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THE IMPACT OF STRATEGIC AGILITY ON ENTREPRENEURIAL BEHAVIOR: A FIELD STUDY OF FOOD MANUFACTURING COMPANIES OPERATING IN TAIZ CITY – YEMEN

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ABSTRACT

This study aimed to investigate the impact of strategic agility with its dimensions on enhancing entrepreneurial behavior in food manufacturing companies operating in Taiz City, Yemen. Strategic agility was measured through strategic sensitivity, shared responsibility, core competencies and clarity of vision, while entrepreneurial behavior comprised creativity, proactiveness and risk-taking. The study adopted a descriptive quantitative design and used a structured questionnaire to collect data from supervisory leaders in five food manufacturing companies. Using simple random sampling, 257 questionnaires were distributed, of which 253 valid responses were retrieved, yielding a response rate of 98.4%. The data were analyzed using SPSS version 28 through correlation and regression analyses. The results revealed that strategic agility had a statistically significant positive impact on entrepreneurial behavior ($R = 0.865$, $R^2 = 0.749$, $\beta = 0.909$, $p < 0.001$), explaining 74.9% of the variance in entrepreneurial behavior. All four dimensions of strategic agility also had significant positive effects on entrepreneurial behavior. Core competencies exerted the strongest influence ($\beta = 0.309$, $p < 0.001$), followed closely by clarity of vision ($\beta = 0.307$, $p < 0.001$), strategic sensitivity ($\beta = 0.210$, $p < 0.001$) and shared responsibility ($\beta = 0.178$, $p = 0.001$). The study recommends strengthening employee participation in formulating and reviewing the organizational vision, improving the flow of customer and market information across administrative levels, investing in employee capabilities and establishing internal innovation funds to support entrepreneurial initiatives involving calculated risks under uncertain conditions.

KEYWORDS

Strategic agility, Entrepreneurial behavior, Food manufacturing companies and Yemen.

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INTRODUCTION

In the current era, organizations live in an environment characterized by fluctuations and rapid changes due to a group of factors. These factors include political, economic, cultural and social factors, the intensity of competition, in addition to globalization and increase of the beneficiaries' awareness of services level. Such

fluctuations deter the organizations to gain competitive advantages and capabilities that ensure survival and continuation in this turbulent environment characterized by accelerating competition (Abu Dan, 2022)¹.

According to Abu Dan (2022)¹, having established such a fact, organizations need a new type of leadership that differs from other forms of administrative leadership, such as entrepreneurial leadership. Entrepreneurial leadership (EB) contributes to help organizations and employees to discover the unknown and utilize their capabilities. On the other hand, entrepreneurial leadership maximizes employees to contribute effectively in the organization policy.

In the recent years, entrepreneurial behavior has become a topic that enjoys a great deal of interest by researchers, because it is one of the concepts that this stage brought as an effective factor for success and excellence. Entrepreneurial behavior is considered one of the goals of today's organizations and a basic priority in their plans and strategies. Organizations can get advantages of entrepreneurial behavior to support their competitive positions and their abilities to adapt, compete, and achieve competitive advantages through localization of creative and innovative processes to ensure the improvement of their performance and excellence. Therefore, different organizations in different fields try to adopt entrepreneurial behavior to be able to innovate and accept risks, as well as possessing the qualities of proactiveness and competition (Ismail, 2016)².

According to Najat and Wahiba (2022)³, entrepreneurial behavior is one approach that aims to organizational superiority, due to its great importance in organizations success. It helps organizations confront the challenges of the market and organizational competition through exploiting opportunities by the entrepreneurial person who is characterized by an innovative mentality. This mentality is characterized by taking risks and adopting a proactive approach to achieve an entrepreneurial goal of the organization. Success of organizations is linked to their abilities to survive, adapt, and confront competitors.

Moreover, organizations' ability to compete and survive in an inconstant environment depends on their

capabilities to seize opportunities and avoid threats at the right time. This helps them gain flexibility to deal with different situations within well-thought and precise strategies.

According to Baali and Noui (2023)⁴, from a strategic perspective, Strategic Agility (SA) is one of the keys to approach the range of successful organizations in a dynamic business environment. That environment requires high and effective capabilities to enable them to easily and smoothly confront difficulties and crises that they face in that environment. So, the administration that adopts this approach enjoys modernity, agility and flexibility as if it is one of the effective and feasible methods that helps confront unstable fluctuations in business environment.

Accordingly, success of administration or organization is linked to building main pillars of strategic agility. Among these pillars is the availability of individuals who work with each other in a required competence and shared responsibility. This will enhance the organization's infrastructure, which contributes in an effective function of the organization to form an effective strategies that deters competitors. This gives strength and a competitive advantage for the organization to survive and position itself in a dynamic environment (Baali and Noui, 2023)⁴.

According to Laaraji and Hijab (2022)⁵, strategic agility represents the organization's ability to anticipate, work, and respond proactively. On the other hand, it helps identify the strengths and weaknesses in the organization's outstanding performance. So, strategic agility helps organization work to enhance strengths and address weaknesses, as well as to discover opportunities and threats, and work to seize opportunities and confront threats.

The main characteristic of an agile organization is its quick response to environmental circumstances and changes to the extent of maintaining the integrity of information systems, technology, individuals, business processes, and resources within that organization. Therefore, an agile organization is considered a model of 21st century organizations. This agile organizational model has attracted considerable attention and has proven to be a successful strategy in competitive markets that depend on rapid changes in response to

constantly diverse of customers' needs (Laaraji and Hijab, 2022)⁵.

Therefore, It has become necessary for the organizations to adopt strategic resources that are flexible enough to enable them be creative and innovative in a changeable environment. Adopting such strategic resources help organizations overcome obstacles that confront organizations. On the other hand, this will enable them to reach entrepreneurship in their field of work through developing their creative and proactive capabilities and risk-taking in providing innovative products. Such products add value to their customers' needs and meet their customers' various renewed desires with the required speed (Al-Dlami and Al-Shammari, 2018).

Based on the studies that will be mentioned below, it has been shown that there is a significant impact of strategic agility on entrepreneurial behaviors. One of the studies that mentioned this impact is Abu Jobara's (2020)⁶ who addressed this problem in an educational sector particularly in universities of Gaza Strip in Palestine. He concluded that there was a clear weakness of an entrepreneurial behavior in universities of Gaza strip. So the study adopted a strategic agility as an independent variable to enhance entrepreneurial behavior. Clearly the study concluded that, there was a positive impact of strategic agility on entrepreneurial behavior.

On the other hand, Abu Ziyada and Al-Zein (2021)⁷ tackled the same problem in Palestinian public universities. They noticed that there is a clear disparity and weakness among Palestinian public universities in adopting entrepreneurial behavior orientation. So, their study used a strategic agility as an independent variable to solve this problem.

Given the importance of this topic in the current reality of food manufacturing companies, strategic agility is of a great importance in enhancing entrepreneurial behavior in these companies in order to improve their performance and help them seize the opportunities offered by the surrounding environment and achieve their goals with high efficiency.

This study seeks to identify the extent to which strategic agility contributes in enhancing entrepreneurial behavior in food manufacturing companies operating in Taiz City-Yemen. These food

manufacturing companies are operating in an intensive competitive environment in Yemen generally and in Taiz particularly. These organizations are of a great and pivotal significance as they cover the needs of local food products and supply the national economy. So, this study aims to link strategic agility as an independent variable and determine its impact on achieving entrepreneurial behavior with reference to administrative and supervisory leaders in top and middle management in food manufacturing companies operating in Taiz City-Yemen.

LITERATURE REVIEW

Entrepreneurial Behavior

Definition

Entrepreneurial behavior refers to the approach adopted by civil society organizations, characterized by opportunity recognition, calculated risk-taking, innovation, proactive measures, and initiative. This behavior aims to foster a conducive work environment that promotes sustainable development and aligns employees with the vision of organizations (Al-Far, 2023)⁸. In addition, Najat and Wahiba (2022)³ mentioned that entrepreneurial behavior encompasses a range of practices and actions designed to capitalize on exceptional opportunities, thereby enhancing an institution's competitiveness and positioning it among the most successful organizations.

Dimensions of Entrepreneurial Behavior

Entrepreneurial behavior is a multidimensional concept that reflects how individuals and organizations identify opportunities, respond to environmental changes, develop innovative solutions and pursue growth despite uncertainty. There are three core dimensions of entrepreneurial behavior, including creativity, risk-taking and proactiveness.

Creativity relates to bringing up new ideas, developing them and implementing them for the benefit of the organization and the society. When creativity is utilized, organizations are able to enhance their performance, strengthen their position in the market, and confront difficulties using new methods and products or services (Al-Far, 2023)⁸. Creative ideas come in gradually from existing ones, or completely new from nothing to support the development of organizations. Still, in addition to this, the organization

should have certain systems for identifying creative individuals, developing, and rewarding their innovations (Mohammed *et al*, 2018)⁹.

The risk-taking aspect demonstrates the readiness of individuals and organizations to seek out and grasp the opportunities, even if uncertain situation and possibility of financial, professional, or social loss are there. Risk-taking of entrepreneurs is different; it refers to a situation in which the entrepreneurs take a risk with all possible consequences of the risk taken into account and available information about it and the reward it can provide (Mohammed *et al*, 2018). Entrepreneurial leaders see the big picture and understand the value of different kinds of risks by setting their goals and making their decisions accordingly through time (Al-Gayyar, 2018)¹⁰.

The proactiveness factor is linked with the foresight capacity of an organization to foresee market changes, detect new possibilities, and take action before competitors. It is a process that entails keeping a track of trends, predicting what customers will need, thinking and planning ahead in strategy, and managing resources to retain a leading position in markets which are constantly changing (Al-Skarneh, 2008)¹¹. In addition, proactive enterprises are not the ones that only adapt to changes but they take measures to change themselves by launching new products, services, technologies, as well as ways of working before anybody else (Gerges *et al*, 2019)¹².

In this research work, entrepreneurial behavior is considered via three closely related traits: creativity, risk-taking, and proactiveness. Creativity is driven by novel ideas development, which fosters the creation of new thoughts and solutions. Risk-taking empowers the company to engage in opportunities that look favorable though uncertainties. Sensitivity to changes (proactiveness) helps the company not only to foresee changes but also to anticipate them in such a way that they get a step ahead of competitors. In sum, these three attributes indicate the behavioral skills essential to innovation, expansion, market leadership and the overall performance of the firm.

Strategic Agility

Definition

Strategic agility comprises a series of related concepts describing the continuous, dynamic process leading to

the enhancement of strategic skills, the change management capability, and a willingness or readiness to change one's approach in response to changing external conditions, always referring to a clear picture of the future. As a matter of fact, the continuous dynamic process is meant to help organizations discover and use opportunities in the environment, determine aims, define strategies, prevent and address threats and risks, and, finally, to mobilize their resources and use their strengths to make change quick, smooth, and successful (Laaraji and Hijab, 2022)⁵. Moreover, Baali and Noui (2023)⁴ say that strategic agility is the ability of a company to change and react to the environmental changes quickly and flexibly, to take advantage of the new market opportunities, and to tackle the problems with speed and innovation so that in the end it can be a market leader and bring value through the company. On the other hand, strategic agility is the company's capability to change rapidly to highly unpredictable situations while still protecting itself from threats, capitalizing on the external opportunities, which, as a result, allows one not only to carry out the goals of the company in the best way possible but also to outshine one's competitors (Abu Jobara, 2020)⁶. According to Sayed and El-Ahl (2024)¹³, strategic agility means an organization's ability to proactively or reactively change its strategies and operating ways to meet either expected or unexpected developments by tapping into both its human and non-human resources to design the solutions that serve its current needs as well as future needs in a way that enables the business organization to continuously improve the models and methods of doing business in order to secure competitive advantage short-term and sustainability long-term.

Dimensions of Strategic Agility

The scholarly articles have put forward several strategic agility facets, including strategic sensitivity, shared responsibility or team work, core capabilities (skills and strengths) and clarity of vision.

Strategic sensitivity is an organizational dimension that concerns the capability of the organization in detecting, interpreting and acting on the changes and trends in both its internal and external conditions. Alfaqih (2020)¹⁴ has explained strategic sensitivity as willingness to accept different points of view,

predicting change and seizing an opportunity before competitors. He described three characteristics of strategic sensitivity i.e., open strategic processes, strategic vigilance, and high-quality internal dialogue. Shared responsibility refers to the degree of distribution of responsibilities, authority and decision-making among organizational members and stakeholders in the organization. It not only reflects staff commitment towards management practices, it also reveals the level of management practices followed and the degree of staff support towards those practices (Al-Salwadi and Ghunaim, 2022)¹⁵. This concept also recognizes that everyone has contributions to make towards results (Laraajy and Hijab, 2022)⁵. Therefore, shared responsibility can enhance strategic agility by accelerating decisions, strengthening organizational commitment and improving the capacity of an organization to act in a collective manner.

The core capabilities dimension refers to the distinctive skills, knowledge, experience, resources, and competencies that enable an organization to create value and outperform competitors. These capabilities differentiate the organization from others and provide the foundation for organizational excellence and sustainable competitive advantage. When properly developed and utilized, core capabilities enable organizations to maintain a strong market position and capitalize on emerging opportunities (Abu Jobara, 2020)⁶.

The clarity of vision dimension refers to the organization's ability to articulate a clear and compelling image of its desired future. A clear vision is the foundation of successful strategic planning because it guides the formulation of the organizational mission, objectives, decisions, and actions. It addresses the fundamental question of what the organization seeks to become in the future and combines foresight with insight to create a meaningful future direction (Najm, 2019)¹⁶. A well-defined vision expresses the organization's aspirations and desired future position. It gives the organization a distinctive identity, clarifies the direction of future change, and provides the basis for developing its mission and strategic objectives (Huweihi and Salim, 2020)¹⁷. Clarity of vision also requires continuous awareness of external trends and changes and should be supported by core principles

that guide the organization toward superior performance and alignment with its long-term goals (Al-Dabet, 2022)¹⁸.

Accordingly, strategic agility is conceptualized in this study through four interrelated dimensions: strategic sensitivity, shared responsibility, core capabilities and clarity of vision. Strategic sensitivity enables the organization to recognize environmental changes and opportunities; shared responsibility facilitates collective decision-making and organizational commitment; core capabilities provide the distinctive resources and competencies required for effective action and clarity of vision directs organizational efforts toward a coherent future. Together, these dimensions strengthen the organization's ability to anticipate change, make timely decisions, mobilize its resources and maintain competitiveness in dynamic environments.

Research Problem

Contemporary organizations operate amid rapid technological change, shifting customer expectations, intense competition, geopolitical disruption, and uncertainty. Survival and growth therefore depend not only on possessing valuable resources but also on sensing environmental developments, identifying opportunities and threats, making timely decisions and reconfiguring resources. These adaptive capabilities are especially important in turbulent and emerging markets (De Diego Ruiz *et al*, 2023¹⁹, Vrontis *et al*, 2023²⁰).

Organizational entrepreneurial behavior reflects a sustained tendency to innovate, act proactively, and undertake calculated risks. Innovativeness involves developing new ideas, products, processes, and working methods; proactiveness concerns anticipating market developments and exploiting opportunities before competitors and risk-taking refers to committing resources to uncertain but potentially beneficial initiatives (Suder *et al*, 2025²¹, Wales *et al*, 2023²²). However, entrepreneurial outcomes depend on organizational learning, resource flexibility, cooperation, digital capacity and market conditions. Severe resource constraints and crises may stimulate innovation but may also encourage rigidity, defensive behavior, and risk avoidance.

These challenges are particularly evident in Yemen, where businesses face prolonged conflict, institutional

fragmentation, weak demand, limited financing, infrastructure disruption, and supply and price shocks. Yemen's real gross domestic product contracted by 1.5% in 2025 and was projected to decline by a further 0.5% in 2026 (World Bank, 2026)²³. Food manufacturers additionally confront import dependence, exchange-rate instability, restricted access to foreign currency and credit, transportation difficulties, and fluctuating food and fuel prices (OECD, 2024)²⁴. Despite these constraints, private businesses remain essential to food manufacturing and economic continuity, while Taiz has experienced substantial infrastructure and economic damage (UNDP, 2024)²⁵.

To explore the problem, a pilot study was conducted among 15 supervisory-level managers in food manufacturing companies in Taiz City. These managers were selected because they directly observe organizational policies, employee participation, operating practices, product development and decisions related to innovation, proactiveness and risk-taking. The findings provided preliminary indications of weak entrepreneurial behavior: 66.7% reported that their companies neither encouraged innovative ideas nor maintained clear systems supporting creativity, while 60.0% indicated inadequate efforts to develop products or services aligned with market needs. Moreover, 66.7% reported limited encouragement of unconventional working methods and 73.3% stated that emerging opportunities were not exploited before competitors. Regarding calculated risk-taking, 60.0% reported unwillingness to accept risks when implementing new initiatives, 80.0% indicated that strategic decisions were avoided under high uncertainty and 73.3% reported hesitation to introduce new products because of fear of failure. Overall, 68.3% of responses reflected unfavorable entrepreneurial practices. Although the small, descriptive pilot cannot support generalization, it provides exploratory evidence warranting a broader empirical investigation. Strategic agility may address these weaknesses by enabling organizations to anticipate change, coordinate decisions and mobilize or reconfigure resources (Aloulou *et al*, 2024²⁶, Munawar *et al*, 2023²⁷, Vrontis *et al*, 2023²⁰). However, limited evidence explains its direct effect on entrepreneurial behavior in conflict-

affected Yemeni food manufacturing firms. Therefore, this research study aimed to address this research gap by examining the impact of strategic agility on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen. Accordingly, the problem statement can be formulated with the following questions:

What is the impact of strategic agility on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen?

This question is divided into four sub-questions as follows:

What is the impact of strategic sensitivity on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen?

What is the impact of core capabilities on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen?

What is the impact of shared responsibility on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen?

What is the impact of clarity of vision on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen?

Research Hypotheses

Based on the research problem, questions, and related literature, the study posits a main hypothesis with four sub-hypotheses as follows:

H1: There is a significant impact of strategic agility on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen.

H1a: There is a significant impact of strategic sensitivity on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen.

H1b: There is a significant impact of core capabilities on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen.

H1c: There is a significant impact of shared responsibility on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen.

H1d: There is a significant impact of clarity of vision on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen.

Conceptual Model

Based on the reasoning provided earlier, the conceptual model of the study is showcased in Figure No.1.

METHODOLOGY

Study Design

The study used a descriptive quantitative approach, because it is more suitable to address the phenomenon of the study as it exists (Al-Ariqi and Al-Nashmi, 2019²⁸). It employed quantitative data collection and analysis to test the impact of the independent variable (strategic agility) on the dependent variable (entrepreneurial behavior).

Study Population and Sample

The study population included 775 supervisory leaders (i.e., managers, heads of department, supervisors, and observers) in five food manufacturing companies which are registered with the Yemeni Ministry of Commerce, and they represent the leading entities of food manufacturing in Taiz City, Yemen.

Based on Krejcie and Morgan's (1970)²⁹ formula of the sample size, the minimum required sample size of a population of 775 is 257 individuals, as shown in Table No.1.

The simple random sampling method was used to select the study sample. For each company, the sample size was determined according to the following formula: Sample size of a company = (population size of the company/ total population size) × total sample size

Response Rate of Study Sample

A total of 257 questionnaires were distributed and 253 questionnaires were retrieved with a response rate of 98.4%. All retrieved questionnaires were valid for data analysis.

Study Instrument

A structured questionnaire was developed as a tool for collecting data. The first part included questions related to demographic characteristics of the respondents (gender, age, social status, educational qualification, job, company, and time of work in the company). The second part included questioners related to independent variable (strategic agility), and it consisted of 24 items distributed on 4 dimensions (6 items each). The third part included questions related to the dependent variable (entrepreneurial behavior), and it consisted of 18 items distributed on 3 dimensions (6 items each). Sources and number of items within each variable's dimension are illustrated in Table No.2.

Study Scale

The study questionnaire was designed based on Likert scale (five-item) ranging from strongly agree to strongly disagree. Values were given to a scale of frequency as follows: 5 points for (strongly agree), 4 points for (agree), 3 points for (neutral), 2 points for (disagree), and 1 point for (strongly disagree).

Validity of the Questionnaire

The questionnaire was given to 10 experienced instructors to verify face validity (content validity) with final adjustments made based on feedback.

Data Analysis

To test the study hypotheses and answer the questions of the study, SPSS version 28 was used to analyze the intended data. So, several statistical methods were used. □ Pearson's Correlation Coefficient was used to analyze the correlation degree between the variables. Cronbach's Alpha Correlation Coefficient was used to measure internal consistency/reliability of the questionnaire. Simple Linear Regression was used to test the main hypothesis, whereas Multiple Linear Regression was used to test the sub-hypotheses. A p-value below 0.05 is considered statistically significant.

RESULTS AND DISCUSSION

Testing Study Hypotheses

Testing the First Main Hypothesis

The simple linear regression was employed to examine the impact of strategic agility on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen, as illustrated in Table No.3.

As shown in Table No.3, there is a robust fit for the regression model that demonstrates the significant contribution of "strategic agility" in explaining and predicting "entrepreneurial behavior" ($R = 0.865$, $R^2 = 0.749$). This indicates that 74.9% of the variance in "entrepreneurial behavior" is explained by "strategic agility". The high correlation coefficient ($R = 0.865$) signifies a strong positive linear relationship. Moreover, the standardized coefficient (Beta) for "strategic agility" is 0.909, indicating a significant contribution to "entrepreneurial behavior". These findings indicate that "strategic agility" has a significant and positive role in promoting "entrepreneurial behavior" in food manufacturing

companies in Taiz City. Therefore, the main hypothesis is supported.

This result is strongly supported by Abu Jobara (2020)⁶ and Abu Ziyada and Al-Zein (2021)⁷, who found a positive impact of strategic agility on entrepreneurial behavior in the Palestinian higher education sector. It also aligns with Ouja (2017)³¹, who confirmed a significant positive relationship in the hospitality industry in Iraq.

Testing Sub-Hypotheses of the Main Hypothesis

Multiple linear regression was run to examine the impact of strategic agility dimensions on entrepreneurial behavior at food manufacturing companies in Taiz City, Yemen, as shown in Table No.4.

Results in Table No.4 show a well-fitted regression model for predicting “entrepreneurial behavior” ($R = 0.868$, $R^2 = 0.753$). This signifies that 75.3% of the variance in “entrepreneurial behavior” is accounted for by the predictors: “strategic sensitivity”, “shared responsibility” and “Core competencies” and “Clarity of vision.”

In addition, the regression analysis confirmed that “strategic sensitivity” has a significant positive impact on “entrepreneurial behavior” ($\beta = 0.210$, $p < 0.001$). A one-unit increase in “strategic sensitivity” is associated with a 0.210-unit increase in “entrepreneurial behavior”, on average, holding other variables constant. Therefore, the first sub-hypothesis is accepted.

This may refer to the companies’ ability to sense environmental changes, monitor customer needs and exploit market opportunities; a capability developed through their long experience in an unstable competitive environment. This finding is consistent with the studies of Doz and Kosonen (2010)³² and Saqour (2021)³³, which highlighted the importance of strategic sensitivity in enhancing organizational adaptability and improving performance and aligns with Al-Far (2023)⁸, who emphasized that strategic awareness (sensitivity) is a key driver for entrepreneurial actions.

Moreover, “shared responsibility” has a significant positive impact on “entrepreneurial behavior” ($\beta = 0.178$, $p < 0.05$). A one-unit increase in “shared responsibility” is associated with a 0.178-unit

increase in “entrepreneurial behavior”, on average, holding other variables constant. Therefore, the second sub-hypothesis is accepted.

This result can be explained by the presence of a centralized administrative culture and the monopolization of sensitive information by senior management. This finding is in line with Doz and Kosonen (2010)³², who emphasized the role of shared responsibility in enhancing strategic agility and improving organizational responsiveness to environmental changes. It is also consistent with the findings of Shaaban *et al*, (2022)³⁴, who suggested that flexible culture and shared decision-making enhance entrepreneurial behavior.

Furthermore, “core competencies” also has a significant positive impact on “entrepreneurial behavior” ($\beta = 0.309$, $p < 0.001$). A one-unit increase in “core competencies” is associated with a 0.309-unit increase in “entrepreneurial behavior”, on average, holding other variables constant. Therefore, the third sub-hypothesis is accepted.

This reflects the companies’ focus on improving productivity and reducing costs as a survival necessity due to pivotal role of accumulated organizational knowledge, expertise, and skills in supporting innovation, initiative, and responsiveness to emerging opportunities. The strong influence of this dimension in the Yemeni industrial environment may be attributed to companies’ heavy reliance on their internal resources and capabilities to cope with economic instability and the limited availability of external resources. This finding is consistent with Saqour (2021)³³ and Sriboonlue *et al*, (2024)³⁵, who demonstrated that organizational capabilities and technical skills contribute to improving entrepreneurial performance, but differs from the findings of Al-Shanti and Al-Jayyar (2021)³⁶, which may be explained by differences in the contexts and sectors examined.

Finally, “clarity of vision” also has a significant positive impact on “entrepreneurial behavior” ($\beta = 0.307$, $p < 0.001$). A one-unit increase in “clarity of vision” is associated with a 0.307-unit increase in “entrepreneurial behavior”, on average, holding other variables constant. Therefore, the fourth sub-hypothesis is accepted.

The importance of strategic vision is amplified in the Yemeni context, characterized by a high degree of uncertainty, as it enables companies to maintain their strategic direction despite environmental challenges. This finding matches Shandal and Ali (2021)³⁷, who identified strategic vision as a fundamental dimension shaping entrepreneurial characteristics.

The results of the current research are consistent with that of previous studies (Abu Ziyada and Al-Zein, 2021⁷, Abu Jobara, 2020⁶, Ouja, 2017³¹), all of which confirmed the existence of a statistically significant, positive, and strong impact of strategic agility in enhancing entrepreneurial behavior (or entrepreneurial orientation). However, the current study is distinguished from previous studies in several aspects: First, it is the first to examine this relationship in the food industry sector (industrial sector), whereas previous studies focused primarily on the educational sector (universities) and the service sector (hotels). The impact of both "core competencies" and "clarity of vision" were the strongest, whereas that of "shared responsibility" was moderately significant.

The study conducted by Ouja (2017)³¹ in Iraq addressed the impact of the four dimensions of agility (planning, organization, employees and technology) on entrepreneurial behavior in a clear and direct manner. The study by Abu Ziyada and Al-Zein (2021)⁷ also examined the detailed impact of agility dimensions identifying shared responsibility, technology, resource fluidity, and core competencies as the most influential, while the strategic sensitivity dimension did not show a statistically significant impact.

Table No.1: Study Population and Sample

S.No	Company name	Population	Required sample	Retrieved sample	
				n	%
1	National Dairy and Food Company-Nadfood	253	84	82	31.9%
2	Yemen Company for Industry and Commerce-YCIC	226	75	41	16.0%
3	General Packing Company-GENPACK	123	41	75	29.2%
4	Yemen Company for Ghee and Soap Industry-YCGSI	133	44	42	16.3%
5	Altakamol International Co. Ltd.	40	13	13	5.1%
6	Total	775	257	253	98.4%

Table No.2: Study Variables' Measurement

S.No	Variable	Dimension	Number of items	Source(s)
1	Strategic agility	Strategic Sensitivity	6	(Laaraji and Hijab, 2022) ⁵ (Abu Jobara, 2020 ⁶ , Abu Sharia, 2022 ³⁰)
		Shared Responsibility	6	
		Clarity of Vision	6	
		Core Capability	6	
2	Entrepreneurial Behavior	Creativity	6	(Abu Jobara, 2020 ⁶ , Al-Far, 2023 ⁸ , Najat and Wahiba, 2022 ³)
		Risk-Taking	6	
		Proactiveness	6	

Table No.3: Results of Testing the Main Hypothesis

S.No	R	R ²	F	Sig	β	T	Sig.
1	0.865	0.749	747.179	0.000	0.909	27.335	.000

Table No.4: Results of testing sub-hypotheses of the main hypothesis

S.No	Path	R	R ²	β	SE	T	P value
1	Strategic sensitivity → Entrepreneurial behavior	0.868	0.753	.210	.041	5.033	0.000
2	Shared responsibility → Entrepreneurial behavior			.178	.043	3.398	0.001
3	Core competencies → Entrepreneurial behavior			.309	.049	5.874	0.000
4	Clarity of vision → Entrepreneurial behavior			.307	.043	6.316	0.000

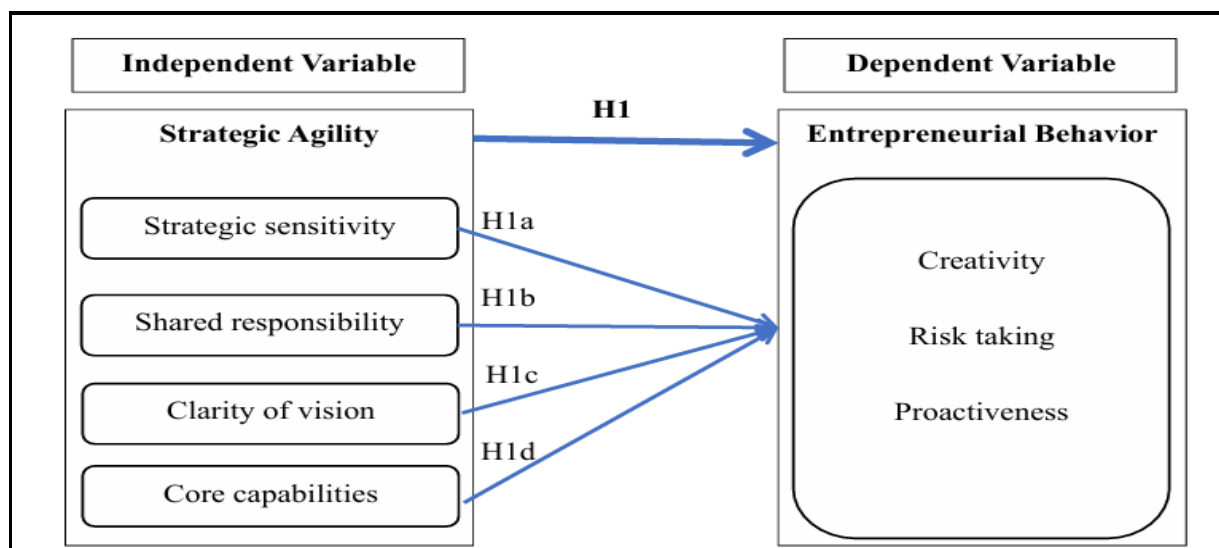


Figure No.1: Conceptual Model

CONCLUSION

Based on the study findings, the following conclusions are drawn

Strategic agility has a significant positive impact on entrepreneurial behavior in food manufacturing companies operating in Taiz city- Yemen.

There is a positive impact of each of the four dimensions of strategic agility (strategic sensitivity, shared responsibility, core competencies, and clarity of vision) on entrepreneurial behavior in food manufacturing companies in Taiz. Core competencies exerted the strongest impact, followed closely by clarity of vision with a very slight difference. Strategic sensitivity ranked next, while shared responsibility had the least impact.

RECOMMENDATIONS

Based on the study conclusions, the study presents a set of recommendations, addressed as follows

Food manufacturing companies in Yemen should enhance employee participation in formulating the

organizational vision by holding periodic workshops to involve all levels of staff in developing and reviewing the company's vision. Furthermore, linking individual performance to vision achievement indicators to strengthen employees' commitment.

Improving the flow of customer information by creating internal platforms that allow the sharing of customer feedback and market research across all departments. Moreover, training employees to utilize this information effectively to improve the quality of daily decision-making.

Designing continuous professional development programs aimed at raising the qualifications and expertise of all employees, especially in technical and analytical fields. In addition, adopting a comprehensive plan to attract highly skilled talents while focusing on retaining them.

Establishing an internal innovation fund that supports new projects with uncertain returns, provided they fall within specified risk limits.

Forming specialized teams for risk analysis and the development of alternative scenarios prior to making strategic decisions.

FUTURE RESEARCH DIRECTIONS

The study proposed the following potential avenues for future research

Conduct a similar study in other sectors – such as the service sector, and various industrial fields - to test the generalizability of the results.

Explore the role of organizational culture as a mediating variable in the relationship between strategic agility and entrepreneurial behavior.

Examine the impact of transformational leadership on enhancing both strategic agility and entrepreneurial behavior.

Apply a mixed-methods approach (quantitative and qualitative) incorporating in-depth interviews to better understand the reasons behind weak employee participation in shaping the vision and engaging in calculated risk-taking.

AUTHORS' CONTRIBUTION

MAMQ and AHAA developed the introduction, literature review, problem statement, and research objectives, and designed the research methodology. MAMQ collected and analyzed the data. Both authors contributed to interpreting the results and highlighting the conclusions and recommendations and read and approved the final manuscript.

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CONFLICT OF INTEREST

We declare that we have no conflict of interest.

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