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Strategic Fit Orientation and Business Agility of Non-Oil Export Women Entrepreneurs in a Developing Economy

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Abstract: A firm's ability to compete effectively depends on matching its internal operations with various exterior contexts. This research investigated the impact of strategic fit orientation on business agility among female entrepreneurs in Lagos state, Nigeria's non-oil export sector. This study used a descriptive and quantitative approach to gather information from four hundred and two (402) selected female entrepreneurs actively engaged in non-oil exporting activities in the agribusiness, textile, and information and technology business processing industry. The respondents were purposefully determined, while the data were analyzed using measurement and structural modeling. This study reveals that strategic fit orientation significantly mediates firm strategies and business agility. This means that women entrepreneurs should continually develop structures and strategies to stay agile and strategically fit in the business environment. They are to adapt their objectives strategically to reduce potential risks and assess situations and possible consequences of threats to remain dynamic in the business environment. This study addressed the gap between strategic fit orientation and business agility in developing economies.

Keywords: business agility; entrepreneurship; innovation; strategic fit orientation; sustainability; women entrepreneurs

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1. Introduction

Including women in the nations' socio-economic space causes immense contributions to developing the economies through employment creation, revenue generation, and poverty reduction in line with the SDG goals [1,2]. With the emergence of globalization and the consequent breaking of gender barriers, women's entrepreneurial activities have experienced exponential growth worldwide, contributing significantly to their well-being and national economic growth [3,4]. Although previous studies revealed that women establish businesses based on push (necessity-driven) factors, in recent times, women initiate ventures based on pull (opportunity-driven) factors or concentrate more on personal fulfillment than economic values [5].

According to the Global Entrepreneurship Monitor report [6], women entrepreneurs tend to launch new companies quickly. Still, they rarely expand or perform consistently after the startup phase due to insufficient financing and profitability. Although some women entrepreneurs have developed their businesses, many struggle under heightened global market competition [7,8]. While some high-growth female entrepreneurs have taken

their businesses beyond national borders, many do not proactively scan their environment to enable them to operate strategically in the face of increased global market competition due to a lack of understanding of how the strategy works and the impact of externalities on performance [9,10]. This significantly hinders their organization's growth and sustainability [11]. The current struggle makes the knowledge of strategic agility a vital key to success.

Meanwhile, in developing economies like Nigeria, turbulence in the business environment caused by open market competition, business dynamism, and globalization has greatly challenged women entrepreneurs in non-oil export. Most entrepreneurial businesses struggle to achieve strategic fit and agility [12]. Studies have shown that business owners are not strategically equipped to allocate their limited resources to the market environment and prevalent competition [13–16]. For instance, entering a foreign market involves a significant commitment of strategic, technical, managerial, and financial resources. A firm has to make a strategic decision on which market to enter and allocate resources considering the limitations of its resources. Location selection has a critical impact on the strategic distribution of resources, costs of operation, competitiveness, and the ability to strategically coordinate its foreign market activities within the firm's specific resources and capabilities for optimal performance while considering the global market's volatility and level of competition [17]. The assumption is that Nigerian women entrepreneurs may be weak in dynamism skills due to lack or little foreign exposure. For an entrepreneurial firm, selecting a target market is essential because the environment affects strategy and structure selection. Both must be compatible with achieving strategic fit for efficacy, measurable market success, and sustainability [14].

From the dynamism point of view, studies have established that to be competitive and grow sustainably in a volatile environment, an organization needs to develop the ability to adapt or react quickly and flexibly (agility) to market change that determines its ability to expand and endure [15,18,19]. Dynamic capability framework expounds that organizations need to be fluid with their processes and strategic practices by which their firms will develop new configurations for updating resources as per market requirements to meet the demands of rapidly changing environments for possible sustainable competitive advantage [17].

This study, therefore, explores the belief that not all women's ventures, especially the ones with high-growth models, are non-strategic and dynamic in their approach. Iyiola and Azuh [20], Mohammed, Fatima, Abdennour and Lakhdar, [21], and Folorunso, Omoregbe, Efegbudu, and Olanrewaju [22] buttressed the fact that there is a significant relationship between women entrepreneurs' business technicalities, knowledge, and organizing competencies and firm performance. Organizational success anchors on the alignment between the business and the environment, and it requires constant adjustment while controlling internal functional relationships [8,15,23]. Several studies have attempted to establish the effects of firm strategic activities on business agility [24,25]. Taherpour Kalantari et al. [13]; Rahman et al. [8]; Olorunshola, [26], and a few others addressed this issue from other business activities context. Moreover, the findings from these scholars are inconclusive. This study looked into the women entrepreneurs in the export sector, especially regarding their strategic fit orientation and business agility.

The theoretical foundation for the dynamic capabilities theory in the context of Strategic Fit Orientation and Business Agility of Non-Oil Export Women Entrepreneurs can be drawn from various perspectives. Dynamic capabilities theory emphasizes the importance of a firm's ability to sense, seize, and reconfigure its resources and competencies in response to changing environments. This theory aligns with the works of Rahman et al. [17], who explored the impact of internationalization on SME performance, highlighting the dynamic nature of firms in emerging economies. Additionally, strategic fit, as proposed by Taherpour Kalantari and Aslani [13], underscores the significance of aligning organizational strategies with environmental factors, echoing the dynamic capabilities approach. Moreover, the study by Hoque et al. [23] emphasizes the role of strategic fit and heterogeneity in

export performance, further reinforcing the relevance of dynamic capabilities in navigating market complexities. Therefore, integrating dynamic capabilities theory provides a robust framework for understanding how Non-Oil Export Women Entrepreneurs can effectively leverage strategic fit orientation and business agility to achieve sustainable competitive advantage in their endeavors. This supports the submission of a comprehensive analysis that not only elucidates the dynamic nature of entrepreneurial ventures but also offers actionable insights for fostering strategic resilience and adaptability in a rapidly evolving business landscape.

Hence, this research shall fill this gap in the literature and expand the frontier of knowledge in strategic management and entrepreneurship. It will offer insight to women entrepreneurs on how to keep an intelligent and dynamic organization to create sustainable and growth-oriented export enterprises. As such, they can develop specific competencies applicable to their operations and better position their businesses for competitive advantage. Therefore, this study examined the determinants of strategic fit orientation and their indirect effects on the business agility of non-oil export business entrepreneurs.

2. Literature Review

2.1. Strategic Fit

Strategic fit, deeply rooted in strategy and organizational theory, is a fundamental concept underpinning organizational development and competitive success. It is a universal strategic management framework emphasizing the critical nature of aligning an organization's strategy and structure with its business environment [14,27,28]. This alignment determines a firm's competitiveness and growth, hinging on its ability to strategically harmonize its internal resources and capabilities with external environmental opportunities to facilitate consistent performance and deter imitation [13,29]. Many research studies support the notion that understanding the dynamic business environment is essential for achieving strategic fit and business agility. An effective business strategy, the guiding map for a company's operations and development, is the linchpin for success, promoting growth, risk management, and return on investment [30]. A well-aligned strategy cultivates consistency in responding to the challenges posed by the business environment, ultimately leading to competitive advantage, excellence, and differentiation [31,32].

While a robust operative strategy is vital, survival and growth hinge on a deep understanding of the firm's internal strengths and weaknesses juxtaposed against external opportunities and threats [33]. The external business environment encompasses myriad direct and indirect factors, including uncertainty, intense competition, regulatory frameworks, socio-political dynamics, and economic dynamism, all contributing to environmental risk [34]. A thorough comprehension of these factors and their impact on the firm is the foundation for formulating a strategy that aligns its capabilities, competencies, and resources with its short and long-term strategic goals [35].

Organizations often grapple with achieving the requisite strategic fit, resulting in strategic gaps that impede performance [12]. This challenge is particularly pronounced among business owners, especially women in foreign fields, who may struggle to allocate limited resources effectively in the face of market complexities and competition. While some high-growth female entrepreneurs successfully expand their businesses internationally, many face difficulties due to a lack of strategic understanding and the impact of external factors on performance. In essence, the ability of a company to adapt and respond with agility to dynamic market changes significantly influences its potential for expansion and enduring success. For example, when venturing into global markets, entrepreneurial firms must carefully select target countries and suitable strategies, considering the volatility and intensity of international competition. This choice of target market critically influences strategy and architecture, both of which must align to achieve a strategic fit, fostering effectiveness and yielding significant positive performance [14]. Entrepreneurial firms can successfully align their organizations by choosing an exploitation or exploration strategy and selecting a host nation congruently [14].

2.2. Business Agility

The contemporary business landscape necessitates the ability of organizations to adapt, survive, and maintain competitiveness [36]. In such an environment, strategic agility emerges as a solution to unpredictable business dynamics, focusing on capability-based flexibility and responsive production to meet the rapidly changing market demands [37]. Strategic agility aids organizations in navigating complexity, proactively embracing disruptive transitions, and creating opportunities for improvement [38,39]. It allows firms to manage diverse customer needs and mitigate disruptions through strategic allocation and reallocation of resources [15,39]. Strategic agility is the key to seizing opportunities quickly, particularly in the context of real-time market information, and is vital for introducing new products, adapting to socio-political changes, and establishing strategic partnerships, which are essential for competitive advantage [11,19].

In the face of global trends like globalization, technology, and innovation, firms without strategic agility face a competitive disadvantage and performance decline [30]. For Nigerian firms, political interference, lack of transparency, regulatory uncertainty, and infrastructure challenges have hindered strategic agility, leading to unstable performance [40]. Women-owned firms, in particular, encounter obstacles due to cultural factors, limited access to information, market challenges, and communication issues [5,20,40,41].

Cultural challenges for women entrepreneurs often stem from traditional gender norms and societal expectations, which may limit their access to resources, networks, and support systems [41]. Addressing these challenges requires a concerted effort to challenge stereotypes, promote gender equality, and create an enabling environment that fosters women's entrepreneurship through targeted policies, mentorship programs, and access to finance and education [10,22].

The literature underscores the significance of strategic agility as essential for responding to uncertainties in regulation, policy instability, political interference, and inadequate infrastructure, thereby promoting steady, firm performance [41]. It aids the ability of organizations to adapt to changes, respond to environmental dynamics, enhance customer satisfaction, and thrive in competitive markets [42,43]. A holistic view suggests that operational adaptation, human resources, processes, technologies, and strategic alliances with competent partners are pivotal for building organizational agility. Strategic agility involves cooperative partnerships possessing the requisite competencies and capabilities to swiftly meet consumer demands and launch new technologies, ensuring an organization's readiness and competitiveness in a rapidly changing business environment.

2.3. Theoretical Framework

Dynamic capability strategy explores how organizations can continuously adapt to their surroundings, instead of relying solely on the RBV's emphasis on acquiring valuable, uncommon, unique, and non-substitutable (VRIN) resources. Several scholars [18,44,45] argued that, in the global landscape of business, businesses must cultivate and efficiently utilize dynamic flexible skills to adapt, and seize opportunities while mitigating risks and threats arising from changes in technology, innovation, culture, institutions, and economics, as well as the intricate interdependence between them. The key difference between ordinary skills and those that are dynamic is that dynamic capabilities are linked with change and more particularly, changing the resource base of a firm [8,34]. The dynamic capacity allows the assessment of business strategy and organizational development vis-à-vis environmental changes. The changes must be stable enough to deliver value in their distinctive way and be resilient, as well as adaptive sufficiently, to shift when market condition demands it [9,35,44].

Within this framework, competitive advantage can flow at a point in time from the ownership of scarce but relevant and difficult-to-imitate assets, especially the know-how. An organization identifies opportunities and threats but maintains competitiveness by continuously responding to enhancing, and reconfiguring when necessary, the firm's tangible and intangible assets. Dynamic capabilities include difficult-to-replicate enterprise

capabilities required to adapt to changing customer and technological opportunities. They also embrace the enterprise's capacity to shape the ecosystem it occupies, develop new products and processes, and design and implement viable business models. This suggests that a firm needs to focus more on how to structure processes and resources to create dynamic capability and constantly be agile to upgrade resources to integrate, build, and reconfigure internal and external competencies to take advantage of the rapidly changing market condition [19]. Organizations that can strategically fit their structure and strategy to integrate, mobilize, and modify their resources and capabilities to stay relevant in the face of rapid change are said to possess dynamic capabilities [9,44]. Dynamic capability is therefore a necessary skill for women entrepreneurial ventures required to optimize resources and align structures with strategies to manage risks, mitigate threats, and ensure cost efficiencies and innovation, resulting in greater agile performance and long-term competitive advantages in dynamic contexts.

2.4. Development of Research Hypotheses

2.4.1. Strategic Fit Orientation and Business Agility

As Elsharnouby et al. [12] and Bıçakcıoğlu-Peynirci et al. [14] discussed, strategic fit orientation is crucial for ensuring that a company's strategic initiatives align with its core goals and competencies. If there is appropriate alignment between the corporate design, architecture, processes, and procedures employed, it will evolve competitive operational capability in the industry. Otherwise, lack of congruence will lead to ineffectiveness [13]. However, Baker and Singh [42] stated that several potential sources drift in system dynamics, resulting in misalignment when built into the strategy formulation and implementation process. Nevertheless, to achieve a higher level of competitiveness, firms have to craft their strategic decisions in cognizance of the entrepreneurial, engineering, and administrative hurdles in their environment for maintaining long-term competitiveness [46,47]. Based on this argument, we can formulate the following hypothesis:

H1. *Strategic fit orientation does not significantly influence the business agility of non-oil export women entrepreneurs*.

2.4.2. Cost Advantage and Business Agility

Cost advantage is one of the many distinctive competencies distinguishing an organization from its competitors. Competitive organizations work diligently to teach a cost-conscious culture in their processes by allowing employees to keep tabs on continuous cost-improvement efforts [48]. Organizations that continually offer lower pricing than competitors by maximizing their supply chain and operational efficiencies are examples of this cost leadership strategy [49]. However, the work of Zafari [50] and Arokodare and Asikhia [51] stressed that attaining cost advantage alone is insufficient in today's hectic business environment. Kim, Lee, and Park [52] argued that quickly adjusting to shifting market conditions and consumer needs is equally important. Kumkale [53] and Ufua, Itai, Kumar, and Al-Faryan [54] confirmed that driving efficiency in the processes, production, marketing, supply chain, logistics, and innovation results in strategic agility. So, we argue the following hypothesis:

H2. *Achieving cost advantage has no significant indirect effect on the business agility of non-oil export women entrepreneurs*.

2.4.3. Risk Management and Business Agility

Developing strategies to alleviate potential risks is fundamental to prudent business management [55,56]. As Linton [57] discussed, risk management practices can help companies mitigate uncertainties and enhance their resilience. However, Etim and Chux [5] argued that risk mitigation goes hand-in-hand with business agility. In today's unpre-

dictable markets, adapting quickly to unforeseen challenges is indispensable. Based on this argument, we can formulate the following hypothesis:

H3. *Risk management is not a significant predictor of strategic fit orientation towards business agility of non-oil export women entrepreneurs.*

2.4.4. Innovative Service to Customers and Business Agility

Service to customers is increasingly seen as an area for innovation and competitive advantage [58,59]. Agyapong, Amanor, and Poku [30] argued that customer preferences can shift rapidly in today's fast-paced market. Zaki and Neely [60] discussed the fact that businesses are recognizing the need to create unique and customer-centric experiences. Innovation in customer service complements business agility. Beraha et al. [61]; Linton, [57]; Ceesay [62]; and Gupta and Ramachandran [63] alluded that companies must adapt quickly to changing expectations, offering personalized experiences and efficient issue resolution to retain and attract customers effectively. Based on this argument, we can formulate the following hypothesis:

H4. *Innovative service quality is not a significant determinant of strategic fit orientation towards business agility of non-oil export women entrepreneurs.*

2.4.5. Market Strategy and Business Agility

In today's dynamic markets, providing a stable market for customers is a fundamental goal for businesses aiming to foster customer trust and loyalty [64]. Stability in the market enhances the predictability of customer demand and encourages long-term commitment [65,66]. Nevertheless, business agility should complement stability. Alluding to the aforementioned researchers, we formulate the following hypothesis:

H5. *Market strategy does not facilitate strategic fit orientation towards business agility of non-oil export women entrepreneurs.*

2.4.6. Technological Changes and Business Agility

Adapting to technological changes is imperative for businesses in the digital age, as emphasized by Chen, Wang, Nevo, Benitez, and Kou [67]. The synergy between technological adaptation and business agility is a winning strategy for sustainable growth and competitiveness in the contemporary business landscape, as discussed by Chakravarty, Grewal, and Sambamurthy [68]. However, Ravichandran [69] argued that adaptability alone is insufficient without business agility. It is believed that firms with superior information systems and capabilities to invest in information technology create agility through their digital platforms. However, there is a limited understanding of the context and the mechanism of how strategic agility is made through information technology [70]. Based on this argument, we can formulate the following hypothesis:

H6. *Technological adaptation is not a significant predictor of strategic fit orientation for business agility of non-oil export women entrepreneurs.*

2.4.7. Opportunity Identification and Business Agility

Identifying opportunities in the market is a fundamental aspect of business strategy, as noted by Faiz, Norsafinas, and Afifah-Alwani [71]. However, Mondal et al. [56] argued that business agility must complement opportunity identification. The researchers also noted that the flexibility of an organization is pivotal to successful opportunity recognition and pursuit. Yet, the dynamism of the core competencies, knowledge, and affiliations is critical for successful opportunity development in the face of rapid changes in business environments [72]. This implies that companies need the ability to pivot and respond to

emerging opportunities quickly. Based on this argument, we can formulate the following hypothesis:

H7. *Opportunity identification does not significantly influence strategic orientation towards business agility of non-oil export women entrepreneurs.*

2.4.8. Threat Management and Business Agility

Evaluating the consequences of threats is a crucial component of risk management, as highlighted by Hillson and Murray-Webster [73] and Worlu et al. [59]. Threats can materialize swiftly and unexpectedly, requiring quick action. However, this risk evaluation process should seamlessly integrate with business agility in a rapidly evolving business environment [74]. According to Jajja, Chatha, and Farooq [75], the synergy of threat evaluation and business agility is essential for effectively mitigating risks while remaining responsive to emerging challenges. Based on this argument, we can formulate the following hypothesis:

H8. *Threats management does not significantly influence strategic fit orientation business agility of non-oil export women entrepreneurs.*

The schematic model of this study is presented in Figure 1 below:

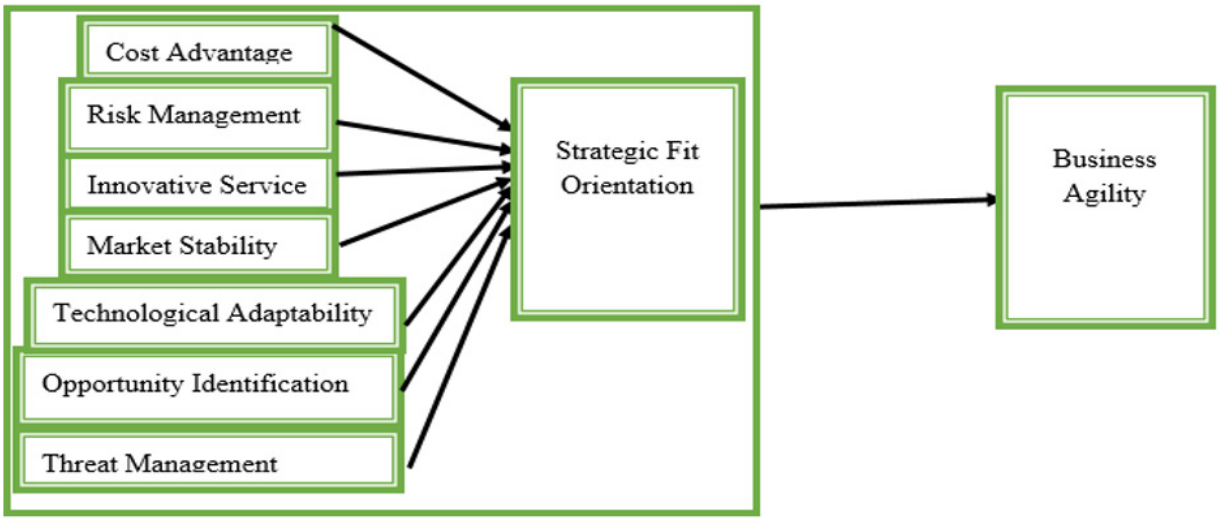


Figure 1. Schematic model for strategic fit orientation and business agility.

The schematic model depicted in Figure 1 offers a visual representation of the conceptual framework underpinning the study on Strategic Fit Orientation and Business Agility among Non-Oil Export Women Entrepreneurs. The model illustrates the interconnectedness between strategic fit orientation and business agility, highlighting their roles as key determinants of entrepreneurial success in the context of non-oil export ventures. Strategic fit orientation encompasses the alignment of organizational strategies with external environmental factors, while business agility refers to the ability to rapidly adapt and respond to changing market dynamics. The arrows between the two constructs signify the reciprocal relationship, suggesting that a high degree of strategic fit orientation can enhance business agility, and vice versa. This symbiotic relationship underscores the importance of a holistic approach to entrepreneurial strategy that integrates both strategic alignment and flexibility.

3. Materials and Methods

3.1. Sample and Data Collection

This study adopted a descriptive design and quantitative approach to elicit information from selected female entrepreneurs. The sample selection process for this study involved a purposive sampling technique, where four hundred and sixteen female entrepreneurs actively engaged in non-oil exporting activities within the agribusiness, textile, and information and technology sectors were deliberately chosen. This approach ensured that the participants possessed relevant experience and characteristics aligned with the research objectives, enhancing the study's validity. The data collection was conducted at a specific point in time, ensuring consistency and minimizing potential biases associated with changes in external factors [76].

The decision to focus specifically on female entrepreneurs engaged in non-oil exporting activities in agribusiness, textile, and information and technology business processing stemmed from several justifications. Firstly, these sectors represent the common areas of choice in terms of business venturing for women in this context, and, by targeting female entrepreneurs, this study aimed to contribute to the understanding of gender-specific challenges and opportunities in the entrepreneurial landscape, addressing a critical gap in the literature. Prior studies [1,3,6,20,42,77] suggested that women faced unique barriers to entry and success in entrepreneurship, including limited access to finance, networks, and support systems. By focusing on female entrepreneurs, this study sought to shed light on their experiences, strategies, and outcomes in the context of non-oil export ventures.

Secondly, the choice of non-oil exporting activities in agribusiness, textile, and information and technology business processing reflected the strategic importance of these sectors in Nigeria's economic development agenda. Non-oil exports played a crucial role in diversifying the economy, reducing dependency on oil revenues, and fostering sustainable growth [35]. The agribusiness, textile, and information and technology sectors were identified as key drivers of export-led growth, with significant potential for value addition, job creation, and foreign exchange earnings.

Thirdly, the selection of Lagos State as the study location was grounded in its status as Nigeria's commercial and industrial hub, particularly in the context of non-oil export-oriented sectors. Lagos State hosted a significant portion of Nigeria's export-oriented businesses, including agribusiness, textile, and technology firms, owing to its strategic location, infrastructure, and market access opportunities. By conducting the study in Lagos State, the researchers accessed a diverse pool of female entrepreneurs engaged in non-oil exporting activities, thereby ensuring the representativeness and richness of the data. Additionally, focusing on Lagos State enabled this study to capture regional variations and dynamics within Nigeria's entrepreneurial ecosystem, contributing to a nuanced understanding of the factors shaping strategic fit orientation and business agility among female entrepreneurs.

Moreover, the use of purposive sampling and structured questionnaires was justified by the need to target a specific population of interest—female entrepreneurs engaged in non-oil exporting activities—and collect standardized data on key constructs related to strategic fit orientation and business agility [22,35,71]. Purposive sampling allowed the researchers to deliberately select participants who possessed relevant characteristics and experiences. Similarly, the structured questionnaire provided a systematic and efficient means of gathering data on multiple variables of interest, allowing for rigorous analysis and comparison across respondents. Furthermore, the adaptation of survey items from prior research [35] ensured the reliability and validity of the measurement instruments, while also facilitating comparability and continuity with the existing literature.

Additionally, the adoption of measurement and structural models for data analysis enabled the researchers to test hypothesized relationships between variables, identify significant predictors of strategic fit orientation and business agility, and generate actionable insights for theory development and practical application [76,78–80]. Specifically, the methodological approach adopted in this study offered a novel and robust framework for

investigating the strategic behaviors and performance outcomes of female entrepreneurs in non-oil exporting sectors, thereby contributing to both academic scholarship and policy discourse in entrepreneurship and economic development.

The survey's items were modified from earlier research. There were ten (10) items on the questionnaire, each with five (5) Likert scale points. The strategic fit was measured using cost advantage, risk alleviation, innovative delivery, market stability, adaptation to change, opportunity identification, and consequences of threat evaluation [35]. Business agility was captured using adaptation to unforeseen changes, streamlining core processes for optimum performance, and the capability to deliver products most cost-effectively [42,76]. The Likert scale goes from disagree (2), strongly disagree (1), uncertain (3), agree (4), and strongly agree (5). Of the 416 copies of the questionnaire that were distributed, only 402 were completed, which indicates a 97% response rate. The high response rate attained by the researcher can be attributed to regular visits and familiarization with the target respondents at different associations' meeting places.

3.2. Analysis and Measurement

The data collected was analyzed using the Partial Least Square–Structural Equation Modelling (PLS-SEM) method. The grouping of each sector's respondents and the skills investigated necessitated using SMART PLS-SEM due to the possibility of estimating a complex cause-effect model, including error measurement [81]. Still, they gave consistent results with fewer components for fitting the response variable. It is flexible in data requirement and measurement specification, counting more predictors than observations.

The strategic fit orientation descriptive statistics captured statements like trying to achieve the cost advantage by producing at the lowest cost and developing strategies to alleviate potential risks. Other queries are services to customers best defined as innovative. Suppose they provide a focused, relatively stable market for the customer. Were they adapting to technological changes, identifying opportunities in the market, and evaluating situations and possible consequences of threats on a scale of 1 to 5? The analysis is presented in Tables 1 and 2, respectively.

Table 1 indicates the assessment of the selected respondents on achieving cost advantage. A total of 368 (91.5%) of the women entrepreneurs believed in attaining cost advantage, 24 (6%) were indifferent, and 10 (2.5%) had an opposing view. Additionally, their response on the development of strategies to alleviate potential risks disclosed that 350 (87.1%) of the respondents thought that they developed strategies to mitigate potential risks, 33 (8.2%) were unmoved, and 19 (4.7%) had a contrary view. Some 343 (85.3%) of the selected women entrepreneurs agreed that their service to customers is best defined as innovative, while 45 (11.2%) were indifferent, and 19 (4.7%) had an opposing view. Similarly, the report stated that 324 (80.6%) respondents believed that assessing potential customer needs to provide a focused, relatively stable market is crucial. A total of 66 (16.4%) of the respondents were unresponsive, while 12 (3%) of the respondents had an opposing view. Likewise, 336 (83.6%) of the selected female entrepreneurs adapted to technological changes, 55 (13.7%) were unconcerned, and 11 (2.7%) of the respondents had a differing view.

The assessment on the identification of opportunities in the market revealed that 352 (87.6%) of the respondents identified opportunities, 35 (8.7%) were uninterested, and 15 (3.7%) had a contrary view about identifying opportunities. Additionally, the effort to evaluate threat situations and possible consequences showed that 331 (82.3%) of the respondents did evaluate threat situations, and 51 (12.7%) were indifferent about the statement. In comparison, 20 (5%) respondents had an opposing view.

The table also displayed the mean and standard deviation of each item measured on strategic fit orientation in the export-oriented agribusiness, textile, and information and technology business processing outfit (ITBPO) activities in Lagos state. The mean value was above 4.00 on a scale of five (5). The result implied the degree of affirmation of the respondents' adherence to strategic fit practice.

Table 1. Strategic fit orientation.

Items for Strategic Fit Orientation	Industry	SA	A	U	D	SD	Mean	St.D
Trying to achieve the cost advantage by producing at the lowest cost	Agribusiness	58	79	3	2	2	4.312	0.714
	Info-Tech	84	102	12	1	2	4.318	0.698
	Textile	29	16	9	3	-	4.245	0.911
Total		171	197	24	6	4	4.292	0.774
Developing strategies to alleviate potential risks	Agribusiness	34	97	4	7	2	4.069	0.763
	Info-Tech	63	113	17	6	2	4.139	0.768
	Textile	21	22	12	2	-	4.087	0.851
Total		118	232	33	15	4	4.098	0.794
Service to customers is best defined as innovative	Agribusiness	43	84	14	2	1	4.152	0.702
	Info-Tech	62	106	24	7	2	4.089	0.807
	Textile	21	27	7	1	1	4.157	0.840
Total		126	217	45	10	4	4.133	0.783
Providing a focused, relatively stable market for its customer	Agribusiness	38	70	33	2	1	3.986	0.784
	Info-Tech	57	115	24	2	3	4.099	0.755
	Textile	18	26	9	3	1	4.000	0.925
Total		113	211	66	7	5	4.028	0.821
Adapting to technological changes	Agribusiness	42	80	18	2	2	4.097	0.769
	Info-Tech	64	103	29	3	2	4.114	0.775
	Textile	20	27	8	1	1	4.122	0.846
Total		126	210	55	6	5	4.111	0.797
Identifies opportunities in the market	Agribusiness	40	90	9	3	2	4.131	0.731
	Info-Tech	60	118	16	5	2	4.139	0.741
	Textile	24	20	10	2	1	4.122	0.946
Total		124	228	35	10	5	4.131	0.806
Evaluating situations and possible consequences of threats	Agribusiness	34	77	24	8	1	3.937	0.829
	Info-Tech	46	126	20	7	2	4.029	0.747
	Textile	20	28	7	2	-	4.157	0.774
Total		100	231	51	17	3	4.041	0.783

Note: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD), Standard Deviation (StD).

For the assessment of business agility, the selected female entrepreneurs' effort to quickly adapt to unforeseen changes revealed that 317 (78.8%) of the respondents opined that they facilitated quick adaptation to unexpected changes, and 75 (18.7%) were indifferent. In comparison, 10 (2.5%) had an opposing view. Additionally, the researcher found out that 338 (84.1%) of the respondents opined that streamlining core processes was a significant step for optimum performance, 50 (12.4%) were unconcerned, and 14 (3.5%) of the respondents had a contrary view. Additionally, the question on the capability to deliver products to its customers in the most cost-effective manner revealed 351 (87.3%) of the respondents had the belief that they have a high ability to deliver products to their customers in the most cost-effective way and 41 (10.2%) of the respondents were indifferent. In comparison, 10 (2.5%) had an opposing view of the statement.

Table 2. Business agility.

Items		SA	A	U	D	SD	Mean	St.D
Quick adaptation to unforeseen changes	Agribusiness	23	82	38	1	-	3.881	0.663
	Info-Tech	42	127	26	6	-	4.019	0.677
	Textile	16	27	11	3	-	3.982	0.834
Total		81	236	75	10	0	3.961	0.725
Taking great steps to streamline core processes for optimum performance	Agribusiness	24	100	17	1	2	3.993	0.663
	Info-Tech	52	118	21	8	2	4.044	0.782
	Textile	17	27	12	-	1	4.035	0.822
Total		93	245	50	9	5	4.024	0.756
High capability to deliver products to its customers in the most cost-effective manner	Agribusiness	33	94	13	2	2	4.069	0.706
	Info-Tech	65	112	20	4		4.184	0.686
	Textile	19	28	8	2	-	4.122	0.780
Total		117	234	41	8	2	4.125	0.724

Note: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD), Standard Deviation (St.D).

3.3. Test of Hypothesis

The researcher considered both the structural and measurement models for data analysis.

The structural model serves as the core component within structural equation modeling (SEM), assessing path coefficients (R2) and their significance. The bootstrapping method is utilized to determine significance, with a default setting of 5000 subsamples in Partial Least Squares (PLSs) analysis to ensure robust outcomes. In the measurement model, all items were reflective, with a minimum acceptable factor loading value set at 0.60 [79]. Notably, all constructs surpassed this threshold, demonstrating strong associations. Items with factor loadings below 0.60 were removed, and the ensuing results are depicted in Figures 1 and 2, respectively. Furthermore, the study employed bootstrapping with 5000 subsamples to enhance precision in assessing path coefficients, elucidating the relationship between strategic fit orientation and business agility, as hypothesized.

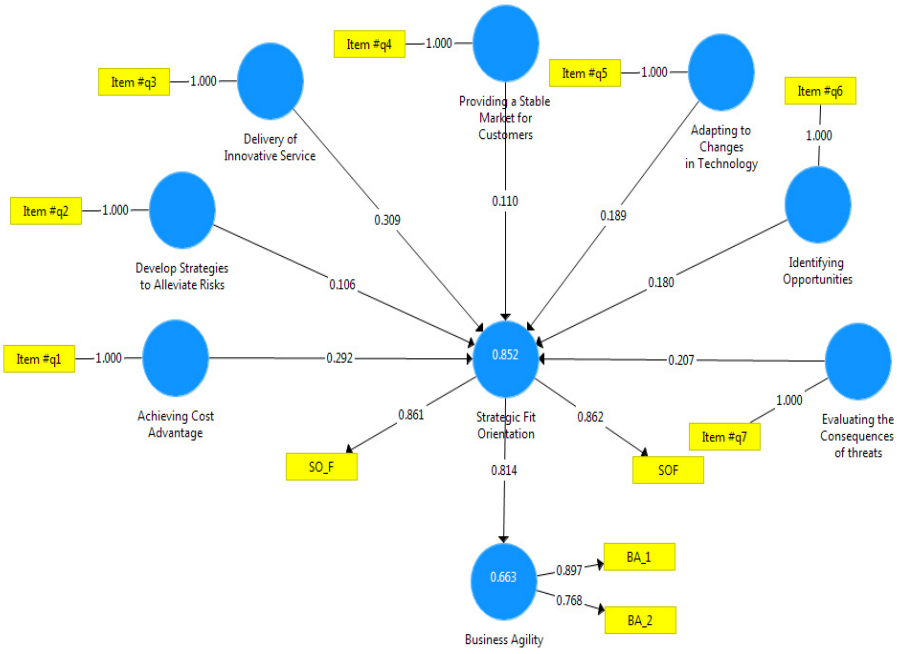


Figure 2. Predictive relevance (path co-efficient) of strategic fit orientation and business agility.

3.4. Result

The hypothesis involved an exogenous variable (strategic fit orientation) and an endogenous variable (business agility). Key criteria for evaluating the structural model included the coefficient of determination (R-squared), path coefficient (β value), T-statistic value, effect size ($f2$), predictive relevance of the model, and Goodness-of-Fit (GOF) index, showcased in Figures 2–4, respectively. In assessing the structural model, the Maximum Likelihood Estimation (MLE) was chosen due to its tolerance to violations of normality assumptions, commonly observed in psycho-behavioral studies [79], particularly in path estimate calculations.

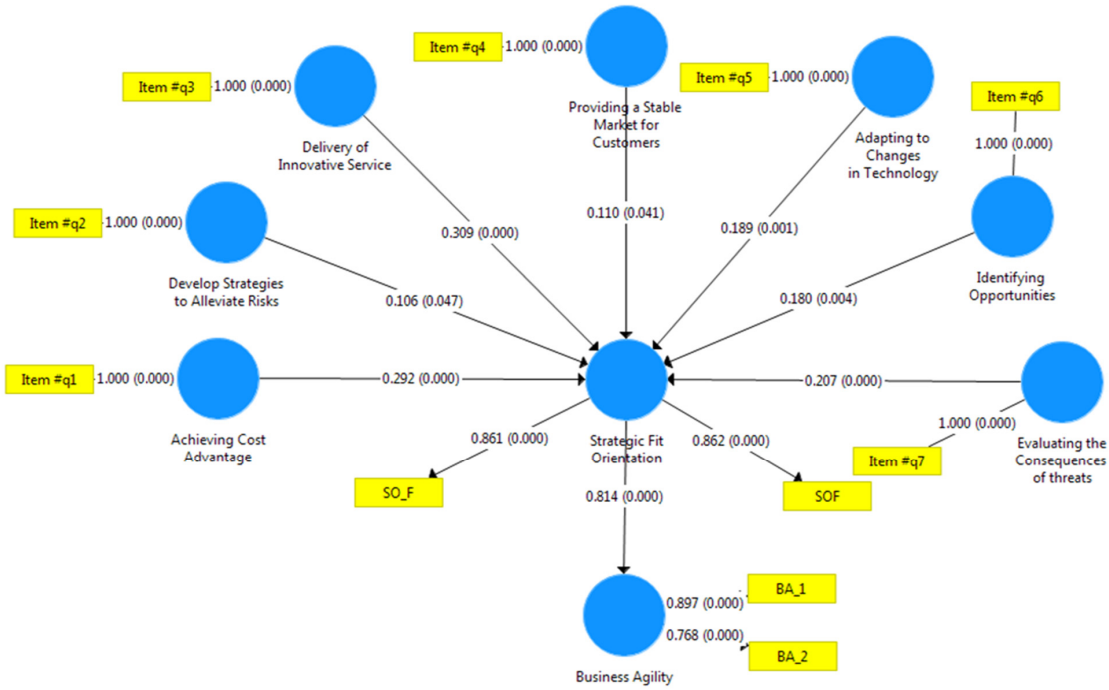


Figure 3. Path co-efficient and *p*-values for strategic fit orientation and business agility.

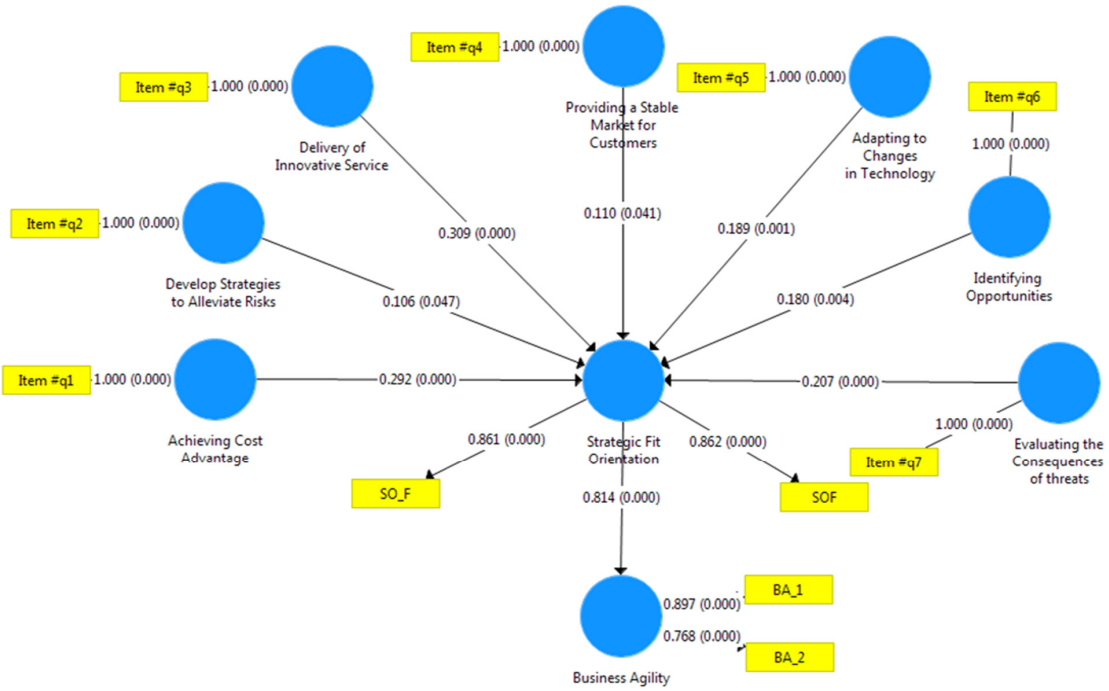


Figure 4. Path co-efficient and T-values for strategic fit orientation and business agility.

Figures 2–4 and Tables 3 and 4 below show the results of the structural models and the path analysis for strategic fit orientation and business agility:

Table 3. Path coefficients.

Variables and Cross Loading	Path Co-Efficient (O)	Indirect Effect (IE.)	Std. Dev. (S.T.D.E.V.)	T Statistics (O/STDEV)	*p* Values
Achieving cost advantage at the lowest cost → Strategic fit orientation	0.292		0.021	4.537	0.000
Achieving cost advantage at the lowest cost → Business agility		0.258	0.019	3.829	0.000
Developing strategies to alleviate potential risks → Strategic fit orientation	0.106		0.184	1.992	0.047
Developing strategies to alleviate potential risks → Business agility		0.101	0.155	1.980	0.041
Service to customers is innovative → Strategic fit orientation	0.309		0.018	5.691	0.000
Service to customers is innovative → Business agility.		0.281	0.014	5.627	0.000
Providing a stable market for its customers → Strategic fit orientation	0.110		0.021	2.052	0.041
Providing a stable market for its customers → Business agility		0.103	0.013	1.997	0.038
Adapting to technological changes → Strategic fit orientation	0.189		0.019	3.487	0.001
Adapting to technological changes → Business agility		0.150	0.016	3.399	0.000
Identifies opportunities in the market → Strategic fit orientation	0.180		0.019	2.917	0.004
Identifies opportunities in the market → Business agility		0.142	0.015	2.893	0.003
Evaluating the consequences of threats → Strategic fit orientation	0.207		0.019	4.044	0.000
Evaluating the consequences of threats → Business agility		0.169	0.018	3.968	0.000
Strategic fit orientation → Business agility	0.814		0.083	7.023	0.000
	R Square (R^2)		R Square (R^2) Adjusted		
Strategic fit orientation → Business agility	0.663		0.629		

p-values < 0.05 are desirable for reflective indicators.

Table 4. Goodness of fit and model fit index.

The Model Fit Index Calculation		The Goodness of Fit (GoF) Model			
Construct	**AVE ≥ 0.50**		**Cut-Off Value**	**Results**	**Conclusion**
Achieving cost advantage at the lowest cost	0.598	d_ULS		1.551	Good
Developing strategies to alleviate potential risks	0.683	SRMR	≤0.08	0.043	Good Fit
Service to customers is innovative	0.719	RMSEA	≤0.08	0.076	Good Fit
Providing a stable market for its customer	0.682	Chi-Square	273.19	273.19	Good

Table 4. *Cont.*

The Model Fit Index Calculation		The Goodness of Fit (GoF) Model			
Construct	**AVE ≥ 0.50**		**Cut-Off Value**	**Results**	**Conclusion**
Adapting to technological changes	0.729	CMIN/DF	≤3.00	1.889	Fit
identifying opportunities in the market	0.684	NFI	≥0.90	0.907	Fit
Evaluating the consequences of threats	0.711	CFI	≥0.90	0.944	Good Fit
Business Agility	0.788	GFI	≥0.90	0.910	Fit

4. Estimation of Path Coefficients (β) and T-Statistics

There was a similarity between the standardized β coefficients in regression analysis and the observed path coefficients in the partial least squares (PLSs). The significance of the hypothesis model was largely determined by these coefficients, which showed the expected change in the dependent variable for each unit change in the independent variable or variables. The influence of each path on the endogenous latent construct was measured by calculating β values, where larger values denoted a stronger impact. However, the T-statistics test verified the β value for its significance. Below is the path coefficient in Table 3:

This hypothesis predicted the variables and cross-loading queries for the strategic fit orientation significantly and positively influenced the business agility of selected women entrepreneurs.

The path coefficient (β = 0.292, $f2$ = 0.258, $p < 0.05$) supported the hypothesis that attaining cost advantage at the lowest cost (Q1) has an indirect and substantial impact on business agility. Business agility was positively influenced by the indirect impact of creating strategies to reduce potential risks, as seen in female entrepreneurs chosen in Q2 (β = 0.106, $f2$ = 0.101, $p < 0.05$). Furthermore, offering cutting-edge services to clients (Q3) had a favorable and noteworthy effect on the chosen women entrepreneurs' business agility (β = 0.309, $f2$ = 0.281, $p < 0.05$). Providing a stable market for customers (Q4) had a significant and indirect impact on company agility. Coefficients of β = 0.110, $f2$ = 0.103, $p < 0.05$ were shown. At Q5, the business agility of the chosen companies was found to be indirectly impacted by adjusting to technology changes, with a β value of 0.189, $f2$ = 0.150, and $p < 0.05$. Identifying market opportunities, #q6 demonstrated a positive and significant impact on the business agility of women entrepreneurs (β = 0.180, $f2$ = 0.142, $p < 0.05$). Similarly, evaluating the repercussions of threats #q7 also exhibited a positive and significant effect on the business agility of the surveyed women entrepreneurs (β = 0.207, $f2$ = 0.169, $p < 0.05$). Overall, the findings underscored a directly significant relationship between strategic fit orientation and business agility among the sampled women entrepreneurs, with a beta value of 0.814, indicating a substantial association.

In a PLS-SEM model, the effect size of each exogenous variable (strategic fit orientation) item on the endogenous variable (business agility) is often measured using the indirect effect (IE) of the path coefficient, as shown in Table 3. The overall substantive impact of all the elements is shown by the effect size (f). The effect size ($f2$) indicated all the items' substantive impact. $f2$ measured the strength of each predictor variable in explaining endogenous variables. Kock and Hadaya [79] recommended a guiding principle for determining the effect size. The values of 0.02, 0.15, and 0.35, respectively, signify small, moderate, and large effects of an independent construct on a dependent construct; the $f2$ values of less than 0.02 show no effect. Basically, the effect size of #q1 ($f2$ = 0.258) was relatively moderate; #q2 ($f2$ = 0.101) was relatively weak; #q3 ($f2$ = 0.281) was relatively moderate; #q4 ($f2$ = 0.103) was relatively weak; #q5 ($f2$ = 0.150) was relatively moderate; #q6 ($f2$ = 0.142) was relatively small; and #q7 ($f2$ = 0.169) was relatively moderate. The result showed that the effect size of strategic fit orientation on the business agility of selected women entrepreneurs was relatively moderate.

The value of R2 explains the variance between endogenous variables. Henseler et al. [78] and Hair et al. [80] stated that an R^2 value of 0.75 is substantial, a 0.50 is moderate, and an R^2 value of 0.26 is weak in this study. In this study, the R2 value was moderate at 0.663%. The result implied that a 66.3% business agility variance moderately explained the strategic fit orientation of selected women entrepreneurs. As a result, the analysis supported the hypothesis. Hence, by implication, the null hypothesis which indicates that strategic fit orientation does not significantly have combined effects on the business agility of selected women entrepreneurs, is therefore rejected. Above all, the results established that strategic fit orientation is a significant predictor of business agility among the selected women entrepreneurs.

5. Model Fit and Goodness of Fit Index

Model fit factor analysis inside the Partial Least Squares (PLSs) algorithm is carried out utilizing Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI) values. In general, an SRMR value of less than 0.08 is regarded as acceptable. The strategic fit orientation SRMR value in this investigation was less than 0.8. Furthermore, a good match is defined by CMIN/DF as when the hypothetical model has a value of less than 3. To assess the acceptability of the model, this study used the following decision criteria: CMIN/DF below 3, RMSEA/SRMR less than 0.8, and NFI and CFI over 0.90 [80]. Table 4 displays the relative Chi-square at 273.19, the CFI at 0.944, the NFI at 0.907, the GFI at 0.910, and the SRMR at 0.043. The indices of model fit satisfied the critical threshold, which indicated a fitting model.

By measuring the average standardized residuals between the observed and hypothesized covariance matrices, the Standardized Root Mean Square Residual (SRMR) offers useful insights into the estimated model fit. As suggested by Fornell and Larcker [76], all model fit indices exceeded the suggested cutoff level in the measurement model and fell within an acceptable range. A value of SRMR $\leq$ 0.08 indicates a well-fitted study model. In this instance, the study model's SRMR was 0.043, indicating a good fit. The Goodness of Fit (GOF) of a statistical model assesses how effectively the model aligns with a given set of observations, thereby evaluating its appropriateness. High values for the Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), and Goodness-of-Fit Index (GFI) were consistently observed. This suggests that all components of the model fit well, resulting in an overall or average model fit reaching an acceptable level.

6. Discussion of Findings

The results established that strategic fit orientation significantly predicts business agility for the sustainability of women operating in the agribusiness, textile, information technology, and business processing spaces. The flexibility of these women entrepreneurs' structures and resources, especially the 'born-global' or those with E-architecture, exhibits swift innovativeness and responds to new market opportunities competitively, managing market risk and uncertainty inherent in non-oil export. A critical source of boosting competitive advantage emerges when agility differentiates firm sustainable performance in the face of profound short- and long-run changes [13]. By implication, like the study of Hoque et al. [23] which found a direct positive relationship between supply chain agility, chain responsiveness, and chain innovativeness on export performance of Jordan's industrial sector, this study highlights that strategic fit orientation significantly influences the business agility of non-oil export women entrepreneurs. It suggests that, when strategies align with organizational core strengths, they can respond more effectively to market changes, pursue market expansion, and differentiate themselves in the global market. The research study by Majukwa and Haddad [47] further emphasizes that combining strategic fit orientation and business agility provides these entrepreneurs with a roadmap for sustainable growth and competitiveness. However, the study of Hoque et al. [23] predicted a moderate relationship with performance. This result supports the empirical study by Kuuluvainen [19], Zahoor et al. [24], Rahman et al. [8], and Taherpour Kalantari et al. [13], collectively reinforcing

the significance of strategic fit orientation in enhancing business agility within this specific entrepreneurial domain. As such, women entrepreneurial firms in volatile export markets need to have dynamic strategies, flexible infrastructures, and an ability to utilize resources and improve capabilities to innovate consistently. Therefore, strategic fit and agility are not mutually exclusive but rather complementary for small businesses because the same firm resources and capabilities create strategic fit advanced agility. Above all, the results established that strategic fit orientation is a significant predictor of business agility among the selected women entrepreneurs.

Likewise, the second hypothesis affirms a significant relationship between cost advantage and business agility among non-oil export women entrepreneurs. This study hypothesized the following:

The result showed that cost-effective strategies directly impact the ability of these women entrepreneurs to adapt swiftly to market dynamics and seize emerging opportunities. For women entrepreneurs in agribusiness, textile, information technology, and business processing spaces, meeting consumers' expectations is critical to achieving competitiveness. Achieving cost advantage in the foreign space necessitates cost-effectiveness and efficiency through agile systems. These women entrepreneurs achieved cost by introducing a digital interface with an e-commerce platform, enhancing their innovative capabilities to adapt to changing environments flexibly. Digitalizing their production and processing structures cut down on salary and supply logistics, which would have been huge otherwise. This makes the end product cost-effective and competitive in the markets in which they operate.

This result corroborates the works of Kim [52] and further supports the empirical study conducted by Rahman et al. [8] in the context of small business operations. Additionally, the works of Zafari [50] and Tende et al. [11] corroborated that achieving cost advantage is a fundamental competitive strategy. This implies that non-oil export women entrepreneurs, adapting to shifts in global demand, regulatory changes, or emerging market opportunities, require an agile system for efficient operations.

Foreign market volatility is a foundational basis for a strategy to mitigate the risks involved effectively. This means organizations must keep an agile business model to facilitate their competitive advantage. This study reveals that developing strategies to alleviate potential risks significantly influenced the business agility of non-oil export women entrepreneurs. Risk management has a significant influence on the innovativeness of non-export enterprises. This capability helps organizations to manage the emergent risk inherent in the business process. This implies that effective control of risks and bolstering business model agility are essential in a rapidly changing business environment [70]. This analysis indicated that, for non-oil export women entrepreneurs in agribusiness, textile, and information technology and business processing units, risk assessment and mitigation provide preventive measures for threats and a basis for agile decision-making in the face of unexpected challenges. This result corroborates the works of Teece et al. [70] and supports the empirical study by Linton [57] in the context of risk management. It aligns with the studies by Mondal et al. [56] and Kerbouche et al. [21], emphasizing the pivotal role of risk mitigation in enhancing business adaptability and resilience.

Service quality climate emanates from the service orientation of the organizations' employees and the innovative resources modeled in the system, and it is a determinant of customer expectations and experience. The findings stressed that providing innovative service quality to customers significantly influences the business agility of non-oil export women entrepreneurs. This aligns with empirical findings from prior studies of Agyapong et al. [30] and Worlu et al. [59], which stated that creative service quality is increasingly considered a source of competitive advantage, although the rigidity in strategic and innovative resource flow and leadership could hinder the end users' experience. This implies that women entrepreneurs who own non-oil-related businesses can stand out in the global economy by providing exceptional and distinctive services. The result also corroborates the submission of Beraha et al. [61] and Linton [57], that innovation and agility commonly

coexist because agile businesses are better positioned to respond to client feedback and alter consumer preferences, primarily through IT-driven agility. However, the direct effect of service quality on business agility may vary based on the particular market contexts and the industry in which these business owners operate.

The findings have revealed that a stable market significantly impacts the business agility of non-oil export women entrepreneurs. This reinforces Zafari's [50] assertion that a challenging market environment catalyzes business agility by reducing uncertainties and providing a predictable landscape for entrepreneurs. This suggests that market stability empowers non-oil export women entrepreneurs to formulate long-term plans and invest in strategies for enhancing agility. In contrast, Igwe [34] has argued that market stability alone does not solely determine business agility. Nevertheless, this study affirms that agility holds equal importance for non-oil export women entrepreneurs in responding to changes in demand, technology, or regulatory requirements. This result corroborates the findings of Zhu et al. [33]. It aligns with the research findings from Aagaard [28], Zafari [50], and Franklin et al. [65], collectively highlighting the pivotal role of market stability and business agility within this specific entrepreneurial domain.

The analysis reveals that adapting to technological changes significantly contributes to the business agility of non-oil export women entrepreneurs. This suggests that, for non-oil export women entrepreneurs, embracing technology can enhance their agility by enabling them to keep pace with market shifts and meet evolving customer demands. This perspective aligns with the findings of Ravichandran [69], emphasizing that successful adaptation to technological changes can empower these entrepreneurs to enter new markets, streamline operations, and leverage digital tools to compete globally. This result is consistent with Kale, Aknar, and Başar's [37] research, further validating the importance of technological adaptation in fostering business agility among non-oil export women entrepreneurs. It supports the empirical study of Zhou and Wu [41] and Chakravarty et al. [68], collectively reinforcing the significance of technological agility in this specific entrepreneurial domain.

The analysis indicates that opportunity identification significantly impacts the business agility of non-oil export women entrepreneurs. This aligns with Aagaard's [28] assertion that recognizing opportunities is a foundational element of business success. It implies that identifying emerging markets, unmet needs, or niche opportunities is crucial for the success of non-oil export women entrepreneurs. These findings further support Elsharnouby's [12] position that companies excelling in this aspect can proactively adapt their strategies and offerings to leverage market trends, respond to changing customer demands, and maximize their competitiveness on a global level. This result corroborates the research of Faiz et al. [71]. It supports the studies by Ofoegbu and Akanbi [16] and Mondal et al. [56], collectively emphasizing the pivotal role of opportunity identification in fostering business agility within this specific entrepreneurial domain.

The analysis findings reveal that evaluating the consequences of threats significantly influences the business agility of non-oil export women entrepreneurs. This underscores the importance of threat evaluation and risk assessment as integral components of effective risk management. Thorough threat evaluation allows non-oil export women entrepreneurs to anticipate potential disruptions. However, it is important to note that the direct link between this evaluation and business agility is complex. This aligns with the research conducted by Hillson, David, and Ruth Murray-Webster [73], emphasizing that effective evaluation serves as a foundation for agile decision-making in the face of adversity. The study by Jajja, Chatha, and Farooq [75] also reinforces the idea that businesses implementing such measures can more quickly adapt to unforeseen challenges. However, the extent of this influence may vary depending on the industry, market dynamics, and specific business contexts. This result corroborates the research of Zhu and Matsuno [33]. It also aligns with the studies by Vagnoni and Khoddami [29] and Kumkale [53], collectively highlighting the intricate relationship between threat evaluation and business agility.

The findings of this study, which emphasize the importance of strategic fit orientation in enhancing the business agility of women entrepreneurs in agribusiness, textile, and ICT/BPO export sub-sectors, resonate with contemporary business models and their implications. The concept of strategic fit aligns closely with dynamic capabilities theory, as demonstrated by Rahman et al. [8], which emphasizes the organization's ability to adapt and align its internal resources with external opportunities and threats to achieve a sustained competitive advantage. By continuously reviewing and appropriating internal resources to match the strategic direction, women entrepreneurs can enhance their organizations' agility to respond to market changes effectively. The result of this research aligns with the submission of Teece [44] and contemporary business models, such as the dynamic capability framework, which underscores the importance of organizational agility and adaptability in navigating turbulent environments. Moreover, this study's emphasis on evaluating situations and anticipating threats aligns with the principles of strategic agility, as identified by Tende et al. [11], which advocate for proactive decision-making and responsiveness to market dynamics. Therefore, by integrating the findings of this study with contemporary business models, women entrepreneurs can develop strategic capabilities that enable them to thrive in today's rapidly evolving business landscape, ensuring sustained competitiveness and growth.

7. Conclusions and Managerial Implications

This study highlights the critical role of continuously evaluating and aligning the internal resources of women entrepreneurs with external factors in agribusiness, textile, and Information Technology/Business Processing Outfit (ICT/BPO) export sub-sectors, which positively influences their business agility. Strategic fit orientation, being a multifaceted and intricate concept, elucidates how organizations adapt and position themselves closer to their strategic objectives. The findings unequivocally demonstrate that strategic fit orientation enhances business agility by mitigating potential risks, achieving cost advantages, and fostering sustainable competitiveness. It underscores the importance of organizations developing relevant resources, competencies, and capabilities to align with their strategic direction, thereby gaining a distinctive competitive advantage in both short and long-term goals. Furthermore, this study emphasizes the necessity for organizations to consistently evaluate situations and anticipate potential threats in line with their objectives and market demands, thereby ensuring superior customer satisfaction and maintaining a competitive edge in the dynamic business landscape.

From a managerial perspective, these findings offer actionable insights for women entrepreneurs and organizations operating in agribusiness, textile, and ICT/BPO export sub-sectors. Firstly, it underscores the significance of continually reassessing and adapting internal resources to align with external dynamics, ensuring resilience and responsiveness to market changes. Secondly, it highlights the importance of strategic foresight and proactive decision-making to anticipate and mitigate potential risks, thereby enhancing organizational agility and competitiveness. Moreover, this study underscores the imperative for organizations to prioritize customer-centric strategies and leverage information effectively to proactively meet customer needs, thereby sustaining their market position and ensuring long-term viability. Overall, these insights provide valuable guidance for women entrepreneurs and organizational leaders in navigating the complexities of the global marketplace and achieving sustainable growth and success in non-oil export ventures.

8. Limitation to the Study

This study is limited to the female gender and three sectors of the economy, which may not represent the holistic character of other industries. There was a dearth of such studies in the developing countries, which makes the bulk of the references foreign, and, due to the time frame, the data required was limited to a state in a nation comprising thirty-six states, including the federal capital. However, the state used is the hub of entrepreneurship.

9. Suggestions for Further Studies

Hence, further studies can explore other states and compare them to regions for better generalization.

Additionally, the concepts could be disaggregated and investigated from both gender perspectives to assess the psycho-behavior of both sexes.

This research provides a platform for the academic community to investigate further using more sophisticated research methods and techniques. It could be a mixed method to elicit deeper insight into the subject matter.

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