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**RESEARCH ARTICLE**

# The Role Of Organizational Culture In Organization Performance : A Case Study of An Engineering Consultance SME Operating in Egypt During Covid Pandemic

Nermine Abdel Aziz Khedr[1*], Prof. Dr. Alaa Abdel Bary[2], Prof. Dr. Mohammed Abokhashaba[3], Associate Prof. Dr. Heba Sadek[4]

[1]Graduate school of Business, Arab Academy for Science, Technology and Maritime Transport, Alexandria, Egypt.

[2]Vice President for Postgraduates Studies and Scientific Research, Vice President at Arab Academy for Science, Technology and Maritime Transport, Alexandria, Egypt

[3]Faculty of Business, Alexandria University.

[4]College of Management and Technology, Arab Academy for Science, Technology and Maritime, Transport, Alexandria, Egypt.

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***Corresponding Author:**

nermy@student.aast.edu

**ABSTRACT**

Small and Medium enterprises (SMEs) sector is a key driver in an economy due to the socially and economically benefits it offers to any economy, however, the global lockdown during epidemic of COVID-19 pandemic, caused a socio-economic blow affected SMEs everywhere as. Thus, this study focuses on examining the influence of organizational culture on performance stability of an Engineering consultancy SME company (CPAS) operating in Egypt, with a particular focus on organizational resilienceeffect, during the pandemic. The research follows a mixed method approach, Data has been analyzed via Structural EquationModelling(SEM),AMOS22.Semi-structured interviews were then used to qualitatively explore the current organizational culture prevailing.Quantitative approach through a likert scale questionnaire to measure the research variables.ResultsindicatedthatOrganizational Culture has a significant effect on the organization resilience. Alsothe organizational Culture has a positive effect on Market performance during COVID, While organization resilience effects on organization performance during COVID with a positive effect. Organizational resilience is a partial mediator between OC and organization performance during COVID. This study contributes to thebody of knowledge by highlighting on the role of organizational culture and organizational resilience in maintaining the performance stability of SMEs in a high turnover service sector during the COVID pandemic. Additionally, it aims to provide valuable insights for SME owners, decision-makers, and researchers to assess the impact of organizational culture and organizational resilience on performance stability.

## INTRODUCTION

Small and Medium enterprises (SMEs) sector is a key driver in an economy due to the socially and economically benefits it offers to any economy, through motivating innovation, employment, and economic progression (Khan, 2021).SMEsrepresent almost most of the businesses around the world (90%), and are major contributors to GDP , making them key economic drivers. According to the Egyptian Micro, Small and Medium Enterprises Development Agency (MSMEDA), small enterprises contribute about 43% to Egypt's GDP and account for over 75% of the total employment in the Egyptian market.The number of the

registered micro, small and medium enterprises (MSMEs) in Egypt accounting for 3.653 million, including 9.7 million staffers with estimated salaries LE 119.2 billion, according to statistics of the Central Agency for Public Mobilization and Statistics (CAPMAS, 23 April 2020), representing over 90% of active country enterprises and over 80 % of GDP, (the Organization of Economic Co-operation and Development, 2021). The global lockdown during the epidemic of COVID-19 pandemic, caused a socio-economic blow that affected people and SMEs everywhere as it delayed their operations and trade which are vital for their subsistence and sustainability. The prevailing conditions forced the SMEs to adopt online strategies for businesses and online marketing, in order to be capable of enduring the pandemic and face its challenges (Acee-Eke and Ogonu, 2020). Nevertheless, Intangible resources in explaining labor productivity growth dynamics, according to Roth (2019, 2020), SMEs intangible resources can be the survival and competing advantages during inevitable economic circumstances.

Furthermore, SMEs have been defined in terms of either quantitative or qualitative measures, and in some cases, both (Abor and Quartey, 2010; Dababneh and Tukan, 2007) (Emezie, S. 2017). The quantitative criteria emphasize on numerical parameters such as number of employees, annual revenues, value of assets or balance sheet value, among others. The qualitative parameters on the other hand focus on factors such as the market and capital ownership (whether or not the management and the ownership of the enterprise are independent, relatively small market share in economic terms) (Bolton Report, 1971; Abor and Quartey, 2010).

Finally, according to the Egyptian law No. 152 of the year 2020 concerning the development of the SMES definition is as follows: enterprises whose capital ranges from EGP 50,000 to EGP 1 million with a maximum of 50 employees (El Naggar and El Naggar, 2021). In this study, the researcher adopts the EU definition of SMEs; as businesses with fewer than 250 employees and an annual turnover of €50 million or less. As the company case study has already received financial support as an operating SME from the EU SME supporting program in 2020.

The SME studied by the researcher is the Center of planning and architectural studies (CPAS); an Engineering Consultancy Expertise House that was officially registered at the Egyptian Engineers Syndicate in 1980 under the designation of a Multidisciplinary Engineering Consultancy Office (No. 30). Subsequently, in 2004 it was recognized as an Expertise House in Engineering Consultancy (No. 19). Regarded as the pioneer integrated organization of its nature in the Arab world, CPAS offers a comprehensive range of engineering consultation services, training programs, and scholarly publications.

Enterprises in developing economies, as opposed to those in developed countries, function within environments where institutions are not fully developed, thereby limiting their ability to innovate (Slesman et al., 2021). It is important to note that SMEs encounter various obstacles that restrict their growth potential and undermine their long-term viability. These challenges include a high tax burden, skills shortages, as well as barriers related to credit and trade. In addition to COVID-19 pandemic crisis challenges that include: decreased value of monthly domestic sales , reduction in the number of working days , decreased value of monthly export sales, high rates of work absenteeism ,increase in the cost of commodities ,delays and reduced collection of receivables ,reduced purchasing power of consumers ,The increase in the cost of inputs and (e.g. labor, fertilizer) (El Naggar and El Naggar, 2021)

In 2013, Sharma and Good carried out an empirical study to determine the effect of organizational culture on organizational performance. The study confirmed that organizational culture is an important component of organizational performance and a source of competitive advantage.In addition, Kwak et al, 2018, the resilience capability allows the organization to reduce the impact of an interruption by triggering strategies to react while recovering explain Organizational resilience enables businesses to adjust processes and effectively adapt to new environmental conditions.In this context of thought, this research aims to explore,

and examines the impact of organizational culture types on the performance stability of the SME during the pandemic, in addition to mediating role of organization resilience.

The overall aim of this research is to examines the influence of organizational culture dimensions on performance stability of CPAS an Engineering consultancy SME operating in Egypt, with a particular focus on the mediating role of organizational resilience, during the COVID-19 pandemic. Research objectives includes: Identify the organizational culture type within the SME case study; Evaluate the impact of organizational culture type on organizational performance (OP) and SME stability during COVID-19;Examine the effect of organizational resilience on organizational performance;Explore the views and practices related to organizational culture within the SME; Provide recommendations to SME managers regarding the role of organizational culture in maintaining stability, particularly during times of crisis.

This paper includes: Theoretical Background and Hypotheses Development, SMEs role in Egyptian economy during COVID, The role of organizational culture in the context of Egypt and SMEs, Role of organization resilience on SME performance, Methodology, Results and Analysis, and Discussion and conclusion.

## THEORITICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

### 2.1 SMEs role in Egyptian economy during COVID

SMEs operating in the industrial sector are widely recognized as crucial drivers of job creation. However, their contribution to overall employment in Egypt has experienced a decline over the past few decades (Amer and Selwaness, 2022).

According to Zaazou (2020), micro firms make up 91% of the MSMEs in Egypt, while SMEs represent 8%, and large-scale enterprises account for only 1% (CAPMAS, 2018). The main challenges faced by SMEs in Egypt are primarily related to financial aspects, such as the absence of reliable collateral, inadequate communication with lenders, and a lack of confidence from lenders towards SMEs. Additionally, the lack of a proven track record, limited business management skills, and lack of resources further exacerbate these challenges (JYES, 2015: 14–15 as cited in Elseoud et al., 2019).

Many SMEs in Egypt struggle during COVID to provide reliable financial documents, such as business plans and financial statements, further impeding loan applications. Other challenges include political instability, electricity issues, constricted access to finance, high tax rates, corruption, difficulties in obtaining business licenses and permits, competition from the informal sector, labor regulations, inadequately educated workforce, crime, theft, disorder, limited access to land, transportation challenges, customs and trade regulations, and tax administration.(Naggar, 2020).
However, SMEs are considered the economic locomotive of growth in Egypt, with most of the economic activity occurring through collaborations with micro-entrepreneurs. Despite the risks and challenges faced by SMEs during COVID-19, certain entrepreneurs who embrace flexibility and invest in innovation have managed to survive and thrive in the market. The Egyptian government has taken measures to support businesses, particularly SMEs, such as providing financial and technical assistance, offering educational programs to enhance skills, engaging with entrepreneurs through social platforms to address their problems and needs, and providing extra marketing resources during the pandemic. The decision to not completely shut down commercialized and business companies has also contributed to the survival of SMEs and the overall economy (El Naggar, 2021).

Studies indicate the state of SMEs operating in Egypt during the COVID-19 pandemic crisis, along with several challenges they face. One prominent challenge is the lack of sufficient financial education or literacy, which hinders SMEs from qualifying for loan applications (amer, 2022). Additionally, many SMEs in Egypt

struggle to provide reliable financial documents, such as business plans and financial statements, further impeding loan applications. Other challenges include political instability, electricity issues, restricted access to finance, high tax rates, corruption, difficulties in obtaining business licenses and permits, competition from the informal sector, labor regulations, inadequately educated workforce, crime, theft, disorder, limited access to land, transportation challenges, customs and trade regulations, and tax administration (Naggar, 2020).

In terms of the effect of cultural factors on SMEs in Egypt, (Marwan,2019) found that high power distance within enterprises promotes innovation, while high uncertainty avoidance inhibits innovation. Amr (2019), highlights the advantageous aspects of SMEs in developing economies, such as their ability to make quick decisions, work with less capital but more labor intensity, and have low management costs, resulting in cost-effective production. However, the lack of policy determinations and coordination issues hinder SME activities in Egypt.

Furthermore, (Nawar, 2018) reveals the positive impact of leadership styles on SME performance, with the dimension of hierarchical culture moderating the effects of leadership styles on performance.

Thus, in context with these prior studies, this study will testthe role of organizational culture and organization resilience on SME case study performance, during COVID as presented in the following hypotheses:

**H1: There is a significant effect of organizational Culture (OC) Type on organization resilience during COVID.**

**H2: There is a significant effect of culture type on organization performance during COVID.**

**H3: There is a significant effect of organization resilience (OR) on organization performance (OP) during COVID.**

**H4: Organizational resilience mediates the relationship between OC and organization performance during COVID.**

### 2.2 The role of organizational culture in the context of Egypt and SMEs

The concept of organizational culture is often attributed to several individuals, such as (Hofstede ,1980) and (Schein ,1985). While there are various definitions of organizational culture, they all share the belief that culture encompasses a combination of artifacts, values and beliefs, and underlying assumptions that are shared by members of an organization about appropriate behavior (Detert et al., 2000, p. 851).

In order to simplify, the researcher adopts the definition: Organizational culture encompasses a unique combination of beliefs, values, work approaches, and interpersonal dynamics that differentiate one organization from another. Researchers have investigated the impact of organizational culture on various aspects such as job satisfaction, commitment, productivity, and turnover rates. This culture signifies a framework of common values, indicating that employees, despite differing backgrounds, collectively adhere to a shared culture within the organization. The organizational culture shapes internal policies, influences employee dedication towards the organization's objectives and principles, and fosters a commitment to enhancing customer satisfaction, ultimately nurturing customer loyalty. Hence, it is crucial for management to introduce employees to the organizational culture, allowing them to acclimate to the organization's structure. By familiarizing employees with the organization's culture, they develop a deeper insight into its history and current operational practices." (Habib et al. (2014).

Numerous studies have been conducted to examine the effect of SME culture on firm performance, including research by (Jardioui et al., (2019), (Gorondutse and Hilman,2019), (Morched and Jarboui ,2020), and (Harel et al. ,2020).In the dynamic business environment, both small and large firms need to adapt to survive and potentially thrive. However, SMEs, especially in developing economies, face challenges due to limited resources when dealing with market dynamics and environmental turbulence (Dobbs and Hamilton, 2007; Mustafa et al., 2016; Roundy and Bayer, 2019). Rashwan and Ghaly (2022) discovered that Transformational leadership has a significant effect on both organizational culture and innovative behavior. Authentic leadership also has a significant impact on both organizational culture and innovative behavior. However, Transactional leadership has a significant effect on organizational culture and not on innovative behavior. Additionally, (Metwally et al. ,2019) found that leadership styles positively influence innovative behavior through the mediation of innovative organizational culture.

Nawar (2018) found empirical evidence of the connection between leadership styles, strategic planning practices, organizational culture dimensions, and SME performance in Egypt. El Leithy (2017) stated that organizational culture significantly impacts organizational performance, specifically within larger organizations. According to (Osman et al, 2023) Clan, adhocracy, and market culture have significant positive association with firm performance, while hierarchy culture is negatively related to firm performance. Additionally, the combination of full and partial mediation effects of innovation and marketing capabilities is evident in the relationship between organizational culture types and firm performance. Implementing mechanisms to enhance an organization's innovative culture can facilitate the adoption of innovation, thereby leading to enhanced organizational performance.( Imran et al ,2021). according to Li et al ( 2019), risk management culture( RMC) , flexibility and internal integration improve the financial performance of firms through SC resilience efforts. Altay et al. (2018) investigate the impact of supply chain agility (SCAG) and supply chain resilience (SCRES) on performance, with organizational culture acting as a moderating factor. As a result, the following hypotheses are formulated:

| | |
|---|---|
| **H1:** | There is a significant effect of organizational Culture (OC) Type on organization resilience during COVID. |
| **H1a:** | There is a significant effect of culture Type on redundancy during COVID. |
| **H1b:** | There is a significant effect of culture Type on resourcefulness during COVID. |
| **H1c:** | There is a significant effect of culture Type on collaboration during COVID. |
| **H1d:** | There is a significant effect of culture Type on contextual Conditions during COVID. |
| **H2:** | There is a significant effect of culture type on organization performance during COVID. |
| **H2 a:** | There is a significant effect of Culture type on Market performance during COVID. |
| **H2 b:** | There is a significant effect of Culture type on Operational performance during COVID. |
| **H2 c:** | There is a significant effect of Clan Culture type on Social performance during COVID. |
| **H2 d :** | There is a significant effect of Culture type on Financial performance during COVID. |

### 2.3 Role of organization resilience on SME performance

The concept of organizational resilience has gained significant attention in academic circles over the past three decades. It has been explored in various fields such as positive psychology, ecosystematics, engineering, and management (Chen et al., 2021). Organizational resilience is defined by Duchek et al. (2020) as he capacity to forecast potential risks, effectively respond to unexpected events, and learn from these experiences, ultimately fostering organizational change. Similarly, Ma et al. (2018) describes organizational resilience as the organization's ability to not only endure and adjust to unforeseen circumstances and catastrophic events but also thrive in turbulent environments.

Since the start of 2020, the global spread of COVID-19 has had severe health, economic, and business implications (Karabag, 2020). The resulting uncertainty and potential revenue reduction have prompted the reassessment of business models, highlighting the importance of resilience during periods of crisis (Donthu and Gustafsson, 2020).

Studies mentioned, the role of organizational resilience in SME performance during the COVID-19 crisis is evident (Gianecchini et al., 2021). xperiencing crises can enhance the probability of implementing proactive anticipation measures while reducing the likelihood of solely reactive strategies. Entrepreneurial resilience is nonlinearly connected to anticipation strategies (Gianecchini et al., 2021). In times of crisis, weak ties may break or remain weak, leading firms to establish new, potentially opportunistic, relationships. Strong ties, conversely, contribute to resilience and can accelerate business model transformation (Fath and Noemi, 2021). Despite the pandemic's impact on startup performance, the resilience characteristics of these companies moderated the effects of the crisis (De Oliveira Mota, 2021).

Future challenges for organizations in the period following the pandemic, include product excellence, people behavior, and process reliability. Technology has an essential role in system resilience and digital transformation (Fitriasari, 2021). Collaboration, openness, leveraging opportunities, and durability are recommended to enhance SMEs' resilience and responsiveness during COVID-19 (Zutshi et al., 2021).

The previous crisis experience increases the likelihood of implementing proactive anticipation measures increases while reliance on reactive strategies decreases, and entrepreneur resilience is non-linearly linked to anticipation strategies (Marcazzan et al., 2021).

**Based on the above mentioned studies, the researcher hypothesizes:**

| | |
|---|---|
| **H3:** | There is a significant effect of organization resilience (OR) on organization performance (OP) during COVID. |
| **H3 a1:** | There is a significant effect of redundancy on Market performance during COVID. |
| **H3 a2:** | There is a significant effect of redundancy on Operational performance during COVID. |
| **H3 a3:** | There is a significant effect of redundancy On Social performance during COVID. |
| **H3 a4:** | There is a significant effect of redundancy on Financial performance during COVID. |
| **H3 b1:** | There is a significant effect of resourcefulness on Market performance during COVID. |

| | |
|---|---|
| **H3 b2:** | There is a significant effect of resourcefulness on Operational performance during COVID. |
| **H3 b3:** | There is a significant effect of resourcefulness on Social performance during COVID. |
| **H3 b4:** | There is a significant effect of resourcefulness on Financial performance during COVID. |
| **H3 c1:** | There is a significant effect of collaboration on Market performance during COVID. |
| **H3 c2:** | There is a significant effect of collaboration On Operational performance during COVID. |
| **H3 c3:** | There is a significant effect of collaboration On Social performance during COVID. |
| **H3 c4:** | There is a significant effect of collaboration On Financial performance during COVID. |
| **H3 d1:** | There is a significant effect of contextual conditions on Market performance during COVID. |
| **H3 d2:** | There is a significant effect of contextual conditions on Operational performance during COVID. |
| **H3 d3:** | There is a significant effect of contextual conditions on Social performance during COVID. |
| **H3 d4:** | There is a significant effect of contextual conditions on Financial performance during COVID. |

## 2.4 Organization performance

### 2.4.1 Organization performance measurement

Organizational performance measurement is a topic that has been extensively studied, and the literature emphasizes the need to balance different approaches. According to Keegan et al. ( 1989), this involves achieving a balance between internal and external measures, financial and non-financial measures (Kaplan and Norton, 1992), as well as balancing measures at different organizational levels (Lynch and Cross, 1991). According to Lynch and Cross (1991), a Performance Management System (PMS) should be dynamic and adaptable to ensure that performance measures remain relevant and pertinent (Cocca and Alberti, 2010).

Lebans and Euske (2006) provide various definitions to illustrate the concept of organizational performance: it encompasses financial and non-financial indicators that reflect the achievement of objectives and results. Performance is dynamic and requires judgment and interpretation. A causal model can be employed to demonstrate the influence of present actions on future outcomes. The evaluation of organizational performance can vary depending on the individual assessing it. To define performance accurately, a comprehension of its core attributes in each area of responsibility is essential. Quantification of results is essential for reporting organizational performance.

Siminica (2008) posits that a firm is deemed performant when it demonstrates both efficiency and effectiveness, with performance being a product of these two factors. Colase (2009) asserts that the term "performance" encapsulates a wide range of concepts including growth, profitability, returns, productivity, efficiency, and competitiveness. Bartoli and Blatrix (2015) propose that the definition of performance should encompass elements such as management, evaluation, efficiency, effectiveness, and quality.

Organizational performance is a multidimensional concept tied to goal attainment. It signifies an organization's capacity to utilize resources effectively and generate outputs in line with its objectives and

stakeholders' interests. The literature often segments organizational performance into three primary domains: financial performance, operational performance, and organizational effectiveness. When conceptualizing organizational performance, it is crucial to consider four key elements: effectiveness, efficiency, relevance, and financial sustainability (Leitão et al., 2019).

In line with mentioned studies, the researcher combine basic relevant dimensions to measure organization performance for CPAS case study which includes operational performance, financial performance, market performance and social performance dimensions.

### 2.4.2 Organizational culture effect on organization performance

Numerous researchers have emphasized the significance of organizational culture (OC) dimensions in relation to employee performance. However, there is limited discussion on the specific types of OC and their impact on firm performance, particularly in the context of Ghana. The study conducted by Abdul Manaan Osman, Yisheng Liu, and Zhaojing Wang in 2023 shed light on this subject.

The study highlighted variations in the significance of different organizational culture types for firm performance. Clan culture, adhocracy culture, and market culture were shown to have positive and substantial effects on firm performance. In contrast, hierarchy culture did not demonstrate a significant impact. This indicates that flexibility and outwardly oriented values are stronger predictors of construction firm performance in times of economic decline compared to rule-based and internally focused organizations.

It is crucial to acknowledge that the research findings on the relationship between organizational culture types and firm performance are mixed. While some studies have documented significant positive impacts of clan, adhocracy, and market culture on firm performance, others have found insignificant effects of market and hierarchy culture. Additionally, certain studies have suggested negative effects of hierarchy and market culture on firm performance. The conflicting nature of the evidence necessitates further exploration and analysis in this area.

Furthermore, the study underscored the significant influence of adhocracy culture on firm performance, especially in difficult economic scenarios. This research offers valuable insights into the interplay between varied organizational culture types and firm performance, enriching our comprehension of their dynamics within the Ghanaian setting. Moreover, Imran M. et al. (2021) explore the potential mediating effect of innovation on the connection between organizational culture and organizational performance in the banking sector of Pakistan.

Barney (1986) introduced a theoretical framework that establishes the relationship between organizational culture and the ability to maintain a competitive advantage over time. According to Barney's framework, there are specific criteria that a company's culture must meet in order to contribute to sustained competitive advantage. Firstly, the culture needs to hold value, enabling the company to engage in activities and demonstrate behaviors that generate higher profits, cost reduction, and other outcomes that create financial value. Secondly, the culture should be scarce, possessing unique attributes and characteristics that are not commonly found in the cultures of other firms within the same industry. When a culture is both valuable and rare, it becomes more likely to become a source of enduring competitive advantage. Lastly, the culture must be difficult to imitate, meaning that even if potential imitators recognize the value and scarcity of the organizational culture, they may struggle to replicate it. In this context, sustained competitive advantage contributes to the achievement of sustainable financial performance.

According to findings from Denison (1988), organizations with strong and powerful cultures have been identified as key drivers for improved performance. These cultures play a key role in sustaining success within businesses. Companies with strong cultures are believed to create a noticeable social environment that empowers employees and catapults the organization towards superior performance. Numerous management researchers have also connected a strong sense of shared values with increased commitment, self-confidence, ethical conduct, and reduced job stress (Saffold, 1988).

### 2.5 Systematic Review of the relations between the independent variables

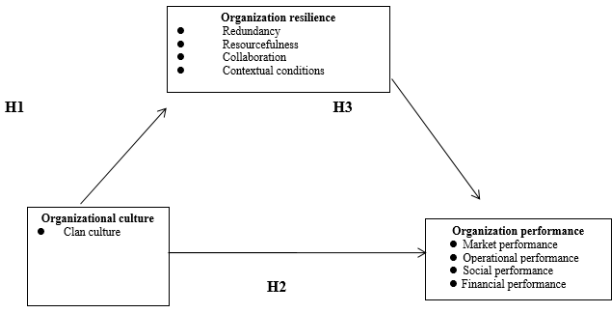
According to Osman et al. (2023), Clan, adhocracy, and market culture exhibit a significant positive correlation with firm performance, whereas hierarchy culture shows a negative relationship with firm performance. Additionally, innovation and marketing capabilities demonstrate both full and partial mediation effects on the connection between organizational culture types and firm performance. Moreover, fostering an organization's innovative culture can facilitate innovation implementation, thereby enhancing overall organizational performance.

Imran et al (2021). according to Li et al (2019), risk management culture( RMC) , flexibility and internal integration improve the financial performance of firms through SC resilience efforts. Altay et al. (2018) investigate the impacts of supply chain agility (SCAG) and supply chain resilience (SCRES) on performance, with organizational culture acting as a moderating factor in the relationship.

**Based on the above mentioned studies, the researcher hypothesizes:**

**H4: Organizational resilience mediates the relationship between OC and organization performance during COVID.**

Based on the literature review and mentioned studies, the following research model is presented below




**Figure(1):The Research Conceptual Framework**

## METHODOLOGY

This study adopts a "mixed methods" approach, also referred to as "multistrategy" (Brayman, 2004) or "multiple methods" (Cathain et al., 2007). It combines both quantitative and qualitative approaches to examine the relationships between organizational culture, organization performance, and organization resilience, particularly focusing on SMEs. Semi-structured interviews were then used to qualitatively

explore the current organizational culture prevailing in the Center of Planning and Architecture Studies (CPAS). The sample includesTen interviewees including Seven males and three females folding the positions of:Human Resource Secretary,Human ResourceSpecialist,Project Management Engineer, CEO- project management specialist- deputy manager of project management department, deputy manager of finance department, and Business development specialist. Then a Thematic analysis is conducted based on responses of the interviewees.

This research follows the deductive approach due to it start with existed Theory, which is based on systematic literature review for the relationships between organizational culture and organizational performance, then formulating hypotheses based on the interviews with CPAS employers and employees and then collecting data from CPAS Egyptian SME case study to test these hypotheses of the relationship between the independent (Organizational culutre), mediator (Organization resilience) and dependent (Organization performance) variables.

### 3.1Data Collection Using Qualitative Method

**•Semi-Structured Interviews**

Bryman and Bell (2011) discuss different types of interviews and categorize them based on the level of formality and structure. The three main types are structured interviews, unstructured or in-depth interviews, and semi-structured interviews (Saunders et al., 2016).

Structured interviews are quantitative in nature, where the interviewer follows a standardized set of questions to collect quantifiable data. The questions are asked in the same order and tone of voice to avoid bias. Structured interviews have several advantages, such as easy quantification and reliability testing, efficient time usage, and the ability to obtain a large representative sample. However, they lack flexibility and detailed information since only closed questions are asked (Saunders et al., 2016).

Unstructured interviews, also known as discovery or in-depth interviews, are informal and focus on exploring a general area of research interest. The interviewer does not have a predetermined list of questions but instead asks open-ended questions related to the research topic. This allows interviewees to freely express their thoughts and experiences. Unstructured interviews offer advantages such as adaptability to respondents' answers and a deeper understanding of their perspectives, increasing validity. However, they can be time-consuming and may introduce bias during data analysis (Saunders et al., 2016).

Semi-structured interviews combine elements of both structured and unstructured interviews. They involve a few predetermined questions while leaving room for flexibility to explore relevant topics spontaneously. Interviewers in semi-structured interviews act as research instruments, requiring interpersonal skills like active listening, probing, and creating a comfortable environment for open discussion. This approach allows for objective data collection and fully exploring interviewees' perspectives (Berg et al., 2001; Ritchie et al., 2003).

For examining the current situation of the prevailing organizational culture in CPAS , the data gathering technique of Semi-structured interviews can provide access to such information, therefore considered the right method to use for this study. The research questions shaped the data collection plan. The semi-structured interviews were conducted with top, middle management staff and all employees of CPAS. The average interview time was 30 minutes.

### 3.2Data Collection Using Quantitative Method

For the purpose of this study and according to the research aim and objectives, the researcher follows Quantitative approach through a likert scale questionnaire to measure the research variables; Organizational performance, organizational culture, and Organization resilience. Secondary data of annual historical data for the financial performance dimension to reassure and support results. 250 questionnaires were distributed and collected from CPAS data o as a case study of this research presenting the mentioned variables of the period from January 2020 to December 2023.

### 3.3 Case Study Technique

The case study of that research is CPAS SME case study, and the data for the variables collected through a questionnaire : Independent (Organizational culture), Mediator (Organization resilience) and Dependent (Organization performance) variables, the total no of these questionnaires are 250 . supported by historical data for annual records (2019-2022) for financial KPIs of CPAS to support the argument**.**

### 3.4DATA ANALYSIS

#### 3.4.1Qualitative Data Analysis

The analysis of the qualitative data done using Semi-Structured interviews with 12 of employees and mangers working in CPAS to investigate the current situation of of organizational culture in CPAS, and what are the factors that affect the performance. Also, the results generated from these interviews helps the quantitative phase by determining which variables studies in the CPAS Egypt case study.

#### 3.4.2Quantitative Data Analysis

The technique of analyzing data of the research follows the Regression Analysis and Structural Equation Modeling. SEM is a methodology for representing, estimating, and testing a network of relationships between variables. it is a multivariate statistical analysis technique that is used to analyze structural relationships. The technique described combines factor analysis and multiple regression analysis to examine the structural relationship between the observed variables.

The conceptual framework of that research is structural relationships between many variables; dependent, independent, and mediator. Therefore, SEM technique is preferred for that study, as it can estimate the multiple and interconnected dependencies within a single analysis. The statistical packages of SPSS – version 26 and AMOS are used to test the research hypotheses. The regression analysis and SEM were fitted to predict research model.

For the quantitative aspect, a case study was conducted using historical time series data from CPAS SME. This data encompassed the independent variable of organization performance, the mediator of organization resilience, and the dependent variable of organization culture. The statistical data resulting from regression analysis and the structural equation model were analyzed and interpreted using SPSS and AMOS tools. The questionnaire consisted of three main parts based on five point Likert scale and the last part was about respondents' characteristics. The first part was about the organizational culture(OC). The scale items of OC consisted of 8 items that were adapted from Elnagar, A. et al( 2022). The second part was about Organization performance, which comprised (market performance, operational performance, social performance and financial performance). The scale items of the 4 dimensions of performance included 13 items that were adapted from Ahmad, et al. (2014), Abdul-Rashid et al. ( 2010), Abo Khashaba (2020), Aldehayyat and Twaissi (2011), and Ponte et al. ( 2017). The third part was about Resilience Measure which comprised (redundancy,resourcefulness, collaboration, and contextual conditions) The scale items of the 4

dimensions of performance included 22 items that were adapted from Goumaa, 2022, Fawzy, et al. ( 2020), Musa, et al.( 2018), and Beuren ( 2021)

## RESULTS AND ANALYSIS

The Structural Equation Modelling (SEM) was done based on AMOS 22. First of all, descriptive statistics for the sample unit have been presented. Next, convergent validity and reliability analysis, discriminant validity, and measurement model fit indices have been measured before testing the research hypotheses.

### Descriptive Statistics for the Research Sample

The sample size was 250 employees in CPAS. The employees who responded to thesurvey were from all position levels in the organization, 30.4% female and 69.6% male and 46% of the sample were between 31-40years old.

### Convergent Validity & Reliability Analysis

Besides,thereliability test wasmeasuredbecauseit identifies thedegreetowhichascaleproducesconsistent results if measurements are done repetitively and according to Hair et al. (2014), the Cronbach's alpha greater than 0.7 shows a good level of reliability. In this paper, the reliability coefficients of Cronbach's alpha is 0.901, which indicates a excellent level of consistency between the items on the scale.

**Table (1): Convergent Validity & Reliability Analysis**

| construct | | Convergent validity | | | Reliability analysis |
|---|---|---|---|---|---|
| | | Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | Bartlett's Test of Sphericity | AVE % Extraction Sums of Squared Loadings | Cronbach's Alpha |
| **Organizational Culture** | | 0.923 | 1221.59 (0.000) | 61.357 | 0.737 |
| **Organization performance** | **Market Performance** | 0.783 | 327.002 (0.000) | 63.882 | 0.811 |
| | **Operational Performance** | 0.556 | 58.617 (0.000) | 51.104 | 0.554 |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | |
| | **Social** | 0.687 | 216.986 (0.000) | 69.863 | 0.783 |
| | **Financial** | 0.690 | 312.895 (0.000) | 75.126 | 0.827 |
| **Resilience Measure** | **Redundancy** | 0.680 | 184.733 (0.000) | 51.512 | 0.533 |
| | **Resourcefulness** | 0.829 | 525.183 (0.000) | 54.881 | 0.854 |
| | **Collaboration** | 0.721 | 311.079 (0.000) | 59.634 | 0.882 |
| | **Contextual conditions** | 0.888 | 1254.22 (0.000) | 56.956 | 0.930 |

**Discriminant Validity test**

Validity refers to how accurately a method measures what it is intended to measure. If research exhibits high validity, it implies that the findings align with actual properties, attributes, and variances in the physical or social realm.

Average variance extracted (AVE) is a commonly used indicator to validate constructs. It measures the amount of variance captured by a construct in statistics. AVE is important in construct validation as it helps determine the extent to which a construct represents the underlying theoretical concept. A high AVE indicates that the construct is a good representation of the concept, while a low AVE suggests that the construct may not accurately capture the concept.

Table (2) shows the results of validity and AVE, since the AVE value of Organizational Culture is, Market Performance Social, Financial, Redundancy, Resourcefulness, Collaboration and Contextual conditions Measure are 0.721, 0.784, 0.782, 0.686, 0.657, .0.846, 0.793 and 0.829 which are a high value, so the above parameters construct is a good representation of the concept, since the operational AVE value is 0.441 which is a moderate value.

**Table (2): Discriminant Validity test**

| **Variable** | Extraction Sums of Squared Loadings | Organizational Culture | Market Performance | Operational | Social | Financial | Redundancy | Resourcefulness | Collaboration | Contextual conditions |
|---|---|---|---|---|---|---|---|---|---|---|
| Organizational Culture | 61.357 | 0.721 | -------- | ------- | ------- | ------- | ------- | ------- | ------- | ------- |
| Market Performance | 63.882 | 0.591 | 0.784 | -------- | ------- | ------- | ------- | ------- | ------- | ------- |
| Operational | 51.104 | 0.252 | 0.298 | 0.441 | ------- | ------- | ------- | ------- | ------- | ------- |
| Social | 69.863 | 0.525 | 0.577 | 0.309 | 0.782 | ------- | ------- | ------- | ------- | ------- |
| Financial | 75.126 | 0.399 | 0.485 | 0.276 | 0.511 | 0.686 | ------- | ------- | ------- | ------- |
| Redundancy | 51.512 | 0.392 | 0.359 | 0.267 | 0.502 | 0.457 | 0.657 | ------- | ------- | ------- |
| Resourcefulness | 54.881 | 0.572 | 0.575 | 0.318 | 0.582 | 0.559 | 0.580 | 0.846 | ------- | ------- |
| Collaboration | 59.634 | 0.531 | 0.588 | 0.247 | 0.578 | 0.448 | 0.405 | 0.6 | 0.793 | ------- |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 72 | | |
| Contextual conditions | 56.956 | 0.684 | 0.643 | 0.285 | 0.549 | 0.440 | 0.446 | 0.6665 | 0.663 | 0.829 |

**Test of Multicollinearity**

The term multicollinearity indicates to the linear relationships among the independent variables.VIF determines the strength of the correlation between the independent variables. It is determined by regressing a variable against all other variables. The VIF score of an independent variable indicates how effectively the variable is elucidated by the other independent variables.

The VIF equation can be expressed as :

$$VIF = \frac{1}{1 - R^2}$$

R2 value is determined to find out how well an independent variable is described by the other independent variables. A high value of R2 means that the variable is highly correlated with the other variables. So, the closer the R2 value to 1, the higher the value of VIF and the higher the multicollinearity with the independent variable.Table 1 shows Multicollinearity test.

**Table (3) Multicollinearity test**

| **Variable** | Collinearity Statistics | |
|---|---|---|
| | Tolerance | VIF |
| Organizational Culture | 0.555 | 1.802 |
| Organization performance | | |
| Resilience Measure | | |

**S**ince the VIF is 1.8, therefore the independent research variables (OC, OP, OR) are moderately correlated.

**Goodness of Fit of the Research Model**

Goodness-of-fit tests are statistical tests to determine whether a set of actual observed values match those predicted by the model.

**Table (6): Model fit indices**

| **Recommended value** | **Observed value** |
|---|---|
| <3 good, 5 sometimes permissible | 1.286 |
| >0.05 | 0.277 |
| >0.90 | 0.991 |
| > 0.90 | 0.990 |
| > 0.80 | 0.980 |
| < 0.05 good, 0.05—0.1 moderate >0.10 bad | 0.034 |

The model fit indices: CMIN/DF = 1.286, GFI = 0.990, CFI = 0.991, AGFI= 0.980, and RMSEA = 0.034 are all within their acceptable levels. The SEM model conducted for the model chain dimensions is illustrated in the below Figure.

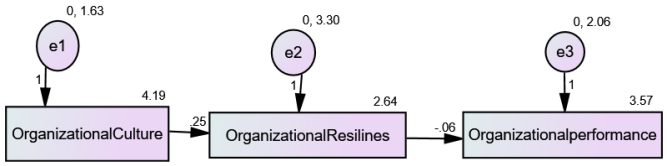



**Figure 2 The structural equation modeling of the research model**

**Testing the Research Hypotheses**

TheAMOSoutputforthemodelparameterestimatesisreflectedintable(4).BasedonHairetal.(2010),anynumbe r ofp-value lessthan0.05issignificant in the model.

In this section regression analyses will be introduced , since regression analyses were used to study the hypotheses in this study using Statistical Package for Social Sciences (IBM SPSS Statistics version 26). P-value <0.05(*) was considered significant difference &P-value <0.001(**) was considered highly significant difference.

Table (4) shows the effect of hypotheses, the first hypothesis shows the effect of organizational Culture on organization resilience, which has a positive effect with standardized estimates 0.667, for H1a: Clan culture effect on redundancy is a positive effect with standardized estimates 0.392, H1b : the effect of Clan culture on resourcefulness is positive with standardized estimates 0.571, H1c: the effect of Clan culture on collaboration is positive with standardized estimates 0.531, H1d: Clan culture has a positive effect on contextual Conditions with standardized estimates 0.684. H2: The effect of Clan culture on organization performance is positive standardized estimates 0.608.H1a: the Clan Culture has a positive effect on Market performance with standardized estimates 0.591, H2b: Clan Culture has a positive effect on Operational performance with standardized estimates 0.252, also H2c: the effect of Clan Culture on social performance is positive with standardized estimates 0.525, H2d: the Clan Culture has a positive effect on financial performance with standardized estimates 0.399.

**Table (4) Hypotheses Testing**

| **Number of hypotheses** | | **Direct effect** | **Regression Weights Estimate** | **t** | **p-value** | **Standardized Regression Weights Estimate** | **Results** |
|---|---|---|---|---|---|---|---|
| H1 | | organizational Culture (OC) →organization resilience | 0.539 | 14.099 | 0.000** | 0.667 | Positive significant effect |
| H1 | A | Clan culture → redundancy | 0.388 | 6.714 | 0.000** | 0.392 | Positive significant effect |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | B | Clan culture → resourcefulness | 0.552 | 10.955 | 0.000** | 0.571 | Positive significant effect |
| | C | Clan culture → collaboration | 0.528 | 9.858 | 0.000** | 0.531 | Positive significant effect |
| | D | Clan culture → contextual Conditions | 0.655 | 14.779 | 0.000** | 0.684 | Positive significant effect |
| H2 | | Clan culture → organization performance | 0.459 | 12.048 | 0.000** | 0.608 | Positive significant effect |
| H2 | A | Clan Culture → Market performance | 0.596 | 11.535 | 0.000** | 0.591 | Positive significant effect |
| | B | Clan Culture → Operational performance | 0.231 | 4.098 | 0.000** | 0.252 | Positive significant effect |
| | C | Clan Culture → social performance | 0.567 | 9.720 | 0.000** | 0.525 | Positive significant effect |
| | D | Clan Culture → financial performance | 0.395 | 6.844 | 0.000** | 0.399 | Positive significant effect |
| H3 | | organization resilience (OR) →organization performance (OP) | 0.711 | 18.506 | 0.000** | 0.762 | Positive significant effect |
| H3 | A1 | Redundancy → Market performance | 0.366 | 6.057 | 0.000** | 0.359 | Positive significant effect |
| | A2 | Redundancy→Operational performance | 0.248 | 4.370 | 0.000** | 0.267 | Positive significant effect |
| | A3 | Redundancy → Social performance | 0.547 | 9.143 | 0.000** | 0.502 | Positive significant effect |
| | A4 | Redundancy → financial performance | 0.458 | 8.098 | 0.000** | 0.457 | Positive significant effect |
| H3 | B1 | Resourcefulness → Market performance | 0.600 | 11.054 | 0.000** | 0.575 | Positive significant effect |
| | B2 | Resourcefulness → Operational performance | 0.302 | 5.283 | 0.000** | 0.318 | Positive significant effect |
| | B3 | Resourcefulness on social performance | 0.651 | 11.284 | 0.000** | 0.582 | Positive significant effect |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | B4 | Resourcefulness → financial performance | 0.574 | 10.626 | 0.000** | 0.559 | Positive significant effect |
| | C1 | Collaboration → Market performance | 0.596 | 11.449 | 0.000** | 0.588 | Positive significant effect |
| | C2 | Collaboration →Operational performance | 0.227 | 4.014 | 0.000** | 0.247 | Positive significant effect |
| | C3 | Collaboration→ Social performance | 0.626 | 11.141 | 0.000** | 0.578 | Positive significant effect |
| | C4 | collaboration →Financial performance | 0.446 | 7.890 | 0.000** | 0.448 | Positive significant effect |
| | D1 | Contextual conditions →Market performance | 0.677 | 13.205 | 0.000** | 0.643 | Positive significant effect |
| | D2 | Contextual conditions → Operational performance | 0.273 | 4.680 | 0.000** | 0.273 | Positive significant effect |
| | D3 | contextual conditions → social performance | 0.618 | 10.333 | 0.000** | 0.549 | Positive significant effect |
| | D4 | contextual conditions →financial performance | 0.456 | 7.715 | 0.000** | 0.440 | Positive significant effect |

**Hypothesis 4:** Organizational resilience mediates the relationship between OC and organization performance during COVID.

Since the direct and indirect effect have a significant effect,as shown in Table (5), and R square value increase at multiple regression, so the Organizational resilience is a partial mediator.

**Table (5): Indirect effects**

| **Indirect effect** | | **Regression Weights Estimate** | **t** | **Results** |
|---|---|---|---|---|
| Organizational resilience →organization performance | | 0.711 | 18.506 | Positive significant indirect effect |

| **The mediation of** | | **The Necessary conditions (significant Direct effect)** | **The Sufficient condition (significant Direct effect)** | **Results** |
|---|---|---|---|---|
| Organizational Culture | | √ | √ | Partial mediation |
| organization performance | | √ | √ | |

## DISCUSSIONS AND CONCLUSION

This paper follows an explanatory mixed method approach, the research initiation of qualitative method by using semi-structured interviews to examine the current situation of organizational culture type and to determine the variables that used in quantitative phase. There is a common finding from semi-structured interviews which is a relationship between organizational culture practices and organization performance through organization resilience.

A quantitative phase is conducted by using CPAS SME case study. the data for the variables collected through a questionnaire : Independent (Organizational culture), Mediator (Organization resilience) and Dependent (Organization performance) variables, the total no of these questionnaires are 250 . supported by historical data for annual records (2019-2022) for financial KPIs of CPAS to support the argument. All direct relationships hypotheses are fully accepted, and the mediation relationship hypothesis is partially accepted.

The statistical packages of SPSS, version 26 and AMOS are used to test the research hypotheses. The regression analysis and SEM were fitted to predict research model.All The hypotheses are fully accepted, except fourth hypotheses is partially accepted.

The statistical analysis of the study model also indicated that there is no problem of Multicollinearity between the independent variables and some of them, as well as the normality distribution of the data collected from the study sample.

Organizational Culture (OC) has a significant effect with p-value 0.000** on the organization resilience, the organizational Culture explains 44.5% of organization resilience. Also, the organizational Culture (OC) has a positive effect (0.596 ) on Market performance during COVID, with p-value 0.000**, R-squared value is 0.349, which means that organizational Culture explain 34.9 % of Market performance. While organization resilience effects on organization performance during COVID with a positive effect (0.711) and p-value (0.00**), the R-squared value is 0.580, which means that organization resilience effects on organization performance with 58%. Organizational resilience is a partial mediator between OC and organization performance during COVID, since there is a direct significant effect of Organizational Culture (OC) on organization performance with C.I (95% ) is (0.384, 0.534) and p-value (0.000**), where there is an indirect effect of Organizational Culture (OC) on organization performance with C.I( 95%) is (0.055,0.216) with p-value (0.001*), also there is an indirect effect of organization resilience on organization performance during COVID with C.I( 95%) is (0.500,0.699) with p-value (0.000**).

## LIMITATIONS AND FUTURE DIRECTIONS

This paper focused on examining the role organizational culture type on SME case study operating in Egypt performance and mediation role of organization resilience during COVID. it would be useful if further studies would study other service sectors. Use other variable dimensions as this study does not cover other dimensions due to lack of data for statistical analysis. The period that is used for analyzing the observations is COVID-19 pandemic. Study the impact of other types of organizational culture on SME performance during COVID pandemic in Egypt. Study the impact of clan organizational culture on other aspects of SME performance during COVID pandemic in Egypt. Use another qualitative method such as surveys to validate the findings of case study analysis.

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