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The impact of strategic physiognomy on the performance of agricultural investment institutions in Yemen

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Abstract

This study aims to explore the impact of the concept of strategic physiognomy and its core dimensions, empowerment, inspiration, and deep understanding on the performance of investment institutions within the Yemeni agricultural sector. This is particularly significant given the sector's pivotal role in supporting the national economy, especially amid current challenges such as declining productivity and weak agricultural development strategies in a constantly changing environment. The study employed a descriptive and analytical methodology, utilizing a questionnaire distributed to 214 employees across four Yemeni agricultural institutions. A total of 184 valid responses were analyzed using SPSS, incorporating descriptive statistics, reliability tests, and both simple and multiple linear regression analyses. The findings revealed a high level of strategic physiognomy and commendable performance of investment institutions in the Yemeni agricultural sector. The results confirmed that strategic physiognomy and its dimensions exert a positive and statistically significant influence on institutional performance, with deep understanding emerging as the most impactful dimension. The study concludes with practical recommendations to enhance the performance of agricultural investment institutions through the development of deep understanding, the stimulation of inspiration, the expansion of empowerment, and the improvement of information systems to support knowledge exchange and future trend forecasting. Additionally, this research contributes to academic knowledge by integrating traditional concepts of strategic physiognomy with contemporary research methodologies, thereby equipping institutions to effectively and efficiently confront evolving environmental and economic challenges.

Keywords: Agricultural sector, Institutional performance, Investment institution, Strategic physiognomy.

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1. Introduction

The contemporary business environment is characterized by rapid change, intense competition, and increasing complexity, requiring organizational leaders to adopt innovative and adaptive strategies. In this dynamic context, effectively leveraging existing knowledge assets and unique organizational capabilities is crucial for the efficient deployment of human and material resources. This necessitates the development and implementation of strategies that address evolving environmental dynamics, including technological advancements and the proliferation of information, especially given the accelerating pace of competitive renewal.

Within this framework, the concept of "physiognomy" has emerged as a potentially valuable approach for understanding individual employee traits and characteristics, with the aim of fostering motivation and enhancing performance to improve organizational competitiveness.

The concept of strategic physiognomy has evolved significantly, transitioning from an observational science to a tool grounded in the natural sciences, relying on experimentation and precise analysis [1]. Numerous researchers have regarded strategic physiognomy as an important means of analyzing employees' psychological traits and understanding their thoughts, thereby facilitating the achievement of organizational strategic objectives. Strategic physiognomy is defined as "leadership practices that involve monitoring the personal traits of individuals." [2] and is considered an essential tool for studying the organizational environment and understanding employee psychology [3].

Furthermore, strategic physiognomy enhances leadership's ability to predict and deeply understand environmental phenomena, contributing effectively to the achievement of organizational goals.

These practices enable leaders to identify individuals' strengths and weaknesses, allowing them to align efforts with the demands of a changing environment [4].

Al-Kahrabji et al. [5] highlight the importance of strategic physiognomy in decision-making processes, providing organizations with the necessary tools to adapt to environmental changes and effectively face challenges. This is particularly relevant in the Yemeni agricultural sector, which is significantly affected by population growth, technological and economic developments, and the influence of cross-border agricultural companies on markets and production.

These challenges also include administrative, economic, marketing, and technical issues. Such complexities necessitate that agricultural institutions adopt modern strategies aligned with contemporary transformations in administrative concepts and practices. Therefore, it can be argued that strategic physiognomy is a fundamental component in shaping successful leadership strategies.

Understanding the work environment can facilitate the generation of creative ideas and innovations that enhance performance and excellence, thereby increasing efficiency and productivity in the Yemeni agricultural sector in line with current and future transformations.

Based on these foundations, this study aims to investigate the impact of strategic physiognomy and its dimensions, empowerment, inspiration, and deep understanding on institutional performance, specifically within investment institutions in the Yemeni agricultural sector.

The agricultural sector is a cornerstone of Yemen's national economy, contributing approximately 17.6% to the gross domestic product (GDP) and supporting the livelihoods of around 73.5% of the population. This sector is a significant source of employment, absorbing over half of the national labor force, roughly 52% of total employment in the country [6].

Despite its crucial importance, the Yemeni agricultural sector faces substantial challenges that significantly affect its sustainability and efficiency.

Al-Sanawi et al. [7] highlighted notable shortcomings in agricultural development efforts, which have exacerbated the country's food deficit. Domestic grain production sharply declined from 910,000 tons in 2012 to 357,000 tons in 2018. Similarly, domestic wheat production decreased from 5.9% of total grain production in 2012 to 3.2% in 2018. These challenges are further intensified by the absence of an effective agricultural development strategy, negatively impacting the overall performance of agricultural institutions.

Previous studies have indicated various impacts of strategic physiognomy on performance. Fadhil et al. [8] demonstrated a significant positive effect of strategic physiognomy on achieving distinguished institutional performance. Abdullah [9] reported a significant relationship between strategic physiognomy and high-performance indicators. Ali et al. [10] confirmed the direct influence of strategic physiognomy in enhancing organizational excellence.

Al-Dhabhawi and Al-Fatlawi [11] revealed its impact on improving organizational reputation through various dimensions. Similarly, Solumani and Jamal [12] emphasized the importance of strategic physiognomy in promoting organizational success. Al-Sabouni and Al-Hamdani [4] indicated a relationship between strategic physiognomy and the quality of educational services, while Al-Kahrabji et al. [5] demonstrated that strategic physiognomy enhances strategic leadership.

While existing research has addressed these variables individually or in bivariate relationships, it has not specifically explored the impact of strategic physiognomy (as an independent variable) on institutional performance (as a dependent variable) within the context of Yemeni agricultural investment institutions, either theoretically or empirically.

This research gap forms the central focus of this study, aiming to enhance scientific understanding and provide a comprehensive framework for addressing the challenges and opportunities faced by organizations in their pursuit of effective and distinguished institutional performance.

Therefore, the core research problem can be summarized by the following main question:

Is there an impact of strategic physiognomy on the institutional performance of investment institutions in the Yemeni agricultural sector?

To address this main question, the following sub-questions were formulated:

- What is the level of strategic physiognomy in Yemeni agricultural investment institutions?
- What is the level of institutional performance in Yemeni agricultural investment institutions?

Furthermore, this study aims to investigate the impact of behavioral assessment for strategic advantage (as previously defined) on the institutional performance of investment institutions within the Yemeni agricultural sector.

1.1. Secondary Objectives

- To assess the current application of behavioral assessment for strategic advantage within these institutions.
- To measure the level of institutional performance in Yemeni agricultural investment institutions.
- To examine the impact of the dimensions of behavioral assessment for strategic advantage, namely empowerment, inspiration, and deep understanding, on institutional performance.

This study addresses a vital and contemporary topic in the field of management by highlighting the impact of strategic physiognomy on institutional performance. It covers several important aspects that enhance its value, including:

- Providing a novel framework for understanding the impact of behavioral assessment for strategic advantage on institutional performance in the Yemeni agricultural sector. This framework can serve as a foundation for future research and contribute to the broader body of knowledge on management practices in developing economies.
- Emphasizing the practical importance of the agricultural sector as a fundamental source of national income and employment. The study diagnoses the current situation by identifying the existing state and the desired future state. It also aims to enhance managerial knowledge for directors and offers a practical framework for decision-makers to improve institutional performance.

This study employed a descriptive-analytical approach. Data were collected via a questionnaire distributed to a sample of employees from Yemeni agricultural investment institutions, covering various administrative levels (senior, middle, and specialized). Data analysis was conducted using SPSS software version 28, utilizing multiple statistical techniques such as descriptive analysis, reliability testing (Cronbach's alpha), and simple and multiple linear regression to test the hypotheses.

The study makes a significant scientific contribution by presenting a comprehensive framework to understand the impact of strategic physiognomy and its dimensions empowerment, inspiration, and deep understanding on institutional performance within the critical agricultural sector. This topic has been insufficiently addressed in previous literature.

Practically, it assists decision-makers and managers in agricultural investment institutions to enhance institutional performance through adopting strategic physiognomy practices, thereby boosting competitiveness and innovation in a dynamic work environment.

1.2. Structure of the Study

The study is organized into six interconnected main sections, aiming to provide a comprehensive understanding of the influence of strategic physiognomy on institutional performance in Yemeni agricultural investment institutions:

- Section One (Introduction): Presents the research background, emphasizes the importance of the study, outlines the research problem, questions, and objectives, along with a brief review of relevant prior literature.
- Section Two (Literature Review): Reviews fundamental theories and concepts related to strategic physiognomy and institutional performance, analyzes previous studies addressing these variables, and identifies research gaps that this study aims to fill.
- Section Three (Methodology): Describes the research methodology, including the study type, sample selection, data collection tools (questionnaire), and data analysis techniques using statistical software such as SPSS. It also explains the analytical methods used to test the hypotheses.
- Section Four (Results): Presents the data analysis and key findings, interprets them in light of the proposed hypotheses, and assesses the extent to which the dimensions of strategic physiognomy impact institutional performance.
- Section Five (Discussion): Discusses the role of strategic physiognomy and its dimensions in enhancing institutional performance, links the findings to previous research, and highlights their significance for achieving excellence and competitiveness in agricultural institutions.
- Section Six (Conclusion): Summarizes the main findings, underscores the scientific and practical contributions of the study, and outlines limitations along with recommendations for future research and the development of administrative practices in the agricultural sector.

2. Review of Literature

2.1. The Concept of Strategic Physiognomy

Physiognomy is an ancient practice known across various cultures, derived from the Latin term *Physiognomia*, which itself originates from Greek, meaning "judgment of nature." It involves inferring human character and attributes through observations of physical features [13].

Aristotle is considered the first to formally document physiognomy in his treatise *Physiognomica*, where he explored the relationship between facial features such as nose shape and eye color and corresponding personality traits [5].

Zaidan [1] noted that during the Dark Ages, physiognomy became intertwined with astrology and magic, leading to its dismissal as a pseudoscience. However, with the advancement of scientific disciplines, it was re-evaluated as a natural science.

In the 20th century, empirical research largely separated facial features from personality traits.

In the 21st century, intelligent systems, such as the "Digital World Physiognomy" program, have been employed to identify individuals' psychological characteristics based on machine learning techniques and the analysis of appearance and facial features.

Dabbas and Muhemmed [14] explains that strategic physiognomy represents a set of practices and associations used by organizations through the integration of personal characteristics with the overall appearance of the institution.

According to Al-Sabouni and Al-Hamdani [4], strategic physiognomy embodies the traits possessed by an organization's top leadership, including the ability to predict, inspire, appreciate, think intelligently, and deeply understand environmental phenomena.

It involves envisioning the organization's future and maintaining its organizational health. All these traits enhance the capacity of top leadership to achieve organizational goals and foster prosperity. Kashkool [15] defined it as "the organization's ability and effort to achieve its goals by reading the competitive environment and empowering and inspiring employees to reach a deep understanding." It also attracts talent and encourages employees to actively participate in their work [16].

Al-Rubaie [2] explained that strategic physiognomy elevates top management's awareness of the importance of employees' roles in improving creative performance through their capabilities, skills, and experiences, enabling managers to allocate roles and responsibilities effectively.

Based on the existing literature, the researchers define strategic physiognomy as the ability to analyze and understand individuals and situations accurately, deeply, and comprehensively, utilizing this ability to make effective strategic decisions.

2.1.1. Dimensions of Strategic Physiognomy

This study focuses on three key dimensions of behavioral assessment for strategic physiognomy: empowerment, inspiration, and deep understanding. These dimensions are grounded in existing literature on leadership, organizational behavior, and human resource management, as evidenced by various scholars' studies, including [3-5, 8, 10-12, 14, 15, 17-19]. Based on these studies, the researchers adopted these dimensions for the current investigation.

2.2. Empowerment

Empowerment is considered one of the modern leadership approaches that emphasizes supporting the managerial role in fostering positive relationships with employees. It enhances partnership and collaboration through the development of mutual trust and the achievement of shared interests.

Al-Miyali and Al-Kubaisi [20] pointed out that the concept of administrative empowerment traces back to the authority model proposed by Lukes [21].

It is a process of delegating authority from top management to employees within organizations, aiming to increase their flexibility and autonomy in decision-making related to their work. This, in turn, contributes to boosting employee productivity and the overall performance of the organization. Empowerment has been defined as "the extent to which administrative leaders grant broader authority in accountability, control, and responsibility" [22].

For the purposes of this study, empowerment is defined as the state in which employees within investment institutions in the Yemeni agricultural sector experience a sense of satisfaction and confidence resulting from delegation and support from senior management. This enables them to perform their tasks and responsibilities efficiently and effectively within a supportive work environment that provides the necessary resources and opportunities for development.

2.3. Inspiration

Inspiration is fundamentally regarded as a vital driving force in addressing challenges and fostering both personal and organizational growth. It contributes to achieving sustainable success and facilitates the development of innovative solutions during difficult times. This phenomenon is shaped through interactions with others and the surrounding environment, making the workplace a dynamic setting rich in vitality and continuous motivation.

According to Mohammed and Saaed [23], the inspiring influence of individuals plays a crucial role in enhancing confidence levels by guiding leaders to motivate and direct employees' energies toward the achievement of goals and accomplishments. They clarify that inspiration is an integral aspect of the creative process, serving as one of its essential components; creativity involves the generation of ideas among working individuals.

Bahar and Ahmed [24] emphasize the significant relationship between creativity and inspiration, noting that inspiration contributes to increasing creativity and more effective problem-solving. Furthermore, it enhances individual performance by providing employees with the energy necessary to activate their capabilities and attain job satisfaction.

For the purposes of this study, inspiration is defined as a motivational state emanating from management's awareness within investment institutions in the Yemeni agricultural sector. It is characterized by a clear vision that helps create a positive and stimulating work environment, one that values employees' efforts and achievements and drives them to deliver their best, fostering innovative and inspiring performance.

2.4. Deep Understanding

Deep understanding within organizational contexts is a cognitive process that transcends superficial knowledge acquisition. It involves analyzing, interpreting, and synthesizing information to facilitate effective decision-making and strategic action. This process transforms data into actionable insights, integrating them with prior knowledge and experience, which is critical for managing complexity, anticipating trends, and fostering innovation.

Several researchers have highlighted aspects of deep understanding in organizations. Al-Dulaimi [19] describes it as the conversion of information into knowledge that reduces decision errors. Kashkool [15] regards it as gaining a comprehensive understanding of the competitive environment. Al-Rubaie [2] emphasizes the importance of prior knowledge, intuition, and insight in problem-solving.

Zanqur et al. [25] discuss its role in promoting creativity, adaptability, and continuous learning. For the purposes of this study, deep understanding is defined as the willingness of management and employees to comprehend operational processes, engage with them critically, connect them with new ideas and past experiences, and derive actionable measures aimed at achieving high levels of performance within investment institutions operating in Yemen's agricultural sector.

2.5. International Performance

Institutional performance is a key factor for the success and sustainability of institutions within a competitive business environment. It reflects the extent to which an institution effectively utilizes its resources such as information, financial, and human resources, to establish a strong position in the market. These concepts demonstrate the efficiency and effectiveness in leveraging institutional capabilities to achieve objectives and enhance competitive advantage [26].

A review of the literature indicates that institutional performance is a complex concept influenced by stakeholders, market changes, and temporal factors, making it a central topic in management research. It underscores the importance of understanding the factors that impact performance in contemporary institutions [27].

Researchers have examined various aspects of institutional performance; some focus on the optimal utilization of resources [28], while others consider the achievement of short-, medium-, and long-term goals and stakeholder satisfaction Hadeed [29]. Nashash [30] believes that performance is not an end goal but a means to achieve desired outcomes. Al-Bahri [31] views performance as a tool for guiding institutions toward their objectives, assessing their current status, and fostering employee development. Faris and Ghazouzi [32] highlight the role of performance in knowledge management and ensuring sustainability.

According to Shoushan [33] the overall performance of an institution is represented by an integrated system of its outputs, influenced by both internal and external factors. It encompasses three main dimensions: individual performance within institutional units, the performance of these units within the context of the institution, and performance in the external environment.

Despite the absence of a universally accepted, standardized definition due to varying criteria and measurement methods, most scholars agree that performance signifies the institution's success in utilizing its physical and non-physical resources to achieve its objectives efficiently and effectively within its environment.

For this study, institutional performance is defined as the capacity of investment institutions in the Yemeni agricultural sector, along with all their employees, to achieve the set goals and objectives through the optimal and effective use of available resources within their internal and external environments.

2.6. The Relationship Between Strategic Physiognomy and Institutional Performance

The connection between strategic physiognomy and institutional performance is clearly demonstrated through a series of studies that highlight the impact of physiognomy on enhancing performance effectiveness within institutions. Abdullah [9] study indicates that strategic physiognomy plays a vital role in improving performance by enhancing decision-making processes and resource management. This underscores the importance of a deep understanding of how to effectively leverage resources to achieve institutional objectives.

Through the lens of the resource-based view and core competencies theory, we can see how physiognomy contributes to enabling organizations to identify opportunities and challenges in their environment, thereby strengthening their capacity to utilize resources efficiently.

Awarib and Tahash [34] found that empowerment, as one of the dimensions of strategic physiognomy, enhances institutional performance. Their results indicate a positive correlation between managerial empowerment and institutional performance, aligning with the core competencies theory, which emphasizes collective knowledge and effort alignment toward achieving goals. Additionally, this aligns with the Goal-Path Theory, which underscores the importance of guidance and effective leadership in boosting institutional performance. Strategic physiognomy contributes to creating a work environment that encourages innovation and collaboration among employees, directly elevating institutional performance levels.

Furthermore, Ben Kamash [22] emphasizes the reciprocal relationship between empowerment and performance, suggesting that an approach focused on empowering individuals contributes to performance improvement.

This reflects how strategic physiognomy supports innovation and collaboration within organizations. Empowerment enables leaders to better utilize available human resources, thereby enhancing institutional efficiency a concept consistent with the Dynamic Capabilities Theory, which regards knowledge as a strategic resource.

Shaheed et al. [35] reinforce this linkage by emphasizing the role of strategic physiognomy comprising empowerment, inspiration, and deep understanding in fostering exceptional institutional performance.

Their findings indicate that empowerment enhances employees' capacity to make effective decisions, while inspiration contributes to increased innovation and individual performance. These outcomes are in line with the Organizational Learning Theory, which highlights the importance of acquiring and disseminating knowledge.

Additionally, Ghanem and Al Marhazi [36] demonstrate that motivational inspiration influences superior performance through transformational leadership effects. This underscores the significance of the Path-Goal Theory, which emphasizes

the leader's role in creating a motivating work environment. Inspirational motivation is a vital factor enabling employees to achieve high performance, thereby supporting positive overall institutional outcomes.

The relationship between strategic physiognomy and institutional performance is further reinforced by studies addressing this connection. The aforementioned theories emphasize the importance of learning, information, and knowledge as strategic resources, highlighting the critical roles of leaders and employees in improving institutional performance.

This aligns with the conceptual model of this study, which aims to explore how these strategic elements interact to achieve performance improvements and increase institutional effectiveness.

2.7. Conceptual Model

After presenting the conceptual framework of the study, this research focuses on exploring the impact of strategic physiognomy on institutional performance in investment institutions within the Yemeni agricultural sector, by testing the formulated hypotheses that identify the influence of various factors on achieving sustainable and effective performance.

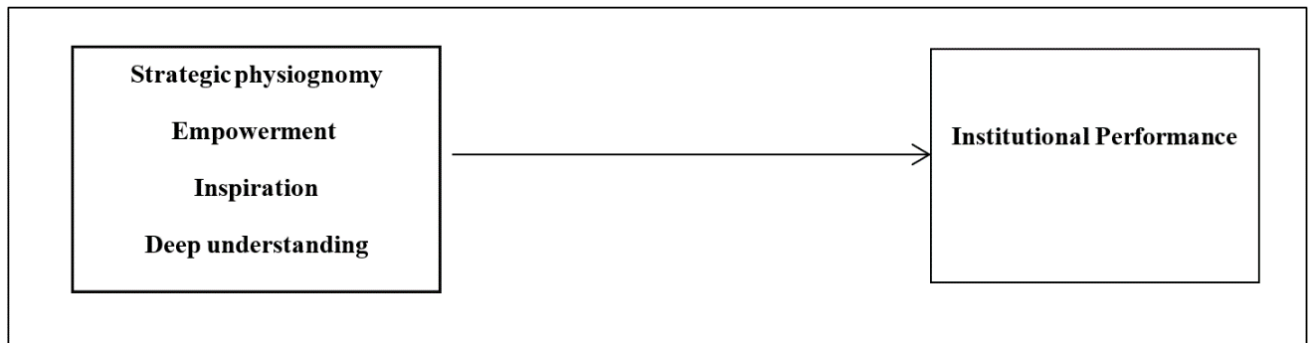


Figure 1.
Conceptual Framework of the Study.

2.8. Hypotheses

Based on the study's problem, research questions, objectives, and a review of relevant theoretical literature, the relationships between the study variables were identified, and the hypotheses were formulated as follows:

2.8.1. Main Hypothesis (H1)

Strategic physiognomy has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.

2.8.2. Sub-Hypotheses

- Empowerment has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.
- Inspiration has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.
- Deep understanding has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.

3. Methodology

This study adopted a descriptive-analytical approach aimed at examining the relationship between strategic physiognomy and institutional performance within Yemeni agricultural institutions. The study population comprised employees from four main agricultural entities: the General Authority for Grain Development and Production, the General Authority for Agricultural Services, the General Company for Potato Seed Production, and the General Authority for Producing Improved Seeds. The sample included all employees occupying senior and middle management positions, as well as specialized roles. A total of 214 questionnaires were distributed, of which 184 valid responses were retrieved, yielding a response rate of 86.15%. Questionnaires served as the primary data collection tool, and their reliability was confirmed using Cronbach's alpha to assess internal consistency. Data analysis was conducted using SPSS version 28, employing descriptive statistics such as frequencies, percentages, means, standard deviations, and the Relative Importance Index. Additionally, simple and multiple linear regression analyses were utilized to test hypotheses concerning the impact of strategic physiognomy and its dimensions, empowerment, inspiration, and deep understanding on institutional performance. This methodology reflects rigor in sample selection, data collection instruments, and analytical techniques, ensuring the reliability and validity of the findings in interpreting the relationships among the studied variables. The importance of employing strategic physiognomy lies in its capacity to enhance organizational insight and decision-making, thereby serving as a critical lever for improving institutional effectiveness and competitiveness.

Table 1.
Population and Sample of the Study.

#	Entity	Study Population	Distributed Sample	Retrieved Responses	Valid Responses	Response Rate (%)
1	General Corporation for Grain Development and Production	115	63	63	63	34.2%
2	General Corporation for Improved Seed Production	157	76	50	50	27.2%
3	General Corporation for Agricultural Services	56	27	27	25	13.6%
4	General Company for Potato Seed Production	100	48	48	46	25.0%
Total		428	214	188	184	100%

4. Results

This section aims to present and analyze the data collected in the study by employing advanced statistical methods to rigorously and objectively test the research hypotheses. The analysis includes a detailed description of the core variables and their multiple dimensions, in addition to examining the causal relationship between strategic physiognomy and institutional performance within agricultural sector institutions. Furthermore, this section seeks to provide an in-depth scientific interpretation of the findings, thereby enhancing the study's credibility, supporting its objectives, and broadening the understanding of the investigated phenomenon from a robust analytical perspective.

Table 2.
Descriptive Analysis of the Study Variables and Their Dimensions.

	RII	SD	Mean
Empowerment	75.3%	1.126	5.274
Inspiration	70.9%	1.350	4.963
Deep Understanding	75.7%	1.069	5.296
Strategic Physiognomy	74.0%	1.086	5.178
Institutional Performance	71.7%	1.033	5.021

Note: SD = Standard Deviation; RII = Relative Importance Index.

Table 2 presents the descriptive statistics for strategic physiognomy and its dimensions, providing insights into the levels of emphasis and consistency among respondents. Deep understanding emerged as the most emphasized dimension, with the highest mean score ($M = 5.296$) and a low standard deviation ($SD = 1.069$), indicating a strong and consistent focus on this aspect. Empowerment followed closely ($M = 5.274$, $SD = 1.126$), suggesting a similar level of emphasis with slightly greater variability in responses. In contrast, inspiration received the lowest mean score ($M = 4.963$, $SD = 1.350$), indicating it was less emphasized compared to other dimensions and exhibited the highest variability in responses. The overall strategic physiognomy scored a mean of 5.178 with a standard deviation of 1.086, demonstrating a moderate level of emphasis and relatively consistent perceptions across its dimensions. Institutional performance achieved a mean of 5.021 with a standard deviation of 1.033, reflecting a moderate level of emphasis and consistent perceptions.

4.1. Hypotheses Testing

4.1.1. Testing the Main Hypothesis

The main hypothesis indicates a statistically significant impact of strategic physiognomy on institutional performance in the agricultural sector institutions in Yemen.

Table 3.

Results of Multiple Regression Analysis to Test the Effect of Strategic Physiognomy on Institutional Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.648	.61275

a. Predictors: (Constant), Strategic physiognomy

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	127.021	1	127.021	338.308	<.001 ^b
	Residual	68.334	182	.375		
	Total	195.355	183			

a. Dependent Variable: Institutional Performance

b. Predictors: (Constant), Strategic physiognomy

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Strategic Physiognomy	.767	.042	.806	18.393	<.001

Note: a. Dependent Variable: Institutional Performance.

The model summary indicates a robust relationship, with a correlation coefficient (R) of 0.806, signifying a strong positive relationship between the predictor and the outcome variable. Furthermore, the R Square value of 0.650 reveals that 65% of the variance in institutional performance is explained by strategic physiognomy. The adjusted R Square value, which adjusts for the number of predictors, remains high at 0.648, confirming the model's reliability. The standard error of the estimate is 0.61275, reflecting the average deviation of observed values from the regression line.

The ANOVA results further validate the model's significance. With an F-value of 338.308 and a p-value of less than 0.001, the model is statistically significant. These results provide strong evidence for the significant impact of Strategic Physiognomy on Institutional Performance.

The coefficients offer additional insights into the relationship. The unstandardized coefficient (B) of 0.767 indicates that a one-unit increase in Strategic Physiognomy leads to an expected increase of 0.767 units in Institutional Performance. The standardized coefficient (Beta) of 0.806 highlights a strong positive standardized effect. With a t-value of 18.393 and a p-value less than 0.001, the predictor is shown to have a significant impact. In conclusion, the hypothesis H1, which posits that Strategic Physiognomy significantly influences Institutional Performance, is strongly supported by the analysis. The model demonstrates a substantial and statistically significant relationship, emphasizing the importance of Strategic Physiognomy in shaping Institutional Performance.

4.1.2. Testing Sub-Hypotheses

1. Empowerment has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.
2. Inspiration has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.
3. Deep understanding has a statistically significant impact on the institutional performance of investment institutions in the Yemeni agricultural sector.

The sub-hypotheses testing evaluates the effects of empowerment, inspiration, and deep understanding on institutional performance. The results suggest that these factors collectively and individually contribute significantly to institutional performance.

Table 4.

Results of Multiple Regression Analysis Testing the Impact of Strategic Physiognomy Dimensions on Institutional Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.815a	0.664	0.659	0.60355

a. Predictors: (Constant), Deep Understanding, Empowerment, Inspiration

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	129.787	3	43.262	118.765	<0.001b
	Residual	65.568	180	.364		
	Total	195.355	183			

a. Dependent Variable: Institutional Performance

b. Predictors: (Constant), Deep Understanding, Empowerment, Inspiration

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Empowerment	0.171	0.073	0.186	2.344	0.020
Inspiration	0.193	0.062	0.252	3.121	0.002
Deep Understanding	0.433	0.066	0.447	6.578	<0.001

a. Dependent Variable: Institutional Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Empowerment	0.171	0.073	0.186	2.344	0.020
Inspiration	0.193	0.062	0.252	3.121	0.002
Deep Understanding	0.433	0.066	0.447	6.578	<0.001

Note: a. Dependent Variable: Institutional Performance.

The model summary shows a strong relationship between the predictors and the dependent variable, with a correlation coefficient (R) of 0.815. The R Square value of 0.664 indicates that 66.4% of the variance in Institutional Performance is explained by the combined effect of Empowerment, Inspiration, and Deep Understanding. The Adjusted R Square value of 0.659 confirms the model's robustness, accounting for the number of predictors. The standard error of the estimate is 0.60355, indicating that the model predicts Institutional Performance with reasonable accuracy.

The ANOVA results further validate the model's overall significance. The F-value of 118.765 and a p-value less than 0.001 demonstrate that the combined predictors have a statistically significant impact on institutional performance. These findings confirm that the predictors collectively explain a substantial proportion of the variation in the dependent variable.

The findings demonstrate that empowerment has a significant effect on institutional performance, with an unstandardized coefficient (B) of 0.171. This suggests that a one-unit increase in empowerment results in a 0.171-unit increase in institutional performance. The effect is further supported by a standardized coefficient (Beta) of 0.186, a t-value of 2.344, and a p-value of 0.020, indicating statistical significance.

Similarly, Inspiration also showed a significant effect on Institutional Performance. The unstandardized coefficient (B) was 0.193, indicating that a one-unit increase in Inspiration corresponds to a 0.193-unit increase in Institutional Performance. The standardized coefficient (Beta) was 0.252, with a t-value of 3.121 and a p-value of 0.002, highlighting the statistical relevance of this predictor.

The strongest effect was observed for Deep Understanding, which significantly influenced Institutional Performance. The unstandardized coefficient (B) of 0.433 indicates that a one-unit increase in Deep Understanding results in a 0.433-unit increase in Institutional Performance. This effect is supported by a standardized coefficient (Beta) of 0.447, a t-value of 6.578, and a p-value of less than 0.001, making it highly significant. In conclusion, the analysis confirms that Empowerment, Inspiration, and Deep Understanding all have statistically significant effects on Institutional Performance, with Deep Understanding exerting the most substantial influence.

5. Discussion

5.1. Interpretation of Results and Link to Previous Studies

In interpreting the results and linking them to previous studies, this study demonstrates that strategic physiognomy represents a powerful lever for achieving high institutional performance. This aligns with Abdullah [9] findings, which affirmed a strong relationship between strategic physiognomy and institutional performance indicators, highlighting its significance as a key factor in performance improvement. The results also support what Ali et al. [10] indicated regarding the direct impact of strategic physiognomy on enhancing institutional excellence, suggesting that organizations investing in developing these strategies are better positioned to compete in markets.

Analyzing the dimensions of strategic physiognomy revealed that empowerment, inspiration, and deep understanding have statistically significant effects on institutional performance, with deep understanding being the most impactful dimension. This is consistent with the findings of Fadhil et al. [8], which confirmed the vital and positive role of strategic

physiognomy in enhancing institutional performance. Furthermore, the results align with Al-Dhabhawi and Al-Fatlawi [11] study, which emphasized the importance of deep knowledge and the ability to motivate in improving an organization's reputation. Deep understanding contributes to more effective strategic decision-making and enhances an organization's ability to adapt to rapid changes in the work environment, making it a fundamental pillar of its success.

The regression analysis in this study showed that each one-unit increase in strategic physiognomy leads to an expected increase of 0.767 in institutional performance. This reflects the significant influence of strategic physiognomy on improving overall performance and aligns with findings by Al-Sabouni and Al-Hamdani [4], who emphasized the importance of empowerment, deep understanding, and inspiration in enhancing institutional performance. These results highlight the necessity for organizations to invest in strengthening internal knowledge and developing team capabilities, as increased investment in these areas enhances an organization's ability to achieve positive and sustainable results.

Consequently, the study affirms that strategic physiognomy is not merely a management tool but a vital strategic element that fosters growth, innovation, and competitiveness, enabling organizations to address future challenges and achieve their strategic objectives effectively. This was reinforced by Al-Kahrabji et al. [5] studies, which indicated that strategic physiognomy strengthens leadership pillars in various work domains, preparing organizations to effectively face future challenges. These in-depth interpretations clearly link the study's results to previous research, thereby enhancing the research's credibility and highlighting its scientific contribution to the field of strategic physiognomy and institutional performance.

5.2. Importance of Strategic Physiognomy in Improving Institutional Performance

The study highlights that strategic physiognomy is not merely a managerial skill but a strategic element that directly contributes to elevating institutional performance. This is achieved by fostering effective decision-making, motivating individuals, and developing the organization's internal capabilities. It also plays a role in enhancing competitiveness and innovation, making organizations better prepared to face future challenges and achieve their strategic goals. Therefore, investing in the development of strategic physiognomy is an imperative for organizations striving for sustained success and excellence.

5.3. Theoretical and Practical Recommendations for Administrative Leaders in the Agricultural Sector

Based on the study's findings, it is recommended that administrative leaders in the agricultural sector focus on building and strengthening the dimensions of strategic physiognomy, especially deep understanding, empowerment, and inspiration within work teams. Necessary resources should be provided, including continuous training, technical support, and the development of information systems, to enhance the internal capabilities of organizations. It is also advised to adopt policies that encourage innovation and continuous learning, with an emphasis on creating a work environment that fosters participation and responsibility. Theoretically, leaders can utilize the study's results to develop frameworks and management strategies that integrate strategic physiognomy as a core element in planning and implementation.

6. Conclusion

This study offers a significant scientific and practical contribution to understanding the vital role of strategic physiognomy in improving institutional performance within the agricultural sector. The results have demonstrated that strategic physiognomy, particularly its three dimensions of empowerment, inspiration, and deep understanding, play a fundamental role in enhancing organizational capabilities and raising the level of competitiveness and excellence. The study also emphasized the necessity for organizations to invest in developing these skills and providing a supportive environment to achieve this. Despite these contributions, the research faced certain limitations, including the limited sample size and the focus on a specific agricultural sector, which might affect the generalizability of the results. Therefore, future research is recommended to expand the study's scope to include different sectors and geographical areas, in addition to studying the factors influencing each dimension of strategic physiognomy in greater depth.

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