Appendix A

A Questionnaire

Section 1: **Demographic Information**

Below is a set of personal data. Please tick (√) the option that best describes you.

Gender: ( ) Male ( ) Female

Age: **( )** under 30 years ( ) 30- 40 years old ( ) 41 -50 years old ( ) more than 50 years old

Job Title ( ) General Manager ( ) Deputy General Manager ( ) Head of Department. ( ) Center Supervisor ( ) Administrative Employee. ( ) Technician. ( ) Regular Employee

Educational Level

( ) Secondary Education ( ) post secondary diploma. ( ) Bachelor's Degree ( ) Higher Diploma ( ) Master's Degree ( ) PhD degree

Years of Experience

( ) Less than 5 years ( ) 5- 9 years ( ) 10 - 14 years. ( ) 15 - more years old

Work Company

( ) Yemeni Company for Industry and Trade ( ) Ghee and Soap Company ( ) Diversified Company ( ) Dairy and Food Company

Section 2: Dynamic Capabilities

Please indicate your level of agreement by placing a check mark (√) next to the option you think most appropriate. Note that a check mark of "strongly agree" indicates the highest score, and "strongly disagree" indicates the lowest score.

Scale : Strongly agree= 1, Agree= 2, Somewhat agree= 3, Neutral= 4, Somewhat disagree= 5, Disagree= 6, Strongly disagree =7.

No.	**Statements**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
	First Dimension: Opportunity Sensing							
1.	The company monitors market changes to identify new growth opportunities.							

2.	The company analyzes its operating environment to identify potential threats and opportunities.							
3.	The company leverages its relationships with its customers in identifying future needs.							
4.	The company allocates the necessary resources to keep up with new technological developments.							
5.	The company responds quickly when new market opportunities emerge in determining future needs.							
6.	The company monitors the behavior of competitors to identify areas that can be improved.							
	Second Dimension: Learning							
7.	The company creates an environment that encourages knowledge sharing among employees.							
8.	The company uses feedback to improve its products and services.							
9.	The company encourages teamwork to share knowledge and experiences among employees.							
10.	The company updates its industrial products based on information about its customers' desires.							
11.	The company continuously trains its employees to keep up with technological developments.							
12.	The company updates its procedures based on suggestions from its clients.							
	Third Dimension: Integration							
13.	The company allows for the regular exchange of information between its various departments.							

14.	The company seeks to achieve effective coordination between departments to implement its joint plans.							
15.	The company depends on various working teams to implement its different tasks.							
16.	The company works to involve its customers in setting its priorities.							
17.	The company has flexibility in its procedures to suit its environments.							
	Fourth Dimension: Coordination							
18.	The company adopts a flexible organizational structure that allows it to redistribute resources.							
19.	The company distributes tasks among employees according to their practical skills..							
20.	The company efficiently handles conflicts between its units							
21.	The company provides effective communication channels between departments and divisions.							
22.	The company uses assurance monitoring systems to ensure consistency between plans and activities							
23.	The company seeks to achieve harmony between executive tasks and overall goals..							
	Fifth Dimension: Resources Reconfiguration							
24.	The company is reorganizing its capabilities to develop new products.							
25.	The company ceaselessly reconfigures its resources when market changes occur.							
26.	The company replaces its inefficient resources with more efficient ones.							

27.	The company invests in modern technology to improve its performance.							
28.	The company redesigns its products or services according to market demands.							
29.	The company uses flexible methods to restructure its resources.							

Section 3: Organizational Ambidexterity

The following are statements related to Organizational Ambidexterity. Please indicate your level of agreement by placing a check mark () next to the option you consider most appropriate. A check mark of "Strongly Agree" indicates the highest score, and lower levels of agreement indicate a lower score.

No.	**Statements**	1	2	3	4	5	6	7
	First Dimension: Exploration							
30.	The company seeks new opportunities to expand its business.							
31.	The company encourages experimentation to generate innovative ideas and products.							
32.	The company seeks to enter new markets with diversified products.							
33.	The company tests new technologies to improve its performance.							
34.	The company follows future trends in its industry..							
35.	The company fosters a work environment that supports creative thinking.							
	Second Dimension: Exploitation							
36.	The company continuously develops its existing products.							
37.	The company utilizes its available resources efficiently.							

38.	The company seeks to reduce costs while maintaining the quality of its products.							
39.	The company focuses on enhancing customer loyalty.							
40.	The company develops its operational capabilities to maintain its competitive position..							
41.	The company develops its business in line with modern industrial technologies.							