INFLUENCE OF ORGANIZATIONAL CONTINGENCIES ON FINANCIAL PERFORMANCE: MEDIATING ROLE OF CRISIS MANAGEMENT

Zaidan, A.S., Khaw, K.W., Chew, X., Alnoor, A., Ganesan, Y., Sadaa, A.M.

Ali Shakir Zaidan / Universiti Sains Malaysia, School of Management, 11800, Pulau Pinang, Malaysia. Email: sha3883@student.usm.my

Khai Wah Khaw / Universiti Sains Malaysia, School of Management, 11800, Pulau Pinang, Malaysia. Email: khaiwah@usm.my

Chew XinYing / Universiti Sains Malaysia, School of Computer Sciences, 11800, Pulau Pinang, Malaysia. Email: xinying@usm.my

Alhamzah Alnoor / Universiti Sains Malaysia, School of Management, 11800 Pulau Pinang, Malaysia. Southern Technical University, Management Technical College, Basrah, Iraq. Email: Alhamzah.malik@stu.edu.iq

Yuvaraj Ganesan / Universiti Sains Malaysia, Graduate School of Business, Penang, Malaysia. Email: yuvaraj@usm.my

Abdullah Mohammed Sadaa / Universiti Sains Malaysia, Graduate School of Business, Penang, Malaysia. Email: abdalluhmohammed1995@gmail.com

Abstract

This study aims to understand the impact of organizational contingencies such as organizational culture, human resource policies and inter-organizational linkage on financial performance, using the mediating role of crisis management in energy companies in Iraq. To this end, structural equation modelling (SEM) was adopted to test the causal relationships between the study variables. An exploratory design (i.e., a questionnaire) was used to collect data from 379 workers in energy companies in Iraq. The results of this study indicate that organizational contingencies affect financial performance. Besides, crisis management provides complete mediation of the relationship between organizational contingencies and financial performance. From the practitioner's point of view, leaders and practitioners should encourage a creative culture and idea generation to give members enough power to act and focus on goals that support building sustainable organizational capacity.

Implications for Central European audience: The findings of this study contribute to providing academics and practitioners with a deep insight into the antecedents of financial performance to develop practices and policies that increase performance.

Keywords: Crisis management; financial performance; organizational contingencies; human resource policies

JEL Classification: M1, M2, L2

Introduction

In December 2019, the COVID-19 epidemic broke out in China. This pandemic caused the closure of many industries, posed a threat to a healthy life and resulted in the closure of countries for many activities (Ivanov et al., 2022). The pandemic prevention process has created an uncomfortable situation for many companies. Moreover, many companies struggled to mitigate the effects of the epidemic crisis by stimulating financial performance (Leta & Chan, 2021). Many companies changed their work processes and procedures by working from home. Manufacturing companies were forced to stop many operations, which negatively affected oil prices and increased financial problems (Ghaharian et al., 2021). To this end, companies' debts increased, and they faced major problems in terms of financing, a decline in the market value of shares and a decrease in returns. Nevertheless, the literature confirmed that efficient crisis management would alleviate problems and improve the financial performance of companies (Saide & Sheng, 2021).

Companies have increased employee cuts through layoffs or long-term furloughs due to the increase in corporate debts and obligations as a result of the evaporation of demand. The literature has suggested that organizational culture is a critical resource for financial performance. Previous literature has investigated the relationship between organizational culture and performance on a large scale. However, during crises, there is still a high rarity reported in the previous literature. Investigating the relationship between organizational culture and performance would provide practitioners with insight into the role of values and habits in difficult times (Zeb et al., 2021). In this context, organizational culture plays a critical role in improving the organizational processes of energy companies. Thus, organizational culture influences organizational improvement (Imran et al., 2021). In addition, many companies consider human resource practices and policies an essential key to increasing strategic capabilities and achieving superior performance (Takeuchi, 2009). Internal and external consistency of human resource policies at the company level improves the management of environmental and organizational emergencies. Human resource policies mitigate crises by exploiting opportunities and creating distinguished competencies (d'Arcimoles, 1997). Likewise, external partnerships with organizations, suppliers and stakeholders are considered a critical component of crisis management and achieving superior financial performance. Therefore, companies strive to mitigate environmental impacts and competitor pressures by creating a network of external relations (Durst et al., 2019). Companies overcome industry barriers by interacting with the environment. Interdependence between organizations reduces costs, increases synergies and achieves organizational goals. Therefore, organizational interdependence is associated with efficient crisis management. Moreover, organizational interdependence stimulates financial performance (Alagaraja, 2013).

Crisis management is a vital part of organizations and concerns the driving force of the organization's business. Companies can achieve superiority by developing robust crisis management that enables companies to influence the views of employees by instilling leadership skills in them. Several determinants limit crisis management. Leaders adapt methods and strategies to external and internal pressures facing the business world in order to develop organizational work and increase financial performance (Leta & Chan, 2021). Hence, organizational factors are the most important determinants of crisis management and financial performance. However, there is a dearth of investigation into the impact of organizational culture, inter-organizational linkage and human resource policies on organizational performance. In addition, some of the previous literature has discussed the role of crisis management in increasing financial performance. To this end, this study complements the previous literature by investigating the impact of organizational variables on financial performance through the mediating role of crisis management.

1 Literature Review

1.1 Crisis management

A crisis is an unprecedented incident that affords us little time to prepare in advance. If managed improperly, most crises have negative consequences. There are various sorts of crises caused by both internal and external sources. Ethical and moral shortcomings, an unplanned change in leadership, inadequate oversight and product failures are examples of internal crises. There can also be external crisis occurrences, such as natural disasters, economic and pandemic threats, stock market crashes and targeted public acts (Bowers et al., 2017). Crisis management should be effective. In order to effectively manage a crisis, it is vital to review the process after the crisis has ended and normalcy has been restored. This evaluation might serve as a roadmap for businesses seeking to improve their crisis management skills. Especially in this era that has not yet been resolved and is referred to as the new normal, the heightened severity of the crisis nevertheless maintains its present state (Toklucu et al., 2022). In the early phases of a crisis, rapid and precise crisis management is crucial for both the sustainability and image of a company. In times of crisis, this scenario is of particular importance to businesses (Aleixo et al., 2018). Therefore, particularly in times of crisis, public attention is focused on enterprises that produce goods and services, and the crisis management techniques employed are regularly debated by stakeholders. In this regard, company administration must plan in advance for the crisis and its implications, take the necessary precautionary measures, initiate early warning systems, manage the crisis with the least amount of damage, effectively regulate the conflict caused by the crisis and return to normal operations (Örücü, 2015).

1.2 Organizational culture

Organizational culture is a set of values and standards that control the interactions of organization members with each other and with other stakeholders (Jones, 2013). Organizational culture exists on two levels. The first is visible observable behaviours, the way people dress and behave, types of control systems, symbols, stories and celebrations. The second level is underlying values, assumptions and beliefs, which reflect a more in-depth understanding of the members' minds (Daft & Marcic, 2016; Khaw et al., 2022a). Since organizations are social entities that create values and beliefs that employees follow, this culture affects companies' competitive advantage (González-Rodríguez et al., 2019).

Organizational culture is related to the organization's strategy (Adeinat & Abdulfatah, 2019). According to Quinn and Rohrbaugh (1983), their competing values model consists of two dimensions. The first dimension focuses on stability and flexibility. In contrast, the second dimension describes the organization's focus on the internal or external environment, and the adoption of these dimensions depends on the strategy followed by the organization. Previous studies have classified organizational culture into four groups: clan culture, adaptability culture, mission culture and hierarchical culture. Clan culture focuses on meeting employees' needs and participation to achieve high performance in return. Adaptability culture focuses on flexibility and responding to environmental changes, while mission culture focuses on a clear vision to achieve goals. Finally, hierarchical culture describes an internal focus and a consistent orientation towards a stable environment by serving a finite number of clients (Denison & Mishra, 1995; Cameron & Quinn, 2011). Therefore, organizational culture is an invisible organizational force that pushes the organization towards a specific goal (Schein, 2010; Tariq et al., 2021).

As a result, organizations develop efficiency and economic values when they adopt a cost leadership strategy. In contrast, when the organization pursues a differentiation strategy, it develops values and beliefs that focus on innovation and creativity and develop high-quality products distinct from the rest of the competitors (Jones, 2013; Wu et al., 2019). Consequently, the organization is sometimes forced to make a cultural change through a change in values and beliefs to respond to changing environmental conditions by shifting to horizontal forms of organization, which requires more cooperation, learning and innovation to harmonize the organizational culture with the strategy followed (Daft & Marcic, 2016).

1.3 Human resource policies

Human resource policies are a set of functions and activities associated with the human resource department's work to attract and retain employees, affecting the organization’s sustainable competitive advantage (Olson et al., 2018). These activities consist of a set of policies that include work-family balance, prevention and management of employment relationships, communication, transparency, retention of employees, health and safety at work, diversity and equal opportunities, social dialogue, attraction, fair remuneration, training and continuous development and social benefits (Barrena-Martínez et al., 2019). Consequently, human resources are viewed more significantly vis-a-vis other sources as a decisive and distinct factor in achieving competitive success. They play a significant role in implementing the organization's strategy (Balkin & Gomez-Mejia, 1990). Human resource management relies on a set of globally successful characteristics. Because of the significant changes in the environment based on emergency theory, many external and internal variables can affect human resource management policies. Therefore, it is necessary to achieve coherence and synergy between these practices (Barrena-Martínez et al., 2017; Ahmed et al., 2021a). As a result, these factors may constitute a set of discriminatory policies between men and women in the workplace (Busu & Cimpan, 2014; Ahmed et al., 2021b). Thus, many companies are forced to review their human resource policy regularly and make the necessary improvements.

In many cases, organizations focus on creating an organizational culture in which they support human resources (Begley & Boyd, 2000). Organizations improve their human resource policies because of the close relationship between these policies and the organization’s strategy (Kuruvilla, 1996). Human resource policies are linked to the competitive priorities of quality, cost, flexibility, delivery and profitability (Santos, 2000). In conclusion, human resource management policies represent one of the most critical content factors for the hybrid strategy because they play a significant role in the organization’s strategy through its ability to create innovative human resources with a culture that supports strategies interacting with the environment (Oke et al., 2012; Khaw et al., 2022b).

1.4 Inter-organizational linkage

There are relatively permanent resource transactions and ties between two or more organizations beyond the traditional myth that the world consists of independently distinguished companies that compete for sovereignty (Daft & Marcic, 2016). Thus, to reduce the organization's dependence on a single source of resources and move away from the arm-twisting strategy, it establishes inter-organizational linkage (Oliver, 1990). Organizations face many challenges that hinder environmental adaptation, and they are forced to build partnerships and seek cooperation in the industry's environment. This atmosphere of collaboration results in the creation of a whole new system called an organizational ecosystem (Singer, 2009). James Moore described the ecosystem for the first time as organisations that interact with their environment as they strive to overcome traditional industry barriers (Moore & McPhail, 2016; Eneizan et al., 2019a; Sandberg et al., 2022).

Consequently, the new viewpoint indicates that companies could not continue operating independently with a considerable number of competitors. Thus, strategic alliances are needed (O'Toole, 1988). Moreover, this issue can be a new challenge for companies regarding the patterns of coupling between organizations. It will differ according to the type of strategy followed, whether a cost leadership, differentiation or hybrid strategy (Beekun & Ginn, 1993). Subsequently, the establishment of links between organizations depends mainly on social capital and the strategic link related to the company's resources. The interaction between these factors significantly affects the relations between organizations (Tsai, 2000). Accordingly, the types of relationships between organizations differ according to the dynamic capabilities and the strategy followed (Petricevic & Verbeke, 2019; Alnoor et al., 2022a). As a result, cooperation between organizations has gained increasing importance in recent research because of its tremendous impact on organizations' general performance (Zahoor & Al-Tabbaa, 2020) as the cost-sharing and synergistic motives encourage many companies to adopt inter-organizational linkage through easy access to new knowledge and skills to face competitors and risks more strongly than if the companies were operating in isolation from their environment (Milagres & Burcharth, 2018).

1.5 Financial performance

Performance is the results obtained by management inside an organization through the execution of a series of corporate operations as measured by a specific measuring instrument. Performance is referred to as the end consequence of an action, which means that a company's financial performance is eventually represented in its profit earned (Hilmi et al., 2021; Abdullah et al., 2022; Pitchay et al., 2021). Financial performance refers to an organization's ability to operate efficiently and economically, as well as to survive, grow and respond to environmental opportunities and dangers (Kamukama et al., 2017; Alnoor et al., 2022c). Indeed, a generally accepted proxy for a company's total financial health over time is financial performance, which can be used to compare similar firms within the same industry, or to aggregate industries or sectors (Bititci et al., 1997). Company performance reflects financial performance because it emphasizes the use of financial measures to assess the extent to which objectives are met, contributes to the provision of financial resources and provides investment opportunities to assist the facility in meeting the needs of the owners and achieving their objectives (Al-Khatib, 2010; Sadaa et al., 2020). The procedure for financial performance is usually viewed as the last performance criterion. Recent research has proven a substantial correlation between corporate governance and financial success, and that the best financial performance is determined by or connected to functional technological innovation and efficiency (Moon & Min, 2020; Alsalem et al., 2022a). A company's career success and financial health are measured by its financial performance, while historical analysis of financial performance finds the industry's growth and its ability to contribute to the nation's economy (Ali, 2020). Literature has claimed that business financial performance is contingent upon market imperfections and financial and managerial resource allocation decisions. It has been stated that the efficient utilization of resources is contingent upon the management team's decisions (Turyahebwa, 2013). Since the 2008 financial crisis, corporations have experienced an unstable financial performance paradigm, resulting in the loss of large quantities of money by many investors (Kamukama et al., 2017; Albahri et al., 2022a).

1.6 Relationships between organizational contingencies and financial performance

This study investigates the relationship between organizational culture and corporate financial performance. Theoretical explanations support the notion that organizational culture is associated with organizational performance and long-term efficacy (Yesil & Kaya, 2013). Zheng et al. (2010) suggested that organizational culture is one of the most frequently studied organizational assets in relation to its correlation with organizational effectiveness from the resource-based perspective. Similarly, Yesil and Kaya (2013) argued that organizational culture plays a vital role in creating an organization's effectiveness. According to Oparanma (2010), organizational culture fosters and encourages numerous additional activities that contribute to company performance. According to Kim et al. (2004), culture influences a range of corporate activities and performance. Hence, the strength of cultural values has been discovered to relate to the financial performance of businesses.

In addition, there are several studies that provide information regarding the types of organizational cultures that influence financial performance outcomes. According to Ogbonna and Haris (2000), innovative and competitive cultures are favourably associated with organizational financial performance. Due to the impact of organizational culture on employee behaviour (Chang & Lin, 2007), the relationship between organizational culture and company outcomes, innovation activities and financial performance has been examined intensively (Mortara & Minshall, 2011; Albahri et al., 2022b). A firm structure focused on financial performance could inspire employees to contribute more to the organization because employees would be financially rewarded based on their contribution, abilities and accomplishments, not their company standing (Blanco-Mazagatos et al., 2018). Furthermore, the human resource policies will increase the contribution of company employees. Employees will feel incentivized to maintain or even increase their contribution to the organization towards the achievement of company performance and goals (Peláez-León & Marín, 2021). As companies with significant levels of human resource preservation may employ motivational human resource policies, these policies may raise the likelihood of achieving superior financial performance (Chang, 2012). These human resource strategies assist in attracting and retaining valuable generic and organization-specific human capital, hence driving functional and financial performance (Donate et al., 2016; Jiang et al., 2012). Moreover, these policies in the human resource area serve to encourage employees rather than improve their work skills, thereby enhancing the financial performance of the organization (Jiang et al., 2012). Even though companies may offer formal salary systems and conduct formal assessments and feedback on a more frequent basis as the firms grow (Kim & Gao, 2010), the greater emphasis placed on human resource preservation will increase the likelihood of adopting motivational human resource policies in firms operating under high-risk conditions, thereby enhancing firm financial performance (Peláez-León & Marín, 2021). A dramatic shift in the current business environment necessitates sustainable business concepts. Consequently, the concept of inter-organizational connectivity has become indispensable for assisting businesses in achieving their financial performance objectives (Ku, 2022).

High inter-organizational connectivity enables businesses to enhance their processes, allowing them to beat rivals in the long run. In addition, studies have suggested that inter-organizational connection activities boost financial performance during challenging times (Deepu & Ravi, 2021; Khaw et al., 2021). Therefore, managers are highly encouraged to strengthen inter-organizational ties, as they can contribute greatly to financial performance. However, the inter-organizational connection is not simply an organizational activity; it also promotes internal processes that considerably boost financial performance (Bramanti et al., 2020; Sadaa et al., 2022a). Consequently, internal measurements of inter-organizational connectivity are frequently fused with a competitive advantage, which considerably enhances financial performance in emerging economies. Inter-organizational linkages help boost a company's financial performance when it encounters intense competition. Recent research suggests that inter-organizational connection strategies boost the financial performance of firms significantly (Kreye & Perunovic, 2020). Thus, we assume that:

H1: *Organizational culture is positively correlated with financial performance.*

H2: *Human resource policies are positively correlated with financial performance.*

H3: *Inter-organizational linkage would is positively correlated with financial performance.*

H4: *Crisis management is positively correlated with financial performance.*

1.7 Mediating role of crisis management

Some studies have established a direct association between organizational contingencies and financial success, whilst others have concluded that the direct relationship is not always substantial (Myer et al., 2007). For example, it is examined that crisis management with innovative skills and capabilities (consequently referred to as management innovation) acquires critical resources for organizational sustainability and competitive advantage in order to overcome financial and organisational crises. Crisis management and competitive advantage contribute to better financial performance (Xu & Wu, 2015). In addition, organizational contingencies such as organizational culture, human resource policies and inter-organizational connection are viewed as management rivalry and a source of important competitive advantage for business success (Maletič et al., 2018). Organizational contingencies that are deemed to be non-technological innovations are also referred to as new management innovations. They facilitate crisis management, strategic planning and decision-making procedures (pertaining to finance, organization and markets) that approach high financial performance. In this paper, we suggest that organizational contingencies help businesses configure their crisis management process, which can be a crucial means of achieving high financial performance and addressing their problems (Amhalhal et al., 2015;

Sadaa et al., 2022b). Crisis management enables companies to develop a durable position and achieve business and financial success on a volatile market, which in turn configures profitability and high financial performance and enables companies to resolve their crisis (Comfort, 2007). For instance, it is asserted that crisis management facilitates the acquisition of important resources that can streamline an organization's internal processes and structure, thereby greatly enhancing its financial performance. Moreover, it is suggested that crisis management plays an important role in the relationship between organizational contingencies and financial performance and growth, which in turn improves the firm's performance (Coombs & Laufer, 2018). It has been examined, for instance, whether crisis management enables organizations to gain various types of resources that are essential for high performance and company competitiveness. In emerging economies, businesses employ a variety of sources and assets to acquire a competitive edge and financial success, which spur firm performance (Smith, 2000). However, crisis management is the most well-known component that enables a company to maintain a competitive advantage and achieve financial success (Israeli et al., 2011; Eneizan et al., 2019b). Having a strong understanding of the indirect relationship between crisis management and organizational contingencies, we hypothesize that organizational contingencies shape crisis management before leading to excellent financial performance. Systematically, we also prefer the indirect impact of organizational contingencies on financial performance via crisis management. Finally, crisis management plays a vital role in moderation between organizational contingencies (human resource policies, organizational culture and inter-organizational linkage) and financial performance. Therefore, we assume that:

H5: *Crisis management plays a mediating role in the relationship between organizational culture and financial performance.*

H6: *Crisis management plays a mediating role in the relationship between human resource policies and financial performance.*

H7: *Crisis management plays a mediating role in the relationship between inter-organizational linkage and financial performance.*

2 Methodology

Google Forms was used due to the COVID-19 pandemic, and 18 electric power companies were targeted in Iraq. The Iraqi Ministry of Electricity is the study's target population. At its establishment, the Ministry began growing and increasing investment in electric power generation and distribution. The first step was to rehabilitate the electric power generation, transmission and distribution stations in accordance with a structured program based on four financial, technical, operational and training criteria in order to identify a qualified electric power sector capable of operating in Iraq. As a result, the Iraqi Ministry of Electricity selected 16 public businesses specializing in the production, transmission, distribution, training, operation and repair of electrical stations. To collect information about these companies, the study consulted the Iraqi Ministry of Electricity's website and analysed data from recent World Bank publications for the Iraq Economic Monitor 2018/2020. Additionally, the Iraqi government began importing electricity from neighbouring countries (Saudi Arabia and Iran) in 2009 as a means of increasing electricity production and relieving pressure on the national grid until the required level of electric power loads was reached. The Ministry of Electricity aims to increase production capacity and reach 36,724 MW by 2025 and strengthen production, transmission and distribution systems. Until 2019, many achievements have been made, increasing the production capacity from 10,827 MW in 2017 to 19,395 MW in 2020 (Ministry of Electricity of Iraq report, 2019). However, the actual production for the year 2021 was about 21,215. Electricity companies currently represent the most important sector for the rest of the companies in Iraq because power is a vital factor in developing economic, social and industrial countries. In addition, these companies may contribute to increasing GDP if real investment in this sector is correct (World Bank, 2019). The number of employees in the Iraqi Ministry of Electricity is 90,976.

Accordingly, 379 questionnaires were collected with an overall response rate of 75%. The demographic profile of the respondents was 63% male and 37% female, 34% of the respondents were between the ages 20 and 24, 27% between 25 and 30, 23% between 30 and 34, and 16% between 35 and 40 years old. Regarding education, 31% had a secondary degree, 28% had a diploma, 27% had a bachelor’s degree, and 14% had a postgraduate degree. To address the issue of the common bias method (CMB), we adopted several CMB testing methods. Initially, Harman's one-factor test (Podsakoff and Organ, 1986) was conducted to identify the presence of CMB. The results showed that the variance of the first factor was 23.2%, which is well below 50% (Podsakoff et al., 2003). Therefore, there are no concerns about common bias.

The questionnaires contained 50 items covering the three variables. In order to analyse the respondents’ answers, a five-point Likert scale was used.

• Organizational culture: Five-item scale developed by Lee and Lan (2011) was used.

• Human resource policies: Six-item scale developed by Takeuchi (2009) was used.

• Inter-organizational linkage: Four-item scale developed by Gaur et al. (2011) was used.

• Crisis management: Eleven-item scale developed by Herbane (2013) was used.

• Financial performance: Five items were adopted from Rusbult et al. (1988).

Structural equation modelling (SEM) is a widely recognized analytical method in the marketing and organizational behaviour disciplines for theory testing and extension. SEM not only deals with reflective and formative measurement models but is also suitable for testing path modulus in complex models. This study uses the SmartPLS program because it provides researchers with some advantages. SmartPLS helps identify linear relationships between variables and gives a distinct set of global model fit indices that are compatible with both factor-based and composite-based SEM.

3 Data Analysis

This section discusses data analysis using an SEM approach. The SEM method involves the assessment of the measurement model and the assessment of the structural model. This study adopted the PLS-SEM method by using SmartPLS 3.0 software to explore the causal relationships between the constructs. The PLS-SEM method includes a measurement model (outer model) and a structural model (inner model).

In order to evaluate the measurement model, the convergent and discriminant validity were tested. Convergent validity involves the loading factor, which must exceed 0.7, the average variance extracted (AVE), which must exceed 0.5, and the composite reliability (CR) and

Cronbach's alpha, which must exceed 0.7. Table 1 shows that the loading factor values exceeded 0.7. In addition, the AVE, CR and Cronbach's alpha values were statistically acceptable.

Table 1 | Convergent validity

Variables	Items	Factor loading	AVE	CR
Organizational culture	OC 1	0.774	0.752	0.805
	OC 2	0.753		
	OC 3	0.709		
	OC 4	0.712		
	OC 5	0.723		
Human resource policies	HRP 1	0.795	0.801	0.893
	HRP 2	0.746		
	HRP 3	0.802		
	HRP 4	0.745		
	HRP 5	0.701		
	HRP 6	0.781		
Inter-organizational linkage	IOL 1	0.751	0.698	0.820
	IOL 2	0.845		
	IOL 3	0.765		
	IOL 4	0.782		
Financial performance	FP 1	0.834	0.665	0.873
	FP2	0.783		
	FP 3	0.728		
	FP 4	0.843		
	FP 5	0.789		
Crisis management	CM 1	0.777	0.878	0.856
	CM 2	0.824		
	CM 3	0.707		
	CM 4	0.722		
	CM 5	0.795		
	CM 6	0.783		
	CM 7	0.834		
	CM 8	0.723		
	CM 9	0.783		
	CM 10	0.749		
	CM 11	0.714		

Source: SmartPLS v.3

The PLS-SEM is used to establish causal relationships between constructs. To this end, discriminant validity is the extent to which the constructs in a conceptual framework are unrelated. Besides, discriminant validity assesses the amount of relationship amongst the variables. There are three types of such methods: Fornell & Larcker, heterotrait-monotrait ratio of correlations, and cross-loadings). This study adopted the Fornell and Larcker method to measure the discriminant validity. According to the Fornell and Larcker method, the square roots of the AVE should be greater than the correlations among the latent constructs. Table 2 shows that the square roots of the AVE for all the constructs were greater than the correlations among the latent constructs. Therefore, there is no concern regarding discriminant validity, which indicates that the measurements of variables are differentiated.

Table 2 | Fornell-Larcker criterion

Variables	1	2	3	4	5
1. Organizational culture	0.867				
2. Human resource policies	0.346	0.895			
3. Inter-organizational linkage	0.497	0.448	0.835		
4. Financial performance	0.297	0.128	0.235	0.815	
5. Crisis management	0.518	0.537	0.586	0.384	0.937

Source: SmartPLS v.3

For hypothesis testing, the multicollinearity of the study variables should be examined. Multicollinearity is the opacity variables that can be highly correlated. Multicollinearity affects the results of the path model. Therefore, the correlations should not exceed 0.9. Table 3 shows that the correlations between the variables were less than 0.9. Thus, there is no concern about multicollinearity. Consequently, such results support the study hypotheses because there is a positive correlation between leadership styles and sustainable organizational energy, in addition to a significant correlation with organizational ambidexterity ($p < 0.01$).

Table 3 | Descriptive statistics and correlations

Variables	Mean	SD	1	2	3	4	5
1. Organizational culture	2.230	0.942	1				
2. Human resource policies	2.535	0.894	0.468**	1			
3. Inter-organizational linkage	2.386	0.994	0.458**	0. 346**	1		
4. Financial performance	2.338	0.893	0.369**	0. 446**	0.638**	1	
5. Crisis management	3.112	0.994	0.684**	0.723**	0.356**	0.468**	1

Note: **p < 0.01
Source: SmartPLS v.3

Table 3 indicates that crisis management has the highest mean (3.112) because of the importance of crisis management at work. Attention should be paid to human resource energy because it is a vital factor for success; human resource policies scored 2.535. However, the means for inter-organizational linkage and financial performance are 2.386 and 2.338, respectively. According to the standard deviations, there was a decrease in the dispersion of the answer in the respondents' opinions.

As shown in Table 4, a bootstrapping method was adopted to obtain the inferential statistics. Hence, SmartPLS software was used to test hypotheses based on second-order analysis to explore linear relationships between variables. Based on the assessment of the significance of the structural model, the impact of organizational culture on financial performance (H1) is statistically significant. Thus, hypothesis H1 is supported. The outcome is in line with other research that revealed that organisational culture had an impact on a company's financial performance (Imran et al., 2021). Furthermore, many dimensions of organisational culture can affect an organization's financial performance, such as (1) consistency, which is required for firm survival or outstanding quality (Pawirosumarto et al., 2017; Al-Abrrow et al., 2021); (2) adaptability, which indicates that a firm will change its strategic content and scope in response to environmental changes. Abuzarqa (2019) discovered that adaptability is directly related to organisational success; (3) mission, as by aligning personal and organizational aims in one direction, the mission contributes to the financial performance of the organisation (Ha, 2020; Atshan et al., 2022); and (4) involvement, as Chandani et al. (2016) discovered that employee involvement might help develop objectives and plans, actively develop alternative solutions, evaluate results and innovate problem-solving. Accordingly, the hypothesis H2, which represents the effect of human resource policies on financial performance, is supported. Human resource management (HRM) policies are increasingly considered major contributory factors in the financial performance of organizations. The study of Prowse and Prowse (2009) concluded that all HRM policies (e.g., selection system, training, job definition, P appraisal system, compensation system, career planning system and employee participation) positively affect financial performance in Pakistan. In addition, the results show that the effect of the inter-organizational linkage on financial performance was statistically significant; thus, the hypothesis H3 is supported. One set of scholars agrees that inter-organizational linkage between the company and its partners benefits innovation (Laan et al., 2011; Alsalem et al., 2022b; Alnoor et al., 2020; Al-Abrrow et al., 2019). Linkage ignites innovative processes, increases economies of scale and develops sales (Bulińska-Stangrecka & Iddagoda, 2020; Sajari et al., 2022). Inter-organizational connection helps combine and exchange resources and expertise among cooperating parties, which affects financial performance and innovative product value creation (Oláh et al., 2021; Abdulaali et al., 2019). It also allows them to gain a competitive advantage (Cygler & Wyka, 2019; Jabbar et al., 2020). The hypothesis H4 concerns the effect of crisis management on financial performance, is statistically positive and significant at 5 per cent. The results are in line with the opinion that crisis management enables companies to develop a durable position and achieve business and financial success on a volatile market, configuring profitability and high financial performance and allowing companies to resolve their crises (Comfort, 2007). On the other hand, the indirect effect of the hypotheses H5, H6, and H7 involves the influence of organizational culture, human resource policies and inter-organizational linkage on financial performance through the mediator variable (crisis management). Using bootstrapping, the results show that crisis management indeed mediates the relationships between trans-organizational culture, human resource policies, inter-organizational linkage and financial performance. Thus, crisis management is considered one of the most well-known components that enables a company to maintain a competitive advantage and achieve financial success (Israeli et al., 2011; Alnoor et al., 2022b).

Table 4 | Assessment of structural model

Path direct effect	Estimate	S.E.	C.R.	P	Result
H1	0.334	0.046	7.261	0.003	Supported
H2	0.236	0.033	7.152	0.002	Supported
H3	0.203	0.032	6.344	0.004	Supported
H4	0.125	0.033	3.788	0.000	Supported
Path indirect effect					
H5	0.246	0.027	9.111	0.002	Supported
H6	0.284	0.024	11.833	0.001	Supported
H7	0.284	0.027	10.519	0.003	Supported

Source: SmartPLS v.3

5 Discussion

The results of this study provide support to all of our hypotheses. Regarding the role of organizational contingencies (human resource policies, organizational culture and inter-organizational linkage) in enhancing financial performance, our findings show that the hypothesis H1 is partially supported. As it was hypothesized, the results show that the implementation of organizational contingencies (human resource policies, organizational culture and inter-organizational linkage) related to financial performance and extensive training, participation increases employees' affective commitment and clear job description were supportive of financial performance which is in line with contingency theory (Luthans & Stewart, 1977). On the other hand, the results also show that crisis management and organizational contingencies are not only useful to enhance employees' affective commitment and organizational culture but also improve the organization's financial performance. In terms of crisis management, the results revealed that crisis management had the lowest level of implementation as part of the organization's financial performance and organizational contingencies. Several studies have emphasized that crisis management and organizational contingencies (human resource policies, organizational culture and inter-organizational linkage) can be a helpful approach to financial performance (Chang et al., 2018; Daft & Marcic, 2016; Barrena-Martínez et al., 2019). The findings present that financial performance and organizational contingencies (human resource policies, organizational culture and inter-organizational linkage) are widely applied to support crisis management, employee and organizational culture, improve innovation and support sustainability programmes in the energy sector. Only aspects related to production and electricity services were evaluated. The financial performance and crisis management aspects were not widely used to promote environmental behaviour. The findings of this study have both theoretical and practical implications. Theoretically, it is one of the very few studies undertaken in the electric power companies, especially in Iraq, which currently lacks research on the relationships between organizational contingencies, financial performance and crisis management. Practically, our findings offer valuable guidance to assist organizations in understanding which crisis management attributes or dimensions require immediate attention, why they need urgent attention, and what their development priorities should be to achieve the most effective crisis management. In addition to establishing improvement priorities for a company's crisis management attributes to achieve the most effective crisis management, organizational contingencies can be used to assess the overall strategic position of financial performance in relation to crisis management dimensions. Future studies could therefore broaden this research to other sectors in Iraq. Future research might extend this study to cover more Iraqi industries. Future research can make better inferences about the connection between organizational contingencies and financial performance, which is mediated by crisis management, by utilizing more data and a wider range of sectors. Last but not least, future research could focus on the many dimensions of organizational contingencies and how they affect crisis management and financial performance in Iraq.

Conclusion

This study aimed to shed light on the impact of organizational contingencies such as organizational culture, human resource policies and inter-organizational linkage on financial performance through the mediating role of crisis management. To this end, a questionnaire was distributed to 379 participants working in electric power companies in Iraq. In this context, the study adopted an SEM approach to explore linear relationships between variables. The SEM method contributed to the identification of causal relationships between constructs. The results showed that there are direct relationships between organizational contingencies such as organizational culture, human resource policies and inter-organizational linkage and financial performance. In addition, a fully mediated crisis management role is explored for the relationship between organizational culture, human resource policies and inter-organizational linkage and financial performance. This study illustrates several theoretical contributions, which include revealing three patterns of organizational contingencies prevalent in energy companies in the context of developing countries. From the practitioner's point of view, the results of this study contribute to providing guidance for practitioners on how to maintain organizational energy and financial superiority. Hence, exploration and exploitation are key factors for achieving superior financial performance.

Acknowledgement

This work is funded by Universiti Sains Malaysia Short Term Grant [Grant Number: 304/PKOMP/6315616], for the Project entitled “New Coefficient of Variation Control Charts based on Variable Charting Statistics in Industry 4.0 for Quality Smart Manufacturing and Services”.

References

Abdulaali, A. R., Alnoor, A., & Eneizan, B. (2019). A multi-level study of influence financial knowledge management small and medium enterprises. *Polish Journal of Management Studies*, 19(1), 21-31. https://doi.org/10.17512/pjms.2019.19.1.02.

Abdullah, H., Thajil, K., Alnoor, A., Al-Abrrow, H., Khaw, K. W., Chew, X. Y., & Sadaa, A. (2022). Predicting determinants of use mobile commerce through modelling non-linear relationships. *Central European Business Review*, 11 (in press). https://doi.org/10.18267/j.cebr.306.

Abuzarqa, R. (2019). The relationship between organizational culture, risk management and organizational performance. *Journal Cross Cultural Management*, 21(1), 13–20.

Adeinat, I. M., & Abdulfatah, F. H. (2019). Organizational culture and knowledge management processes: case study in a public university. *VINE Journal of Information and Knowledge Management Systems*, 49(1), 35-53. https://doi.org/10.1108/VJIKMS-05-2018-0041.

Ahmed, M. G., Aldhaher, A. A. A., Abdulkdhim, B. T., & Sadaa, A. M. (2021b). Sustainable supply chain's effect on competitive performance, a case study in Al Basrah Oil Company. *International Journal of Entrepreneurship*, 25, 1-17.

Ahmed, M. G., Ganesan, Y., Hashim, F., & Sadaa, A. M. (2021a). The effect of chairman tenure on governance and earnings management: A case study in Iraq. *The Journal of Asian Finance, Economics and Business*, 8(3), 1205-1215. https://doi.org/10.13106/jafeb.2021.vol8.no3.1205.

Al-Abrrow, H., Al-Maatoq, M., Alharbi, R. K., Alnoor, A., Abdullah, H. O., Abbas, S., & Khattak, Z. Z. (2021). Understanding employees' responses to the COVID-19 pandemic: The attractiveness of healthcare jobs. *Global Business and Organizational Excellence*, 40(2), 19-33. https://doi.org/10.1002/joe.22070.

Al-Abrrow, H., Alnoor, A., Ismail, E., Eneizan, B., & Makhamreh, H. Z. (2019). Psychological contract and organizational misbehavior: Exploring the moderating and mediating effects of organizational health and psychological contract breach in Iraqi oil tanks company. *Cogent Business & Management,* 6(1), 1683123. https://doi.org/10.1080/23311975.2019.1683123.

Alagaraja, M. (2013). HRD and HRM perspectives on organizational performance: A review of literature. *Human resource development review*, 12(2), 117-143. https://doi.org/10.1177/1534484312450868-

Albahri, A. S., Alnoor, A., Zaidan, A. A., Albahri, O. S., Hameed, H., Zaidan, B. B., & Yass, A. A. (2022a). Hybrid artificial neural network and structural equation modelling techniques: a survey. *Complex & Intelligent Systems*, 8(2), 1781-1801. https://doi.org/10.1007/s40747-021-00503-w.

Albahri, O. S., Zaidan, A. A., Albahri, A. S., Alsattar, H. A., Mohammed, R., Aickelin, U., Kou, G., Jumaah, FM., Salih M. M., Alamoodi, A. H., Zaidan, B.B., Alazab, M., Alnoor, A., & Al-Obaidi, J. R. (2022b). Novel dynamic fuzzy decision-making framework for COVID-19 vaccine dose recipients. *Journal of advanced research*, 37, 147-168. https://doi.org/10.1016/j.jare.2021.08.009.

Aleixo, A. M., Leal, S., & Azeiteiro, U. M. (2018). Conceptualization of sustainable higher education institutions, roles, barriers, and challenges for sustainability: An exploratory study in Portugal. *Journal of cleaner production*, 172, 1664-1673. https://doi.org/10.1016/j.jclepro.2016.11.010.

Al-Khatib, M. (2010). *Financial Performance and Its Impact on Corporate Stock Returns.* 1st ed. Amman, Jordan: Al-Hamed House for Publishing and Distribution.

Alnoor, A. M., Al-Abrrow, H., Abdullah, H., & Abbas, S. (2020). The impact of self-efficacy on employees' ability to accept new technology in an Iraqi university. *Global Business and Organizational Excellence*, 39(2), 41-50. https://doi.org/10.1002/joe.21984.

Alnoor, A., Al-Abrrow, H., Al Halbusi, H., Khaw, K. W., Chew, X., Al-Maatoq, M., & Alharbi, R. K. (2022b). Uncovering the antecedents of trust in social commerce: an application of the non-linear artificial neural network approach. *Competitiveness Review: An International Business Journal*, 32(3), 492-523. https://doi.org/10.1108/CR-04-2021-0051.

Alnoor, A., Tiberius, V., Atiyah, A., Khaw, K. W., Yin, T., Chew, X., & Sammar, A., & Abbas, S. (2022c). How Positive and Negative Electronic Word of Mouth (eWOM) Affects Customers' Intention to Use Social Commerce? A Dual-Stage Multi Group-SEM and ANN Analysis. *International Journal of Human–Computer Interaction* (in press). https://doi.org/10.1080/10447318.2022.2125610.

Alnoor, A., Zaidan, A. A., Qahtan, S., Alsattar, H. A., Mohammed, R. T., Khai, W.K., Alazab, M., The, S.Y., & Albahri, A. S. (2022a). Toward a Sustainable Transportation Industry: Oil Company Benchmarking based on the Extension of Linear Diophantine Fuzzy Rough Sets and Multicriteria Decision-Making Methods. *IEEE Transactions on Fuzzy Systems*, 1-11. https://doi.org/10.1109/TFUZZ.2022.3182778.

Alsalem, M. A., Albahri, O. S., Zaidan, A. A., Al-Obaidi, J. R., Alnoor, A., Alamoodi, A. H., & Jumaah, F. M. (2022b). Rescuing emergency cases of COVID-19 patients: An intelligent real-time MSC transfusion framework based on multicriteria decision-making methods. *Applied Intelligence*, 52, 1-25. https://doi.org/10.1007/s10489-021-02813-5.

Alsalem, M. A., Mohammed, R., Albahri, O. S., Zaidan, A. A., Alamoodi, A. H., Dawood, K., & Jumaah, F. (2022a). Rise of multiattribute decision-making in combating COVID-19: A systematic review of the state-of-the-art literature. *International Journal of Intelligent Systems*, 37(6), 3514-3624. https://doi.org/10.1002/int.22699.

Amhalhal, A., Anchor, J., & Dastgir, S. (2015). The effectiveness of the use of multiple performance measures: The influence of organizational contingencies. In EURAM 15th Annual Conference.

Atshan, N. A., Al-Abrrow, H., Abdullah, H. O., Khaw, K. W., Alnoor, A., & Abbas, S. (2022). The effect of perceived organizational politics on responses to job dissatisfaction: the moderating roles of self-efficacy and political skill. *Global Business and Organizational Excellence*, 41(2), 43-54. https://doi.org/10.1002/joe.22141.

Balkin, D. B., & Gomez-Mejia, L. R. (1990). Matching compensation and organizational strategies. *Strategic Management Journal*, 11(2), 153-169. https://doi.org/10.1002/smj.4250110207.

Barrena-Martínez, J., López-Fernández, M., & Romero-Fernández, P. M. (2017). Socially responsible human resource policies and practices: Academic and professional validation. *European research on management and business economics*, 23(1), 55-61. https://doi.org/10.1016/j.iedeen.2016.05.001.

Barrena-Martínez, J., López-Fernández, M., & Romero-Fernández, P. M. (2019). Towards a configuration of socially responsible human resource management policies and practices: Findings from an academic consensus. *The International Journal of Human Resource Management*, 30(17), 2544-2580. https://doi.org/10.1080/09585192.2017.1332669.

Beekun, R. I., & Ginn, G. O. (1993). Business strategy and interorganizational linkages within the acute care hospital industry: an expansion of the Miles and Snow typology. *Human Relations*, 46(11), 1291-1318. https://doi.org/10.1177/001872679304601102.

Begley, T. M., & Boyd, D. P. (2000). Articulating corporate values through human resource policies. *Business Horizons*, 43(4), 8-8.

Bititci, U. S., Carrie, A. S., & McDevitt, L. (1997). Integrated performance measurement systems: a development guide. *International journal of operations & production management*, 17(5), 522-534. https://doi.org/10.1108/01443579710167230.

Blanco-Mazagatos, V., de Quevedo-Puente, E., & Delgado-Garcia, J.B. (2018). Human resource practices and organizational human capital in the family firm: the effect of generational stage. *Journal of Business Research*, 84, 337-348. https://doi.org/10.1016/j.jbusres.2017.09.017.

Bowers, M.R., Hall, J. R., & Srinivasan, M. M. (2017). Organizational culture and leadership style: the missing combination for selecting the right leader for effective crisis management. *Business Horizons*, 60(4), 551-563. https://doi.org/10.1016/j.bushor.2017.04.001.

Bramanti, A., Rocha, H., & Redelico, F. O. (2020). Inter-organizational forms and impacts in commodity sectors: A review and integration. *Journal of Cleaner Production*, 276, 123025. https://doi.org/10.1016/j.jclepro.2020.123025.

Bulińska-Stangrecka, H., & Iddagoga, Y. A. (2020). The relationship between inter-organizational trust and employee engagement and performance. *Academy of Management*, 4(1), 8-25.

Busu, M., & Cimpan, B. (2014). Undertakings' compliance programs in European Union countries. In Proceedings of the International Management Conference, 8(1), 1011-1018. Faculty of Management, Academy of Economic Studies, Bucharest, Romania.

Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. USA: John Wiley & Sons.

Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. *Indian Journal of Science and Technology*, 9(15), 1–7. https://doi.org/10.17485/ijst/2016/v9i15/92145.

Chang, S. E., & Lin, C. S. (2007). Exploring organizational culture for information security management. *Industrial management & data systems*, 107(3), 438-458. https://doi.org/10.1108/02635570710734316.

Chang, S.-I. (2012). Study on human resource management in Korea's chaebol enterprise: a case study of Samsung Electronics. *The International Journal of Human Resource Management*, 23(7), 1436-1461. https://doi.org/10.1080/09585192.2011.579922.

Chang, Y. H., Yeh, C. H., & Wu, P. S. (2018). Evaluating airline crisis management performance: The cases of flights GE222 and GE235 crash accidents. *Journal of Air Transport Management*, 70, 62-72. https://doi.org/10.1016/j.jairtraman.2018.04.017.

Comfort, L. K. (2007). Crisis management in hindsight: Cognition, communication, coordination, and control. *Public Administration Review*, 67, 189-197. https://doi.org/10.1111/j.1540-6210.2007.00827.x.

Coombs, W. T., & Laufer, D. (2018). Global crisis management–current research and future directions. *Journal of International Management*, 24(3), 199-203. https://doi.org/10.1016/j.intman.2017.12.003.

Cygler, J., & Wyka, S. (2019). Internal barriers to international R&D cooperation: The case of Polish high tech firms. *Forum Scientiae Oeconomia*, 7(1), 25-45.

Daft, R. L., & Marcic, D. (2016). *Understanding management*. Canada: Cengage Learning.

d'Arcimoles, C. H. (1997). Human resource policies and company performance: a quantitative approach using longitudinal data. *Organization studies*, 18(5), 857-874. https://doi.org/10.1177/017084069701800508.

Deepu, T. S., & Ravi, V. (2021). Supply chain digitalization: An integrated MCDM approach for inter-organizational information systems selection in an electronic supply chain. *International Journal of Information Management Data Insights*, 1(2), 100038. https://doi.org/10.1016/j.jjimei.2021.100038.

Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, 6(2), 204-223. https://doi.org/10.1287/orsc.6.2.204.

Donate, M.J., Pena, I., & de Pablo, J.D. (2016). HRM practices for human and social capital development: effects on innovation capabilities. *The International Journal of Human Resource Management*, 27(9), 928-953. https://doi.org/10.1080/09585192.2015.1047393.

Durst, S., Hinteregger, C., & Zieba, M. (2019). The linkage between knowledge risk management and organizational performance. *Journal of Business Research*, 105, 1-10. https://doi.org/10.1016/j.jbusres.2019.08.002.

Eneizan, B. M., Abdelqader Alsakarneh, A. A., Al-Kharabsheh, K. A., Hadi, A. A., & Alnoor, A. (2019a). An investigation into the relationship between emotional labor and customer satisfaction. *Central European Management Journal*, 27(4), 23-47. https://doi.org/10.7206/cemj.2658-0845.8.

Eneizan, B., Mohammed, A. G., Alnoor, A., Alabboodi, A. S., & Enaizan, O. (2019b). Customer acceptance of mobile marketing in Jordan: An extended UTAUT2 model with trust and risk factors. *International Journal of Engineering Business Management*, 11. https://doi.org/10.1177/1847979019889484.

Gaur, A. S., Mukherjee, D., Gaur, S. S., & Schmid, F. (2011). Environmental and firm level influences on inter-organizational trust and SME performance. *Journal of Management studies*, 48(8), 1752-1781. https://doi.org/10.1111/j.1467-6486.2011.01011.x.

Ghaharian, K., Abarbanel, B., Soligo, M., & Bernhard, B. (2021). Crisis management practices in the hospitality and gambling industry during COVID-19. *International Hospitality Review*, 35(2), 171-194. https://doi.org/10.1108/IHR-08-2020-0037.

González-Rodríguez, M. R., Martín-Samper, R. C., Köseoglu, M. A., & Okumus, F. (2019). Hotels' corporate social responsibility practices, organizational culture, firm reputation, and performance. *Journal of Sustainable Tourism*, 27(3), 398-419. https://doi.org/10.1080/09669582.2019.1585441.

Ha, V. D. (2020). Impact of organizational culture on the accounting information system and operational performance of small and medium sized enterprises in Ho Chi Minh City. *The Journal of Asian Finance, Economics and Business*, 7(2), 301–308. https://doi.org/10.13106/JAFEB.2020.VOL7.NO2.301.

Herbane, B. (2013). Exploring crisis management in UK small-and medium-sized enterprises. *Journal of Contingencies and Crisis Management*, 21(2), 82-95. https://doi.org/10.1111/1468-5973.12006.

Hilmi, H., Zarkasyi, W., Sueb, M., & Tanzil, N. D. (2021). Implementation of Corporate Social Responsibility Based on Triple Bottom Line Concepts on the Company's Financial Performance: Empirical Studies in Manufacturing and Mining Companies. *International Journal of Economics and Financial Issues*, 11(2), 12-18. https://doi.org/10.32479/ijefi.11190.

Imran, M., Ismail, F., Arshad, I., Zeb, F., & Zahid, H. (2021). The mediating role of innovation in the relationship between organizational culture and organizational performance in Pakistan's banking sector. *Journal of Public Affairs*, e2717. https://doi.org/10.1002/pa.2717.

Israeli, A. A., Mohsin, A., & Kumar, B. (2011). Hospitality crisis management practices: The case of Indian luxury hotels. *International Journal of Hospitality Management*, 30(2), 367-374. https://doi.org/10.1016/j.ijhm.2010.06.009.

Ivanov, S. H., Webster, C., Stoilova, E., & Slobodskoy, D. (2022). Biosecurity, crisis management, automation technologies and economic performance of travel, tourism and hospitality companies–A conceptual framework. *Tourism Economics*, 28(1), 3-26. https://doi.org/10.1177/1354816620946541.

Jabbar, A. K., Almayyahi, A. R. A., Ali, I. M., & Alnoor, A. (2020). Mitigating uncertainty in the boardroom: Analysis to financial reporting for financial risk COVID-19. *The Journal of Asian Finance, Economics and Business*, 7(12), 233-243. https://doi.org/10.13106/jafeb.2020.vol7.no12.233.

Jiang, K., Lepak, D.P., Han, K., Hong, Y., Kim, A., & Winkler, A.-L. (2012). Clarifying the construct of human resource systems: relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85. https://doi.org/10.1016/j.hrmr.2011.11.005.

Jones, G. R. (2013). *Organizational theory, design, and change*. England: Pearson Education Limited.

Kamukama, N., Kyomuhangi, D. S., Akisimire, R., & Orobia, L. A. (2017). Competitive advantage: Mediator of managerial competence and financial performance of commercial banks in Uganda. *African Journal of Economic and Management Studies*, 8(2), 221-234. https://doi.org/10.1108/AJEMS-10-2016-0142.

Khaw, K. W., Alnoor, A., Al-Abrrow, H., Chew, X., Sadaa, A. M., Abbas, S., & Khattak, Z. Z. (2022a). Modelling and evaluating trust in mobile commerce: a hybrid three stage Fuzzy Delphi, structural equation modeling, and neural network approach. *International Journal of Human–Computer Interaction*,38 (16), 1529-1545. https://doi.org/10.1080/10447318.2021.2004700.

Khaw, K. W., Alnoor, A., Al-Abrrow, H., Tiberius, V., Ganesan, Y., & Atshan, N. A. (2022b). Reactions towards organizational change: a systematic literature review. *Current Psychology*, 1-24. https://doi.org/10.1007/s12144-022-03070-6.

Khaw, K. W., Thurasamy, R., Al-Abrrow, H., Alnoor, A., Tiberius, V., Abdullah, H. O., & Abbas, S. (2021). Influence of generational status on immigrants' entrepreneurial intentions to start new ventures: a framework based on structural equation modeling and multicriteria decision-making. *Journal of Entrepreneurship in Emerging Economies,* (in press). https://doi.org/10.1108/JEEE-04-2021-0141.

Kim, S., Lee J., & Yu K. (2004). Corporate culture and organizational performance. *Journal of Managerial Psychology*, 19 (4), 340-359. https://doi.org/10.1108/02683940410537927.

Kim, Y. & Gao, F.Y. (2010). An empirical study of human resource management practices in family firms in China. *The International Journal of Human Resource Management*, 21(12), 2095-2119. https://doi.org/10.1080/09585192.2010.509619.

Kreye, M. E., & Perunovic, Z. (2020). Performance in publicly funded innovation networks (PFINs): The role of inter-organisational relationships. *Industrial Marketing Management*, 86, 201-211. https://doi.org/10.1016/j.indmarman.2019.11.018.

Ku, E. C. (2022). Developing business process agility: Evidence from inter-organizational information systems of airlines and travel agencies. *Journal of Air Transport Management*, 103, 102247. https://doi.org/10.1016/j.jairtraman.2022.102247.

Kuruvilla, S. (1996). Linkages between industrialization strategies and industrial relations/human resource policies: Singapore, Malaysia, the Philippines, and India. *ILR Review*, 49(4), 635-657. https://doi.org/10.1177/001979399604900.

Laan, A., Noorderhaven, N., Voordijk, H., & Dewulf, G. (2011). Building trust in construction partnering projects: An exploratory case-study. *Journal of purchasing and supply management*, 17(2), 98-108. https://doi.org/10.1016/j.pursup.2010.11.001.

Lee, M. R., & Lan, Y. C. (2011). Toward a unified knowledge management model for SMEs. *Expert systems with applications*, 38(1), 729-735. https://doi.org/10.1016/j.eswa.2010.07.025.

Leta, S. D., & Chan, I. C. C. (2021). Learn from the past and prepare for the future: A critical assessment of crisis management research in hospitality. *International Journal of Hospitality Management*, 95, 102915. https://doi.org/10.1016/j.ijhm.2021.102915.

Luthans, F., & Stewart, T. I. (1977). A general contingency theory of management. *Academy of management Review*, 2(2), 181-195. https://doi.org/10.5465/amr.1977.4409038.

Maletič, M., Maletič, D., & Gomišček, B. (2018). The role of contingency factors on the relationship between sustainability practices and organizational performance. *Journal of cleaner production*, 171, 423-433. https://doi.org/10.1016/j.jclepro.2017.09.172.

Milagres, R., & Burcharth, A. (2018). Knowledge transfer in interorganizational partnerships: what do we know? *Business Process Management Journal*, 25(1), 27-68. https://doi.org/10.1108/BPMJ-06-2017-0175.

Ministry of Electricity of Iraq report. (2019). Iraq's electricity tariff reform. http://dx.doi.org/10.13140/RG.2.2.12951.11682.

Moon, H., & Min, D. (2020). A DEA approach for evaluating the relationship between energy efficiency and financial performance for energy-intensive firms in Korea. *Journal of Cleaner Production*, 255, 120283. https://doi.org/10.1016/j.jclepro.2020.120283.

Moore, D. R., & McPhail, K. (2016). Strong structuration and carbon accounting: A position-practice perspective of policy development at the macro, industry and organizational levels. *Accounting, auditing & accountability journal*, 29(7), 1204-1233. https://doi.org/10.1108/AAAJ-08-2015-2203.

Mortara, L., & Minshall, T. (2011). How do large multinational companies implement open innovation? *Technovation*, 31(10-11), 586-597. https://doi.org/10.1016/j.technovation.2011.05.002.

Myer, R. A., Conte, C., & Peterson, S. E. (2007). Human impact issues for crisis management in organizations. *Disaster Prevention and Management: An International Journal*, 16(5), 761-770. https://doi.org/10.1108/09653560710837055.

Ogbonna, E., & Harris, L. (2000). Leadership Style, Organizational Culture and Performance: Empirical Evidence from UK Companies. *International Journal of Human Resources Management*, 11(4), 766-788. https://doi.org/10.1080/09585190050075114.

Oke, A., Walumbwa, F. O., & Myers, A. (2012). Innovation strategy, human resource policy, and firms' revenue growth: The roles of environmental uncertainty and innovation performance. *Decision sciences*, 43(2), 273-302. https://doi.org/10.1111/j.1540-5915.2011.00350.x.

Oláh, J., Hidayat, Y. A., Dacko-Pikiewicz, Z., Hasan, M., & Popp, J. (2021). Inter-organizational trust on financial performance: proposing innovation as a mediating variable to sustain in a disruptive era. *Sustainability*, 13(17), 9947. https://doi.org/10.3390/su13179947.

Oliver, C. (1990). Determinants of interorganizational relationships: Integration and future directions. *Academy of management review*, 15(2), 241-265. https://doi.org/10.5465/amr.1990.4308156.

Olson, E. M., Slater, S. F., Hult, G. T. M., & Olson, K. M. (2018). The application of human resource management policies within the marketing organization: The impact on business and marketing strategy implementation. *Industrial Marketing Management*, 69, 62-73. https://doi.org/10.1016/j.indmarman.2018.01.029.

Oparanma, A. O. (2010). The Organizational Culture and Corporate Performance in Nigeria. *International Journal of African Studies* ,3, 34-40.

Örücü, M. Ç. (2015). The role and importance of higher education and psychological counsellor education in sustainable education. Ekev Akademi Dergisi, 63(63), 231-242.

O'Toole Jr, L. J. (1988). Strategies for intergovernmental management: Implementing programs in interorganizational networks. *International Journal of Public Administration*, 11(4), 417-441. https://doi.org/10.1080/01900698808524596.

Pawirosumarto, S., Setyadi, A., & Khumaedi, E. (2017). The influence of organizational culture on the performance of employees at University of Mercu Buana. *International Journal of Law and Management*, 59(6), 950–963. https://doi.org/10.1108/IJLMA-03-2016-0030.

Peláez-León, J. D., & Sánchez-Marín, G. (2021). Socioemotional wealth and human resource policies: effects on family firm performance. *International Journal of Entrepreneurial Behavior & Research*, 28(1), 109-135. https://doi.org/10.1108/IJEBR-05-2021-0404.

Petricevic, O., & Verbeke, A. (2019). Unbundling dynamic capabilities for inter-organizational collaboration: The case of nanotechnology. *Cross Cultural & Strategic Management*, 26(3), 422-448. https://doi.org/10.1108/CCSM-02-2019-0044.

Pitchay, A. A., Eliz, N. M. A., Ganesan, Y., Mydin, A. A., Ratnasari, R. T., & Thaker, M. A. M. T. (2021). Self-determination theory and individuals' intention to participate in donation crowdfunding. *International Journal of Islamic and Middle Eastern Finance and Management*, 15(3), 506-526. https://doi.org/10.1108/IMEFM-08-2020-0424.

Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. Journal of management, 12(4), 531-544.

Podsakoff, P. M., MacKenzie, S. B., Podsakoff, N. P., & Lee, J. Y. (2003). The mismeasure of man (agement) and its implications for leadership research. The Leadership Quarterly, 14(6), 615-656.

Prowse, P., & Prowse, J. (2010). Whatever happened to human resource management performance? *International Journal of productivity and performance management*, 59(2), 145-162. https://doi.org/10.1108/17410401011014230.

Quinn, R. E., & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management science*, 29(3), 363-377. https://doi.org/10.1287/mnsc.29.3.363.

Rusbult, C. E., Farrell, D., Rogers, G., & Mainous III, A. G. (1988). Impact of exchange variables on exit, voice, loyalty, and neglect: An integrative model of responses to declining job satisfaction. Academy of Management journal, 31(3), 599-627.

Sadaa, A. M., Ganesan, Y., & Ahmed, M. G. (2020). The effect of earnings quality and bank continuity: the moderating role of ownership structure and CSR. *Journal of Sustainable Finance & Investment*, 1-21. https://doi.org/10.1080/20430795.2020.1858690.

Sadaa, A. M., Ganesan, Y., & Yet, C. E. (2022a). The Effect of Ownership Structure on the Nonperforming Loans in Iraqi Banks (No. jfbr201). Global Academy of Training and Research (GATR) Enterprise. https://doi.org/10.35609/jfbr.2022.7.1(6).

Sadaa, A. M., Ganesan, Y., & Yet, C. E. (2022b). The influence of board of directors structure on Iraqi banks credit risk: conceptual paper. *International Journal of Accounting, Finance and Business (IJAFB)* , 7(39), 167-182. https://doi.org/10.55573/IJAFB.073916.

Saide, S., & Sheng, M. L. (2021). Knowledge exploration–exploitation and information technology: crisis management of teaching–learning scenario in the COVID-19 outbreak. *Technology Analysis & Strategic Management*, 33(8), 927-942. https://doi.org/10.1080/09537325.2020.1854714.

Sajari, A., Haron, H., Ganesan, Y., & Khalid, A. A. (2022). Factors influencing the level of ethics and integrity in Malaysian public sector. *Journal of Islamic Accounting and Business Research*, (ahead-of-print). https://doi.org/10.1108/JIABR-09-2021-0256.

Sandberg, H., Alnoor, A., & Tiberius, V. (2022). Environmental, social, and governance ratings and financial performance: Evidence from the European food industry. Business Strategy and the Environment, X(1), 1-19. https://doi.org/10.1002/bse.3259.

Santos, F. C. (2000). Integration of human resource management and competitive priorities of manufacturing strategy. *International Journal of Operations & Production Management*, 20(5), 610-628. https://doi.org/10.1108/01443570010318986.

Schein, E. H. (2010). *Organizational culture and leadership*. USA: John Wiley & Sons.

Singer, S. J., Falwell, A., Gaba, D. M., Meterko, M., Rosen, A., Hartmann, C. W., & Baker, L. (2009). Identifying organizational cultures that promote patient safety. *Health care management review*, 34(4), 300-311. https://doi.org/10.1097/HMR.0b013e3181afc10c.

Smith, D. (2000). Crisis management teams: issues in the management of operational crises. *Risk Management*, 2(3), 61-78. https://doi.org/10.1057/palgrave.rm.8240059.

Takeuchi, N. (2009). How Japanese manufacturing firms align their human resource policies with business strategies: testing a contingency performance prediction in a Japanese context. *The International Journal of Human Resource Management*, 20(1), 34-56. https://doi.org/10.1080/09585190802528227.

Tariq, B., Najam, H., Han, H., Sadaa, A. M., Abbasi, A. A., Christopher, N., & Abbasi, G. A. (2021). Examining mobile financial services in Pakistan: Rural and urban perspective with gender as a moderator. In: Al-Emran, M., Shaalan, K. (eds) Recent Advances in Technology Acceptance Models and Theories. Studies in Systems, Decision and Control, vol 335. Springer, Cham. https://doi.org/10.1007/978-3-030-64987-6_14.

Toklucu, E., Silman, F., Turan, S., Atasoy, R., & Kalkan, Ü. (2022). The Effects of the Crisis Management Skills and Distance Education Practices of Universities on Student Satisfaction and Organizational Image. *Sustainability*, 14(10), 5813. https://doi.org/10.3390/su14105813.

Tsai, W. (2000). Social capital, strategic relatedness and the formation of intraorganizational linkages. *Strategic Management Journal*, 21(9), 925-939. https://doi.org/10.1002/1097-0266(200009)21:9<925::AID-SMJ129>3.0.CO;2-I.

Turyahebwa, A. (2013). Financial performance in the selected microfinance institutions in Uganda. International Journal of Commerce and Management, 2(5), 43-53.

World Bank. (2019). REPUBLIC OF IRAQ. https://thedocs.worldbank. org/en/doc/388791570664067170-0280022019.

Wu, L. F., Huang, C., Huang, W. C., & Du, P. L. (2019). Aligning organizational culture and operations strategy to improve innovation outcomes: An integrated perspective in organizational management. *Journal of Organizational Change Management*, 32(2), 224-250. https://doi.org/10.1108/JOCM-03-2018-0073.

Xu, J., & Wu, Y. (2015). Using Twitter in crisis management for organizations bearing different country-of-origin perceptions. *Journal of Communication Management*, 19(3), 239-253. https://doi.org/10.1108/JCOM-06-2013-0050.

Yesil, S., & Kaya, A. (2013). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia-Social and Behavioral Sciences*, 81, 428-437. https://doi.org/10.1016/j.sbspro.2013.06.455.

Zahoor, N., & Al-Tabbaa, O. (2020). Inter-organizational collaboration and SMEs' innovation: A systematic review and future research directions. *Scandinavian Journal of Management*, 36(2), 101109. https://doi.org/10.1016/j.scaman.2020.101109.

Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M. and Zeb, F. (2021). The competing value framework model of organizational culture, innovation and performance. *Business Process Management Journa*l,27(2), 658-683. https://doi.org/10.1108/BPMJ-11-2019-0464.

Zheng, W., Yang, B., & McLean, G. N. (2010). Linking Organizational Culture, Structure, Strategy and Organizational Effectiveness: Mediating Role of Knowledge Management. *Journal of Business Research*, 63(7), 763-771. https://doi.org/10.1016/j.jbusres.2009.06.005.

The research article passed the review process. | Received: April 11, 2022**; Revised:** September 15, 2022**; Accepted:** September 23, 2022**; Pre-published online:** November 17, 2022**; Published in the regular issue:** May 25, 2023.