



**THE POLITICAL ECONOMY  
OF THE MIDDLE EAST**  
SERIES EDITOR: ASHRAF MISHRIF

# **Business Resilience and Market Adaptability** Pandemic Effects and Strategies for Recovery

*Edited by*  
Ashraf Mishrif

palgrave  
macmillan

# The Political Economy of the Middle East

Series Editor

Ashraf Mishrif , Humanities Research Centre, Sultan Qaboos  
University, Al Khaud, Oman

This series explores the nature of Middle Eastern political regimes and their approaches to economic development. In light of the region's distinctive political, social and economic structures and the dramatic changes that took place in the wake of the Arab spring, this series puts forward a critical body of high-quality, research-based scholarship that reflects current political and economic transitions across the Middle East. It offers original research and new insights on the causes and consequences of the Arab uprisings; economic reforms and liberalization; political institutions and governance; regional and sub-regional integration arrangements; foreign trade and investment; political economy of energy, water and food security; finance and Islamic finance; and the politics of welfare, labor market and human development. Other themes of interest include the role of the private sector in economic development, economic diversification, entrepreneurship and innovation; state-business relationships; and the capacity of regimes and public institutions to lead the development process.

The book series is Scopus Indexed.

Ashraf Mishrif  
Editor

# Business Resilience and Market Adaptability

Pandemic Effects and Strategies for Recovery

palgrave  
macmillan

*Editor*

Ashraf Mishrif 

Humanities Research Centre

Sultan Qaboos University

Al Khoud, Oman

ISSN 2522-8854

ISSN 2522-8862 (electronic)

The Political Economy of the Middle East

ISBN 978-981-97-2961-6

ISBN 978-981-97-2962-3 (eBook)

<https://doi.org/10.1007/978-981-97-2962-3>

© The Editor(s) (if applicable) and The Author(s), under exclusive license to Springer Nature Singapore Pte Ltd. 2024

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, expressed or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Cover illustration: © Nick Gibson/Getty Images

This Palgrave Macmillan imprint is published by the registered company Springer Nature Singapore Pte Ltd.

The registered company address is: 152 Beach Road, #21-01/04 Gateway East, Singapore 189721, Singapore

If disposing of this product, please recycle the paper.

*To my father and  
the memory of my beloved mother*

## ACKNOWLEDGMENTS

This book is the outcome of the papers presented at the international conference on the Impact of COVID-19 on the economy and society that took place at Sultan Qaboos University on 10–12 October 2022. Under the patronage of the Minister of Commerce, Industry and Investment Promotion, participation of senior officials from the World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), and Oman Chamber of Commerce and Industry, this conference attracted over 100 scholars and researchers from 16 countries, with extensive participation from the government, the private sector, and the academic community.

The author and editor of this book would like to express his gratitude to Sultan Qaboos University for its generous financial and logistical support in organizing this conference. I am also grateful to the Oman Chamber of Commerce and Industry for their participation and continuous support to the OCCI Research Chair for Economic Studies. My thanks and appreciation go to all the authors who devoted their time and efforts to write their papers. My thanks also go to my research assistant Maryam Essa Al Maqbali for her excellent support during the preparation of this book. Without their tireless efforts, this book would not have been produced and come out in the market.

Special thanks to Palgrave Macmillan for their outstanding support during the publication of this book. My thanks also go to the three

anonymous reviewers who provided rigorous comments and feedback that helped us to improve the quality of the manuscript.

The publication of this book comes at a critical junction in the global economy. So, I hope that our analysis will assist policymakers, academics, students, and other stakeholders to understand and respond appropriately to the economic effects of the pandemic for a better future.



# CONTENTS

<b>1</b>	<b>Pandemic Effects on Enterprises and Markets: An Overview</b>	<b>1</b>
	Ashraf Mishrif	
<b>Part I The Impact of COVID-19 on Entrepreneurship</b>		
<b>2</b>	<b>Impact of COVID-19 on Innovation and Entrepreneurship: Small and Medium <i>Enterprises in Oman</i></b>	<b>23</b>
	Khulood Al Abri, Marya Al Mamari, and Amira Al Kaabi	
<b>3</b>	<b>The Impact of Entrepreneurial Alertness and Innovativeness on SMEs' Crisis Management in Oman: Evidence from A 'Sharqiyah Governorate's Entrepreneurs</b>	<b>37</b>
	Hisham Al Ghunaimi, Ramzi Sallem, Ali Al Hatroshi, and Jawaher Al Balushi	
<b>4</b>	<b>Evaluating Opportunities in E-Entrepreneurship: The Role of Self-Perceived Creativity</b>	<b>51</b>
	Fadi Abdelfattah, Hussam Al Halbusi, Raya Al-Brwani, and Khalid Abed Dahleez	

**Part II The Impact of COVID-19 on the Business Sector**

- 5 The Impact of COVID-19 on E-Commerce According to the Results and Recommendations of Previous Studies** 71  
Khaled Medekhel
- 6 The Role of Tarassud Plus Application in Serving the Government and Society During COVID-19 Pandemic** 95  
Kawther Al Abri, Laila Al Sibani, Abdullah Al Yarubi, and Faten Hamad

**Part III The Impact of COVID-19 on Logistics, Supply Chain, and Food Security**

- 7 Global Supply Chain Disruptions: Lessons From the COVID-19 Pandemic Crisis** 117  
Othmane Touat
- 8 Logistics Sector in Post-COVID-19: Challenges and Opportunities** 137  
Idris Al-Hsani and Zainab Al-Balushi
- 9 Assessing the Pandemic's Impact: Ensuring Adequate Food Supply in the MENA Area** 159  
Rasha Osman and Sufian Abdel-Gadir
- 10 COVID-19 and Food Security: A Short Bibliometric Analysis of Countries with Different Income Levels** 179  
Maryam Al Maqbali and Behnaz Saboori

**Part IV The Impact of COVID-19 on Labor Market**

- 11 Assessing COVID-19's Economic Impact on Future Prospects of Indian Workers in GCC** 213  
Muskan Mustaqeem

<b>12</b>	<b>Implications of COVID-19 for Workforce in Oman</b>	<b>257</b>
	Ashraf Mishrif and Wejdan Al-Subeihi	
<b>13</b>	<b>The Prospect of the Business Sector in Post-pandemic</b>	<b>277</b>
	Ashraf Mishrif	
	<b>Index</b>	<b>287</b>

## NOTES ON CONTRIBUTORS

**Fadi Abdelfattah** is an associate professor and department head at the Modern College of Business and Science in Muscat, Oman. With a distinguished academic career, he has contributed extensively to indexed international journals and served on editorial and advisory boards. Dr. Abdelfattah's expertise spans consumer behavior, leadership, entrepreneurship, innovation, technology adoption, and health-care management. He has a track record of securing multiple research grants, supervising postgraduate students, and serving as an examiner. Dr. Abdelfattah has taught a wide range of undergraduate and graduate courses and played pivotal roles in various committees and initiatives. Notably, he and his team have developed highly successful undergraduate and graduate programs, attracting a substantial student body of over 350 individuals.

**Sufian Abdel-Gadir** is Associate Professor of Economics at the Department of Public Law, Sultan Qaboos University. He headed the Quality Assurance and Academic Accreditation Unit (QAAA) at the College of Law from 2016 to 2021. Sufian was honored with the Best Teacher Award (2018–2019) and Best Academic Advisor (2020) at SQU College of Law and was recognized as a distinguished scholar by the Euro Journals in 2020. Dr. Sufian serves as a managing editor and sits on the editorial boards of several international journals. His research interests span sustainable development, energy economics, AI, development economics, international economics, private capital flows, institutions and growth,

and political and economic freedoms. he holds a Ph.D. in Economics from AUTH, Greece, and an M.Sc. in Econometrics and Social Statistics from the University of Khartoum, Sudan.

**Kawther Al Abri** is an administrative professional with over 10 years experience in optimizing productivity, efficiency, and service quality in the administrative field. Excellent and highly dependable team player with a master's degree in business administration. She graduated in 2015 with a Master of Business Administration (M.B.A.) from the College of Economics and Political Sciences, SQU. She is currently serving Sultan Qaboos University as a Head of Department of university man administration. Her areas of interest are strategic Management, Leadership, Entrepreneurship, and Business Administration.

**Zainab Al-Balushi** is Assistant Professor in Logistics and Supply Chain Management, College of Economics and Political Science, Sultan Qaboos University. She was the head of the Quality Assurance and Academic Accreditation Unit and as Fellow in the Center of Excellence in Teaching and Learning. Zainab is a founding board member of the Oman Logistics Association, actively contributing to the formulation of Oman Logistics Strategy 2040. She is chairperson for Women in Transport and Logistics. She served as a reviewer for numerous journals including Supply Chain Management and International Journal of Physical Distribution & Logistics Management. Her research interests encompass regional supply chains, Supply Chain Uncertainty and Risk Management, 4IR and logistics, and Logistics Education.

**Raya Al-Brwani** is an ambitious Ph.D. candidate and instructor at A'sharqieah University, Ibra, Oman. She has strong management and communication skills with a background in research assistance. Recognized with honors for academic excellence, her research interest is in Entrepreneurship, Leadership, Management, and Marketing.

**Idris Al-Hsani** has a master's degree in supply chain and Operations Management from the College of Economics and Political Science at Sultan Qaboos University. He is currently serving as the Director of the Office of Undersecretary for Commerce and Industry at the Ministry of Commerce, Industry, and Investment Promotion. Idris has a distinguished professional background, having previously held the position of Director of Finance at the Public Authority for Investment Promotion and Export Development (Ithraa). His journey continued with a

pivotal role as the Director of Investor Services at the same entity. Idris is also recognized for his insightful master's thesis titled "Navigating the New Normal: Unlocking Opportunities and Overcoming Challenges in the Logistics Sector Post-COVID-19: Case Studies from Oman." His academic and professional pursuits showcase a commitment to understanding and addressing the dynamic challenges in the logistics sector.

**Khulood Al Abri** is an administrative professional with over 9 years of experience in the administrative field. Excellent and highly dependable team player with a master's degree in library and information science. She graduated in 2019 from the College of Art, SQU. She is currently serving Sultan Qaboos University in the Coordination and Follow up department in the Vice Chancellor's office. Her area of interest is scientific research in the field of libraries, information, data, and big data. She has research papers presented at various scientific conferences.

**Amira Al Kaabi** is an administrative affairs researcher. Bachelor's degree of Management. She graduated in 2011 from the College of Economics and Political Sciences, SQU. She is currently serving Liwa Science and Innovation Center. Her area of interest is Leadership, Innovation, and scientific research. She aspires to reach an influential effective leadership level.

**Marya Al Mamari** is a learning resources specialist in the Ministry of Education. Excellent and highly dependable team player with a master's degree in library and information science. She graduated in 2019 from the College of Art, SQU. She is currently serving the Liwa Science and Innovation Center. Her areas of interest are creative Thinking, Innovation, and Information Literacy.

**Wejdan Al-Subeihi** is a research assistant at the Humanities Research Center, Sultan Qaboos University, Oman. She has a B.Sc. in logistics and Operation Management from Sultan Qaboos University.

**Laila Al Sibani** is a graphic designer at Sultan Qaboos University with 10 years of experience in designing visual identities, publications, and everything that relates to graphics. She obtained her master's degree in graphic

design (innovation) from UOW Malaysia KDU University College in 2021. Laila has a very good knowledge of scientific research, which prepared her to participate in international conferences and publish her research papers in international peer-reviewed journals. In the last conference she participated in, she received the award for best scientific paper. She currently works at the Omani Studies Center at the university and looks forward to earning and giving more in her field and delving deeper into scientific research.

**Jawaher Al Balushi** is an experienced assistant lecturer with a demonstrated history of working in the higher education industry. Skilled in Entrepreneurship Education, she is a strong education professional with an M.Sc. focused on International Business from Coventry University. She is a Ph.D. student and researcher in entrepreneurship and entrepreneurial inclination. She is an entrepreneurship coach and trainer certified TOT by a recognized international organization. Not only that, but she has published many book chapters and papers in very important and recognized reviews.

**Khalid Abed Dahleez** is an associate professor and dean of the College of Business Administration at A'Sharqiyah University, Oman. Additionally, he holds the role of Director of Planning & Development. With over a decade of academic experience, Dr. Dahleez specializes in teaching M.B.A. and undergraduate courses spanning marketing to entrepreneurship. He has a robust research background, acting as a reviewer for various international journals and actively contributing to small business development and career advancement workshops. Dr. Dahleez also offers professional training in relationship marketing and project management.

**Hisham Al Ghunaimi** started his career in the banking sector in Oman, and worked in various multinational commercial and diplomatic organizations in finance, accounting, and HR sections. He worked as a faculty member for different higher education institutions where he taught financial and management courses and now is at A'Sharqiyah University in the college of business administration as an accounting and finance lecturer. He is certified by the International Academy of Financial Management as Master Financial Controller and Chartered Cost Controller. Furthermore, he is also a recognized quality management internal auditor and certified as an organizational Manager from the Leadership and Learning Organization Centre.

**Ali Al Hatroshi** is an M.B.A. graduate from A'Sharqiyah University, he is also an assessment expert in the Ministry of Education of Oman.

**Hussam Al Halbusi** is Assistant Professor in the Management Department at Ahmed Bin Mohammed Military College (ABMMC), Qatar. His research interests lie in Business Ethics, Information Systems, Entrepreneurship, and Innovation Technology Adoption. He has published extensively in reputable journals and actively serves on editorial boards. Committed to academic excellence, Dr. Al Halbusi continues to inspire students and contribute to advancing knowledge in his field.

**Faten Hamad** is currently an associate professor in the Information Studies Department, at Sultan Qaboos University, Oman, and the library and Information Science Department, University of Jordan, Jordan. She specializes in computer science and information science. She obtained her Ph.D. degree in information science from Aberystwyth University in 2013. Her research interests are big data and data analytics, smartness and AI applications, information systems implementations and management, sustainable development, organizational innovation, and organizational sustainability.

**Maryam Al Maqbali** works as a Dietitian at the Sultan Qaboos Comprehensive Care and Research Centre, Muscat, Oman. She previously worked as a research assistant in the Humanities Research Center. She has B.Sc. in Human Nutrition and Dietetics, from Sultan Qaboos University, Oman.

**Khaled Medekhel** is a professor at Echahid Hamma Lakhdar Université—El Oued, Algeria, specializing in business incubators and emerging institutions. He is one of the founders of Zedny Souf Center and was its director. Before that, he was an Assigned teaching professor at the International Islamic University Malaysia. He is now a member of the Sustainable Economic Institutions Business Management Laboratory at the Faculty of Economic Sciences at the Echahid Hamma Lakhdar Université—El Oued. He has participated in many national and international scientific forums.

**Ashraf Mishrif** is the founding director and research chair of the Oman Chamber of Commerce and Industry Research Chair for Economic Studies, Sultan Qaboos University, Sultanate of Oman. Prior to that he was Associate Professor at King's College London and taught at various universities including Qatar University, Ahmed bin Mohammed Military



College Qatar, Anglia Ruskin University, Cambridge, and the University of Greenwich, London, UK. He assumed several executive posts including Cultural Advisor for the Egyptian Embassy Cultural Bureau in London, Managing Director of the London-based consulting firm EU-Med International, and International Advisor and member of the Academic Board of Directors, Boston Business Management School, Singapore. Dr. Mishrif is an expert in economic development and the political economy of the Middle East, with a special focus on the Gulf region. He established and led several research clusters, and master's and doctoral programs in political economy, foreign direct investment, international trade, economic diversification, and Euro-Arab economic relations. He provides advisory services to international organizations and governments including UNCTAD (Geneva), UNIDO (Vienna), UK Trade and Investment (London), Islamic Development Bank (Saudi Arabia), and Social Fund for Development (Egypt), Chambers of Commerce, Authority of Development of SMEs, Authority of Industrial Estates, and Special Economic Zones (Oman). Dr Mishrif manages several strategic research projects and regional development programs, with a research budget of US\$1.2 million and 32 research staff. He is Fellow of International Society for Development and Sustainability (Japan) and the Book Series Editor of Palgrave Macmillan Political Economy of the Middle East. He authored and edited several books, book chapters, and peer-reviewed papers, including two volumes on economic diversification (2018) and nationalization of the labor market in the GCC (2023).

**Muskan Mustaqeem** currently holds the position of Assistant Professor in the Department of Adult and Continuing Education and Extension at Jamia Millia Islamia, Central University, situated in New Delhi, India. She holds both an M.Phil and a Ph.D., both of which she completed from Centre for West Asian Studies at Jamia Millia Islamia. Her doctoral research is centered on the topic of Indian Labour Migration to the Gulf and Its Impact on Left-Behind Families. Furthermore, she has actively participated in various national and international conferences, where she has not only presented her research findings but has also contributed to scholarly discussions in her field. Her research portfolio encompasses a diverse range of subjects, including West Asian Politics, Labour Migration, Remittances, Families Left Behind, Diaspora Studies, Gender and Migration, as well as GCC relations.

**Rasha Osman** served as Assistant Professor of Political Science at the Department of Political Sciences within the College of Economics and Social Sciences. Additionally, she held the role of coordinator for the postgraduate program at the University of Juba, Sudan. With extensive teaching experience, Dr. Rasha is deeply involved in research and has published numerous papers in international peer-reviewed journals. She has Ph.D. in Political Sciences and another in Economics from AUTH, Greece, with an expected completion date in September 2024.

**Behnaz Saboori** is Associate Professor at Sultan Qaboos University's Department of Natural Resource Economics in Oman, and is a researcher in environmental economics, energy economics, tourism economics, food economics, climate change mitigation, and applied econometrics. Her rigorous scholarship has graced reputable peer-reviewed journals, including those indexed in SSCI and SCIE. She actively engages in the peer review process for reputable academic journals.

**Ramzi Sallem** is Assistant Professor in Management at A'Sharqiyah University. He is also a coach and expert in the field of entrepreneurship for more than 15 years that gave him significant experience in the development of entrepreneurial potential among the youth. His experience has been the major inspiration for his academic research. He has always been interested in studying the complexity of entrepreneurial phenomena given the cultural differences between the different regions, namely those that belong to the same nation. He is conducting continual research on how to change the inherited culture by designing different entrepreneurship training programs that aim to enhance entrepreneurial skills among the students of HE, especially in Arab countries.

**Othmane Touat** is Professor of Economics at Algiers 3 University in Algeria, holding a Ph.D. in Economic Analysis. With over 17 years of experience in both the banking sector and academia, Prof. Dr. Othmane Touat previously served as a banker at the Arab Bank Plc Algeria branch. His primary research focus encompasses international trade, international economics (with a specific emphasis on the Arab region), banking, and economic development. Dr. Touat plays a pivotal role as the head of a research team at Algiers 3 University, dedicated to exploring fintech and fostering digital transformation within the Algerian banking sector. His contributions extend beyond academia, as he is recognized as an author in Arab Gulf magazine, offering perspectives on economic trends.

**Abdullah Al Yarubi** is the head of the Information Technology Department at (AFMSS). In, (2020), he received a master of IT Administration from Middle East College. He has (15 years) of experience in the field. He is actively involved in developing the department services to meet the organization's goals. His areas of interest are Information Technology solutions, Technology Management, Strategic IT Planning, and Artificial Intelligence, Big Data, Electronic systems, and academic education.

# ABBREVIATIONS

ASJP	Algerian Portal of Scientific Journals
AVE	Average Variance Extracted
COVID-19	Coronavirus Disease 2019
CR	Composite Reliability
CT	Contact Tracing
DUMV	Dummy Variable
ECT	Error Correction Term
EMR	Electronic Medical Records
FAO	Food and Agriculture Organization
FMOLS	Fully Modified Least Square
GCC	Gulf Cooperation Council
GDPPC	Real GDP Per Capita
GFSI	Global Food Security Index
HRD	Human Resource Development
ILO	International Labour Organization
IMF	International Monetary Fund
INF	Inflation Rate
MARS	Mobile Application Rating Scale
MENA	Middle East and North Africa
MoHERI	Ministry of Higher Education, Research, and Innovation
PLS	Partial Least Squares
POPG	Population Growth Rate
RT-PCR	Reverse Transcription-Polymerase Chain Reaction Test
SEM	Structural Equation Modeling
SME	Small and Medium Enterprises
UNCTAD	United Nations Conference on Trade and Development

UNICEF	United Nations International Children's Emergency Fund
WFH	Work From Home
WHO	World Health Organization
WTO	World Trade Organization

# LIST OF FIGURES

## Chapter 2

Fig. 1	Distribution of SMEs with entrepreneurship card members per year until the end of 2021	32
Fig. 2	Distribution of SMEs with entrepreneurship card members by Governorates	33
Fig. 3	Distribution of SMEs with an entrepreneurship card depending on the size of the institution	34
Fig. 4	Distribute SMEs with an entrepreneurship card by the commercial sector	35

## Chapter 4

Fig. 1	Research framework (Self developed)	55
--------	-------------------------------------	----

## Chapter 6

Fig. 1	Tarassud Plus application	100
Fig. 2	Tarassud Plus mechanism	102

## Chapter 7

Fig. 1	Impact of trade tensions on supply chains 2017–2019 ( <i>Source</i> United Nations, 2019)	122
--------	--	-----

Fig. 2	Volatility of trade in sectors that are highly dependent on GVCs versus sectors that are not dependent on GVCs January–December 2020 ( <i>Source</i> IMF, 2022, p. 88)	123
Fig. 3	International Maritime Trade, World GDP, and maritime trade to GDP ratio (Annual and average percentage change) ( <i>Source</i> UNCTAD, 2022).	125
Fig. 4	Weekly port stops for selected types of ships in 2020, compared to the first 18 weeks of 2019 ( <i>Source</i> MarineTraffic, 2021)	125
Fig. 5	Shanghai containerized freight (Index, weekly spot rates, 18 December 2009 to 21 May 2021, selected routes) ( <i>Source</i> MarineTraffic, 2021)	127
Fig. 6	Shanghai Container Shipping Index, selected routes, January 2012–January 2022 ( <i>Source</i> CRSL, 2022)	128
Fig. 7	Simulation of the effect of rising container freight rates on the levels of import prices and consumer prices (in percentage) ( <i>Source</i> UNCTAD, 2022)	128
Fig. 8	Changes in import prices of containerized goods from China for selected economies (percentage) ( <i>Source</i> UNCTAD, 2022)	129

## Chapter 9

Fig. 1	Inflation, % change in consumer price index (2019–2020) ( <i>Source</i> World Bank, World Development Indicator [WDI])	165
Fig. 2	Agricultural land vs. value added as % of GDP ( <i>Source</i> Agricultural land by country, around the world   TheGlobalEconomy.com)	166
Fig. 3	Positioning of the MENA nations in the Global Food Security Index in 2022 ( <i>Source</i> The Economist Intelligence Unit)	167

## Chapter 10

Fig. 1	FAO food price index ( <i>Source</i> FAO, 2023a, b)	190
--------	---	-----

## Chapter 11

Fig. 1	Remittance sent before and during COVID-19 (in \$) ( <i>Source</i> Calculated by the author from the interview questionnaire)	233
Fig. 2	Issue of wages in the GCC before and during COVID-19 ( <i>Source</i> Calculated by the author from the interview questionnaire)	234

**Chapter 12**

Fig. 1	Leave policies in the companies during Covid-19 ( <i>Source</i> Survey conducted by authors in 2021)	266
Fig. 2	Change in the leave policies during Covid-19 ( <i>Source</i> Survey authors own)	267
Fig. 3	Health insurance policies during Covid-19 ( <i>Source</i> Survey authors own)	267
Fig. 4	Payment and working hours in companies during the Covid-19 ( <i>Source</i> Authors' own work)	268
Fig. 5	The incentives policies in companies during Covid-19 ( <i>Source</i> Authors' own work)	269
Fig. 6	Impact of Covid-19 on the companies training programs ( <i>Source</i> Authors' own work)	269



# LIST OF TABLES

## Chapter 2

Table 1	Sample coding	28
---------	---------------	----

## Chapter 3

Table 1	Demographics	43
Table 2	Normality Test	45
Table 3	Simple Linear Regression Analysis	46

## Chapter 4

Table 1	Measurement Model	58
Table 2	Discriminant validity (Fornell-Larcker)	59
Table 3	Discriminant validity (HTMT)	59
Table 4	Structural path analysis: Direct and indirect effects	60

## Chapter 5

Table 1	Research that focused on the impact of COVID-19 on e-commerce published on the platform. “Algerian Portal of Scientific Journals” “ASJP”, until 15/12/2022 (Sorted by date of publication)	75
---------	--	----

**Chapter 6**

Table 1	Age, area of residence, and the qualifications of the respondents	105
Table 2	Types of E-Systems used during Covid-19 pandemic	106
Table 3	The response of the society	108
Table 4	Respondents experience in Tarassud Plus App	109

**Chapter 9**

Table 1	Panel unit root test	169
Table 2	Johansen fisher panel cointegration test	170
Table 3	Vector error correction model (VECM)	171
Table 4	FMOL results	172

**Chapter 10**

Table 1	The impact of COVID-19 on food security in low-income countries	182
Table 2	The impact of COVID-19 on food security in middle-income countries	183
Table 3	The impact of COVID-19 on food security in high-income countries	185

**Chapter 11**

Table 1	Demographic profile of the migrants	226
Table 2	Employment structure and remittances	228
Table 3	Working status and conditions during COVID-19 lockdown (LD)	230
Table 4	Issue of wage theft with Migrant workers in GCC Countries	232
Table 5	Paired sample <i>t</i> -test	235
Table 6	Emigrants' perception towards COVID-19 management by the GCC—Age, Gulf countries and occupation ( $n = 133, \%$ )	237
Table 7	Emigrant's Perception of the Future Prospects of Employment in the GCC in the Post-COVID-19—Age and Gulf Countries and Occupation ( $n = 133, \%$ )	245

**Chapter 12**

Table 1	Demographic characteristics of the respondents	265
---------	--	-----



# Pandemic Effects on Enterprises and Markets: An Overview

*Ashraf Mishrif*

## 1 INTRODUCTION

The COVID-19 impact of business and entrepreneurship started as early as December 2019, When China reported an outbreak of COVID-19 and March 2020, when the World Health Organization (WHO) declared the coronavirus a pandemic. This incident has had significant consequences and disruption in health, economy, education, and social life (Ciotti et al., 2020), with huge implications for the business sector at the local and international levels. The severity of the virus, which was highly contagious and caused the death of over five million people and over 776 million infected cases, prompted governments around the world to introduce restrictions and containment measures to limit the spread of the virus and to prevent the healthcare system from being overwhelmed. These restrictions included lockdown, movement restrictions, social distancing,

---

A. Mishrif (✉)

Humanities Research Centre, Sultan Qaboos University, Al Khoud, Oman  
e-mail: [ashraf.mishrif@gmail.com](mailto:ashraf.mishrif@gmail.com)

© The Author(s), under exclusive license to Springer Nature  
Singapore Pte Ltd. 2024

A. Mishrif (ed.), *Business Resilience and Market Adaptability*, The  
Political Economy of the Middle East,  
[https://doi.org/10.1007/978-981-97-2962-3\\_1](https://doi.org/10.1007/978-981-97-2962-3_1)

boarders' closure, and closure of factories, commercial centers and business activities that require public interactions such as local markets (Han et al., 2020).

Indeed, one cannot underestimate the human and financial losses and economic damage of the COVID-19 pandemic since the outbreak of the Spanish flu in 1917. The entire people on earth were badly affected by the pandemic that disrupted their lives, changed their patterns and lifestyle, and caused huge psychological, mental, and physical illnesses caused by the fear of infection and long period of immobility, isolation, and loneliness. The closure of businesses resulted in huge layoffs of hundreds of millions of workers globally, causing significant decline in income and deterioration in the social and economic conditions of their families. The pandemic disrupted the global markets, affecting both demand and supply and disrupting the global value chains. The lockdown and borders' closure in China and main industrialized nations delayed the supply of manufactured goods and spare parts, while preventing the export of agricultural products and raw materials from developing countries in a way that contributed to global food insecurity. The share size of public health crisis and its economic and business implications reaffirmed the concept of interdependence in the global economy.

Interestingly, the financial losses and economic damages caused by the pandemic crisis have been accompanied by unprecedented rise in innovation, creativity, and acceleration in digitalization across the business sector, with small and medium size enterprises (SMEs) leading the way. This chapter attempts to explain the resilience of enterprises to deal with the consequences of the pandemic and the extent to which markets effectively adapted to the changing circumstances and new business conditions in the post-pandemic era. More specifically the overarching focus is on the ability of enterprises to develop new business strategies to help them to survive the pandemic and remain competitive in the market, while adapting to the changing business environment and market conditions that evolved during and after the crisis. This chapter also serves as an introductory chapter for the book, where the following chapters provide in-depth analysis of some of the key issues discussed here.

## 2 THE RESILIENCE OF ENTERPRISES DURING THE PANDEMIC

Academic literature and business reports indicate that SMEs play a crucial role in economic development. SMEs do not only create jobs and generate income, but they also contribute about 60% of global GDP, 40% of industrial production, and 35% of worldwide exports in developed and emerging countries. Undoubtedly, this performance of SMEs has declined during the pandemic for several reasons, not least because countries tightened their trade restrictions. The disruptions to the global supply chains have also reduced demands for goods and services, forcing many companies to downsize their operations and decrease spending and investment. This is evident in the case of China, where lockdown policy caused a severe impact of SMEs cash flow. The pandemic's restriction also affected entrepreneurs' ability of getting entrepreneurial funding. Many SMEs ended up restricting their commercial activity due to limited access to raw materials caused by supply chain disruption (Lestari et al., 2021).

Despite the pandemic's effect on SMEs performance, some SMEs performed well by absorbing the disruptive changes caused by the crisis and seizing the opportunities created by this challenge. They also showed resilience by adapting to pressure and responding to the changing conditions of the market (Fath et al., 2021). Zighan et al. (2022) also argued that many SMEs were able to stay resilience and innovate new strategies to stay productive and turn threats into opportunities. Some SMEs used digital tools such as Zoom and Google meet to achieve smooth remote working, others adopted online selling methods, and more innovative ones managed remote production processes by using automation. The resilience of firms was evident in their rapid response to the changes brought and capacity to stabilize firm's operation in the short term. Firms also showed adaptability to the challenging situation through innovation, learning, product improvement, and employee skills improvement, while strengthening their capacities to increase their chance of successfully emerging from the pandemic (Pongtanalert & Assarut, 2022). The positive mindset of company executives, competitive approach, innovative methods, flexibility, effective use of social networks, and strategic leadership traits proved essential skills in discovering new business opportunities during the pandemic. Meanwhile, companies were able to enhance their

resilience through implementation, causation, transparency, collaboration, and communication with other internal and external stockholders (Pongtanalert & Assarut, 2022; Purnomo et al., 2021).

Moreover, business resilience has been achieved by companies through the surge in the use of electronic platforms during the pandemic. Most companies realized the importance of leveraging new abilities by using digital technology to change organizational strategies and operation. They considered digital technology as an important part in the firm's business innovations instead of a supporting function. They also realized that technology allows for a quick transformation of business models along with having varied capabilities that can rapidly enhance companies' growth and performance such as artificial intelligence, 5G, and 3D printing. The surge in the adoption of digital technology was rapid as any delay could lead to a bigger gap in the required changes in the business environment. As digital technology reached a maturity phase, firms were able to achieve organizational flexibility. Companies followed different methods toward digitalization, starting with accelerating digitalization, digitalizing sales function, and finding digital partner (Priyono et al., 2020) and ending with applying digital technology in all firms function to support the company's operation (Alrashed et al., 2022; World Health Organization, 2021).

Functionally, the digital transformation adoption was considered by many companies as the main mechanism to avoid short-term business collapse and to overcome the pandemic effects with resilience. Digitalization offered a broad range of value creation opportunities for business activities. For example, enterprise resource planning (ERP) and warehouse management systems were integrated by companies with business-to-customer (B2C) and business-to-business (B2B) e-commerce sites to handle orders automatically. Also, firms integrated their customer relationship management (CRM) platform with their ERP platform to support and boost sellers' productivity. Companies easily afforded most of these services because they are provided as cloud-based software, while increasingly adopting other digital technologies such as predictive analytics, the Internet of Things, smart manufacturing, robots, and blockchain. In their efforts to add value through the analysis of small and big data to improve customer service, many companies are currently creating smart versions of conventional items that gather and supply consumers with various data on for example health monitoring and fitness to offer new consumer value (Soto-Acosta, 2020).