THE INFLUENCE OF NCEMA 7000 STANDARD ON BUSINESS CONTINUITY MANAGEMENT IMPLEMENTATION: THE MEDIATION EFFECT OF DISASTER RECOVERY PLAN IN THE ABU DHABI MUNICIPAL DEPARTMENT AND TRANSPORT

FAHED ALI NASER ALMANSOORI

SULTAN IDRIS EDUCATION UNIVERSITY
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ABSTRACT

This study investigates the mediating effect of Disaster Recovery Plan (DRP) on the relationship between technology, organization, environment, critical employees/personnel and the Business Continuity Management (BCM) of organizations in the United Arab Emirates (UAE). Quantitative cross-sectional survey design was used to collect data from organizations in UAE by means of questionnaire, which was distributed among UAE organizations. A sample of 326 respondents was considered using the stratified systematic sampling method. Preliminary data screening and descriptive statistics were analysed by means of the SPSS version 24 software, whereas the inferential statistics were computed by means of PLS 3 software for hypotheses testing and conclusions. The result shows that technology and organization are significantly related to BCM in a direct positive way, environment and critical employees are not significant to BCM. However, technology, organization and critical employees had a direct significant positive relationship with DRP. The relationships between technology, organization, critical employees and BCM were however mediated by DRP. Similarly,the finding shows that the mediating effect of DRP on the relationship between environment and BCM was significant. These findings supported the theoretical foundations of this study. Applied and theoretical implications, as well as recommendations for future research were deliberated in the study. An instant implication is that organizations can take proactive actions to enhance their resilience. Organizations should seek to influence their own skills and abilities through various ways programs to be able to adapt to unfavorable circumstances. The result submits that technology and organization are important in promoting BCM among firms. Hence, organizations can foster BCM by leveraging on technology and organization factors as revealed by the results of this study. Theoretically, the finding contributes to the existing body of literature on the significance of DRP in explaining BCM among firms.

ABSTRAK

ACKNOWLEDGEMENTS

In the name of Allah, the Utmost Great and the Utmost Merciful. Peace and Blessings of Allah (S.W.T) be upon Sayyidina Wa Maulana Muhammad (S.A.W), His Blessed Family and Blessed Companions. All thanks, praises and gratitude are due to Allah, the Almighty and Utmost Great, Who bestow to me the greatest strength, patience, and courage to complete this thesis.

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LIST OF ABBREVIATIONS

BCM Business Continuity Management

DMT Department of Municipalities and Transport DMT

DRP Disaster Recovery Plan

PLS Partial Least Square

SEM Structural Equation Model

SME Small and Medium Enterprises

SPSS Statistical Package for Social Science

CHAPTER 1

INTRODUCTION

1.0 Introduction

Business continuity management (BCM) process is a necessity of business operation in all the levels of management and commercial actions. According to UAE Business Continuity Management Standard Specifications and National Emergency Crisis and Disasters Management Authority (NCEMA) standard AE/SCNS/NCEMA 7000:2021, Business continuity management precedes the vital issues in the process of commerce. Multiple connections between the Business continuity management execute a great variety of models that forms an autonomous framework in normal business operations according to the set of specific standards. Information technology controls the essential

element of conducting business across the full process. Planning and process implementation systems that successfully impact the environment of the investor to trust the business procedure and produce a responsible corporative team are necessary to create a competent management team. According to AE/SCNS/NCEMA 7000:2021, the Abu Dhabi Municipal Sector establishes its business continuity management (BCM) tools and standards to produce successful execution of standard operating procedures and competent disaster recovery systems.

As a result, the organisational standards of the Abu Dhabi Municipal management are the key tool in its operations that continue to be required for maintaining the ISO of a syndicate. Information technology services' resilience is one method of improvement that guarantees a high level of data confidentiality, integrity, and availability. This will gain customers' trust and result in customer satisfaction, which will ultimately attract repeat business and ongoing investment from local and foreign investors, ensuring the organization's profitability and success.

1.1 Background of the Study

This section documents the literature and essential dimensions relevant to the Business Continuity Management (BCM) procedure. The subject of documentary explored in this study has incorporated Disaster Recovery Planning (DRP) and BCM acceptance models, which relates to technology and service management, which relate to the BCM process.

According to Kim and Amran (2018), there are numerous different sorts of catastrophes that can be divided into three categories: natural, man-made, and hybrid (Shaluf 2007). Natural disasters were further divided into six categories by Guha-Sapir, Hoyois, and Below (2016), including geophysical, hydrological, meteorological, climatological, biological, and extraterrestrial. According to the Annual Statistical Review 2016, there were 569.4 million persons affected by natural disasters, resulting in US$153.9 billion in total economic damages (Guha-Sapir et al., 2016). With 46.7% of disasters occurring in Asia, the region appears to be more vulnerable than other regions of the world. Similar to natural catastrophes, man-made disasters can occur at anytime and anywhere without prior notice (Kim & Amran 2018). Of course, the distinction is that they are brought on by deliberate or unintentional human, technological, or operational fault. One such man-made calamity is terrorism.

Irrespective of the size, a disaster will result in some sort of financial damage. In the aftermath of any disaster, saving lives is always the top priority, but economic losses are also a major worry. These include market instability, crop destruction, corporate losses, increased unemployment, and damage to infrastructure (Guha-Sapir et al., 2016). It is crucial that organizations safeguard their operations in such situations. Business Continuity Management (BCM) is widely believed to be able to recognize probable effects that could threaten an organization and build the capabilities required to safeguard organizational assets (Krell, 2006). According to reports, organizations using business continuity planning were able to bounce back from the September 11 terrorist strikes earlier than anticipated (Ernest-Jones, 2005; Herbane, Elliott, & Swartz, 2004). BCM is

thought to shorten the healing time and lessen the effects of a disaster and guarantee continuation and availability of services (Abdullah, Noor & Ibrahim, 2015). The creation of local and international standards to ensure the BCM project achieves its goals demonstrates the seriousness of the effort (Herbane, 2010).The focus on this detailed research will address the study framework that will set and answer the hypotheses of the thesis. In the Municipal sector of Abu Dhabi, the UAE standard AE/SCNS/NCEMA 7000:2021, will help to create more complex and integrated autonomous functionality for each division of the sector. The standards have been creating a platform of significant framework in IT sector to suit the working environment for the both Municipality and the service providers with the sector.

The department of municipalities and transport (DMT), formerly known as the department of municipal affairs in the Emirate of Abu Dhabi, is responsible for the municipal sector. As a result, the DMT in Abu Dhabi is made up of three municipalities: the Abu Dhabi Municipality, the Aldafra Municipality, the Alain Municipalities, and the Integrate Transport Center. Governmental organisations in the UAE have implemented the UAE standard AE/SCNS/NCEMA 7001:2015 Guidelines, ISO 22301 (2012) Business Continuity Management Systems, and the Business Continuity Institute (BCI) Good Practice Guide (2018). A capable management team, efficient planning, process flow, and resource planning are all necessary for the growth of DRP and BCM improvement. However, there are additional elements that could affect the success or failure of DRP and BCM (Theocharidou et al., 2016).

The goal of BCM is to ensure an organization's operational continuity, and this study specifically mentions the Department of Municipalities and Transportation (DMT). In addition to ensuring the survival of businesses, business continuity management is crucial for maintaining firms' competitive advantages and the health of the economy as a whole (Chernetska, 2017). Artefacts show that business continuity management was an evolving practise in the early 2000s. It is essential to strengthen the organization when a disaster strikes and to minimise any potential impact on the company with minimal disruption.

With time and change, the BCM topic grew and evolved from a technical-focused plan to a more thorough organisational continuity plan. This is a result of the improvement standards established by UAE standard AE/SCNS/NCEMA 7000:2021. It is also recommended that the BCM process include other crucial areas such as human resource management, facility design, evacuation planning, communications, process planning, attitude, and ownerships (Mitchell et al., 2013). BCM has generally arisen in many industries as an organised method of responding to the effects of disasters (Mitchell et al., 2017). The senior management of any firm is increasingly asking the team to minimise unanticipated disruptions on the business while also mitigating or eliminating risks in a cost-effective way. Disaster recovery plans are also insufficient for complete business restoration (Freund et al., 2016). These risk management components are being revealed by this phenomena, which is gradually affecting the disaster recovery strategy. In many organisations, Mitchell et al. (2017) proposed that the board have a strategic

discussion about the potential convergence between the business continuity management and disaster recovery planning disciplines (Mitchell et al., 2017).

1.2 Problem Statement

Against a background of emergent threats to firms, business continuity management (BCM) has become a systematic process in many industries to pawn the effects of interruptions and crises (Herbane, Elliott & Swartz, 2004). In a UK-based empirical BCM survey conducted by the Chartered Management Institute, 73% of respondents cited BCM's importance to their firms while 94% attested to its capacity to reduce disruptions (Sawalha, 2020: Strategic Direction, 2008). According to the 2019 Business Continuity Benchmark Survey, only 9% of respondents described their BCM programmes as "very mature," 27% thought they were "mature," and 33% thought they were "reasonably mature." This shows that each respondent's BCM approach varied in terms of effective implementation, which had an impact on the process outcomes. The study also showed that inadequate executive support was a problem that showed weakness during the project's planning phase, which is one of the initial phases of BCM programme initiating (Continuity Central, 2019). Consequently, managerial capacity is one of the more general areas of considerable concern and a source of issues in the implementation of business continuity management. The four fundamentals—technology, organisation, environment, and important personnel—as well as all the methods used to improve these four areas make up the managerial capacity within the organisation.

In the context of organisations, BCM has developed into a procedure that identifies how vulnerable organisations are to internal and external threats and combines all the resources required to offer efficient prevention and reclamation (Herbane et al., 2004). BCM is therefore viewed as the nervous system for company development since it assures that it is simple to respond to both internal and external variables and that it can adapt to them in order to maintain the continuity of providing crucial operations under all conditions. The Covid 19 pandemic, where numerous parties were impacted by the pandemic and subpar service delivery, made this apparent and evident. For instance, the municipality ceased conducting some inspections at the start of the pandemic, which forced the suspension of other tasks like the issuing of agricultural licences for houses in an effort to keep away from residents. In occasional incidents like the tsunami in Japan in 2011 and Hurricane Sandy in the United States in 2012, Andrea (2016) demonstrated how many parties failed to ensure business continuity during the period from 2010 to 2016.

The most recent ISO 22301:2019 addressed the major long-term changes and advancements occurring in the field of BCM and was designed to provide users with additional value by highlighting best practises required to help organisations effectively respond to and recover from interruptions (ISO, 2019). The most recent revision of ISO 22301 emphasises that BCM is relevant to all companies, regardless of industry or size. However, a lot of scholars noted that there is still a dearth of "empirical" research on BCM implementation and effectiveness in several nations and corporate sectors, necessitating the need for more study (Azadegan et al., 2020; Ferguson, 2019).

Despite the significance of business continuity, many firms are still unsure of how to implement BCM successfully, especially if certification is not the primary goal (Sawalha, 2020). The deployment of an efficient BCM programme may be hindered for a variety of reasons; an effective BCM strategy depends on a number of steps that must be taken in order. It also depends on how much these initiatives heighten BCM awareness among businesses and hasten its integration into organisational culture (Sawalha, 2020). According to the literature that is currently available, the four factors that have the greatest impact on BCM are technology, organisation, environment, and critical employees (Abdullah, Noor, & Ibrahim, 2015). These four factors will be thoroughly examined in order to determine the extent of their influence on ensuring business continuity and their contribution to the program's successful implementation.

The first is technology, which has advanced significantly in recent years along with the complexity and multiplicity of government operations. As a result, organisations and the municipal system now depend heavily on technology, and any technological setback directly affects how services are delivered. Technology is now a more important external BCM driver than ever before. an integrated functional safety and cyber security evaluation approach is needed for business continuity management (BCM) to deal systematically with vulnerabilities that could influence an industrial plant’s dependability, safety, and security (Kazimierz., 2022). Industrial energy companies, including those using Industry 4.0 business and technical solutions, have to pay attention to shaping their resilience regarding existing and emerging hazards and threats, including cyber-attacks. This issue concerns the energy sector, power plants, and distributed renewable energy

stations. In such energy plants, information and communication technologies (ICT) and industrial automation and control systems (IACS) play important roles (Kazimierz et al., 2022).

The second is the organization, which has a major role in determining the extent of focus on the application of business continuity management. Business continuity response planning has the strongest impact on the overall effectiveness of the organization's BCM. Thus, organizations that can quickly and meticulously recover from misfortunes will sustain little harm to their competitive position (Păunescu, 2020). The end goal of a strong BCM is to make the organization more resilient to potential threats and allow it to resume or continue operations under adverse or abnormal conditions (Păunescu, 2020).In small organizations, it may be sufficient to have a team and simple systems to ensure that business and vital activities are not affected. As for large organizations, the application of business continuity may be more complex and failure to take the necessary precautions may lead to failure to continue the business.

The third is the environment which consist all the internal and external influences that affect the work setting. Since we are in a renewable and constantly changing world, the surrounding conditions also have a major role in the stability and continuity of business in organizations (Griffiths & Webster, 2010). Nowa days, the continuous changes in their business environment require the organizations to find practical responses to effectively address various issues of security, preparedness, risk, and survivability(Păunescu, 2020).

The fourth is the importance of the key personnel to the BCM application's success. Understanding internal and external risks in depth and realising that workers' actions during the company recovery process will determine how effectively they respond are both crucial to implementing BCM (Kato, 2018). Every organization has a set of key personnel who are crucial to the successful execution of various initiatives for the firm. A set of workers known as essential employees are those who have critical knowledge about how a business operates. Business process experts should therefore be included in BCM initiatives. Additionally, skilled reserve staff members will be replaced by lost personnel (Torabi, 2016). Many senior operations managers, including the Chief Financial Officers CFO and other employees at the same level, are represented among the organization's core staff. These workers make a significant contribution to the growth of the organisation.

Through the aforementioned elements, its connection to the disaster recovery plan DRP is close, as technology is the main element in the disaster recovery plan, without which the employee cannot restore his ability to provide services to customers efficiently, and organization is also linked to recovery. DRP is another antecedent to BCM, which is termed as a dedicated process to the formation of a plan, categorized as responsive and concerned with hardware and facilities and engrossed with functionally secluded organizational structures. DRP strives to ensure the full recovery (restoration) of all disrupted operations to their normal business state at post-disaster (Sahebjamnia, 2015). In addition, recovery planning envision the aftermath of a disaster, offering a

direction-setting framework to reach recovery goals, and to represent a big picture of the community linked to broader disaster reconstruction policies (Hamideh, 2020).

As mentioned, the organizational structure and staff size are among factors that determine the importance of having a specific plan, and the degree of its complexity may vary according to the size of the entity. On the other hand, there is an impact of the environment on the recovery plan, as some countries are located on dangerous sites and are annually exposed to natural disasters, just like the Covid-19 pandemic and its impact on all parties and activities. The last element is the vital personnel which is also linked to the disaster recovery plan, the main objective of the disaster recovery plan is the recovery itself, because owners of the most important functions are most able to reactivate and operate the systems according to the target times to restore services.

The disaster recovery plan DRP is also directly related to the success of implementing business continuity management in each organization. It is considered the safety valve for the organization. In the absence of it, it will be difficult for the organization to maintain business continuity, which may lead to the failure of the application of business continuity in the entity. For effective operation of organizations, there must be an effective disaster recovery plan to help the organization recover from a disaster or any hazard. Effective implementation of a disaster recovery plan promotes sound business continuity management (Sahebjamnia, Torabi & Mansouri, 2015). DRP is however, a complex process that is influenced by the physical environment, organization (Bhattarai, Maycock, Alfonso & Reid, 2020) technology and employees.

The main source of population for this study, will be the Al Ain Municipality Outlook Directory. Also, primary statistical procedures will be used, such as multiple assumptions testing, data examination and demographic profile analysis, the Statistical Package for Social Sciences AMOS program.

The use of BCM differs by nation; while it has gained popularity in some, it is still in its infancy in others (Sawalha, 2020). For example, a reputable corporate information service company called "ZAWYA" in Dubai, United Arab Emirates, performed a survey and discovered that 70% of companies in Saudi Arabia, the United Arab Emirates, Qatar, Bahrain, Kuwait, and Oman lack effective BCM programmes (Zawya, 2009). Despite its significance, BCM awareness and adoption across numerous businesses in the UAE are still in their infancy. Herbane (2010) discussed the developments in the field of BCM and underlined the need for more study on the application and use of BCM as a business process. Therefore, in order to improve the successful implementation of Business Continuity Management in the Abu Dhabi Municipal Sector based on AE standard, this study attempts to apply the quantitative approach to describe the effect of DPR on the relationship between technology, organisation, environment, and critical employees on BCM implementation.

1.3 Research Objectives

1.3.1. Research Aims

The main aim of this research is to assess the mediating effect of DRP on the relationships between technology, organization, environment, critical personnel and BCM to come up with recommendations that will enhance the successful implementation of DRP and BCM according to the UAE standard.

1.3.2 Objectives

The specific objectives of this study are:

1. To determine the influence of technology on BCM implementation in the Department of Municipalities and Transport (DMT)
2. To determine the influence of organization on BCM implementation in the Department of Municipalities and Transport (DMT)
3. To determine the influence of environment on BCM implementation in the Department of Municipalities and Transport (DMT)
4. To determine the influence of critical employees on BCM implementation in the Department of Municipalities and Transport (DMT)
5. To determine the influence of DRP on BCM implementation in the Department of Municipalities and Transport (DMT)

6. To determine the influence of technology on DRP in the Department of Municipalities and Transport (DMT)
7. To determine the influence of organization on DRP in the Department of Municipalities and Transport (DMT)
8. To determine the influence of environment on DRP in the Department of Municipalities and Transport (DMT)
9. To determine the influence of critical employees on DRP in the Department of Municipalities and Transport (DMT)
10. To determine the mediating effect of DRP on the relationship between technology and BCM implementation in the Department of Municipalities and Transport (DMT)
11. To determine the mediating effect of DRP on the relationship between organization and BCM implementation in the Department of Municipalities and Transport (DMT)
12. To determine the mediating effect of DRP on the relationship between environment and BCM implementation in the Department of Municipalities and Transport (DMT)
13. To determine the mediating effect of DRP on the relationship between critical employees and BCM implementation in the Department of Municipalities and Transport (DMT)

1.4 Research Questions

1. Does technology influence BCM implementation in the Department of Municipalities and Transport (DMT)?
2. Does organization influence BCM implementation in the Department of Municipalities and Transport (DMT)?
3. Does environment influence BCM implementation in the Department of Municipalities and Transport (DMT)?
4. Does critical employees influence BCM implementation in the Department of Municipalities and Transport (DMT)?
5. Does DRP influence BCM implementation in the Department of Municipalities and Transport (DMT)?
6. Does technology influence DRP in the Department of Municipalities and Transport (DMT)?
7. Does organization influence DRP in the Department of Municipalities and Transport (DMT)?
8. Does environment influence DRP in the Department of Municipalities and Transport (DMT)?
9. Does critical employees influence DRP in the Department of Municipalities and Transport (DMT)?
10. Does DRP mediate the relationship between technology and BCM implementation in the Department of Municipalities and Transport (DMT)?
11. Does DRP mediate the relationship between organization and BCM implementation in the Department of Municipalities and Transport (DMT)?

12. Does DRP mediate the relationship between environment and BCM implementation in the Department of Municipalities and Transport (DMT)?
13. Does DRP mediate the relationship between critical employees and BCM implementation in the Department of Municipalities and Transport (DMT)?

1.5 Research Hypotheses

H1: There is a significant relationship between technology and BCM Implementation

H2: There is a significant relationship between organization and BCM implementation

H3: There is a significant relationship between environment and BCM implementation

H4: There is a significant relationship between critical employees dimension and BCM implementation

H5: There is a significant relationship between DRP and BCM implementation

H6: There is a significant relationship between technology and DRP

H7: There is a significant relationship between organization and DRP

H8: There is a significant relationship between environment and DRP

H9: There is a significant relationship between critical employees dimension and DRP

H10: DRP will significantly mediate the relationship between technology and BCM implementation

H11: DRP will significantly mediate the relationship between organization and BCM implementation

H12: DRP will significantly mediate the relationship between environment and BCM implementation

H13: DRP will significantly mediate the relationship between critical employees and BCM implementation

1.5 Theoretical framework

There are four antecedent factors in this research model, which are expected to influence the successful implementation of the BCM process. The successful implementation of BCM depends on the effect of DRP on the relationship between technology, organization, environment, critical employees and BCM. A diagrammatic research framework is demonstrated as follows:

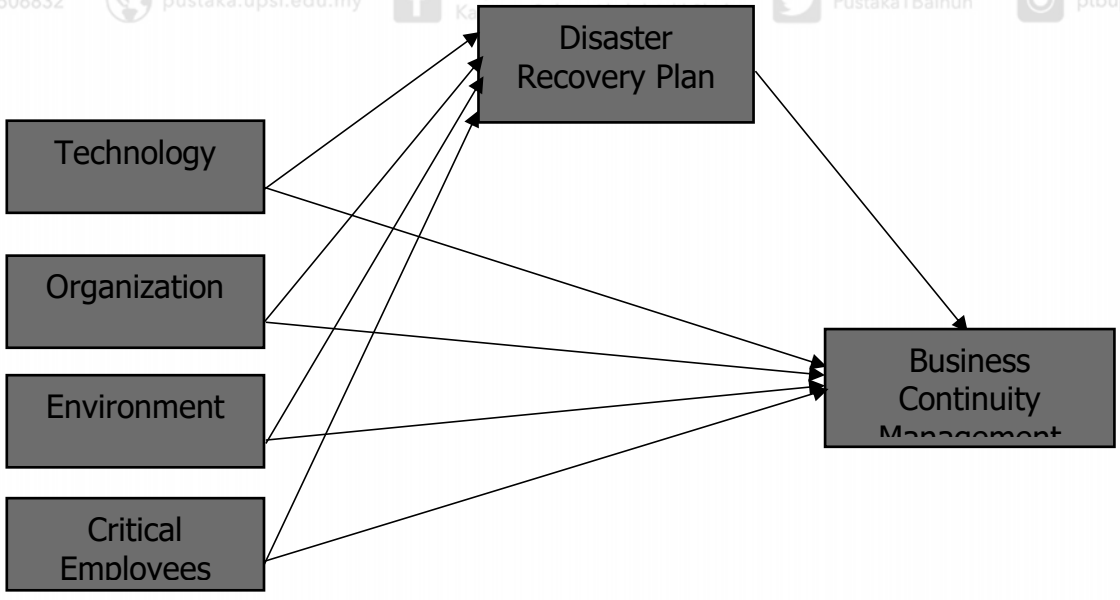

*Figure 1.1.*Research Framework

1.6 Significance of the Study

The elements that have an impact on BCM and DRP in the Department of Municipalities and Transportation will be the subject of this study (DMT). It aims to investigate how critical employee aspects and the effects of technology, organisation, environment, and environment on the BCM and DRP. This study will also examine how crucial DRP is to the continued success of BCM implementation in the municipal sector. In the end, this study seeks to create a model for BCM process implementation in Abu Dhabi's municipal sector in accordance with UAE BCM standard AE/SCNS/NCEMA 7000:2021. An effective implementation strategy aids the municipal sector in long-term reputation protection and business resilience services. The high level of data confidentiality and integrity ensured by resilient IT services (Rocha et al., 2015). The availability of IT services will gain the confidence of clients and result in client satisfaction, which will ultimately encourage repeat business and ongoing investment from both domestic and international investors. Significantly, effective IT development ensures the organization's growth and profitability (Rocha et al., 2015).

1.7 Scope of Study, Ethics and Limitations of Research

All applicable ethical issues will be considered. Participant’s willingness, observers’ biases, information acquisition, sharing, and confidentiality should apply all legible aspects carefully. The research is limited by the short amount of time taken to collect data. Most of the participants work on very tight schedules, and as such, can only dedicate a

small amount of time to research. This limits the research findings as less topics will be covered and important issues cannot be probed further. Consequently, the findings of this present research are limited by the short time frame. Also, due to the limited sample, the findings of the study cannot be generalized to the entire population. The findings of the study may not be representative of the entire Municipal Sector in Abu Dhabi. Moreover, due to the standard's requirement towards the participants of the study, the study included participants that were knowledgeable of the standards and had a genuine interest in the program.

This research set out to study the influence technology, organization, environment and critical employees on Business Continuity Management (BCM) implementation and explain the mediation effect of Disaster Recovery Plan (DRP) in the Abu Dhabi Municipal Department and Transport based on the United Arab Emirates (UAE) standard NCEMA 7000. In particular, four independent variables (technology, organization, environment and critical employees) are hypothesized to know the significantly influence BCM among UAE firms, this hypothesized relationships are also assumed to be mediated by DRP. The choice of Department of Municipalities and Transport (DMT) because it the main department who responsible of the infrastructure in Abu Dhabi. However all other departments in Abu Dhabi depending on the municipality especially in disasters and emergencies which related to the buildings, roads and lands as per the establishment law of municipalities. All applicable ethical issues will be considered. Participant's willingness, observers' biases, information acquisition, sharing, and confidentiality should apply all legible aspects carefully. The research is limited by the short amount of

time taken to collect data. Most of the participants work on very tight schedules, and as such, can only dedicate a small amount of time to research. This limits the research findings as less topics will be covered and important issues cannot be probed further. Consequently, the findings of this present research are limited by the short time frame. Also, due to the limited sample, the findings of the study cannot be generalized to the entire population. The findings of the study may not be representative of the entire Municipal Sector in Abu Dhabi. Moreover, due to the standard's requirement towards the participants of the study, the study included participants that were knowledgeable of the standards and had a genuine interest in the program.

Data was collected from Abu Dhabi Municipality Sector employees in UAE. Generally, 326 questionnaires have been distributed through online and hand delivery methods. Follow up text messages and phone calls have been used by the researcher to attain greater response rates (Sekaran, 2003). Questionnaires, representing an 86% response rate. Multivariate analysis was determined to be applicable to all 281 replies. Given that Sekaran (2003) recommended a total response rate of 30% as being appropriate for research, it is thought that this response rate will be satisfactory in the end.

1.8 Operational Definition

1.9.1 Technology

This refers to the combination of techniques, skills, and experience utilized in changing, transforming and exploiting the environment and presents with machines, devices, tools, and products/services that fulfil different needs. The emergence of technology has made business continuity plan possible in many ways (Grant *et al*., 2014). In this case, focus remains within the UAE Municipal Sector.

1.9.2 DRP

Refers to the Disaster recovery planning, an organized method that enables the organization to resume work after unexpected incidents quickly and flexibly. It is considered one of the parts of the business continuity plan and is more based on the technological infrastructure and one of its main objectives is to assist the organization in retrieving its data and restoring systems efficiently (Pal & Ghosh, 2018).

1.9.3 BCM

This refers to Business Continuity Management which is a comprehensive management process, which highlights possible threats and impact of such threats on business operations of the organization. The identification of threats assists to develop organizational resilience, toward tthese threats, and an effective and suitable response that will protect the sstakeholder's' interest, brand name and reputation (Business Continuity Management Standard, 2015)

1.9.4 Organization dimension

The organization of Department of Municipalities and Transport (DMT) consist of three municipalities and the integrated transport centre. Each municipality has sectors as follows, Strategic Sector, Infrastructure Sector, Town Planning Sector, Municipality Service Sector, Operation Sector and Support Service Sector.

1.9.4.1 Municipalities Organization

The Department of Municipalities and Transport manages urban development and provides high-quality municipal services to communities so that the lifestyle of the emirate is continuously enhanced through an appropriate organizational structure of three

municipalities covering the Emirate of Abu Dhabi, which is the capital of the United Arab Emirates and covers an area of 67% of the country, in addition to the integrated transport center It manages the transportation network throughout the cities and islands of the Emirate of Abu Dhabi, representing 84% of the country's area.

1.9.4.2 Integrated Transport Center Organization

ITC is the responsible entity for operating public transport and managing parking spaces, traffic monitoring centres, axle weights stations, logistical facilities of freight surface transport and roads sector according to the approved transport plans in which improves the quality of services offered in the sector. In addition to supporting the efforts dedicated by Abu Dhabi Government to accomplish a balanced and comprehensive development that nurtures an intelligent, integrated and sustainable transport sector in the Emirate of Abu Dhabi.

1.9.5 Critical employees

Refer to the employees who are dealing with a critical activity in the organization or who have wide experience in certain field. However, the absence of any of critical employees should interrupt organization function financially, operationally, environmentally or legally.

1.9.6 Environment

Mention any environmental effects that might have an influence on company continuity. No company can completely control the environment in which it operates. Therefore, in the event of a crisis or tragedy, businesses must have business continuity management (BCM) and crisis management capabilities. David Smith describes the BCM life cycle and numerous strategies that can help businesses get ready for a business continuity "event." 2003 (Smith D.).

1.9 Organization of Study

This research arranged of five chapters as follows:

the first chapter Business continuity management is a critical component of the commercial process, as stated in the UAE Business Continuity Management Standard Specifications and National Emergency Crisis and Disasters Management Authority (NCEMA) standard AE/SCNS/NCEMA 7000:2015. Many links between the Business Continuity Management execute a wide range of models that provide an independent framework in regular business operations in accordance with a set of particular requirements. Planning and process implementation systems that successfully impact the environment of the investor to trust the business procedure and produce a responsible corporative team are necessary to create a competent management team. Consequently,

the organization's standards in Abu Dhabi Municipal management is the key component of its operations that is still required to maintain the process's ISO of a syndicate. Information technology services' resilience is one method of improvement that guarantees a high level of data confidentiality, integrity, and availability. This will gain customers' trust and result in customer satisfaction, which will ultimately attract repeat business and ongoing investment from local and foreign investors, ensuring the organization's profitability and success.

The second chapter goes into great detail about the different subjects and concerns of business continuity management. It starts out by going through the many theories that go into creating BCM before moving on to talk about the UAE Standards AE/SCNS/NCEMA. The literature review also discusses the many elements—including technology, organization, environment, people, key personnel, and disaster response planning—necessary for a successful BCM. The literature evaluation identifies the numerous gaps in the body of knowledge and offers insights into earlier research projects that have been done on the subject. The results of the current study will add to the wealth of business continuity management literature.

The study philosophy, approach, tactics, and design are presented in chapter three. The population, sample size, and sampling technique are all included in the research design. Additionally, the creation of the questionnaire, variable measurement, data collecting and analysis methods, as well as the conduct and outcomes of the pilot test, are discussed. For instance, it is clear from the literature analysis that choosing the right

metrics and using the lean technique of data collecting are essential for the assessment. The organizational management re-organization, which is wholly dependent on a company's internal organization, is one of the methods used in the execution of the lean methodology. It is crucial to understand that the lean methodology is crucial while applying the strategy since it is adaptable and able to handle quantitative data analysis. Due to some of the concepts advocated by the technique, such as continuous improvement, it has become clear that the lean method is a key organizational way of implementation and monitoring.

The research findings, including preliminary data analysis, hypothesis testing, and interpretation, are reported in chapter four. Inferential statistics findings, data screening and preliminary analysis, the profile of respondents, and response rate outcomes are all covered in this chapter. PLS-SEM 3.2.7, which provides path coefficients, effect sizes, R-squared values, and the predictive significance of the model, was used to show the PLS-SEM results.

The research results are discussed in relation to the study's questions, objectives, and propositions in chapter five. The consequences of the study's findings, both theoretical and practical, are also covered in this chapter. Finally, the topic of limitations, directions for future research, and conclusions was covered.