environments, particularly in large public-sector institutions, employee attitudes toward the organization can substantially influence motivation, commitment, cooperation, service quality, willingness to remain in the organization, and engagement in discretionary behaviors that extend beyond formal job descriptions. Among



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these attitudes, organizational pride has attracted growing attention because it represents a positive emotional and cognitive evaluation of organizational membership and reflects the extent to which employees regard association with their organization as a source of personal and professional value. Organizational pride can emerge from organizational achievements, social reputation, ethical conduct, leadership quality, employee development opportunities, institutional identity, service to society, and the perceived legitimacy of organizational goals. When employees perceive their organization as competent, respected, socially valuable, and consistent with important personal and professional values, they are more likely to experience pride in their membership and to integrate organizational accomplishments into their own sense of identity.

Organizational pride may be understood as a favorable emotional state generated when employees positively evaluate their organization, its accomplishments, its social position, or their own membership in it. It differs from simple job satisfaction because satisfaction primarily concerns employees' evaluation of their job conditions, whereas pride more explicitly involves positive self-evaluation derived from identification with the organization. It also differs from organizational commitment, although the constructs may be closely related, because organizational pride emphasizes the esteem, value, and positive social meaning employees attach to belonging to an organization. Accordingly, pride can serve as an affective bridge connecting organizational identity, social reputation, meaningful work, and behavioral engagement. Previous research has shown that conditions supporting work-life balance can strengthen organizational pride and job satisfaction, suggesting that pride is partly grounded in employees' evaluations of how the organization treats and supports its members (1). Thus, organizational pride should not be conceptualized as a purely symbolic or reputational phenomenon; it may also reflect employees' everyday experiences of fairness, support, welfare, professional development, and recognition.

The importance of organizational pride becomes more evident when its behavioral consequences are considered. Employees who feel proud of their organization may become more willing to exert effort, defend the organization, communicate positively about it, contribute ideas, and participate in activities that advance collective goals. Research conducted in the petrochemical industry has demonstrated that organizational pride can function as an antecedent of employee creativity, indicating that positive feelings toward organizational membership may encourage employees to engage more actively in innovative and constructive behavior (2). This relationship is particularly important in complex organizations in which creativity and adaptive problem solving are necessary for responding to changing public expectations, technological developments, organizational pressures, and operational challenges. Pride may therefore be considered a psychological resource capable of converting positive organizational perceptions into proactive workplace behavior.

Organizational pride is also closely related to extra-role behavior and organizational citizenship behavior. Organizational citizenship behavior includes voluntary actions that are not always formally required or directly rewarded but nevertheless support organizational functioning, such as assisting colleagues, showing initiative, maintaining organizational standards, and voluntarily contributing to collective activities. Evidence from healthcare settings has shown that employees' pride in their professional and organizational membership can enhance extra-role organizational citizenship behavior (3). Similarly, research on employee volunteering has suggested that meaningful participation in organizationally supported activities may strengthen pride and trust, which subsequently contribute to organizational citizenship behavior (4). These findings highlight the possibility that organizational pride is not merely an internal emotional response but can translate into observable patterns of cooperation, responsibility, and voluntary engagement.

The relationship between pride and organizational citizenship behavior has also been examined in relation to corporate social responsibility and meaningful work. When employees perceive that their organization makes a positive contribution to society, they may develop stronger pride because membership in that organization carries positive social meaning. Research among hotel employees has indicated that corporate social responsibility may encourage organizational citizenship behavior through mechanisms involving organizational pride and meaningfulness of work (5). This finding is especially relevant for public organizations, because their legitimacy and purpose are inherently connected to serving citizens and creating public value. In public institutions, pride may arise not only from organizational success in a conventional performance sense but also from the perception that the organization fulfills a meaningful societal mission. Employees who believe that their work contributes visibly to public welfare may interpret organizational membership as morally and socially valuable, thereby strengthening their attachment to the institution.

Leadership represents another major organizational condition associated with pride. Leaders influence the meaning employees attribute to organizational goals, their perceptions of institutional trustworthiness, and their willingness to identify with the organization. Visionary leaders can create a coherent picture of organizational purpose, reinforce confidence in future direction, and establish shared values that make organizational membership more meaningful. Research has shown that visionary leadership can influence organizational citizenship behavior through sequential mechanisms involving organizational trust and organizational pride (6). This evidence suggests that pride can be embedded within a broader relational process through which employees assess organizational leadership, develop trust, experience positive identification with the organization, and subsequently adopt constructive behavioral orientations. In municipal organizations, where managerial decisions can affect employee morale as well as public services, leadership may be particularly relevant to the emergence of pride.

Participative leadership may likewise contribute to organizational pride by creating a stronger sense of inclusion, ownership, and respect among employees. When employees are permitted to participate in decision-making and perceive that their opinions are valued, they may develop stronger organizational identification. Findings from small and medium-sized enterprises in the Middle East and North Africa indicate that participative leadership is associated with organizational identification and that perceived corporate social responsibility and pride in membership play important roles within this relationship (7). Although public municipalities differ structurally from private SMEs, the psychological mechanism remains relevant: participation, social legitimacy, and pride can interact to strengthen identification with the organization. This is particularly important for large bureaucratic institutions, where employees may otherwise experience distance from senior management or feel that their individual contribution is disconnected from the overall organizational mission.

Organizational pride is therefore likely to be multidimensional. Employees may experience pride because of their sense of identity and belonging, because of the values and mission represented by the organization, or because of the organization's effectiveness, innovation, reputation, and achievements. Pride based on identity and belonging may reflect emotional attachment, perceived membership value, workplace conditions, development opportunities, reward systems, and organizational traditions. Pride based on mission and values may derive from social service, ethical credibility, transparency, leadership, and the perceived legitimacy of the organization's role. Pride based on efficiency and performance may arise from the organization's quality of outputs, reliability of systems, innovative capacity, operational achievements, and public reputation. Distinguishing among these dimensions is important because employees may simultaneously hold different evaluations of their organization. For example, an individual

may be proud of the organization's public mission but dissatisfied with internal reward systems, or may value its reputation while perceiving weaknesses in workplace conditions. A valid organizational pride model should therefore be capable of capturing these differentiated but related sources of pride.

In public-sector organizations, the development of organizational pride may be further complicated by administrative structures, cultural diversity, formal regulations, public accountability, and multiple stakeholder expectations. Iranian governmental organizations operate within institutional contexts in which cultural diversity and human resource management policies can influence employee experience and organizational integration. Research examining cultural diversity management in Iranian government organizations has emphasized the need to recognize variables that shape the design of organizational policies in culturally diverse public institutions (8). Such findings are relevant to organizational pride because employees' sense of belonging and institutional identification can be affected by whether organizational practices acknowledge diversity, promote fairness, and create inclusive opportunities for participation and advancement. In a large municipal institution such as Tehran Municipality, where employees function across multiple districts, administrative levels, professional groups, and service domains, these considerations may be particularly salient.

Organizational culture is another central factor shaping employees' perceptions of their institution. Culture communicates shared norms, expectations, values, and accepted patterns of behavior and can influence how employees interpret organizational decisions and opportunities. Evidence from public universities has shown that organizational culture can affect the relationship between training and development and employee performance, demonstrating the importance of cultural conditions in translating organizational investment into desirable outcomes (9). From the perspective of organizational pride, a supportive culture may strengthen employees' perception that their organization values competence, development, teamwork, and achievement. Conversely, cultures characterized by inconsistency, distrust, excessive bureaucracy, or weak recognition may inhibit the emergence of pride even when the organization possesses considerable external status or resources.

Training, professional growth, and individual development can also contribute to organizational pride because employees may evaluate organizations partly according to the opportunities they provide for personal and professional advancement. When employees perceive that their institution invests in their capabilities, encourages learning, and supports team development, they may interpret such practices as signals of organizational value and respect. These experiences can strengthen the reciprocal relationship between employee and organization and may become an important basis for attachment. This issue is particularly relevant in municipal organizations, where human capital must respond to changing urban problems, digitalization, citizen demands, environmental concerns, infrastructure requirements, and new approaches to public administration. Organizations that successfully cultivate employee competence may simultaneously promote performance and reinforce employees' pride in belonging to an institution perceived as capable, modern, and developmental.

At the same time, positive organizational attitudes should be examined alongside their negative counterparts. Organizational cynicism represents a critical negative orientation characterized by unfavorable beliefs, distrust, and negative affect toward the organization. It can undermine attachment and reduce employees' willingness to identify positively with institutional goals. Research in the Iranian organizational context has shown that organizational cynicism is negatively associated with perceived organizational pride, while demographic variables can shape aspects of this relationship (10). This inverse relationship illustrates that pride can be weakened when employees perceive inconsistency between organizational claims and actual practices or develop doubts regarding institutional

integrity. Therefore, an organizational pride model should implicitly reflect conditions capable of protecting positive organizational identification against cynicism and disengagement.

Recent research has further emphasized that cynicism can emerge through communication and knowledge-related processes within organizations. Organizational silence, limited knowledge sharing, and dysfunctional information environments may contribute to cynical attitudes when employees perceive that their contributions are ignored or that organizational communication lacks openness. Research in higher education has examined knowledge donating and knowledge collecting as mechanisms connecting organizational silence with cynicism, highlighting the organizational importance of communication and knowledge exchange (11). Although the immediate focus of such work is cynicism rather than pride, the implications are highly relevant: transparency, communication, participation, and trust are likely to create conditions under which pride can develop, whereas silence and perceived withholding of information may erode positive identification.

Likewise, organizational cynicism has been associated with loyalty-related outcomes. Evidence from educational settings indicates that cynicism can predict professional and organizational loyalty, demonstrating the potential consequences of negative organizational interpretations for employees' attachment to their institutions (12). This finding further supports the importance of studying positive organizational states such as pride because pride may represent one of the psychological mechanisms through which employees maintain loyalty and identify with institutional goals. In organizations that depend on continuity, public accountability, and long-term expertise, weakened loyalty can lead to reduced discretionary effort, diminished trust, and poorer organizational functioning. Understanding pride may therefore provide a constructive counterpart to the extensive literature on cynicism and disengagement.

Occupational fatigue and organizational learning culture also appear relevant to this broader psychological environment. Research has indicated that organizational cynicism can mediate the relationship between occupational fatigue and organizational learning culture, suggesting that employee exhaustion may influence how organizational learning conditions are perceived and experienced (13). In demanding public service environments, employees may encounter high workloads, administrative complexity, direct interaction with citizens, and pressure for continuous service delivery. If these conditions generate chronic fatigue without adequate support, welfare, recognition, or developmental opportunities, organizational pride may be difficult to sustain. Conversely, organizations that cultivate learning, acknowledge contributions, improve working conditions, and establish credible systems of support may strengthen pride even under demanding operational circumstances.

Social responsibility provides another important basis for understanding organizational pride. Employees do not evaluate their organizations solely through internal conditions; they also consider how the institution relates to society and whether it behaves responsibly toward external stakeholders. Research focusing on organizational pride and employees' social responsibility has drawn attention to the relationship between positive organizational identification and socially responsible orientations (14). This connection is especially important for municipalities because their central function is directly tied to citizens' welfare, urban development, public infrastructure, environmental management, social services, and the quality of everyday urban life. Unlike organizations whose societal contribution may be indirect, municipalities operate visibly within the public sphere. Consequently, employees may derive pride from tangible evidence that their work and institution contribute to the functioning and development of the city.

Tehran Municipality represents a particularly significant organizational setting for the study of pride because of its size, complexity, visibility, and direct relationship with citizens. Municipal employees and managers work within an institution whose decisions influence urban services, public spaces, transportation-related systems, cultural activities, environmental conditions, local development, administrative services, and numerous other aspects of metropolitan life. As a result, organizational membership can carry multiple meanings simultaneously. Pride may emerge from belonging to a prominent public institution, from serving the residents of Tehran, from participation in large-scale urban projects, from confidence in managerial leadership, from organizational heritage, from opportunities for professional development, or from the perceived efficiency and innovation of municipal systems. These diverse sources of pride justify the development and empirical validation of a multidimensional framework rather than reliance on a single global measure.

Furthermore, the complexity of Tehran Municipality makes model validation particularly important. Concepts developed in one organizational sector or national context cannot automatically be assumed to possess the same structure and meaning in another. Organizational pride can be shaped by cultural expectations, public-sector norms, employment structures, leadership traditions, perceived job security, reward practices, institutional reputation, and the social meaning of public service. Therefore, an empirically validated model should demonstrate that its proposed dimensions possess adequate internal consistency, convergent validity, discriminant validity, and structural relationships within the target population. Validation is essential not only for theoretical precision but also for managerial application because decisions based on poorly specified constructs may fail to identify the actual sources of employee pride.

A multidimensional organizational pride model may also offer practical value to municipal management. If pride is shown to encompass identity and belonging, mission and values, and efficiency and performance, organizational interventions can be targeted more precisely. Weakness in identity-related pride may require attention to employee welfare, recognition, belonging, development, or reward systems. Weakness in mission-based pride may call for improved communication of public value, ethical standards, transparency, and leadership credibility. Weakness in performance-based pride may require stronger innovation systems, process improvement, quality management, and enhancement of institutional reputation. A validated model therefore provides a diagnostic framework through which managers can identify the specific organizational domains that contribute to or constrain employees' positive identification with the municipality.

The available literature demonstrates that organizational pride is associated with creativity (2), organizational citizenship behavior (3, 4), meaningful work and social responsibility (5, 14), leadership and trust (6, 7), work-life balance and job satisfaction (1), organizational culture and employee development (9), and the broader organizational conditions associated with diversity management (8). At the same time, evidence concerning organizational cynicism, silence, occupational fatigue, knowledge sharing, and loyalty demonstrates how negative organizational experiences can weaken favorable employee-organization relationships (10-13). Together, these findings indicate that organizational pride occupies an important position within the network of attitudes linking organizational practices to employee perceptions and behavior.

Despite this growing body of evidence, greater attention is required to the empirical structure of organizational pride in large public and municipal organizations. Much of the existing evidence has emerged from private-sector industries, healthcare institutions, educational settings, hospitality organizations, universities, or smaller organizational contexts. Municipal organizations possess distinctive characteristics, including bureaucratic

complexity, public accountability, heterogeneous occupational groups, political and administrative visibility, responsibility for essential services, and continuous interaction with citizens. Consequently, a model of organizational pride for this context should be empirically tested rather than assumed to function identically to models developed elsewhere. Examining the factor structure and interrelationships among different forms of organizational pride can therefore contribute both to organizational behavior scholarship and to evidence-based human resource management in the public sector.

Accordingly, the aim of the present study was to validate a multidimensional model of organizational pride comprising identity and belonging pride, mission and value pride, and efficiency and performance pride among managers and human resource deputies of Tehran Municipality.

Methods and Materials

The present study was an applied-developmental study conducted using a quantitative, descriptive-correlational research design. The principal purpose of the study was to empirically validate the proposed organizational pride model among managers and human resource deputies working in Tehran Municipality. Accordingly, the study focused on examining the measurement properties of the organizational pride construct and evaluating the structural relationships among its dimensions and components using multivariate statistical techniques. The study was cross-sectional in terms of time horizon, as all quantitative data were collected from the target population during a defined period in 2025. The statistical population consisted of all managers and human resource deputies employed across the 22 municipal districts of Tehran Municipality, comprising a total of 826 individuals. Given the finite size of the target population, the required sample size was estimated using Cochran's sample-size formula and was determined to be 262 participants. A stratified random sampling procedure was employed to ensure representation of personnel from all 22 municipal districts. Each municipal district was treated as a sampling stratum, and questionnaires were distributed across all districts. To compensate for the possibility of nonresponse, incomplete questionnaires, or unusable responses, 14 questionnaires were distributed in each district. Data collection continued until 262 questionnaires had been returned in complete and analyzable form. Only fully completed questionnaires were included in the final statistical analysis. This sampling strategy provided geographical and organizational representation across the different municipal districts and supported the generalizability of the findings to managers and human resource officials within Tehran Municipality.

Data were collected using a researcher-developed Organizational Pride Questionnaire designed specifically for the organizational context of Tehran Municipality. The questionnaire contained two main sections. The first section collected demographic information, including gender, age, marital status, educational attainment, and length of service. The second section measured organizational pride and its constituent dimensions using statements rated on a five-point Likert scale ranging from 1, indicating a very low degree, to 5, indicating a very high degree. The instrument operationalized organizational pride through three principal dimensions: identity and belonging pride, mission and value pride, and efficiency and performance pride. Identity and belonging pride encompassed competencies related to organizational identity and belonging, individual and team development, workplace conditions and employee welfare, security and reward systems, and organizational culture and traditions. Mission and value pride included competencies associated with social impact, ethics and transparency, and senior management and leadership. Efficiency and performance pride incorporated competencies concerning quality and accuracy, organizational processes and systems, performance and innovation, and organizational reputation and

status. Collectively, these dimensions were intended to capture employees' positive evaluation of organizational membership, the perceived social and ethical value of the municipality's mission, and pride derived from the organization's effectiveness, achievements, performance, and public standing.

The content validity of the instrument was evaluated before its use in the main study. Fifteen experts with relevant academic and professional expertise evaluated the questionnaire. Content validity was quantitatively assessed using the Content Validity Ratio (CVR) and Content Validity Index (CVI). For the CVR assessment, experts evaluated the necessity of each item according to the categories of essential, useful but not essential, and not essential. Items failing to reach the required criterion were excluded or revised. The mean CVR for the instrument was 0.72, exceeding the adopted minimum criterion of 0.62. The Content Validity Index was assessed in terms of item relevance, clarity, and simplicity using a four-point expert-rating procedure. The mean item-level CVI was 0.88, while the scale-level average content validity index (S-CVI/Ave) was 0.92. These coefficients indicated satisfactory to excellent content validity of the instrument. Following the content-validity evaluation and refinement process, the approved items were used for subsequent psychometric and model-validation analyses.

The reliability of the questionnaire was initially examined through a pilot study involving 30 individuals drawn from the same target population. Internal consistency was evaluated using Cronbach's alpha coefficient. The obtained coefficients indicated a high degree of reliability across all major dimensions of the organizational pride instrument. Cronbach's alpha was 0.958 for identity and belonging pride, 0.971 for mission and value pride, and 0.941 for efficiency and performance pride. The Cronbach's alpha coefficient for the overall organizational pride questionnaire was 0.964. All coefficients substantially exceeded the conventional minimum threshold of 0.70, indicating strong internal consistency and demonstrating that the items within each dimension measured their corresponding constructs in a highly consistent manner.

Data analysis was conducted using both descriptive and inferential statistical procedures. Descriptive statistics were first calculated to characterize the study participants and summarize the distributions of the research variables. Frequencies and percentages were used for categorical demographic variables, whereas means, standard deviations, and variances were calculated for quantitative variables and questionnaire dimensions. Inferential analyses were subsequently performed to assess the psychometric adequacy of the instrument and validate the proposed organizational pride model. Confirmatory factor analysis was used to examine whether the observed questionnaire items adequately represented the hypothesized dimensions and components of organizational pride. The measurement model was assessed by examining the magnitude and statistical significance of factor loadings and the degree to which the indicators represented their corresponding latent constructs. The structural relationships incorporated in the organizational pride model were subsequently examined through structural equation modeling and path analysis.

The quantitative analyses were performed using SPSS version 22 and SmartPLS version 3. SPSS was used for data screening, descriptive statistics, calculation of reliability coefficients, and preliminary statistical analyses, while SmartPLS 3 was employed for partial least squares structural equation modeling and validation of the measurement and structural models. Model assessment incorporated evaluation of indicator reliability, internal consistency reliability, convergent validity, discriminant validity, and the explanatory performance of the structural model. Cronbach's alpha and composite reliability coefficients were considered when evaluating construct reliability, while average variance extracted was used to assess convergent validity. The structural component of the model was evaluated by examining standardized path coefficients, their statistical significance, and the variance explained in

endogenous constructs. Bootstrapping procedures within SmartPLS were used to determine the statistical significance of the estimated relationships. Through these procedures, the adequacy of the proposed three-dimensional organizational pride model was empirically assessed and its applicability to managers and human resource officials across the 22 districts of Tehran Municipality was evaluated.

Findings and Results

The final sample consisted of 262 managers and human resource deputies from the 22 districts of Tehran Municipality. Of the respondents, 178 (67%) were men and 84 (33%) were women. Regarding marital status, 173 participants (65%) were married and 89 (35%) were single. In terms of age, 48 respondents (18%) were 25–35 years old, 98 (37%) were 36–45 years old, 51 (19%) were 46–55 years old, and 41 (16%) were older than 55 years; no respondent was reported in the under-25 age category. Regarding educational attainment, 105 participants (40%) held a bachelor's degree, 147 (56%) held a master's degree, and 10 (4%) held a doctoral degree. With respect to length of service, 68 participants (26%) had 5–10 years of service, 58 (22%) had 11–15 years, 64 (24%) had 16–20 years, 24 (9%) had 21–25 years, and 48 (18%) had more than 25 years of service, while no respondent had less than five years of service. Thus, the sample was predominantly male, married, educated at the master's level, and characterized by substantial organizational experience.

Descriptive statistics were calculated for all dimensions and components of organizational pride before evaluating the measurement and structural models. The organizational pride model consisted of three overarching dimensions: identity and belonging pride, mission and value pride, and efficiency and performance pride. Table 1 presents the means, variances, and standard deviations for the 12 components included in these dimensions.

Table 1. Descriptive Statistics for the Dimensions and Components of Organizational Pride

Main dimension	Component	Mean	Variance	SD
Identity and belonging pride	Pride in workplace and welfare	3.717	0.939	0.968
Identity and belonging pride	Pride in individual and team development	3.639	1.076	1.037
Identity and belonging pride	Deep organizational belonging	3.633	0.916	0.956
Identity and belonging pride	Value attributed to security and rewards	3.705	0.860	0.927
Identity and belonging pride	Pride in cultural and traditional heritage	3.671	0.655	0.809
Mission and value pride	Social impact competence and service provision	3.638	0.612	0.782
Mission and value pride	Ethical credibility and organizational transparency	3.675	0.548	0.740
Mission and value pride	Respect for senior leadership and management	3.637	0.649	0.805
Efficiency and performance pride	Pride in qualitative and operational achievements	3.636	0.620	0.787
Efficiency and performance pride	Credibility of processes and systems	3.671	0.598	0.773
Efficiency and performance pride	Competence in innovation and performance achievements	4.150	0.609	0.780
Efficiency and performance pride	Organizational credibility and status (brand)	4.193	0.592	0.769

As shown in Table 1, the mean scores of all components were relatively high, indicating generally favorable assessments of organizational pride among the respondents. Organizational credibility and status, or organizational brand, obtained the highest mean score ($M = 4.193$, $SD = 0.769$), suggesting that respondents experienced particularly strong pride in the external reputation and standing of Tehran Municipality. Competence in innovation and performance achievements ranked second ($M = 4.150$, $SD = 0.780$), demonstrating the prominent contribution of perceived innovation and organizational accomplishments to employees' organizational pride.

Among the components of identity and belonging pride, pride in workplace and welfare obtained a mean of 3.717, followed by security and rewards with a mean of 3.705, cultural and traditional heritage with a mean of 3.671, individual and team development with a mean of 3.639, and deep organizational belonging with a mean of 3.633.

Within mission and value pride, ethical credibility and transparency obtained a mean of 3.675, social impact and service provision had a mean of 3.638, and respect for senior management and leadership had a mean of 3.637. Within efficiency and performance pride, organizational credibility and status and innovation and performance achievements were clearly the highest-rated components. Overall, the standard deviations were moderate and generally below or close to 1.00, indicating a reasonable degree of consistency in respondents' assessments.

Before evaluating the measurement model, the distributional characteristics of the study variables were examined. Both the Shapiro–Wilk and Kolmogorov–Smirnov tests were used to assess normality. The null hypothesis of these tests assumes that the observed distribution does not significantly differ from a normal distribution. Consequently, a statistically significant result indicates deviation from normality. The results are reported in Table 2.

Table 2. Results of the Shapiro–Wilk and Kolmogorov–Smirnov Normality Tests

Main dimension	Component	Shapiro–Wilk	p	Kolmogorov–Smirnov	p
Identity and belonging pride	Pride in workplace and welfare	0.933	<.001	0.127	<.001
Identity and belonging pride	Pride in individual and team development	0.945	<.001	0.107	<.001
Identity and belonging pride	Deep organizational belonging	0.924	<.001	0.143	<.001
Identity and belonging pride	Value attributed to security and rewards	0.949	<.001	0.131	<.001
Identity and belonging pride	Pride in cultural and traditional heritage	0.950	<.001	0.138	<.001
Mission and value pride	Social impact competence and service provision	0.953	<.001	0.117	<.001
Mission and value pride	Ethical credibility and organizational transparency	0.943	<.001	0.116	<.001
Mission and value pride	Respect for senior leadership and management	0.958	<.001	0.130	<.001
Efficiency and performance pride	Pride in qualitative and operational achievements	0.945	<.001	0.140	<.001
Efficiency and performance pride	Credibility of processes and systems	0.953	<.001	0.129	<.001
Efficiency and performance pride	Competence in innovation and performance achievements	0.941	<.001	0.094	<.001
Efficiency and performance pride	Organizational credibility and status (brand)	0.941	<.001	0.094	<.001

Both normality tests were statistically significant for all components ($p < .001$), indicating that the distributions departed significantly from normality. Therefore, the assumption of univariate normality was not supported. Given this result, partial least squares structural equation modeling (PLS-SEM), which does not require multivariate normality to the same extent as covariance-based structural equation modeling, was considered suitable for model estimation.

The suitability of the correlation matrix for factor-based analysis was additionally investigated using the Kaiser–Meyer–Olkin (KMO) measure and Bartlett's test of sphericity. The KMO value was 0.966, substantially exceeding the recommended minimum value of 0.70 and indicating excellent sampling adequacy. Bartlett's test of sphericity was also statistically significant, $\chi^2 = 11,104.473$, $df = 561$, $p < .001$. These findings indicated that the observed correlations among the items were sufficiently strong to support subsequent factor and structural modeling procedures.

The measurement model was evaluated using PLS-SEM to determine whether the observed indicators represented their corresponding organizational pride constructs with adequate reliability and validity.

The reliability of the measurement model was assessed using Cronbach's alpha, composite reliability, an additional reliability coefficient reported for the constructs, and average variance extracted. The results are summarized in Table 3.

Table 3. Reliability and Convergent Validity of the Organizational Pride Measurement Model

Main dimension	Component	Cronbach's α	Composite reliability (CR)	Reliability coefficient	AVE
Identity and belonging pride	Pride in workplace and welfare	0.946	0.951	0.946	0.591
Identity and belonging pride	Pride in individual and team development	0.944	0.952	0.944	0.667
Identity and belonging pride	Deep organizational belonging	0.964	0.967	0.964	0.596
Identity and belonging pride	Value attributed to security and rewards	0.909	0.927	0.919	0.590
Identity and belonging pride	Pride in cultural and traditional heritage	0.973	0.975	0.978	0.697
Mission and value pride	Social impact competence and service provision	0.965	0.968	0.975	0.545
Mission and value pride	Ethical credibility and organizational transparency	0.908	0.925	0.910	0.515
Mission and value pride	Respect for senior leadership and management	0.943	0.950	0.947	0.547
Efficiency and performance pride	Pride in qualitative and operational achievements	0.947	0.952	0.951	0.654
Efficiency and performance pride	Credibility of processes and systems	0.918	0.935	0.928	0.672
Efficiency and performance pride	Competence in innovation and performance achievements	0.788	0.817	0.789	0.600
Efficiency and performance pride	Organizational credibility and status (brand)	0.864	0.886	0.865	0.533

As presented in Table 3, all Cronbach's alpha coefficients exceeded the conventional minimum criterion of 0.70 and ranged from 0.788 to 0.973. Composite reliability coefficients similarly ranged from 0.817 to 0.975, with all values exceeding 0.70. These findings demonstrated satisfactory to excellent internal consistency reliability across all components. The additional reported reliability coefficients were also consistently high, ranging from 0.789 to 0.978, further supporting the reliability of the measurement model.

Convergent validity was evaluated using average variance extracted (AVE) and by comparing AVE with composite reliability. All AVE coefficients exceeded the minimum acceptable criterion of 0.50, ranging from 0.515 for ethical credibility and organizational transparency to 0.697 for pride in cultural and traditional heritage. Furthermore, composite reliability was greater than AVE for every construct. Thus, both criteria for convergent validity were satisfied, demonstrating that the indicators associated with each organizational pride component shared an adequate proportion of common variance.

Discriminant validity was assessed using the Fornell–Larcker criterion and the heterotrait–monotrait ratio of correlations (HTMT). The Fornell–Larcker procedure evaluates whether each construct shares more variance with its own indicators than with other constructs, while HTMT directly assesses the empirical distinctiveness of pairs of latent constructs. The principal results are summarized in Table 4.

Table 4. Discriminant Validity of the Main Organizational Pride Dimensions

Construct pair / criterion	Fornell–Larcker value	HTMT value
Square root of AVE: Identity and belonging pride	0.758	—
Square root of AVE: Mission and value pride	0.808	—
Square root of AVE: Efficiency and performance pride	0.738	—
Identity and belonging pride ↔ Mission and value pride	0.688	0.288
Identity and belonging pride ↔ Efficiency and performance pride	0.306	0.307
Mission and value pride ↔ Efficiency and performance pride	0.764	0.681

The Fornell–Larcker results indicated that the reported square roots of AVE were 0.758 for identity and belonging pride, 0.808 for mission and value pride, and 0.738 for efficiency and performance pride. The corresponding interconstruct correlations were 0.688 between identity and belonging pride and mission and value pride, 0.306 between identity and belonging pride and efficiency and performance pride, and 0.764 between mission and value pride and efficiency and performance pride. The reported matrix therefore provided evidence for differentiation among the principal constructs, although the relationship between mission and value pride and efficiency and performance pride was comparatively strong.

The HTMT coefficients for the principal construct pairs were also below the conventional threshold of 0.90. Specifically, the HTMT coefficient was 0.288 between identity and belonging pride and mission and value pride, 0.307 between identity and belonging pride and efficiency and performance pride, and 0.681 between mission and value pride and efficiency and performance pride. The originally reported HTMT output also contained a value of 0.725 on the efficiency and performance pride diagonal; because HTMT is interpreted using pairwise off-diagonal construct comparisons, this diagonal entry was not used in the discriminant-validity decision. Overall, the substantive pairwise HTMT coefficients supported adequate discriminant validity of the organizational pride dimensions.

The predictive quality of the measurement model was evaluated using cross-validated communality (CV COM). The reported CV COM values were 0.416 for pride in workplace and welfare, 0.539 for individual and team development, 0.255 for deep organizational belonging, 0.308 for security and rewards, and 0.602 for cultural and traditional heritage. For the components of mission and value pride, CV COM values were 0.254 for social impact and service provision, 0.360 for ethical credibility and organizational transparency, and 0.511 for respect for senior leadership and management. For efficiency and performance pride, CV COM values were 0.175 for qualitative and operational achievements, 0.208 for process and system credibility, 0.305 for innovation and performance achievements, and 0.307 for organizational credibility and status. All coefficients were positive and exceeded 0.15. Based on the adopted benchmarks of 0.02, 0.15, and 0.35 for weak, moderate, and strong predictive quality, respectively, the findings indicated at least moderate predictive relevance for all components, with several components demonstrating strong predictive quality.

After establishment of measurement-model reliability and validity, the structural component of the organizational pride model was examined. The purpose of this stage was to determine the magnitude, direction, and statistical significance of the relationships among identity and belonging pride, mission and value pride, and efficiency and performance pride. Bootstrapping results for the structural paths are reported in Table 5.

Table 5. Structural Path Coefficients and Significance Tests

Structural path	β	t	p	Result
Mission and value pride → Identity and belonging pride	0.748	18.961	<.001	Supported
Identity and belonging pride → Mission and value pride	0.168	2.987	<.001	Supported
Identity and belonging pride → Efficiency and performance pride	0.170	2.327	<.001	Supported
Mission and value pride → Efficiency and performance pride	0.349	2.485	.013	Supported

As shown in Table 5, all four specified structural relationships were positive and statistically significant. The strongest relationship was observed from mission and value pride to identity and belonging pride ($\beta = 0.748$, $t = 18.961$, $p < .001$), indicating a substantial positive association between employees' pride in the organizational mission and values and their sense of organizational identity and belonging. The reverse path from identity and belonging pride to mission and value pride was also statistically significant but considerably weaker ($\beta = 0.168$, $t = 2.987$, $p < .001$).

Identity and belonging pride also had a significant positive relationship with efficiency and performance pride ($\beta = 0.170$, $t = 2.327$, $p < .001$). Furthermore, mission and value pride had a significant positive relationship with efficiency and performance pride ($\beta = 0.349$, $t = 2.485$, $p = .013$). Thus, all structural relationships specified in the tested model were statistically supported. The results particularly emphasized the central role of mission and value pride, both through its strong association with identity and belonging pride and through its direct relationship with efficiency and performance pride.

The explanatory power of the model was assessed using R^2 and adjusted R^2 coefficients. Cross-validated communality coefficients were also retained in the analysis as indicators of predictive relevance. The results are reported in Table 6.

Table 6. Explained Variance, Predictive Relevance, and Overall Model Fit

Main dimension	Component	R^2	Adjusted R^2	CV COM
Identity and belonging pride	Pride in workplace and welfare	0.943	0.942	0.416
Identity and belonging pride	Pride in individual and team development	0.867	0.867	0.539
Identity and belonging pride	Deep organizational belonging	0.559	0.558	0.255
Identity and belonging pride	Value attributed to security and rewards	0.631	0.630	0.308
Identity and belonging pride	Pride in cultural and traditional heritage	0.934	0.934	0.602
Mission and value pride	Social impact competence and service provision	0.561	0.560	0.254
Mission and value pride	Ethical credibility and organizational transparency	0.881	0.881	0.360
Mission and value pride	Respect for senior leadership and management	0.819	0.819	0.511
Efficiency and performance pride	Pride in qualitative and operational achievements	0.688	0.687	0.175
Efficiency and performance pride	Credibility of processes and systems	0.843	0.842	0.208
Efficiency and performance pride	Competence in innovation and performance achievements	0.887	0.887	0.305
Efficiency and performance pride	Organizational credibility and status (brand)	0.110	0.102	0.307

The R^2 coefficients showed substantial variation in the explanatory power of the model across the components. Particularly high explained variance was observed for workplace and welfare pride ($R^2 = 0.943$), cultural and traditional heritage ($R^2 = 0.934$), ethical credibility and organizational transparency ($R^2 = 0.881$), innovation and performance achievements ($R^2 = 0.887$), individual and team development ($R^2 = 0.867$), process and system credibility ($R^2 = 0.843$), and respect for senior leadership and management ($R^2 = 0.819$). Moderate-to-high explanatory power was also observed for qualitative and operational achievements ($R^2 = 0.688$), security and rewards ($R^2 = 0.631$), social impact and service provision ($R^2 = 0.561$), and deep organizational belonging ($R^2 =$

0.559). The lowest component-level explained variance was observed for organizational credibility and status ($R^2 = 0.110$).

At the overall structural level, the reported R^2 value for the organizational pride model was 0.686, indicating that approximately 68.6% of the variance relevant to the modeled organizational pride structure was explained by the specified relationships. Based on the adopted benchmarks of 0.19, 0.33, and 0.67 for weak, moderate, and strong explanatory power, respectively, this coefficient indicated strong explanatory capability. Adjusted R^2 coefficients were very close to the corresponding R^2 values across most components, indicating that adjustment for sample size produced little change in the estimated explanatory capacity of the model.

Overall model adequacy was additionally assessed using communality, the Goodness-of-Fit index (GOF), and the Standardized Root Mean Square Residual (SRMR). The overall communality coefficient was 0.575 and the overall R^2 coefficient was 0.686. The resulting GOF index was 0.628, which was substantially higher than the adopted criterion for strong overall model performance. The SRMR value was 0.021, considerably below the recommended upper criterion of 0.08. Taken together, the GOF and SRMR coefficients indicated a highly satisfactory overall fit of the organizational pride model.

Consequently, the answer to the principal model-validation question—whether the organizational pride model in Tehran Municipality demonstrates adequate fit—was affirmative. The measurement model demonstrated high internal consistency, satisfactory convergent validity, acceptable discriminant validity, and positive predictive relevance. The structural model further demonstrated statistically significant relationships among the three main dimensions and substantial explanatory power. Finally, the favorable overall fit indices, particularly $GOF = 0.628$ and $SRMR = 0.021$, supported the empirical adequacy of the proposed organizational pride model for Tehran Municipality.

Discussion and Conclusion

The present study aimed to validate a multidimensional model of organizational pride in Tehran Municipality based on three overarching dimensions: identity and belonging pride, mission and value pride, and efficiency and performance pride. The findings provided strong empirical support for the proposed model. Descriptive results showed that all components of organizational pride were evaluated at relatively favorable levels, while organizational credibility and status and competence in innovation and performance achievements received the highest mean scores. The measurement model demonstrated satisfactory reliability and convergent validity, with Cronbach's alpha and composite reliability coefficients exceeding recommended thresholds and all average variance extracted values exceeding 0.50. Discriminant validity was also supported through the reported Fornell–Larcker and HTMT criteria. In addition, the structural model indicated that all specified relationships among the three main dimensions were positive and statistically significant. The strongest structural path was observed from mission and value pride to identity and belonging pride, followed by the relationship between mission and value pride and efficiency and performance pride. The overall model also demonstrated substantial explanatory power and satisfactory fit, as reflected in the reported R^2 , GOF, and SRMR values. Taken together, these findings indicate that organizational pride in Tehran Municipality is not a unitary construct but a multidimensional organizational attitude in which employees' sense of belonging, their evaluation of the municipality's mission and values, and their perceptions of organizational competence and performance are closely interconnected.

One of the most notable descriptive findings was that organizational credibility and status, or organizational brand, received the highest mean score among all components. This finding suggests that employees' pride is strongly shaped by their perception of the municipality as a visible, reputable, and socially recognized institution. In a large public organization such as Tehran Municipality, external legitimacy and institutional standing are particularly important because employees are continuously exposed to public judgments about the organization's competence, social contribution, and overall image. This finding is consistent with the broader literature suggesting that organizational pride is partly derived from favorable evaluations of the organization's public identity and perceived social value. Research has demonstrated that socially responsible organizational behavior can enhance employees' organizational pride by allowing them to identify with an organization that is perceived as meaningful and socially legitimate (5). Similarly, the relationship between organizational pride and employees' social responsibility indicates that pride may become stronger when organizational membership is associated with socially valued roles and contributions (14). In the municipal context, the organization's public visibility, service responsibilities, and perceived contribution to urban development can therefore become important symbolic sources of employee pride.

Competence in innovation and performance achievements was the second-highest rated component. This result indicates that employees derive considerable pride from perceiving their organization as capable of producing effective outcomes, solving problems, and achieving innovative results. Such a finding is theoretically plausible because organizational pride is likely to emerge when employees can associate themselves with visible accomplishments and successful organizational performance. Previous evidence has shown that organizational pride itself can contribute to employee creativity, indicating a reciprocal relationship in which organizational achievements stimulate pride while pride, in turn, may facilitate innovative behavior (2). This relationship is particularly important in municipalities, where complex urban problems require continuous innovation in service provision, technology use, planning, administrative processes, and citizen engagement. The relatively high score obtained for innovation and performance therefore suggests that employees do not derive pride merely from organizational membership as such, but also from the perceived capacity of the municipality to perform successfully and adapt to changing demands.

The results also demonstrated that the components of identity and belonging pride were evaluated at relatively favorable levels. Pride in workplace and welfare, security and rewards, cultural and traditional heritage, individual and team development, and deep organizational belonging all obtained means above the midpoint of the scale. These findings indicate that internal employment experiences constitute an important basis of organizational pride. Employees are more likely to feel proud of an organization when they perceive that it provides supportive working conditions, invests in development, offers recognition, and creates a meaningful sense of membership. This interpretation is consistent with evidence showing that work-life balance is positively related to organizational pride and job satisfaction (1). It also corresponds with research showing that organizational culture can influence how developmental practices translate into employee outcomes, implying that opportunities for learning and development are more effective when they are embedded in a supportive organizational environment (9). Therefore, identity and belonging pride appears to be reinforced not only by symbolic affiliation but also by concrete organizational practices that communicate respect, support, and investment in employees.

The relatively positive evaluation of mission and value pride is another important finding. Respondents reported favorable perceptions of social impact and service provision, ethical credibility and transparency, and respect for senior leadership and management. In a public organization, these components are especially salient because

employees' organizational identification may depend heavily on whether they perceive the institution's mission as socially worthwhile and its conduct as ethically legitimate. Previous studies have shown that meaningful work and corporate social responsibility can strengthen organizational pride and subsequent citizenship behavior (5). Likewise, organizational pride has been shown to mediate the influence of leadership and trust on organizational citizenship behavior, indicating that employees' positive evaluation of organizational leadership can be transformed into constructive organizational attitudes through pride (6). These findings help explain why mission and value pride was structurally important in the present model. When employees perceive that their organization serves a socially meaningful purpose and is led credibly, organizational membership may acquire stronger personal and professional significance.

The structural analysis showed that the strongest path was from mission and value pride to identity and belonging pride. This result suggests that employees' perception of the organization's mission, social legitimacy, ethical standing, and leadership may strongly influence the degree to which they identify with the organization and experience a sense of belonging. In other words, employees may be more likely to internalize organizational membership when they believe that the organization represents values they respect and performs a mission they consider socially important. This result is consistent with research demonstrating that participative leadership, corporate social responsibility perceptions, and pride in membership are closely linked with organizational identification (7). It is also compatible with evidence showing that visionary leadership can strengthen organizational trust and pride, thereby promoting positive organizational behavior (6). In Tehran Municipality, the social mission of serving citizens and contributing to urban welfare may therefore provide an important foundation for employees' emotional attachment to the institution.

The reciprocal path from identity and belonging pride to mission and value pride was also positive and statistically significant, although weaker. This finding indicates that the relationship between these dimensions may be mutually reinforcing. Employees who experience stronger belonging may become more inclined to evaluate the organization's mission and values positively, while employees who believe strongly in the organization's mission may develop deeper belonging. Such reciprocal reinforcement is understandable from the perspective of organizational identification. Once employees integrate organizational membership into their self-concept, they may interpret organizational goals and achievements more favorably. At the same time, perceived legitimacy of organizational goals provides a basis for stronger identification. This dynamic is also supported indirectly by studies showing that organizational pride contributes to citizenship behavior, volunteering-related meaningfulness, and positive extra-role behavior (3, 4). These forms of engagement are likely to strengthen employees' sense that they are active members of a meaningful collective.

The findings further showed that both identity and belonging pride and mission and value pride were positively related to efficiency and performance pride. The path from mission and value pride to efficiency and performance pride was stronger than the path from identity and belonging pride. This suggests that employees who believe in the social mission, ethical credibility, and leadership of the municipality are more likely to interpret its performance, innovation, and achievements positively. One explanation is that organizational values provide a cognitive framework through which employees assess organizational outcomes. When employees perceive the organization as legitimate and socially meaningful, operational achievements may be interpreted as evidence that the institution is fulfilling its mission effectively. This interpretation is compatible with research demonstrating that organizational pride promotes creativity and constructive performance-related behavior (2). It also aligns with findings showing that

organizational culture shapes the relationship between development and performance (9). Therefore, mission-related pride may provide motivational and interpretive conditions under which organizational performance is more strongly valued.

The positive path from identity and belonging pride to efficiency and performance pride suggests that employees who feel psychologically attached to the municipality also tend to evaluate its effectiveness and achievements more favorably. This may occur because strong belonging creates a sense of ownership toward organizational outcomes. When employees identify with the organization, success is experienced partly as personal or collective success, and organizational accomplishments become a source of self-enhancement. This mechanism is consistent with the concept of pride as an identity-based emotion. Research showing that organizational pride is associated with citizenship behavior and creativity supports the view that pride can translate identification into constructive action and performance orientation (2, 3). Consequently, identity and belonging pride may contribute to a psychological environment in which employees are more attentive to organizational achievements and more motivated to participate in maintaining or improving organizational performance.

The reliability and validity results provide further evidence supporting the robustness of the organizational pride model. Cronbach's alpha values ranged from acceptable to excellent, composite reliability coefficients were consistently above recommended thresholds, and all AVE coefficients exceeded 0.50. These results suggest that the proposed components were internally coherent and adequately represented their respective latent constructs. The acceptable discriminant validity coefficients further indicated that the three overarching dimensions were related but empirically distinguishable. This distinction is important because it shows that organizational pride should not be treated as a single undifferentiated attitude. Employees may simultaneously experience pride in organizational membership, pride in the institution's values and mission, and pride in its performance, with each dimension contributing distinctive information to the overall construct.

The broader literature also helps explain why maintaining these dimensions may be important in preventing negative organizational attitudes. Organizational cynicism has been shown to be negatively related to perceived organizational pride, suggesting that distrust and negative beliefs toward the organization may erode positive identification (10). Research has also linked organizational silence and knowledge-sharing processes to cynicism, implying that weak communication and limited participation can contribute to unfavorable organizational attitudes (11). Similarly, cynicism has been shown to predict professional and organizational loyalty (12), while occupational fatigue and organizational learning culture may also be connected through cynical perceptions (13). These findings indicate that organizational pride may be sustained most effectively when employees experience openness, trust, learning opportunities, meaningful participation, and credible organizational practices. In Tehran Municipality, strengthening these conditions may therefore help preserve positive organizational identification while reducing the likelihood of cynicism and disengagement.

The cultural and institutional context of public organizations should also be considered when interpreting the results. Iranian government organizations are characterized by diverse occupational groups, administrative traditions, formal hierarchies, and heterogeneous employee backgrounds. Research on cultural diversity management in Iranian governmental organizations has emphasized the importance of developing organizational policies that account for diversity and institutional complexity (8). This perspective is relevant to the present findings because identity and belonging pride cannot be strengthened solely through general organizational messaging. Employees must also perceive that the organization recognizes differences, distributes opportunities fairly, and

creates a meaningful place for diverse professional and social groups. In a municipality covering 22 districts, such considerations may be especially important because local administrative contexts and employee experiences can vary considerably.

The strong overall model fit further supports the usefulness of the proposed structure. The reported SRMR of 0.021 was well below the conventional upper threshold of 0.08, while the GOF value of 0.628 indicated strong overall model adequacy according to the adopted criteria. The reported overall R^2 of 0.686 also indicated that the model had substantial explanatory capacity. These findings suggest that the three-dimensional structure captures a meaningful proportion of organizational pride as experienced by managers and human resource deputies in Tehran Municipality. Importantly, the model combines internal identity-related experiences, value- and mission-related evaluations, and performance-related perceptions, thereby integrating affective, normative, and instrumental sources of pride within a single structure.

Overall, the findings suggest that organizational pride in Tehran Municipality is best understood as an interconnected system rather than as a single emotional response. Employees' pride in organizational mission and values appears to provide a particularly important foundation for their sense of belonging and their evaluation of organizational performance. At the same time, workplace conditions, development opportunities, security, rewards, leadership, transparency, innovation, and organizational reputation all contribute to the broader experience of pride. The findings are broadly consistent with previous research showing that organizational pride is associated with leadership, trust, meaningful work, social responsibility, job satisfaction, creativity, organizational citizenship behavior, and positive identification (1, 2, 5-7). They also indicate that pride may serve as a positive organizational resource capable of counterbalancing the negative effects of cynicism, fatigue, silence, and weakened loyalty (10-13). The validated model therefore provides both theoretical and practical value for understanding how positive organizational identification can be developed and sustained in a large municipal organization.

Several limitations should be considered when interpreting the findings. First, the study used a cross-sectional design, and therefore the observed structural relationships should not be interpreted as definitive evidence of temporal or causal effects. Second, all variables were assessed through self-report questionnaires, creating the possibility of common method variance, social desirability, and response-style effects. Third, the statistical population was restricted to managers and human resource deputies in the 22 districts of Tehran Municipality, which may limit generalizability to operational employees, contract staff, technical personnel, or employees of municipalities in other cities. Fourth, some dimensions of organizational pride may be influenced by temporary organizational conditions, administrative changes, public evaluations, or district-specific circumstances that were not explicitly controlled in the present model. Finally, although the measurement and structural indices were generally strong, the comparatively low explained variance for organizational credibility and status indicates that additional explanatory factors may exist outside the current model.

Future studies are recommended to replicate the model in other municipalities, governmental organizations, public service agencies, and private-sector institutions in order to examine its external validity and structural stability across different organizational settings. Longitudinal designs would be particularly useful for determining whether changes in leadership, employee development, organizational reputation, welfare conditions, or public-service performance produce corresponding changes in organizational pride over time. Future research could also compare managers with nonmanagerial employees and investigate possible differences according to age, gender, education, employment status, organizational tenure, and municipal district. Additional studies may extend the model by

examining antecedents such as perceived organizational support, justice, psychological safety, employee voice, trust, leadership style, work meaningfulness, and internal communication, as well as outcomes such as turnover intention, innovation, service quality, organizational citizenship behavior, and employee performance. It would also be valuable to test mediation and moderation mechanisms to determine how the three dimensions of organizational pride interact with broader organizational variables.

Managers of Tehran Municipality should treat organizational pride as a multidimensional management issue rather than a general morale indicator. Programs designed to strengthen pride should simultaneously address employees' sense of belonging, confidence in the municipality's public mission, and perceptions of organizational effectiveness. Senior managers should communicate organizational achievements clearly, connect everyday employee activities with public-service outcomes, and make the social value of municipal work visible to employees. Greater attention should also be given to transparent decision-making, ethical conduct, leadership credibility, employee recognition, fair reward systems, professional development, workplace welfare, and opportunities for participation. Because organizational reputation and innovation received particularly favorable evaluations, these strengths can be used strategically in internal communication and employee engagement initiatives. At the same time, weaker areas should be identified through periodic assessment of the validated organizational pride dimensions so that human resource interventions can be targeted toward specific organizational units and employee groups. Regular monitoring of organizational pride can therefore serve as a practical diagnostic mechanism for strengthening engagement, attachment, performance, and sustainable commitment across Tehran Municipality.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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