

NAVIGATING SUCCESS: PREDICTING CORPORATE PERFORMANCE THROUGH ORGANIZATIONAL CULTURE DYNAMICS AND GOVERNANCE

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Abstract

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In the present era, every organization is anxious to enhance their productivity and performance. The success and sustainability of a business are possible through corporate performance, which helps fulfill organizational goals. The present study examines the effect of organizational culture (mission, involvement, consistency, and adaptability) on corporate performance in Egyptian manufacturing firms. The study is quantitative, and the firework is based on well-known studies like Kwarteng and Aveh (2018), Abukari et al. (2023), and Junca Silva and Pinto (2024). The study employed quantitative methods, where data were collected from employees of Egyptian manufacturing firms due to their consideration as valuable sources of organizational success. Finally, the study utilized 332 valid samples to infer the results. Through analysis of moment structures (AMOS), the path analysis suggests a positive effect of mission, involvement, and adaptability on corporate performance. On the other hand, consistency is a negative predictor of corporate performance in Egyptian manufacturing firms. The study findings would benefit policymakers and planners in enhancing the organizational culture to improve corporate performance, specifically among manufacturing and small and medium-sized enterprise (SME) firms in the developing context.

Keywords: Corporate Performance, Organizational Culture, Mission, Involvement, Consistency, Adaptability, Manufacturing Firms

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1. INTRODUCTION

The contemporary business environment is marked by many challenges that make achieving and sustaining corporate performance a complex task for organizations. Staying competitive requires a proactive approach, adaptability, and strategic management of various internal and external factors (Hirota et al., 2010; Kwarteng & Aveh, 2018; Mas-Machuca et al., 2024). The corporate performance is comprised of several profitability indicators such as return on assets, investment, equity, and addition of economic values (Santos & Brito, 2012). Corporate performance is the collective examination of an organization's achievement of its goals. These goals and objectives are extremely reliant on the organization but tend to fall within the set classifications of market, financial, and shareholder performance (Wijethilake et al., 20215; Yang & Basile, 2022).

The domain literature provides evidence of the diverse factors such as commitment, satisfaction, involvement, values, consistent employee efforts, adaptability of their firms, mission, corporate governance, accounting information system, ownership structure, training, etc., which play their robust role in developing corporate performance (Del Giudice & Della Peruta, 2016; Salehi-Kordabadi et al., 2020; Gull et al., 2023; Shostya et al., 2023; Junca Silva & Pinto, 2024). Among them, the organizational culture constructs, i.e., adaptability, mission, consistency, and involvement, of employees have predictive and meaningful persistence in achieving corporate performance (Hirota et al., 2010; Dermol, 2012; Kwarteng & Aveh, 2018; Mas-Machuca et al., 2024). More specifically, the mission gives hope, strategy, purpose and direction to employees to accomplish the organization's performance goals (Denison, 1990; Denison & Mishra, 1995; Fey & Denison, 2003). The involvement aspect of organizational culture underlines the organization's continual investment in raising employees' skills to stay inexpensive and meet ongoing business requirements (Fey & Denison, 2003). Likewise, consistency points out that several purposes and components of the organization can work together well to accomplish common objectives (Denison, 1990; Denison & Mishra, 1995). Finally, adaptability reflects the extent of the organization to make their consumers as pleased and satisfied (Kwarteng & Aveh, 2018).

However, there exist some gaps in terms of knowledge and context as the investigation of the effect of organizational culture on corporate performance (profitability) is confirmed in diverse contexts rather than the employees of manufacturing firms in Egypt, where these firms confront enormous challenges (Eid, 2009; Kiendrebeogo & Minea, 2017; Gull et al., 2023; Shostya et al., 2023; Junca Silva & Pinto, 2024). Despite the robust contribution of Egyptian manufacturing firms' employees, these are not further given the importance of highlighting their contribution to Egyptian economic development (Rezk et al., 2016; Fouad, 2013). Hence, we raised the research question:

RQ1: How does organizational culture (mission, consistency, involvement, and adaptability) affect

corporate performance in Egyptian manufacturing firms?

Based on the above research question, the study aims to examine the role of organizational culture (mission, consistency, involvement, and adaptability) towards corporate performance in Egyptian manufacturing firms. Hence, the study develops the following objectives:

- to investigate the role of mission as an organizational culture factor towards corporate performance in Egyptian manufacturing firms;
- to explore the role of consistency as an organizational culture factor towards corporate performance in Egyptian manufacturing firms;
- to examine the role of involvement as an organizational culture factor towards corporate performance in Egyptian manufacturing firms;
- to investigate the role of adaptability as an organizational culture factor towards corporate performance in Egyptian manufacturing firms.

The study would bring several contributions due to its reflection on organizational culture's effect on Egyptian manufacturing firms' corporate performance. Its potential is to contribute valuable insights to both academic research and practical applications within Egypt's specific business context. It could inform organizational practices, leadership strategies, and policies to foster a conducive culture for enhanced corporate performance in the manufacturing sector.

The paper's structure is organized as follows. Apart from the introduction section, Section 2 reviews the relevant studies and develops the hypotheses; Section 3 is about the methods employed in the study; Section 4 presents data analysis, Section 5 is devoted to discussion, and Section 6 is conclusion.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

In the present era, corporate performance development for firms has become a significant challenge for every organization. To enhance this, the organizational culture consists of mission, involvement, consistency, and adaptability, which are the best enablers of corporate performance and profitability (Kwarteng & Aveh, 2018; Abukari et al., 2023; Junca Silva & Pinto, 2024). Khan et al. (2010) recognize the positive role of an organization's mission in developing performance. The empirical investigation of Mas-Machuca et al. (2024) suggests that the mission is a robust and substantial pillar for developing success and performance. According to Hirota et al. (2010), policies, corporate mission, policies, and business performance are positively connected. A company can grow through its mission and bring organizational success (Dermol, 2012). In the study of Bart et al. (2001) and Dermol and Širca (2018), the mission has enhanced firm performance. A positive connection exists between a company's mission and financial performance (Salehi-Kordabadi et al., 2020).

Regarding the role of individual involvement, it enormously contributes to enhancing performance (corporate and firm). Yang and Basile (2022) highlight the positive association between corporate social responsibility communication and productivity and firm performance. Corporate

community involvement through corporate social initiatives positively affects business performance (Hess et al., 2002). In the context of Malaysia, there is a positive connection between corporate governance and corporate performance (Ghazali, 2010). Cui et al. (2018) recommend a positive connection between family involvement and corporate social responsibility from a behavioral agency viewpoint. In a developing context, board involvement and corporate performance are correlated (Wijethilake et al., 2015). In the perception of Kwarteng and Aveh (2018), organizational culture constructs such as mission, involvement, consistency, and adaptability positively predict accounting information systems and corporate performance.

Similarly, the consistency of employees positively improves their performance. A positive relationship exists between corporate stakeholder commitment and social and financial performance, as Moneva et al. (2007) recommended. In the study of Del Giudice and Della Peruta (2016), internal venturing and innovation positively affect corporate performance. The organizational culture improves firm performance and stability (Sørensen, 2002). Abukari et al. (2023) demonstrate a positive impact of consistent sustainability practices on financial performance. The study of Harrison et al. (2023) suggests valuable insights into the connection between consistency and corporate social and sustainability performance. Wang and Choi (2013) exert a substantial correlation between corporate social performance and financial performance.

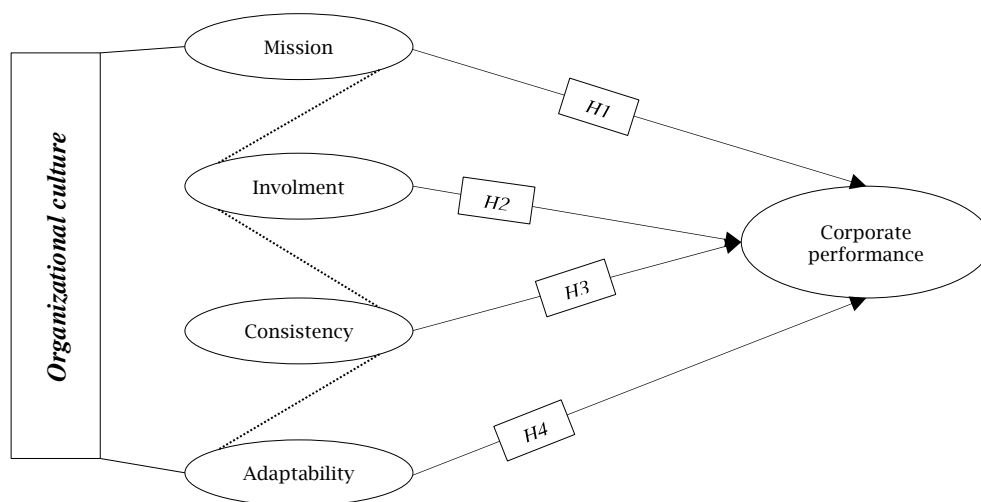
Adaptability is also necessary for firm performance and success. The empirical assessment of Cullen et al. (2014) shows the positive effect of employees' adaptability on job satisfaction, perceived organizational support, and overall performance.

The actors such as top management, adaptability, and green commitment positively enhance organizational green performance in

Pakistan (Gull et al., 2023). Shostya et al. (2023) suggest a macro-level perspective and the impact of culture and government adaptability on countries' economic performance as positive. In the study of Junca Silva and Pinto (2024), the role of organizational support and adaptability in training and its subsequent influence on motivation transfer and performance. Adaptability and corporate performance complement each other (Stoica et al., 2003). Among hotel employees in Thailand, adaptability competency positively affects performance (Korbangyang & Ussahawanitchakit, 2010). Adaptability drives innovation development and makes it possible (Tuominen et al., 2004). Adaptability in banking also positively predicts organizational effectiveness (Amah & Baridam, 2012).

Consequently, the domain literature provides the positive contribution of organizational culture components such as mission, involvement, consistency, and adaptability, which robustly enhance corporate performance. However, the literature offers meaningful gaps that need to be filled. First, these constructs are not the integrated way to predict corporate performance, which is confirmed in the presence of accounting information systems, board involvement, ownership structure, corporate governance, IT-based knowledge management systems, internal venturing, and innovation, etc. (Ghazali, 2010; Wijethilake et al., 2015; Del Giudice & Della Peruta, 2016; Kwarteng & Aveh, 2018). Second, contextually, these relationships are not confirmed in Egyptian manufacturing firms (Del Giudice & Della Peruta, 2016; Salehi-Kordabadi et al., 2020; Gull et al., 2023; Shostya et al., 2023; Junca Silva & Pinto, 2024). Hence, based on these knowledge existing and contextual gaps and prevailing linkages in the literature, we designed a model (Figure 1) for confirmation among employees of manufacturing firms.

Figure 1. Conceptual mode



Source: Developed by the Authors.

2.1. Relationship between mission and corporate performance

The mission factor of organizational culture has excellent prominence and importance in enhancing the corporate performance or profitability of the organizations (Kwarteng & Aveh, 2018). Hirota et al. (2010) demonstrate the between corporate mission, policies, and business performance. The impact of mission statements on company performance is positive and leads to organizational success (Dermol, 2012). According to Bart et al. (2001), mission substantially and significantly affects firm performance and has the crucial role of effective formulation and communication. Communicating company mission and organizational values positively improves company performance (Dermol & Širca, 2018). The empirical investigation of Atrill et al. (2005) and Salehi-Kordabadi et al. (2020) contributes insights into the positive association between mission and firm performance. In the study of Khan et al. (2010), an organization's mission is a motivating factor contributing massively to enhancing overall performance. In a similar dimension, Mas-Machuca et al. (2024) provide a unique perspective by focusing on organizations' social mission and demonstrate that internalizing such a mission contributes to organizational performance in social enterprises.

Consequently, the existing body of literature consistently highlights a positive correlation between a company's mission and overall performance across various settings. Nevertheless, the applicability of these findings to the employees context of manufacturing firms in Egypt remains an area requiring additional validation. Therefore, further investigation and confirmation are warranted to discern the nuanced dynamics of the relationships between mission and corporate performance within the unique business landscape of Egyptian manufacturing enterprises. Hence:

H1: Mission positively enhances the corporate performance of Egyptian manufacturing firms.

2.2. Relationship between involvement and corporate performance

The involvement of individuals in business enhances the corporate performance and success of the organization. Wijethilake et al. (2015) explored the relationship between board involvement and corporate performance in a developing country and found they are associated with each other. In a developing context, board involvement and corporate performance are correlated (Kalantonis et al., 2023; Setiany et al., 2023; Al-Matari et al., 2023; Awad et al., 2023; Kostyuk et al., 2016; Wijethilake et al., 2015). According to Kwarteng and Aveh (2018), the influence of organizational culture positively affects accounting information systems and corporate performance. Besides, different dimensions of organizational culture, such as mission, consistency, involvement, and adaptability, positively enhance corporate performance. In the study of Yang and Basile (2022), the communication of corporate social responsibility and its correlation with external stakeholder productivity, involvement, and firm performance.

Similarly, Cui et al. (2018) suggest a positive link between family involvement and corporate social responsibility. Corporate community involvement through corporate social initiatives positively affects business performance (Hess et al., 2002). Ghazali (2010) examines the intricate association between ownership structure, corporate governance, and corporate performance in Malaysia.

As a result, the domain literature confirms the positive effect of individuals' involvement on corporate or firm performance in diverse contexts. However, these relationships further need confirmation among the employees of manufacturing firms in Egypt. Therefore:

H2: Involvement positively enhances the corporate performance of Egyptian manufacturing firms.

2.3. Relationship between consistency and corporate performance

Consistency is the robust construct that affects the quality of work that individuals develop, the speed at which they produce work, their attendance, and communication with others in their workplace. Wang and Choi (2013) underscore that the association between financial performance and corporate social performance is contingent upon temporal and inter-domain consistency. Kotrba et al. (2012) state that organizations with consistent corporate cultures exhibit better business performance. Organizational culture is robust and influential in accounting information systems and overall corporate performance (Kwarteng & Aveh, 2018). In the study of Moneva et al. (2007), factors such as corporate stakeholder commitment positively predict financial performance. IT-based knowledge management systems contribute positively to internal venturing, innovation, and subsequent corporate performance (Del Giudice & Della Peruta, 2016). Sørensen (2002) suggests that a robust corporate culture enhances the reliability of firm performance. Recently, Abukari et al. (2023) specifically emphasized the positive impact of consistent sustainability practices on financial performance in the Canadian context. Likewise, Harrison et al. (2023) provide valuable insights into the need for consistency in measuring corporate social and sustainability performance, enhancing the reliability and comparability of assessments in these domains.

The argument that the literature consistently demonstrates the association between organizational culture (specifically, consistency in organizational culture) and corporate performance holds in various contexts. However, there is a gap in the existing literature concerning the employees of manufacturing firms in Egypt. This indicates a need for more research explicitly focusing on the association between organizational culture consistency and corporate performance in the context of Egyptian manufacturing firms and the decision-makers within these organizations. The proposed research addresses this gap by conducting a study tailored to the Egyptian manufacturing sector. Such a study could provide valuable insights into the unique dynamics, contests, and occasions within this context, contributing to a more comprehensive accepting of the association between organizational culture consistency and

corporate performance in Egypt's manufacturing industry.

H3: Consistency positively enhances the corporate performance of Egyptian manufacturing firms.

2.4. Relationship between adaptability and corporate performance

Adaptability is an employee's ability to adapt to quickly changing work situations and solve problems. The study of Stoica et al. (2003) suggests a positive effect of adaptability on corporate performance. In Thailand, the adaptability competency of hotel businesses to industry-specific dynamics (Korbangyang & Ussahawanitchakit, 2010). According to Tuominen et al. (2004), adaptability drives firm innovativeness and suggests the connection between adaptability and innovation. The impact of adaptability on organizational effectiveness in the Nigerian banking industry is positive and significant (Amah & Baridam, 2012). Pulakos et al. (2000) developed a taxonomy of adaptive performance and individual adaptability in the workplace. In the perception of Parent and Levitt (2009), managerial and employee perceptions of adaptability highlight potential performance implications. Cullen et al. (2014) investigated the effects of employees' adaptability on perceived organizational support, job satisfaction, and overall performance. In the Pakistani context, the role of top management is green commitment and adaptability culture in enhancing organizational green performance (Gull et al., 2023). The empirical assessment of Shostya et al. (2023) provided a macro-level perspective, exploring the impact of culture and government adaptability on countries' economic performance. In the same direction, Junca Silva and Pinto (2024) examined the role of organizational support and adaptability in training and its subsequent influence on motivation transfer and performance.

Consequently, extensive literature highlights a consistent positive correlation between adaptability and corporate performance across diverse regions. However, it is noteworthy to consider the unique context of the manufacturing industry in Egypt, where existing research suggests a nuanced relationship. Hence:

H4: Adaptability positively enhances the corporate performance of Egyptian manufacturing firms.

3. METHODS

3.1. Survey strategy and respondents

The researchers applied a survey strategy as the best approach to explore the problem (Smith & Hasan, 2020). The strategy provides an accurate picture of society as it deals with numbers and quantitative assessments (Pearce & Pons, 2019). In the previous studies, several scholars like Fey and Denison (2003), Santos and Brito (2012), Kwarteng and Aveh (2018), Salehi-Kordabadi et al. (2020), Gull et al. (2023), and Junca Silva and Pinto (2024) applied the quantitative assessment to investigate the corporate governance, corporate performance, etc.

The study context is Egypt's manufacturing firms as they confront the challenge of advancing their manufacturing activities (Eid, 2009). To tackle

these challenges, Egyptian manufacturing firms require to recognize the constructs which play a perilous contribution in their corporate performance and success (Kiendrebeogo & Minea, 2017). We targeted employees of manufacturing firms as the employees are considered valuable sources of organizational success (Rezk et al., 2016). In Egyptian small and medium-sized enterprises (SMEs), employees ensure SMEs are secure employment (Fouad, 2013). Hence, they utilize their personnel skills, knowledge, and energy to make their organization successful.

3.2. Survey tools and authenticity

The researchers applied a survey questionnaire as the principal tool for data collection. Using a questionnaire effectively avoids potential assessment risks (McCallum et al., 2015). The items of the scale are adopted from the field literature. Before launching a questionnaire to collect large-scale data, we conducted a pilot test to ensure the reliability and validity of the questionnaire. The pilot test is the best appliance to confirm this aspect before moving the extensive data (Mutz & Müller, 2016). This method also safeguards the researchers from wasting their energy, time, and resources (Dimeo et al., 2001). In this way, researchers collected eighteen cases to observe the reliability assessment. Regarding reliability, we confirmed its item consistency by applying Cronach's alpha (α) and initial factor loadings. Moreover, we send a few questionnaires to university professors to confirm the validity of the instrument in terms of format, content, and design of the questionnaire. As a result of validity, we got feedback from experts with minor comments and also found internal consistency and loading scores within acceptable ranges. Hence, we distributed a reliable and valid survey to collect large data.

3.3. Data collection procedures

The researchers employed convenience sampling to select participants for the study. The survey was administered through personal visits and online channels, explicitly targeting employees on social platforms and WhatsApp groups to gather their responses. Before obtaining their input, careful consideration was given to their values and ethics. Permission or consent to participate in the study was sought, and their willingness to take part was assessed before they signed the consent form. Additionally, participants were assured of the privacy and confidentiality of their responses, emphasizing that the information provided would be used solely for the study. Ultimately, 332 valid cases were collected and utilized for the final analysis.

3.4. Measures

We measured all the constructs by adopting items from the domain literature like Denison (1990), Fey and Denison (2003), Denison and Mishra (1995), and Santos and Brito (2012) as measured by Kwarteng and Aveh (2018). More specifically, we measured organizational culture conducts, assessed mission on three items, and measured involvement construct

on five items. We measured consistency on five items and adaptability on four items. Finally, corporate performance is measured by emphasizing the profitability of five items (please see details in the Appendix). We measured all the items of the scale based on a five-point Likert scale (strongly agree = 1 to strongly disagree = 5).

4. ANALYSIS

4.1. Measurement model

The researchers applied analysis of moment structures (AMOS) to assess the measurement and structural model. With regard to the measurement model, the factor loading was ensured at the initial level to detect the strength of the relationship of the items with their respective factors. As a result, all the items appeared above 0.70, with acceptable scores as suggested by (Hair et al., 2020). However, items such as *inv2*, *cns3*, and *adp4* were not qualified for the required scores (> 0.70). Hence,

these were omitted. Likewise, to ensure the effectiveness of the measurement of constructs, we noted an average variance extracted (AVE) and found its scores for all constructs above suggested values (> 0.50) (Hair et al., 2020). Moreover, the researchers ensured the composite reliability (CR) to gauge indicators' consistency and found all the constructs scores greater than acceptable ranges (> 0.70) (Hair et al., 2020). Continuing the same, the researchers checked the internal consistency (reliability) of items through Cronbach's alpha (α), where we found all the constructs with greater than 0.70 (> 0.70), which are fair scores (Hair et al., 2020). Finally, to measure the multicollinearity, we applied the variance inflation factor (VIF) to observe whether multicollinearity exists (Lavery et al., 2019). Kim (2019) suggests that high VIF values show a high degree of multicollinearity and become a challenge for researchers to predict the results. Consequently, the VIF values appeared to be less than 0.5, confirming multicollinearity's nonappearance (Kim, 2019) (Table 1).

Table 1. Measurement model

Construct	Item	Loading	VIF	AVE	CR	Alpha (α)
Mission [<i>msn</i>]	<i>msn1</i>	0.821	1.221	0.637	0.840	0.828
	<i>msn2</i>	0.807	1.612			
	<i>msn3</i>	0.765	1.278			
Involvement [<i>inv</i>]	<i>inv1</i>	0.854	1.888	0.678	0.894	0.872
	<i>inv3</i>	0.832	2.092			
	<i>inv4</i>	0.819	2.172			
Consistency [<i>cns</i>]	<i>inv5</i>	0.786	2.062	0.690	0.899	0.789
	<i>cns1</i>	0.864	1.552			
	<i>cns2</i>	0.833	1.462			
Adaptability [<i>adp</i>]	<i>cns4</i>	0.821	2.893	0.730	0.890	0.863
	<i>cns5</i>	0.804	1.321			
	<i>adp1</i>	0.878	1.624			
Corporate performance [<i>cp</i>]	<i>adp2</i>	0.854	4.006	0.552	0.860	0.799
	<i>adp3</i>	0.831	4.123			
	<i>cp1</i>	0.794	1.762			
	<i>cp2</i>	0.753	2.112			
	<i>cp3</i>	0.742	1.972			
	<i>cp4</i>	0.721	1.831			
	<i>cp5</i>	0.700	2.532			

Note: Deleted item: *inv2*, *cns3*, *adp4*.
Source: Authors' own calculation.

In addition, we ensured discriminant validity (DV) to observe the extent of the difference of constructs through the Fornell and Larcker criterion, the most widely used method of gauging DV (Rönkkö & Cho, 2022). In the analysis, we found that

the square root of the AVE of each factor is higher than its correlation with other factors because each item has the most significant component of its variable (Table 2).

Table 2. Discriminant validity

Variable	1	2	3	4	5
Corporate performance					
Mission	0.782				
Involvement	0.492	0.772			
Consistency	0.521	0.621	0.621		
Adaptability	0.482	0.532	0.399	0.592	

Note: Diagonals represent the square root of the AVE while the other entries represent the correlations.
Source: Authors' own calculation.

4.2. Structural model

We applied path analysis as the best to explore the relationships between the independent and dependent constructs (Hair et al., 2020). The path analysis confirmed a positive effect of *mission* on *corporate performance* ($H1 = \beta = 0.482$; $p < 0.01$), which accepted the *H1*. Likewise, the impact of

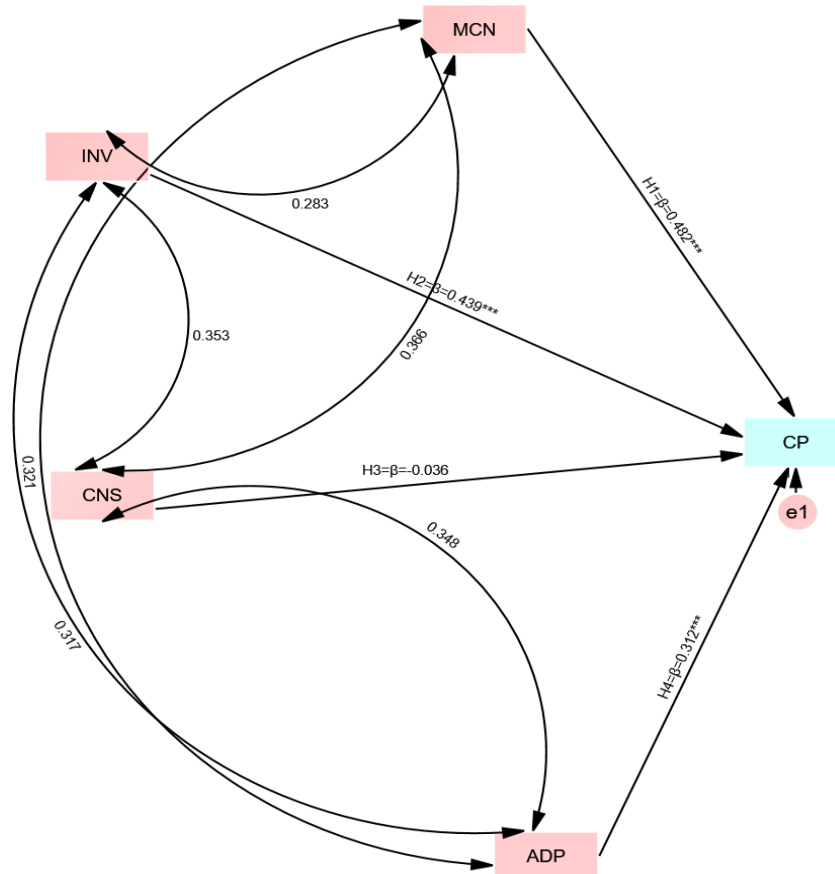
involvement on *corporate performance* is positive ($H2 = \beta = 0.439$; $p < 0.01$). As a result, *H2* is accepted. Moreover, the *adaptability* construct is found to have a positive effect on *corporate performance* ($H4 = \beta = 0.312$; $p < 0.01$), which supported the *H4*. On the other hand, the impact of *consistency* on *corporate performance* is negative ($H3 = \beta = -0.036$; $p > 0.01$). Consequently, *H3* is rejected (Table 3 and Figure 2).

Table 3. SEM estimations (direct paths)

Hypothesis	Effects	Std. (β)	SE	CR	p-value	Decision
H1	Mission → Corporate performance	0.482	0.121	3.972	0.000	✓
H2	Involvement → Corporate performance	0.439	0.127	3.466	0.001	✓
H3	Consistency → Corporate performance	-0.036	0.015	2.341	0.019	x
H4	Adaptability → Corporate performance	0.312	0.096	3.239	0.001	✓

Note: Significance level = $p < 0.01$; ✓ = accepted; x = rejected.
 Source: Authors' own calculation.

Figure 2. Structural equation model



Note: $p^{***} < 0.01$; CP = corporate performance; MCN = mission; INV = involvement; CNS = consistency; ADP = adaptability.
 Source: Authors' own calculation.

5. DISCUSSION

The present study proposed to explore the effect of organizational culture on corporate performance among employees of manufacturing firms in Egypt. The study demonstrates a positive impact of the mission on corporate performance. These results are supported by previous studies like Hirota et al. (2010), Dermol (2012), Dermol and Širca (2018), Khan et al. (2010), and Mas-Machuca et al. (2024), who confirmed the same results in earlier studies. These positive results suggest a clear and well-communicated mission serves as the strategic compass, imbuing the organization with purpose and direction. Leadership's commitment to setting ambitious yet realistic goals creates a shared vision among stakeholders, aligning efforts towards common objectives and providing a basis for performance evaluation. A long-term vision that excites and motivates employees contributes to a positive work environment, fostering commitment and resilience. Notably, a mission that resists compromise in the face of short-term thinking

encourages strategic decision-making and sustainable practices, ultimately enhancing the overall health and performance of the organization. In this interconnected framework, a robust mission statement becomes a catalyst for organizational success, influencing behavior, fostering alignment, and sustaining motivation across all levels of the corporate structure in manufacturing firms of Egypt.

Moreover, the results confirmed a positive effect of involvement on corporate performance, which is reinforced by the previous literature (Hess et al., 2002; Ghazali, 2010; Kwarteng & Aveh, 2018; Yang & Basile, 2022). These positive results reflect that the substantial association between involvement and corporate performance is underpinned by strategic initiatives prioritizing employee development, cooperative work environments, and individual empowerment. By continually investing in enhancing employees' skills, organizations ensure a well-equipped and adaptable workforce, directly contributing to improved performance. Placing value on cooperative

efforts toward common goals encourages mutual accountability and unity among employees, fostering a collaborative culture that positively impacts overall organizational outcomes. Besides, relying on team efforts leverages diverse skills, leading to increased efficiency and innovation. Granting individuals the autonomy to manage their work instills ownership, responsibility, and commitment. This collective sense of ownership and engagement contributes significantly to organizational success, creating a motivated and dedicated workforce that actively achieves shared objectives, ultimately enhancing corporate performance.

Furthermore, the study confirmed the positive relationship between adaptability and corporate performance. These results are also accorded with literature (Korbangyang & Ussahawanitchakit, 2010; Amah & Baridam, 2012; Cullen et al., 2014; Gull et al., 2023; Shostya et al., 2023; Junca Silva & Pinto, 2024). These results demonstrate that organizations with a strong emphasis on adaptability Excel in creating and implementing innovative changes, fostering agility and competitive advantage. The ability to read the business environment allows these organizations to make proactive decisions, responding swiftly to current changes and anticipating future trends, thereby enhancing overall corporate effectiveness. Furthermore, an adaptable organization's understanding and anticipation of customer needs contribute to a customer-centric approach, driving customer satisfaction, loyalty, and improved corporate performance. Reflecting a deep concern for customer satisfaction, adaptable organizations build strong customer relationships that positively impact financial outcomes. Lastly, translating environmental signals into opportunities underscores adaptability's role in encouraging innovation, knowledge acquisition, and capability development, ultimately fostering sustained growth and competitiveness. Adaptability emerges as a cornerstone for organizational success, promoting resilience, innovation, and customer-centricity, all of which contribute to positive corporate performance in the manufacturing firms of Egypt.

On the other hand, the exploration found a negative relationship between consistency and corporate performance. These results contradict previous studies (Kotrba et al., 2012; Kwarteng & Aveh, 2018; Del Giudice & Della Peruta, 2016; Abukari et al., 2023; Harrison et al., 2023). A negative relationship between consistency and corporate performance may arise when different functions and units need help collaborating effectively, hindering innovation and synergy. Organizational boundaries that interfere with work processes can impede adaptability and responsiveness, diminishing corporate performance. Difficulty reaching agreements on critical issues and an inability to reconcile differences may lead to delayed decision-making, missed opportunities, and a lack of strategic direction, creating uncertainty and eroding stakeholder confidence. Furthermore, a lack of shared values and identity within the organization can result in a fragmented workforce, reduced employee commitment, and challenges in achieving collective objectives.

6. CONCLUSION

In conclusion, the path analysis conducted in this study aimed to examine the relationships between various constructs and their impact on corporate performance. The results revealed several significant findings. The study confirmed the positive effect of mission, involvement, and adaptability on corporate performance. However, the analysis indicated that consistency hurts corporate performance among employees of manufacturing firms in Egypt. These results contribute to a better understanding the dynamics between mission, involvement, adaptability, consistency, and corporate performance in the study context. Organizations may consider these findings to inform strategic decision-making and enhance overall corporate performance.

Concerning practical implications, the study would reinforce organizational mission, foster employee involvement in decision-making processes, and cultivate adaptability, which are crucial strategies to impact corporate performance positively. These aspects should be integrated into strategic decision-making processes to optimize overall effectiveness. However, the study highlights a potential drawback — consistency may adversely affect corporate performance among employees in manufacturing firms in Egypt. Therefore, organizations must carefully evaluate and potentially adjust rigid policies and procedures that may hinder employee performance. To enhance employee engagement and satisfaction, creating opportunities for input, offering professional development, and ensuring a supportive work environment are recommended. Continuous monitoring of these relationships is essential, considering the dynamic business environment, and cultural considerations specific to Egypt should be considered for tailored strategies. These insights provide practical guidance for organizations aiming to improve their strategic decision-making and enhance corporate performance in the studied context.

The theoretical implications derived from the path analysis in this study contribute to the broader understanding of organizational dynamics, particularly within the context of manufacturing firms in Egypt. The confirmed positive effects of mission, involvement, and adaptability on corporate performance align with established theories such as the resource-based view and organizational behavior theories. These findings validate the importance of organizational purpose, employee engagement, and adaptability in driving positive outcomes. On the contrary, the revelation that consistency may negatively impact corporate performance introduces nuances to existing theories, challenging assumptions about the universally positive effects of consistency. This emphasizes the need for a more context-specific approach to understanding organizational consistency and its implications. The study encourages scholars to explore the nuanced relationships between consistency, employee perceptions, and organizational performance. Besides, the contextual factors unique to manufacturing firms in Egypt underscore the importance of considering cultural influences on

organizational behavior. The theoretical framework should thus evolve to incorporate cultural dimensions, recognizing their role in shaping the effectiveness of organizational practices.

The study would contribute to the domain literature by adding other empirical evidence from Egyptian manufacturing firms, which would offer robust empirical insights specifically from a developing context. Moreover, the study contributes to the domain literature of management and business, offering a massive framework that mainly integrates the constructs of organizational culture (mission, involvement, consistency, and adaptability) towards corporate performance. Generally, these theoretical implications offer avenues for refining existing organizational theories and frameworks to capture better the complexities of corporate performance in diverse cultural and industrial contexts.

The study has limitations, as it applied a few organizational culture constructs to corporate performance. The basis of the results is

cross-sectional data collected from employees of manufacturing firms in Egypt. The study was restricted to a specific theory that was not applied to underpin the theoretical framework. Finally, the study concluded based on 332 samples only. In the future, longitudinal studies should be undertaken to overcome the constraint of cross-sectional data, enabling a dynamic understanding of the causal relationships over time. Cross-cultural comparisons across different countries or regions could reveal cultural variations impacting the link between organizational culture and corporate performance. To overcome the restriction to a specific theory, future studies should integrate multiple theoretical perspectives, fostering a more holistic understanding. Industry-specific analyses and qualitative research methods like interviews and case studies would offer deeper insights. Increasing the sample size and validating findings across diverse contexts would enhance the statistical power and generalizability of the results.

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APPENDIX

Table A.1. Questionnaire details

<i>Construct</i>	<i>Item details</i>	<i>Source</i>
<i>Mission</i>	• There is a clear strategy that gives meaning, purpose and direction.	Denison (1990), Denison and Mishra (1995), Fey and Denison (2003)
	• Leadership has gone on record to create agreement about ambitious, but realistic goals that are understood and measured.	
	• There is a long-term vision that creates excitement and motivation and is not compromised by short-term thinking.	
<i>Involvement</i>	• The organization continually invests in the development of employees' skills to stay competitive and meet ongoing business needs.	
	• Value is placed on working cooperatively toward common goals to which all employees feel mutually accountable.	
	• The organization relies on team effort to get work done.	
	• Individuals have the authority, initiative, and ability to manage their own work.	
	• This creates a sense of ownership and responsibility toward the organization.	
<i>Consistency</i>	• Different functions and units of the organization are able to work together well to achieve common goals.	
	• Organizational boundaries do not interfere with getting work done.	
	• The organization is able to reach agreement on critical issues.	
	• This includes the underlying level of agreement and the ability to reconcile differences when they occur.	
	• Members of the organization share a set of values that create a strong sense of identity and a clear set of expectations.	
<i>Adaptability</i>	• The organization is able to create adaptive change.	
	• The organization understands and reacts to the customer and anticipates their future needs.	
	• The organization is able to read the business environment, quickly react to the current changes and anticipate future changes.	
	• The organization receives, translates and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.	
	• Return on assets.	
<i>Corporate performance</i>	• Return on investment.	Santos and Brito (2012)
	• Net income/revenues.	
	• Return on equity.	
	• Economic value added.	