



## The Effect of Knowledge Upgrading on Business Continuity: A Field Research in Private Colleges and Universities in Baghdad

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### Abstract

The research aims to study the effect of knowledge upgrade on business continuity in private colleges and universities in Baghdad. The research problem is summarized in the main question (were the academic leaders able to employ knowledge upgrading to enhance business continuity). The most important of this sector were the universities and the private college in the city of Baghdad as a field for this research, the researchers conducted a field visit to (10) universities or private colleges, the research sample consisted of (177) individuals from the deans of colleges and their assistants, as well as heads of scientific and administrative departments. The data was analyzed and the hypotheses were tested using the appropriate statistical tools using the statistical program (SPSS) and (AMOS) for data analysis. The results showed that there is a significant effect knowledge upgrading on business continuity.

**Research type:** research paper

**Keywords:** knowledge upgrading, business continuity, private colleges and universities

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## 1. Introduction

The past years have witnessed an increasing interest in knowledge management as an ethical issue in the theoretical and applied fields. That global competition has become an effective knowledge management to obtain the benefit necessary for success. Knowledge management is an important topic that has received a lot of attention from writers and researchers. There is a huge amount of research, books and reports, which dealt with the concept and topic of knowledge management and development, because most organizations are adopting knowledge in all their operations and activities, In addition to the emergence of the concept of knowledge economy to the forefront. In the modern era, risks of all kinds exceed the speed of designing solutions. The organizations need a rapid and strong response to address them, to be equipped with good, integrated and flexible capabilities, and to manage them better through preparation, proactive planning, and innovation approaches in order to help them reduce or mitigate risks Disasters and crises. Therefore, the long-term survival of the business largely depends on ensuring the availability of knowledge, information and continuity of operations in an unstable global business environment. In the modern era, most organizations tended to specialize and invest in providing services instead of providing goods, as the percentage of organizations in the past tended to provide goods more than services. The researchers saw that the educational services sector is a field for his research.

Many studies have dealt with the variable of Knowledge upgrading (independent variable). It is relatively recent topic. In the modern era, Shohamy (2000) presented a study in "Knowledge upgrading" by use of language tests (phenomenon, source, and consequences). The application of these concepts in the educational field often depends on the assumption that if Objectives clearly defined, learners will achieve them and knowledge will gain. Irving et al (2000) Provided in his study Retraining High School Science Teachers by Upgrading Their Knowledge of Educational Content and skills, and how the perception that American students are not sufficiently prepared for the global economy, which sparked national efforts to set goals that would enhance performance educational system. Pimentel and Omar (2005) proposed a study that dealt with the Knowledge upgrading, by building a model to assess and measure the improvement of knowledge in teaching and learning systems with the support of mining tools in order to improve teaching and generate a large amount of data. Farid (2011) suggested a study dealing with the upgrading of knowledge as a prerequisite for the development of human resources, that human capital is the principle of developing these resources through science and technology. Idota et al (2019) suggested an empirical study on upgrading knowledge of consumer-oriented innovation using network society and whether network communities help increase consumer knowledge to develop new consumer-led products through a survey in Japan. The concept of upgrading is originally located within the boundaries of production systems, and treated as hierarchical improvements with respect to different dimensions, moving from one stage or situation to another in global value chains. The idea of upgrading has evolved from worse to better and from lower to higher. Moreover, from shallow to deep, the definition and activation of the concept based on this hierarchical change from low to high benefit (Yoruk, 2019). In another study, the effectiveness of the inquiry approach of Knowledge upgrading, analyzing how upgrades students' knowledge in relation to fact, concept, belief, and skill (Suherman, 2020).

The other variable (dependent variable), early emergence of business continuity started before the 1970s, which is an unstructured period for that matter, such as crisis management. Organizations decided how to implement crisis management and described. The processes as responses rather than predetermined management processes and technological revolution that arose in the early 1970s had one of the biggest impacts towards the development of business continuity In this period. The personal computer appeared, but more importantly, the adoption of computer technology by organizations increased (Menano, 2014). Business continuity used broadly to refer to a company's social and technical ability to withstand and recover from

emergencies (Niemimaaa et al, 2019). Originally, the genesis of business continuity was closely associated with crisis management, a business-focused concept with responsibilities at all levels of the organization. That is humanitarian and social issues (Auzzir, 2019). It usually seen as part of organizational risk management and includes components of crisis and emergency management (Schmid, et al, 2021). Resilience to disasters is a vital part of a business continuity plan, a pivotal role for the continued survival of any organization in a world of competitiveness and looming disasters is resilience (Nilo,2021).

The research problem, it represented by the obstacles that prevent organizations from development and innovation, the weakness of qualified human capital. This is from a lack of interest in knowledge management and innovation. Organizations' abilities to access critical knowledge, share knowledge, and interactive learning, and then successfully engage in upgrade strategies. Organizations seek to deal with events and disturbances and increase the level of resilience to achieve survival and continuity. The main question, (Are academic leaders able to employ knowledge upgrade in promoting business continuity).

The main research objectives are to realize the importance of knowledge, and the process of upgrading knowledge to ensure the survival and continuity of providing business services even after a crisis or catastrophic event. Find out the extent to which business organizations are aware of the development and upgrading of their knowledge, to determine the level of interest of organizations in the continuity of their business.

## 2. Material and Methods

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

### 2.1 Research population and sample

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

### 2.2. Hypotheses

The main hypothesis: There is a significant effect of the dimensions of knowledge upgrading (network community, contact lead users, motivations, social capital) on business continuity dimensions (business impact analysis, risk assessment, development of business continuity plan, continuous improvement). The following sub-hypotheses branch out:

The first sub-hypothesis: There is a significant effect of the dimensions of knowledge upgrading (network community, contact lead users, motivations, and social capital) in business impact analysis.

The second sub-hypothesis: There is a significant effect of the dimensions of knowledge upgrading (network community, contact lead users, motivations, and social capital) on risk assessment.

The third sub-hypothesis: There is a significant effect of the dimensions of knowledge upgrading (network community, contact lead users, motivations, and social capital) in developing a business continuity plan.

The fourth sub-hypothesis: There is a significant effect of the dimensions of cognitive upgrading (network community, communication with key users, motives, and social capital) on continuous improvement.

### **2.3. Knowledge upgrading**

The concept of upgrading is used in competitiveness studies to make better products, make them more efficient, or move to activities that are more skilled, it is linked to innovation to increase benefit (Rabellotti and Pietrobelli 2006). Upgrading defined as adding, modifying, revising, customizing, or improving that made upgrading is the most important post-implementation stage that should allow organizations to gain benefits from Organizations (Casrio, 2011). The study Nayak and Bankapur (2015) clarified the role of libraries and information centers in upgrading the knowledge of trainers in the current digital, provides an overview of the concept of knowledge management (KM) and other related aspects such as organizing and transferring knowledge.

The intellectual development of knowledge has created new challenges that allow for the emergence of qualitative paths for growth and development, the creation of abundance in information and knowledge (Al-Kubaisi,2005). The exceptional progress in information and contact technology, increasing speed of scientific and technological progress, global competition, along with changing demand, the reason why knowledge has become of great importance, and that information and knowledge replace capital and energy as basic assets for wealth formation, and individuals are the resource. They must be given as much focus as possible to develop towards the highest standards of skills, upgrading knowledge, competencies, work attitudes, motivation, and adopting strategies to increase productivity through the application of knowledge (Kefela, 2010). Knowledge gradation is necessary to the development of the organization and its relations inside and outside other organizations, through the upgrading of knowledge. Knowledge gradation can achieved either through training programs or through access to various sources of information (Nayak and Bankapur, 2015).

Knowledge upgrade enables organizations to retain their basic technical expertise, prevent knowledge decline and improve the decision-making process. The quality of knowledge required in decision-making, contributes to flexibility and adaptability, allows employees to propose creative solutions, enables organizations to understand customers, opinions, and competition. The ability of identify competitive gaps and opportunities, and improve the development of the organization. By using knowledge in service products, organizations can invest in the best way to recruit and train employees (Gilaninia et al, 2013). Effective marketing and improving organizational innovation and organizational learning while at the same time ensuring that best practices are disseminated (Pangil and Nasurddin, 2013).

### **2.4. The dimensions of knowledge upgrading**

According (Idota et al, 2019), the dimensions of knowledge upgrading are (network community, contact lead users, Motivation, and social capital).

Network communities, as were presented as include a certain trend in supporting cooperative activity. The term community was used instead of cooperation refer a long-term and multi-level relationship .They are networks inspired, built and managed by individuals or organizations, they are collective initiatives (Micholia et al, 2018). The organizations have a strategic connection with Internet users in innovation communities, which known as open innovation initiatives. The role of social media is to facilitate customer collaboration participate in innovation activities sponsored and share a new ideas to improve and develop products and services (Idota et al, 2019).

Contact with lead users: lead users have some characteristics that may play a major role in shaping knowledge sharing behavior in society (Jeppesen and Laursen, 2009). The high level of technical knowledge enables them to discover their own needs and translate them into specifications that developers understand. The combination of lead user knowledge and other types of knowledge activates creative processes (Mahra and Lievens, 2011). Lead users have more knowledge and experience than regular users, they are opinion leaders, and can help speed up the process of new products (Brem et al, 2018). They are essential members of the network community to develop products and services, they are innovative consumers who bring knowledge that arises from two sources of society, the first is consumer-oriented knowledge, the second knowledge related to the service environment (Idota et al, 2019).

Motivation management, especially the balance between internal and external motivation, are an important competitive advantage that is difficult to imitate. The generation and transfer of knowledge often constitute such a task (Osterloh and Frey, 2000). Motivational defines in general as an individual's desire and willingness to perform an action, the International Journal of Information Management (2018) studied the internal and external motivations of users such as enjoyment of helping others and organizational rewards, they influence knowledge sharing behavior in organizations and virtual communities (Hwang et al 2018). It believed the innovators motivated by their insights, creativity, and curiosity to meet their perceived needs (Idota et al, 2019).

Social capital, It is the social characteristics of organizations such as trust, standards and networks (saeed and Zayadi,2017). Defined (Coleman, 1988) social capital as a variety of different entities, contains social networks and norms that affect social productivity (Nuryani et al, 2018). It is a network of trust, reciprocity, the sum of actual and potential resources embedded in the network of relationships that an individual or social unit possesses and an integral part of relationships that create valuable resources for conducting social practices, participation, and collective knowledge creation (Idota et al, 2019). Social capital helps organizations overcome obstacles to improving the ability to manage risk (Rashid and Almallah,2020). Bourdieu (1977) was the first to introduce the concept of social capital into sociology. Who saw that it is not a natural formation but a kind of resource that individuals derive from participating in-group activities, this type of resource found in social networks, embodies commitment and trust between individuals, which consist of structural, relational, and knowledge dimensions (Chia et al., 2021).

## **2.5. Business continuity**

Business continuity is ensuring the continuity of operations even after a catastrophic event, which is a state of continuous operation of the business (Roitz and Jackson 2006). It is a management process, which identifies potential factors that threaten the organization and provides a framework for building resilience and the ability to respond effectively (Speight, 2011). It is part of the overall management system of the organization that use of all elements for continuity of operations and delivery of goods and services at acceptable levels (Al-Faihan and Abdul-Baqib,2016). Business continuity refers to the activities required to maintain the operation of the organization during a period of crisis or interruption of normal operations (Jorrigala, 2017). It is the process of anticipating incidents that will affect the critical functions and activities of the organization and ensuring response to any such incident in a planned and trained manner (Akinbola, 2018).

Business continuity focuses attention on important business issues and helps implement recovery and continuity measures required to deal with disasters. Some of the most common and most important benefits are ensuring business continues as usual after a disaster and preventing loss of market position (botha and Solms, 2004). Organizations need for to work more closely to create opportunities for cooperation to integrate disaster risks into their management practices, the important areas for this cooperation between these parties is risk and disaster management, education and business continuity (Asgary, 2016). Business continuity management has become an increasingly important field of study, especially in the last quarter of the last century (Yaman, 2021). According (Kotler and Armstrong,2018) , one of the keys to success is the location, as the location begins with the choice of the community and this decision depends largely on the potential for economic growth, stability, competition, business climate, etc. (Andrian and Supardi, 2021).

The objective of business continuity, it is ensure the continuity of important and critical operations of the organization. Those are give priority to business continuity activities with great attention to critical business processes and minimize the impact on the business in the event of a disaster or disruption (Randeree et al, 2012). The goal of business continuity management is to deal with threats, resume operations with less disruption, and develop a plan in the event of a problem to maintain the organization, which it can continue to provide its services (Ghandour, 2014). Business continuity management is the process of ensuring the continuity of the organization's business and its ability to withstand disruptive incidents that could hinder the achievement of goals (Aleksandrova et al, 2018). Business continuity can contribute significantly to gaining distinctive efficiency with competitors in terms of organizational flexibility, rapid recovery of jobs and activities, minimizing the negative impact on income, reputation of organizations, and resilience (Ranf et al, 2021).

## 2.6. The dimensions of business continuity

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

Business impact analysis is the first step in developing a business continuity plan and it is important to include all business functions and departments in these (FFIEC, 2003). Business impact analysis can reveal the exact damages of disasters, and these types of analysis are expensive (Karim, 2011). It is an in-depth analysis of business processes to reveal the most important and vulnerable ones (Yisa and Baba, 2014). The purpose of business impact analysis is identifying the critical functions needed to deliver key products and services (Torabi et al, 2016). The main objective is to identify the main business operations of the organization, as well as to determine the speed of recovery of these operations and start providing them for business functions after an accident.

Risk assessment step is an important part of business continuity, involves testing the processes and assumptions made in the business impact analysis with threat scenarios (FFIEC, 2003). In addition, that risk management is a continuous process, as it constantly monitors organizational events in order to be able to identify new risks and newer methods to mitigate them (Yisa and Baba, 2014). Risk is defined as the possibility that something dangerous will happen as a result of the unexpected outcome of the operation you are carrying out (Rasheed,2015). It consists of risk analysis and risk assessment procedures, Risk analysis identifies threats that can occur based on current vulnerabilities. It includes an assessment of risk probabilities and their effects on the resources needed for key business operations (Labus et al, 2020). The way companies view risk has changed over the past decades from the notion that risk is immutable to the idea that risk is part of the daily business process (Yousif and Mohamed,2022). Risk assessment is a long and complex process that requires specific procedures to assess each risk in order to prepare the appropriate plan for it (AL-Aga and Burhan,2023).

Business Continuity Plan Development states, that the general purpose of contingency planning is to identify and address as many uncertainties and risks as possible, that management can control of its affairs when a crisis occurs (Stark, 2000). The literature distinguishes between two concepts of plans, which are contingency plans and business continuity plans. Business continuity plans focus a wider scope in the very critical situations and the survival of the organization at stake (Saldanha and Fernandes, 2008). The BCP methodology, like any process, provides a framework for requirements, effort, and results (Heng, 2015). An effective business continuity plan can be used to operate and maintain business activities effectively (Jorrigala, 2017). The main objective of the business continuity plan is to define recovery procedures for the main business within the recovery time objectives; it can consist of one plan or several plans (sub-plans) (Labus et al, 2020).

A literature review regarding the definitions used for continuous improvement found that a culture of sustainable improvements that promotes continuous learning and innovation within the organization to maintain and improve competitiveness (Lahy and Found 2015). Business continuity management is a system that helps organizations protect themselves from accidents, it integrates the requirements of the international standard (ISO 22301: 2012) with the risk management methodology based on the continuous improvement cycle of Deming (Plan-Do-Check-Act) (Aleksandrov et al, 2018). The importance of continuous improvement lies as one of the vital renewable resources, as it is not easy to compensate (Khalil and Hamid, 2021).

### 3. Discussion of Results

#### 3.1 Reliability test

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

**Table (1): Alpha Cronbach Test for Search Variables**

variables	Alpha Cronbach
Network Communities	0.967
Contact with lead users	0.967
Motives	0.963
Social Capital	0.963
knowledge Upgrading	0.962
Business Impact Analysis	0.963
Risk Assessment	0.962
Developing a Business Continuity Plan	0.962
Continuous Improvement	0.964
Business Continuity	0.9633

**Source: Researchers preparation based on SPSS program**

It is clear from Table (1), that the values of the validity and stability coefficient for the variables and dimensions are greater than (0.70), this indicates that the variables and dimensions have an appropriate internal consistency. While the internal consistency coefficient (Cronbach's Alpha) for the scale as a whole has a value of (0.9633) as a high evaluation. These results indicate that the current research measure (the questionnaire) enjoyed a good level of stability. This is evidence of the extent of its internal consistency, the stability of its paragraphs and evidence of the extent to which the measure can be repeated, the existence of the same results, therefore other statistical tests can be performed based on these results

### 3.2. Description of variables

The table (2) shows that there is a difference in the order of the research variables in terms of importance, if we notice the variable (knowledge upgrade), we note that the (network communities) dimension got the highest response rate compared to the rest of the dimensions, with an arithmetic mean (4.221) and a coefficient of difference (20.54%). This indicates that higher administrations in private Iraqi universities/colleges are keen to get to know their communities and communicate with them, (contact with lead users) came second with an arithmetic average of (4.104), while the third ranked after (Motivations) and finally after (social capital).

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

**Table (2): Describing dimensions and variables**

No	dimensions and variables	Mean	standard deviation	coefficient of variation	approval	Priority
<b>knowledge upgrade</b>						
1	network communities	4.221	0.867	20.54	Very High	2
2	Contact with lead users	4.104	0.823	20.05	High	1
3	Motivations	4.033	0.880	21.83	High	3
4	Social capital	3.942	0.914	23.19	High	4
<b>Total</b>		4.075	0.871	21.37	High	
<b>Business continuity</b>						
1	Business impact analysis	4.116	0.915	22.24	High	3
2	risk assessment	4.014	0.996	24.83	High	4
3	Business continuity plan development	4.016	0.874	21.76	High	2
4	continuous improvement	4.114	0.875	21.14	High	1
<b>Total</b>		4.065	0.915	22.50	High	

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

### 3.2. Hypothesis testing

The beginning of testing the sub-hypotheses emanating from the main hypothesis is shown. The aim of these hypotheses for tests the dimensions of knowledge upgrade (the independent variable) in the business continuity variable (the dependent variable) with its dimensions, as follows:



**Table (3): Results of the Multiple Regression Effect Test for Knowledge upgrading Dimensions on Business Continuity Dimensions**

Sub-hypothesis	track	Stzd-β	t	P	R <sup>2</sup> – F- Sig.	the decision
The first	Network Communities >>> Business Impact Analysis	0.137	2.132	0.034	F= 51.318 R <sup>2</sup> = 0.544 Sig.= 0.000	Accepted
	Contacting leads users >>> business impact analysis	0.003	0.043	0.965		
	Motivations >>> Business Impact Analysis	0.302	3.499	0.001		
	Social Capital >>> Business Impact Analysis	0.389	4.670	0.000		
Second	Network Communities >>> Risk Assessment	0.078	1.328	0.186	F= 70.079 R <sup>2</sup> = 0.620 Sig.= 0.000	Accepted
	Contact lead users >>> risk assessment	0.069	1.126	0.262		
	Motivations >>> risk assessment	0.478	6.065	0.000		
	Social Capital >>> Risk Assessment	0.257	3.383	0.001		
Third	Network Communities >>> Continuity Plan Development	0.126	2.041	0.043	F= 59.822 R <sup>2</sup> = 0.582 Sig.= 0.000	Accepted
	contact with lead users >>> Business Continuity Plan Development	0.009	0.136	0.892		
	Motivations >>> Business Continuity Plan Development	0.474	5.735	0.000		
	Social capital >>> Business Continuity Plan Development	0.244	3.057	0.003		
Fourth	Network Communities >>> Continuous Improvement	0.163	2.541	0.012	F= 51.437 R <sup>2</sup> = 0.545 Sig.= 0.000	Accepted
	Connecting lead users >>> continuous improvement	0.012	0.184	0.854		
	Motivation >>> continuous improvement	0.375	4.351	0.000		
	Social capital >>> continuous improvement	0.289	3.478	0.001		

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

Results of testing the first sub-hypothesis: the Table (3) shows that the value of (F) amounted to (51.318), which is greater than its tabular value (3.92), the level of significance is (0.000). Thus, the first sub hypothesis is accepted (There is a significant effect of knowledge upgrading dimensions (network community, contact with lead users, Motivation, and social capital) on the business impact analysis of Iraqi private universities/colleges).

The results of Table (3) that there is a significant effect of the dimensions of knowledge upgrading on the risk assessment of Iraqi private universities/colleges. The significance of the regression model reached (0.000), while the value of (F) was (70.079), which is greater than its tabular value at a degree of freedom (4,306). The level of confidence is (0.95). Thus, the second sub-hypothesis is accepted (There is a significant effect of knowledge upgrading dimensions (network community, contact with lead users, Motivation, social capital) on the risk assessment of Iraqi private universities / colleges, the research community).

Testing the third sub-hypothesis: It can infer from the results of Table (3) that there is a significant effect of knowledge upgrading on business continuity plan development of Iraqi private universities / colleges. This inference is clear through the significance level (0.000), which is smaller than the value of alpha ( $\alpha$ ) (0.05), in addition to that the value (F) of the model amounted to (59.822). This is greater than its tabular value. Thus, the third sub-hypothesis is accepted (There is a significant effect of knowledge upgrading in its dimensions (network community, contact with lead users, Motivation, social capital) on business continuity plan development for Iraqi private universities/colleges, the research community)

The results of the fourth sub-hypothesis test: the results of Table (3), we conclude that there is an effect of knowledge upgrading on continuous improvement in Iraqi private universities. The significance of the regression model reached (0.000), which is greater than the value of alpha ( $\alpha$ ) (0.05), the value of (F) for this model, which amounted to (51.437), which is greater than its tabular value at a significant level (0.05). Thus, the fourth sub-hypothesis is accepted (There is a significant effect of knowledge upgrading dimensions (network community, contact with lead users, Motivation, social capital) in continuous improvement of Iraqi private universities / colleges, the research community).

As for the main hypothesis, it aims to test the effect relationship between knowledge upgrading variable (independent), its dimensions with the business continuity variable (the dependent variable). The hypothesis is (there is a significant effect of knowledge upgrading in its dimensions (network community, contact with lead users, Motivation, social capital) on business continuity in Iraqi private universities / colleges, the research community. Table (4) shows the results of testing this hypothesis.

**Table (4): Results of Multiple Regression effete Knowledge upgrading in its Dimensions on Business Continuity.**

	track	Stzd- $\beta$	t	P	R <sup>2</sup> - F- Sig.	the decision
Main hypothesis	Network Communities >>>> Business Continuity	0.138	2.652	0.009	F= 101.406 R <sup>2</sup> =0.702 Sig.= 0.000	Acceptance of the hypothesis
	contact with lead users >>>> business continuity	0.028	0.513	0.609		
	Motivation >>>> Business Continuity	0.453	6.505	0.000		
	Social Capital >>>> Business Continuity	0.326	4.848	0.000		

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

The results of Table (4), it is clear that there is a significant effect of knowledge upgrade on business continuity in Iraqi private universities/colleges, where the value of (F) (101.406), which is greater than its tabular value (3.92) the degree of significance of the model was (0.000). As for the value of the interpretation coefficient (R<sup>2</sup>), it amounted to (0.702), and as for the significant impact of the knowledge upgrade on business continuity, it turned out that this is due to the impact of all dimensions in deferent ways, which reached the level of importance (0.000), except for the non-significant effect of the dimension (contact lead users).

#### 4. Conclusions

It clear out that the administrations of private colleges were able to use at the level of the sub-dimensions of knowledge upgrading, provide the appropriate environment for effect on the business continuity. Therefore the positive moral effect of the variable of knowledge upgrading due to the dimensions (network communities, Motivation, and social capital), that is the business impact analysis in Iraqi universities / colleges affected by variables network communities, motivation, college social capital, and influence (connection to key users) was not significant.

It turns out, the relative importance of knowledge upgrade for both motivations and the social capital of Iraqi private universities / colleges to contribute to the formation of a suitable ground for the excellence of these universities, through risk assessment and identification of the most important problems and crises they face. When knowledge managed properly it can help in crisis management, and the affected organization can stay in the market by maintaining the continuity of its business.

It is clear that the senior management in private colleges. Employ the positive changes that it has brought about in improving and developing services. Taking care of creators and rewarding them for their efforts to provide the best services. Developing plans to raise the level of performance through continuous improvement, work on periodic review and evaluation of the services provided continuously, work on improving them, and keep abreast of developments and modern methods.

#### 5. Further Work

Studying the current research variables (knowledge upgrade, business continuity), with different service or industrial sectors in the Iraqi environment, whether within the public or private sector.

Adding dimensions, deleting or changing of the study variables, (knowledge upgrade and business continuity), and coordinating the dimensions according to the researched organizations, that the suitability of the Iraqi environment.

The use of different dimensions of the business continuity variable, due to the multiplicity of measures and dimensions of the mentioned variable, and in a way that is compatible with the organizations studied.

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## تأثير الارتقاء المعرفي في ديمومة الاعمال بحث ميداني في الكليات والجامعات الاهلية في بغداد

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## مستخلص البحث

يهدف هذا البحث لدراسة تأثير الارتقاء المعرفي في ديمومة في الكليات والجامعات الاهلية في بغداد. وتتلخص مشكلة البحث بالتساؤل الرئيسي(هل استطاعت القيادات الاكاديمية توظيف الارتقاء المعرفي في تعزيز ديمومة الاعمال ) ولأهميه هذا القطاع كانت الجامعات والكليات الاهلية في مدينة بغداد ميدانا لهذا البحث وكان اختيار مجتمع البحث على اساس سنة تأسيس الكلية او الجامعة ، اذ تم اعتماد التي مضى على تأسيسها اكثر من عشر سنوات وجرى الباحث زيارة ميدانية ل (10) جامعة او كلية اهلية وتتكون عينة البحث من (177) فردا من عمداء الكليات ومعاونيهم فضلا عن رؤساء الاقسام العلمية والادارية ، وقد اعتمد الباحث المنهج الوصفي التحليلي اذ استخدمت الاستبانة كأداة رئيسة لجمع البيانات الخاصة بالجانب التطبيقي تم تحليل البيانات واختبار الفرضيات باستخدام الادوات الإحصائية الملائمة باستخدام البرنامج الاحصائي (SPSS) و (AMOS) لتحليل البيانات، وقد اظهرت النتائج ان هناك تأثير ذو دلالة معنوية للارتقاء المعرفي في ديمومة الاعمال.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: الارتقاء المعرفي ، ديمومة الاعمال ، الكليات والجامعات الاهلية

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