

The Role of Strategic Agility in Organizational Resilience (Case Study of Yemen Company for Flour Mills and Silos) Aden

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Article History	Abstract
Original Research Article	<i>This study aimed to examine the role of Strategic Agility in achieving Organizational Resilience at Yemen Company for Flour Mills and Silos – Aden.</i>
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Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.	<i>Strategic Agility was represented by Strategic Sensitivity, Leadership Unity, and Resource Fluidity, while Organizational Resilience was represented by Adaptive Capacity, Organizational Learning, and Risk Management. The study adopted the descriptive analytical approach and used a questionnaire to collect data from employees and department managers. Data were analyzed using SPSS. The findings revealed a statistically significant positive effect of Strategic Agility on Organizational Resilience. The results also showed that all dimensions of Strategic Agility significantly contribute to Organizational Resilience, with Leadership Unity having the strongest effect, followed by Resource Fluidity and Strategic Sensitivity. In addition, no statistically significant differences were found in respondents’ perceptions according to gender, educational qualification, job position, or years of service. The study recommends strengthening strategic agility practices to enhance organizational resilience and ensure organizational sustainability in a dynamic and uncertain environment.</i>
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Introduction

Organizations in Aden face rapid change, instability, and disruptions, making strategic agility and organizational resilience essential. This study examines how strategic sensitivity, leadership unity, and resource fluidity influence resilience through adaptive capacity, organizational learning, and risk management at the Yemen Company for Flour Mills and Silos. It addresses the limited research on this relationship in Yemen and aims to provide practical recommendations for strengthening resilience and sustaining

Problem Statement

The central problem is that organizations in Aden face economic instability, currency depreciation, and

operational disruptions, yet there is limited local evidence on how **strategic agility**—strategic sensitivity, leadership unity, and resource fluidity—can strengthen **organizational resilience**. This study therefore examines how these dimensions help organizations adapt to challenges, maintain operations, and recover from disruptions.

The problem statement of the research is the main question to What is the role of Strategic Agility in achieving Organizational Resilience at Yemen Company for Flour Mills and Silos – Aden? And it branches out from this problem several questions:

- To what extent does Strategic Sensitivity

contribute to achieving Organizational Resilience at Yemen Company for Flour Mills and Silos?

- To what extent does Leadership Unity contribute to achieving Organizational Resilience at Yemen Company for Flour Mills and Silos?
- To what extent does Resource Fluidity contribute to achieving Organizational Resilience at Yemen Company for Flour Mills and Silos?
- Are there statistically significant differences at the significance level ($\alpha \leq 0.05$) among Respondents regarding the role of Strategic Agility in achieving Organizational Resilience at Yemen Company for Flour Mills and Silos, according to the demographic variables (Gender, Academic Qualification, Job Position, and Years of Service)?

Research Significance

The study contributes theoretically by filling the limited research gap on strategic agility and organizational resilience in fragile environments such as Yemen, focusing on strategic sensitivity, leadership unity, and resource flexibility. Practically, it provides managers with evidence-based guidance to improve crisis preparedness, resource allocation, adaptability, and operational continuity in Aden's turbulent environment.

Research Objectives

The study aims to examine how strategic sensitivity, leadership unity, and resource fluidity, individually and collectively, influence organizational resilience in institutions operating in Aden, particularly their ability to anticipate changes, coordinate decisions, manage resources, and maintain operations during crises.

Research Hypotheses

H₀: Strategic Agility does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden.

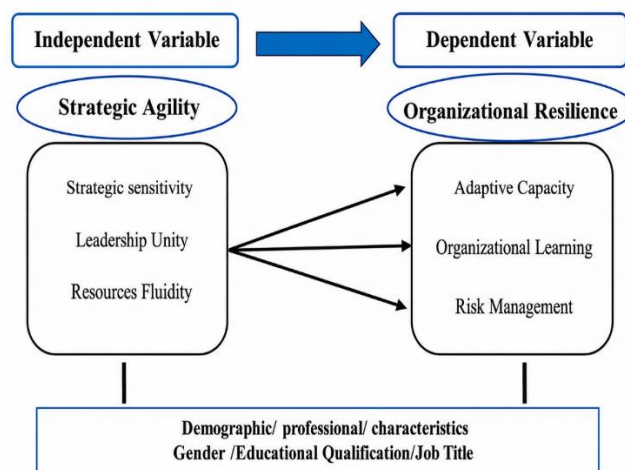
Sub-Hypotheses

H_{1a}: Strategic Sensitivity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden.

H_{1b}: Leadership Unity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden.

H_{1c}: Resource Fluidity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen

Company for Flour Mills and Silos – Aden.



Variables Definitions:

Strategic Agility (Independent Variable):

Strategic agility is an organization's ability to quickly adapt its strategies, reallocate resources, and respond effectively to environmental changes while maintaining long-term goals and competitiveness.

Organizational Resilience (Dependent Variable):

Organizational resilience is the ability to withstand, adapt to, and recover from disruptions while maintaining core functions, values, stability, and long-term growth.

Study Limits:

Subjective Limits:

- Independent Variable: Strategic Agility — Strategic Sensitivity, Leadership Unity, and Resource Fluidity.
- Dependent Variable: Organizational Resilience — Adaptive Capacity, Organizational Learning, and Risk Management.

Place Limits: (Yemen Company for Flour Mills and Silos) a company in Aden city.

Time Limits: The research will be limited between the period (2025/2026).

Human Limits: The research will concentrate on employees and department managers in (Yemen Company for Flour Mills and Silos) in Aden.

Study Methodology

The study used a quantitative research design to examine the effect of strategic agility on organizational resilience at the Yemen Company for Flour Mills and Silos in Aden. Data were collected from department managers in 2026 using a structured questionnaire and analyzed with SPSS through descriptive statistics, correlation, and regression analysis.

The Relationship between Strategic Agility and Organizational Resilience:

Strategic agility and organizational resilience are closely interconnected capabilities that help organizations survive and succeed in uncertain environments. Strategic sensitivity, leadership unity, and resource fluidity enable organizations to respond quickly to change, while adaptive capacity, organizational learning, and risk management strengthen their ability to withstand and recover from disruptions. Thus, strategic agility provides a foundation for building and sustaining organizational resilience.

LITERATURE REVIEW

(Ahachmi & Lahfidi, 2025): “Organizational Agility and Social Capital as Drivers of Resilience in the Touristic SMEs”

Study Question: What is the link between organizational agility, social capital and resilience in Moroccan tourism SMEs? The data were collected from 254 restaurant-sector SMEs in the Marrakech-Safi region of Morocco and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) methods. Results showed that organizational agility has a positive and significant direct effect on social capital as well as OC, while dynamic capabilities were found to have a partial mediation role in both relationships. Independent restaurants are also found to be more flexible than chains in adapting to changing conditions of the economy.

(Ludviga & Kalvina, 2025): “Can Strategic Agility Help Retain Public Sector Employees in Times of Uncertainty? A Longitudinal Study”

Considering the importance of organizational strategic agility (OSA) on employees in public sector organizations and how it encourages employee intention to stay with the organization when there is uncertainty, we conducted a study. Data were drawn from annual public sector employee engagement surveys prior to, during and following the COVID-19 crisis. Analyses were conducted using fixed-effects OLS regression to examine the effects of employee’s perceptions of trust in leadership, supervisor support and organizational strategic agility on employee intentions to stay (ITS). Results revealed a positive influence of trust in leadership on employees to commit to stay with the organizations during the turbulent times while thus trust is associated ultimately for developing OSA. It mentioned that - even then you have organizational and environment changes – strategic agility can help employee retention, strengthen intentions to stay with your organization.

(Ogbeta-Ogwu & Chidi, 2025): “Strategic Agility and Organizational Resilience: Evidence from Nigeria’s

Industrial Sectors”

This study investigated strategic agility (SA) as the key variable for improving organizational performance (OP) and examined the potential mediation effect of innovation capability (IC) and market leadership orientation (MLO). A cross-sectional survey design was utilized targeting a survey population of various 46,750-senior- and middle-level managers. A total of 381 respondents were selected using purposive and stratified random sampling. Dynamic Capability Theory (DCT), which guided the study, argued that a firm's success depends on its ability to renew and adapt existing skills, processes, or routines to meet the challenges of a changing environment. The results showed that innovation capability had a far-reaching impact on strategic agility (66%) and organizational performance (48%), whereas market leadership orientation impacted partly the strategic agility (59%) and directly on organizational performance (42%). Findings: The results showed that strategic agility has a direct effect on organizational performance (73%) and partially mediates the innovation capability-organizational performance association (36%) and market leadership orientation-organizational performance relationship (19%), thus emphasizing the important role of agility in improving organizational performance.

Research Gap:

The review of previous studies identified the following research gaps:

The study identifies four main research gaps:

1. Geographical Gap: Limited research on strategic agility and organizational resilience in Yemen, particularly Aden.
2. Theoretical Gap: Previous studies focused mainly on performance, innovation, and digital transformation rather than organizational resilience.
3. Practical Gap: Limited evidence from Yemen Company for Flour Mills and Silos in Aden.
4. Time Gap: The need for updated research reflecting current organizational challenges.

Therefore, this study examines the role of strategic agility in achieving organizational resilience at Yemen Company for Flour Mills and Silos–Aden.

Study Methodology

The Study Population:

The Yemen Company for Flour Mills and Grain Silos (YCMGS) in Aden, established in 1992 and operational since 1999, is a major food-security organization under the

HAS Group. Its reliance on international wheat supply chains and exposure to economic and logistical disruptions make it a suitable field for studying procurement risk management and supply continuity. The Yemen Company for Flour Mills and Silos is a leading Yemeni industrial company focused on food security and the production of

high-quality flour. It has a storage capacity of about 320 tons, daily production capacity of 7,500 tons, packing capacity of 9,350 tons, and approximately 557 employees.

Profile of the Study Company

Table (3.1): Company Profile

Item	Details
Company	Yemen Company for Flour Mills and Grain Silos
Type	Private Company
Location	Aden – Yemen
Sector	Food Manufacturing
Activity	Wheat import, storage, flour production

Study Methodology:

The study adopted a descriptive-analytical approach to accurately describe the phenomenon, analyze relationships between variables, and assess the role of strategic agility in organizational resilience at Yemen Company for Flour Mills and Silos in Aden.

Study Population:

The study population consists of workers in Yemen Company for Flour Mills and Silos.

Table (3-1) Population Overview

P	Simple Study	Number	% Of the total sample
1	40	40	100
Total		40	100

Table (3-2) Distribution of study Sample Member

Item	Number
Total Employees	557
Male	545
Female	12

The Study Sample:

A sample of 40 department managers and heads was selected because they are key decision-makers with direct knowledge of the company's strategic practices and the study variables.

Sources of Data Collection

To achieve the objectives of this study, two main sources of data were utilized:

Secondary Sources:

Secondary data were obtained from relevant Arabic and foreign books, academic references and previous studies related to the topics of the study. In addition, published research and academic material available on the internet were also used

to support the framework of the study.

Primary Sources:

To achieve the objectives of the field study, the questionnaire was used as the main tool for collecting primary data. It was developed by reviewing several relevant studies and questionnaires related to the subject of the study, and was designed to collect field data for testing the study hypotheses and achieving the objectives of the study.

Study Tool:

The stage of building the study tool is one of the important stages in the study, and upon it depends the success or failure of the study. The researchers in this study used the

"questionnaire" as a tool to achieve the objectives of the study.

The role of strategic agility in organizational resilience. From the point of view of the study sample, the study tool was to design a questionnaire that represents the independent variable is (Strategic agility), while the dependent variable is organizational resilience.

The data and Information collection tool for the current study was developed based on the theoretical framework and previous studies, in a way that ensures achieving the objectives of the study, measuring and testing its hypotheses, and ensuring their validity.

The Study Tool "The Questionnaire" Consisted of Two Parts as Follows:

The First Part: explains the title of the study, its purpose, and what the sample is required to do. The second section contains preliminary data about the study sample

Members, which includes the study variables (academic qualification, job level,

Years of service at work.

The Second Part: (the independent variable Strategic agility): It included

(16) paragraphs divided into three main dimensions, the Strategic sensitivity

Dimension and its number of paragraphs (6) paragraphs; Leadership Unity (5)

Paragraphs, Finally, Resource Fluidity dimension (5) paragraphs;

The Third Part: (the dependent variable, organizational resilience): It included (15) paragraphs divided into three main dimensions, the Adaptive Capacity

Dimension, and its number of paragraphs is (5) paragraphs; The dimension of the Organizational

Learning and the number of its paragraphs (5) paragraphs; Finally, The Risk Management dimension (5) paragraphs.

Testing the Validity and Reliability of The Study Tool:

After designing the initial questionnaire, and before distributing it to the Respondents, the study tool was tested so that it has acceptable indications of validity and reliability. That is: ensuring that it will measure what it was designed to do, that it Includes all study variables that must be subject to analysis, and that its paragraphs are Clear so that they are understandable to everyone who uses it, by testing the validity and Stability of the study tool as follows:

Construct Validity of the study Instrument (Statistical Validity):

To verify the construct validity of the study instrument, Pearson correlation coefficients were calculated between the study dimensions, the instrument's main variables, and the instrument as a whole. This was done to ensure the consistency of the dimensions with the variables to which they belong.

Table No. (3-3) the construct validity coefficients of the study

Dimension	Number of Items		Correlation coefficients and Significance Level		
			Strategic Agility	Organizational Resilience	Overall Instrument
Strategic sensitivity	6	Pearson Correlation	.848(**)	.802(**)	.851(**)
		Sig. (2-tailed)	.000	.000	.000
Leadership Unity	5	Pearson Correlation	.893(**)	.934(**)	.938(**)
		Sig. (2-tailed)	.000	.000	.000
Resource Fluidity	5	Pearson Correlation	.849(**)	.633(**)	.770(**)
		Sig. (2-tailed)	.000	.000	.000
Strategic Agility	16	Pearson Correlation	1	.887(**)	.976(**)
		Sig. (2-tailed)		.000	.000
Adaptive Capacity	5	Pearson Correlation	.862(**)	.939(**)	.924(**)
		Sig. (2-tailed)	.000	.000	.000
Organizational Learning	5	Pearson Correlation	.838(**)	.944(**)	.913(**)
		Sig. (2-tailed)	.000	.000	.000
Risk Management	5	Pearson Correlation	.810(**)	.946(**)	.899(**)
		Sig. (2-tailed)	.000	.000	.000
Organizational Resilience	15	Pearson Correlation	.887(**)	1	.967(**)
		Sig. (2-tailed)	.000		.000

The results shown in Table (3-2) indicate that all dimensions and variables of the study instrument are statistically significant at the (0.01) level. This demonstrates the existence of statistically significant correlations between each dimension, its

corresponding variable, and the instrument as a whole, confirming the construct validity of the study instrument.

Reliability of study Instrument (Cronbach's Alpha):

To verify the reliability of the study instrument, Cronbach's Alpha coefficient was used to measure the internal consistency of the questionnaire items. Table (3-4) presents the reliability coefficients of the study dimensions and variables.

No.	Dimension	Number of Items	Cronbach's Alpha coefficient
1	Strategic sensitivity	6	0.875
2	Leadership Unity	5	0.877
3	Resource Fluidity	5	0.700
Strategic Agility Dimension		16	0.832
4	Adaptive Capacity	5	0.888
5	Organizational Learning	5	0.895
6	Risk Management	5	0.876
Organizational Resilience Dimension		15	0.955
Total Study Instrument		31	0.938

All reliability coefficients for the questionnaire dimensions were high and significant at the significance level (0.01), indicating their suitability for use.

Characteristics of study Population:

Gender Variable:

Table (3-5) shows the distribution of the study sample according to the gender variable.

Gender	Frequency	Percent
Male	33	82.5
Female	7	17.5
Total	40	100.0

Interpretation

The sample consisted mainly of male respondents (33, 82.5%), while females represented 7 respondents (17.5%). This indicates a male-dominated workforce in the study sample.

Academic Qualification Variable

Table (3-6) shows the distribution of the study sample according to the academic qualification variable.

Academic Qualification	Frequency	Percent
Diploma	7	17.5
Bachelor's degree	33	82.5
Total	40	100.0

Interpretation

The sample was predominantly composed of Bachelor's degree holders (33, 82.5%), while Diploma holders represented 7

respondents (17.5%). This reflects the company's preference for university-qualified employees to meet the requirements of various positions.

Job Position Variable":

Table (3-7) shows the distribution of the study sample according to the job position variable.

Job Position	Frequency	Percent
Department Manager	6	15.0
Head of Department	34	85.0
Total	40	100.0

Years of Service Variable:

Table (3-8) shows the distribution of the study sample according to the years of service variable.

Years of Service	Frequency	Percent
6–10 Years	3	7.5
11–15 Years	20	50.0
More than 15 Years	17	42.5
Total	40	100.0

Interpretation:

The largest group had **11–15 years of service (20 respondents, 50%)**, indicating that the sample was largely composed of experienced employees with substantial organizational and administrative experience.

Statistical Analysis Methods:

The study data collected through the questionnaire and processed using the Statistical Package for the Social Sciences (SPSS), which is designed for social science research. The following statistical methods were employed:

- **Frequencies and percentages** – to describe the sample characteristics.
- **Pearson correlation and Cronbach's Alpha** – to assess validity and reliability.
- **Means and standard deviations** – to analyze questionnaire responses.
- **Independent Samples t-test** – to test differences between two groups.
- **One-Way ANOVA** – to test differences among three or more groups.
- **Simple and multiple regression** – to examine the

effects of strategic agility on organizational resilience.

Presenting, Analyzing and Discussing the Results of the Study

Results and Hypotheses Testing:

The results of the study were obtained through testing the research hypotheses derived from the study questions.

Formulation of the Null Hypotheses

The formulation of null hypotheses (H_0) is a crucial step in the research process, as it represents the assumption that statistical analysis attempts to reject in order to establish the existence of a significant relationship or effect between the study variables. In this study conducted at Yemen Company for Flour Mills and Silos – Aden, the hypotheses were formulated as follows:

First Main Hypothesis

H_0 : Strategic agility has no statistically significant contribution to organizational resilience at Yemen Company for Flour Mills and Silos–Aden at $\alpha = 0.05$. **Multiple regression analysis** was used to test the effects of strategic sensitivity, leadership unity, and resource fluidity on organizational resilience.

Strategic Sensitivity, Leadership Unity, Resource Fluidity:	Organizational Resilience			
	F	Sig.	R	R ²
	10.254	0.000(a)	0.679(a)	0.461

The multiple regression results show that the model is statistically significant (Sig. = 0.000 < 0.05). Strategic Agility has a positive moderate relationship with Organizational Resilience ($R = 0.679$) and explains 46.1% of its variance ($R^2 = 0.461$). Accordingly, the null hypothesis (H_0), which states:

H_0 : Strategic Agility does not have a statistically significant contribution at the significance level ($\alpha = 0.05$) to Organizational Resilience at Yemen Company for Flour Mills and Silos – Aden. is rejected.

The alternative hypothesis (H_1), which states:

H_1 : Strategic Agility has a statistically significant contribution at the significance level ($\alpha = 0.05$) to

Organizational Resilience at Yemen Company for Flour Mills and Silos – Aden. is accepted.

Strategic Sensitivity:

H_{01} : Strategic Sensitivity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden. To test this hypothesis, a simple linear regression analysis was conducted to determine whether Strategic Sensitivity has a statistically significant effect on Organizational Resilience.

Table (4-16) shows the use of simple regression analysis to determine the effect of Strategic Sensitivity on Organizational Resilience.

Table (4-16): Effect of Strategic Sensitivity on Organizational Resilience

	Organizational Resilience						
	F	Sig.	R	R^2	Beta	t	Sig.
Constant)						.613	.544
Strategic Sensitivity	15.890	.000	.543	.295	.543	3.986	.000

The results of the simple linear regression model indicate that Strategic Sensitivity has a statistically significant effect on Organizational Resilience. This is supported by the F-test value ($F = 15.890$) and the significance level (Sig. = 0.000), which is less than 0.05. Therefore, the regression model is statistically significant, indicating a significant relationship between Strategic Sensitivity and Organizational Resilience.

Furthermore, the correlation coefficient ($R = 0.543$) indicates a positive and moderate relationship between Strategic Sensitivity and Organizational Resilience. In addition, the coefficient of determination ($R^2 = 0.295$) shows that Strategic Sensitivity explains approximately 29.5% of the variance in Organizational Resilience.

The results also show that the standardized regression coefficient (Beta = 0.543) is positive, indicating that an increase in Strategic Sensitivity leads to an increase in Organizational Resilience. Specifically, a one-unit increase in Strategic Sensitivity is associated with a 0.543-unit increase in Organizational Resilience. Moreover, the significance value associated with Strategic Sensitivity (Sig. = 0.000) is less than 0.05, confirming that Strategic Sensitivity has a statistically significant effect on Organizational Resilience.

Accordingly, the results do not support the first sub-hypothesis, which states that:

“Strategic Sensitivity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden.”. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that: “Strategic Sensitivity contributes significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden.”

Leadership Unity:

H_{02} : Leadership Unity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden. To test this hypothesis, a simple linear regression analysis was conducted to determine whether Leadership Unity has a statistically significant effect on Organizational Resilience.

Table (4-17) shows the use of simple regression analysis to determine the effect of Leadership Unity on Organizational Resilience.

Table (4-17): Effect of Leadership Unity on Organizational Resilience

	Organizational Resilience							
	F	Sig.	R	R^2	Beta	t	Sig.	
Constant)						-.376	.709	
leadership unit	27.459	.000	.648	.419	.648	5.240	.000	

Leadership Unity has a statistically significant positive effect on Organizational Resilience ($F = 27.459$, $\text{Sig.} = 0.000$). The relationship is moderate and positive ($R = 0.648$), with Leadership Unity explaining 41.9% of the variance ($R^2 = 0.419$). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

Resource Fluidity:

H03: Resource Fluidity does not contribute significantly at the significance level ($\alpha = 0.05$) to achieving

Table (4-18): Effect of Resource Fluidity on Organizational Resilience

	Organizational Resilience							
	F	Sig.	R	R ²	Beta	t	Sig.	
Constant)						.329	.744	
Resource Fluidity	16.870	.000	.554	.307	.554	4.107	.000	

Resource Fluidity has a statistically significant positive effect on Organizational Resilience ($F = 16.870$, $\text{Sig.} = 0.000$). The relationship is moderate and positive ($R = 0.554$), explaining 30.7% of the variance ($R^2 = 0.307$). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

Statistical Differences According to Demographic Variables:

There are no statistically significant differences at the significance level ($\alpha = 0.05$) between the mean responses of

Table (4-12) presents the results of the Independent Samples T-Test according to the Gender variable.

	Gender	N	Mean	Std. Deviation	T	Df	Sig. (2-tailed)
Strategic Agility	Male	33	4.28	.315	-0.303	38	0.763
	Female	7	4.32	.453			
organizational Resilience	Male	33	4.46	.707	0.656	38	0.516
	Female	7	4.28	.403			
Overall Instrument	Male	33	4.37	.469	0.344	38	0.733
	Female	7	4.30	.424			

There are no statistically significant differences by gender in employees' perceptions of strategic agility and organizational resilience ($p > 0.05$). Thus, the null hypothesis is accepted, indicating that perceptions do not differ between male and female employees.

Academic Qualification:

Organizational Resilience in the Yemen Company for Flour Mills and Silos – Aden. To test this hypothesis, a simple linear regression analysis was conducted to determine whether Resource Fluidity has a statistically significant effect on Organizational Resilience.

Table (4-18) shows the use of simple regression analysis to determine the effect of Resource Fluidity on Organizational Resilience.

the respondents regarding the role of strategic agility in achieving organizational resilience at the Yemen Company for Flour Mills and Grain Silos – Aden, attributable to the demographic and job-related variables (gender, educational qualification, job position, and years of service).

Gender:

Table (4-12) presents the results of the Independent Samples t-test regarding respondents' perceptions of the role of strategic agility in achieving organizational resilience according to the gender variable.

Table (4-13) presents the results of the Independent Samples t-test regarding respondents' perceptions of the role of strategic agility in achieving organizational resilience according to the educational qualification variable.

Table (4-13): Independent Samples T-Test According to Academic Qualification

Dimension	Qualification	N	Mean	Std. Deviation	T	Df	Sig. (2-tailed)
Strategic Agility	Diploma	7	4.13	0.283	-1.328	38	.192
	Bachelor's	33	4.32	0.342			
organizational Resilience	Diploma	7	4.29	0.246	-.614	38	.543
	Bachelor's	33	4.46	0.721			
Overall Instrument	Diploma	7	4.21	0.245	-.934	38	.356
	Bachelor's	33	4.39	0.487			

It is evident from Table (20) that there are no statistically significant differences at the significance level ($\alpha = 0.05$) between the responses of employees with different educational qualifications (Diploma and Bachelor's degree) regarding the role of strategic agility in achieving organizational resilience at the Yemen Company for Flour Mills and Grain Silos – Aden. This result applies to the dimensions of strategic agility, organizational resilience, and the instrument as a whole, as the significance values corresponding to the calculated t-values are greater than

(0.05). Therefore, the null hypothesis is accepted, indicating that employees' perceptions do not differ according to educational qualification.

Job Position:

Table (4-14) presents the results of the Independent Samples T-Test regarding respondents' perceptions of the role of strategic agility in achieving organizational resilience, attributed to the job position variable.

Table (4-14): Independent Samples T-Test According to Job Position

Dimension	Job Position	N	Mean	Std. Deviation	T	Df	Sig. (2-tailed)
Strategic Agility	Department Manager	6	4.52	0.292	1.916	38	0.063
	Head of Department	34	4.24	0.330			
organizational Resilience	Department Manager	6	4.91	1.56	2.014	38	0.051
	Head of Department	34	4.34	0.316			
Overall Instrument	Department Manager	6	4.71	0.891	2.165	38	0.037
	Head of Department	34	4.29	0.315			

It is evident from Table (4-14) that there are no statistically significant differences at the significance level ($\alpha = 0.05$) between the responses of the job position groups (Department Manager and Section Head) regarding the role of strategic agility in achieving organizational resilience at the Yemen Company for Flour Mills and Grain Silos – Aden across the dimensions of strategic agility and

organizational resilience, since the significance values corresponding to the calculated t-values are greater than (0.05).

It is also evident from Table (4-14) that there are statistically significant differences at the significance level ($\alpha = 0.05$) between the responses of the job position groups

(Department Manager and Section Head) regarding the role of strategic agility in achieving organizational resilience according to the instrument as a whole, since the significance value corresponding to the calculated t-value is less than (0.05), in favor of the Department Manager group.

Years of Service:

Table (4-15) shows the results of the one-way Analysis of Variance (ANOVA) regarding respondents' evaluations of the role of strategic agility in achieving organizational resilience according to the years of service variable.

Table (4-15): One-Way ANOVA According to Years of Service

Dimension	Source of Variance	Sum of Squares	Df	Mean Square	F	Sig.
Strategic Agility	Between Groups	.555	2	.277	2.655	.084
	Within Groups	3.866	37	.104		
	Total	4.421	39			
Organizational Resilience	Between Groups	1.195	2	.597	1.383	.263
	Within Groups	15.977	37	.432		
	Total	17.172	39			
Overall Instrument	Between Groups	.822	2	.411	2.080	.139
	Within Groups	7.308	37	.198		
	Total	8.130	39			

It is evident from Table (4-15) that there are no statistically significant differences at the significance level ($\alpha = 0.05$) among respondents with different years of service (6–10 years, 11–15 years, and more than 15 years) regarding the role of strategic agility in achieving organizational resilience at the Yemen Company for Flour Mills and Grain Silos – Aden. This result applies to the dimensions of strategic agility, organizational resilience, and the instrument as a whole, since the significance values corresponding to the calculated F-values are greater than ($\alpha = 0.05$).

Summary of the Differences Hypothesis:

The hypothesis is accepted.

In other words, there are no statistically significant differences at the significance level of (0.05) between the mean responses of the participants regarding the role of strategic agility in achieving organizational resilience at the Yemen Company for Flour Mills and Silos – Aden, attributable to demographic and job-related variables, namely gender, educational qualification, job position, and years of service.

Conclusions and Recommendations

Conclusions:

- According to the study's findings, the Yemen Company for Flour Mills and Silos–Aden's organizational resilience is greatly improved by strategic agility. The statistical findings verified

that the two variables had a favorable association.

- By enabling the business to keep an eye on external changes, predict future developments, and effectively address new possibilities and challenges, strategic sensitivity helps to enhance organizational resilience.
- Because it encourages consistency in decision-making, enhances coordination among managerial levels, and makes organizational adaptation easier during times of change, leadership unity was found to be a crucial component in promoting organizational resilience.
- By enabling the business to effectively reallocate and use its existing resources in response to shifting operational and environmental situations, resource fluidity improves organizational resilience.
- The findings demonstrate that the company has an adequate level of organizational resilience, as demonstrated by its ability to adapt to change, maintain operational continuity, and quickly address challenges.
- Overall, the findings confirm that Strategic Agility plays a significant role in enhancing Organizational Resilience at Yemen Company for Flour Mills and Silos – Aden.
- Generally speaking, businesses that engage in developing strategic agility skills are better able to adapt to environmental changes and sustain their performance over time.

Recommendations:

- By consistently tracking environmental changes and incorporating them into strategic planning procedures, the organization may strengthen its strategic agility practices.
- Improve strategic awareness by creating systems for early danger and opportunity detection and environmental scanning.
- Encourage leadership Unity by enhancing coordination, communication, and involvement of all managerial levels in strategic decision-making.
- Improve resource flexibility by implementing more effective processes for allocating resources and making sure they are available when needed.
- To increase flexibility and promote corporate learning, fund staff training and development initiatives.
- Promote a culture of ongoing education and information exchange among staff members in every department.
- Increase the effectiveness of risk management systems by routinely detecting, evaluating, and keeping an eye on the hazards that the business may encounter.

Suggestions for Future Studies:

- Future studies may examine the relationship between Strategic Agility and other organizational outcomes such as Organizational Performance, Innovation, and Competitive Advantage.
- Researchers may investigate the mediating role of Organizational Learning in the relationship between Strategic Agility and Organizational Resilience.
- Future research could explore the impact of Digital Transformation on enhancing Strategic Agility and Organizational Resilience in Yemeni organizations.
- Similar studies may be conducted in other Yemeni industrial and service organizations to compare the findings with those of the current study.
- Longitudinal studies are recommended to assess the long-term impact of Strategic Agility on Organizational Resilience over.

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