

The Role of Strategic Improvisation on the Entrepreneurial Orientation; a Field Study in a Sample from the Rafidain Bank

Nisreen Jasim Mohammed^a, Adel Abdul-Wadud Taher^b, Karawan Azeez Hussain^c, ^{a,b}Department of Public Administration, College of Administration and Economics, University of Baghdad, Iraq, ^cBaghdad College of Economic Sciences University, Iraq, Email: ^amssrr69@yahoo.com, ^badel1968aa68@gmail.com, ^ckarawanaziz72@gmail.com

The research aims to identify the role of strategic improvisation as an independent variable with its dimensions (Building the Solution, Intuition, Adaptation, and Spontaneity) and the Entrepreneurial Orientation as a dependent variable with its dimensions (Identifying Opportunities, Creativity, Adopting risk, and Vision). This research has been applied in the Rafidain Bank and its branches (Sunk, People, Al-Firdaws, and Alawiya); it used the questionnaire as a basic tool for collecting information. The sample was intentionality, which included all the heads of departments in the bank's branches, which amounted to (33) workers, and data on the questionnaire paragraphs of 28 were processed using the SPSS V.23 and AMOS V.23). The most important statistical methods used for the research hypothesis test are mean, standard deviation, Pearson correlation coefficient, simple regression, and the KMO test; the research has arrived at a set of results, the most important of which are: the organisations' orientation towards strategic improvisation and its practice contributes greatly to achieving the pioneering direction that the organisations aspire to through creativity and taking risks and adapting to internal and external environmental changes.

Key words: *Strategic improvisation, entrepreneurial orientation.*

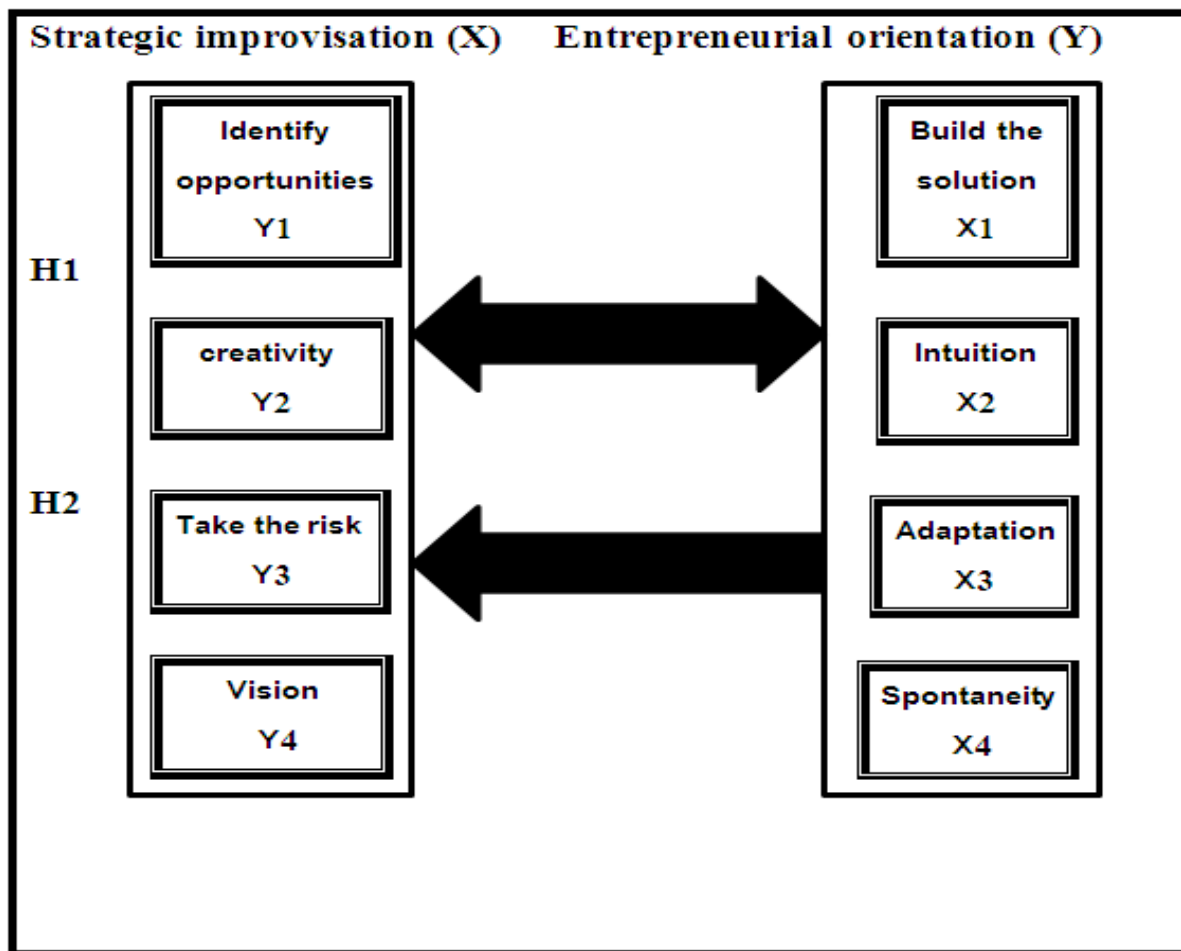
Introduction

In a particular scenario, when customers' preferences and demands change, improvisation can increase the performance of the organisation as well as if processing is done quickly, the

success or failure of any business will be affected significantly by the skills, capabilities, and competencies of the owners, managers, their collaborators, and department heads; they have a leading role that gives businesses a better vision about the competencies that he/she needs to ensure work and success remain in obtaining customer admiration and efficiency; a pioneering approach is one of the organisational features of the organisation and it is no less important than attitudes, beliefs, knowledge, skills, capabilities, and personality, as there is a need for behavioural skills and orientations to maintain business success.

Research Methodology

Figure 1. Hypothesis the theoretical Background



Strategic Improvisation

Strategic improvisation can be described as an automatic measure guided by intuition, produced or implemented at the present time instead of going through deliberate thinking and evaluation processes. Strategic improvisation works as the best strategy for dealing with

flexibility and providing the organisation with the capabilities necessary to adapt to changing environmental requirements. Done quickly and effortlessly (McKnight and Bontis, 2002), improvisation is also a new paradigm for strategic choice, and it is expected that most organisations will need to improvise in one form or another due to the need to adapt to the rapid change of customer and market demand, and the opportunities' market, technological changes or reactions in the competitive industry, as well as to improve performance. (Darwina, 2011: 39)

Strategic improvisation is necessary for the organisation to remain in good shape with its environment, or the risk that it may be damaged by its poor performance. Likewise, improvisation can generate value for the organisation in terms of wise management change and the ability to adopt best practices, as well as adding flexibility and innovation (Kamoche, et. al, 2002: 45, Cunha); improvisation can also determine how an individual and groups in organisations deal with and coordinate conflicting demands, and learn and adapt to time pressures (Crossan, et, al, 2005: 48).

In order for the organisation to remain flexible under the turbulent environments, it needs this strategic activity because it is the best and makes the practice of management more valuable and effective. Improvisation takes place according to the theory of resource-based view, since innovative competencies can be the basis for competitive advantage because they are rooted in the regulatory environment and cannot be clearly expressed and imitated (Hunt & Arnett, 2006). By highlighting commitment to innovative products or processes organisations can easily improvise in their business activities (Kyriakopoulos, 2011) and improvisation can greatly enhance their competitiveness (Lumpkin & Dess, 1996).

For decades, strategic planning has been considered the best way to ensure the competitive advantage of corporate leaders until the late sixties (Mintzberg, 1994) due to the rapid rate at which changes occur within the environment that cannot be warged in control, and because there is not enough time for planning, employees are forced after a complete analysis For all the options available for improvisation for the purpose of facing complex and dynamic situations that cannot be managed using the available procedures, the ability of leaders to improvise will not only solve the problem, but also give them the ability to take advantage of the opportunities that will advance organisations, Jah to their new initial decisions (Hmieleski et al., 2013).

The organisations that struggle to survive that need environmental adaptation and rapid change today, are turning to improvisation as a process to overcome the turbulent conditions faced by organisations using information, resources, and structure (Ibrahim, et. Al, 2017) The concept of strategic improvisation (SI) is an emerging area. There is a study in management science that deals with providing solutions on how organisations adapt to the dynamics of

today's environment (Bakar et al., 2015; Hadida and Tarvainen, 2014); in light of this, SI is seen as a new paradigm for rapid learning, adaptation, and strategic innovation (Vera and Crossan, 2005).

Strategic improvisation can be defined as a measure taken in specific situations and times that includes a large amount of spontaneity and creativity (et. Al, 2015: 106, Arshad). Likewise, it is the leaders' ability to respond to unforeseen circumstances intelligently and effectively to solve a problem or seize an opportunity in other words. Strategic improvisation (SI) involves creative decision making or action outside the formal organisational structure. Therefore, the SI is considered as a behavioural strategy used by leaders on behalf of their organisations to respond to uncertainty, due to time pressure and resource shortages (Hu et al., 2017).

From the foregoing it can be said that strategic improvisation is a concept that indicates action immediately upon its occurrence by drawing on available resources, a process that involves replacing strict bureaucracy with more flexible forms. A departure from stored procedural memory is made to increase the opportunities for organisational adaptation, and represents a widespread organisational process at present.

The following sub-dimensions were adopted: (Kamoche et al, 2005 ;Vuckic, 2012)

Building a solution: this is the process of mixing the resources available to the decision-maker in order to solve problems and create new opportunities.

Intuition: this is the individual's ability to think and present those ideas when the need arises.

Adaptation: this is the organisation's ability to contain inappropriate conditions, unexpected events and surprises and enables it to identify problems and set priorities for the purpose of dealing with them, and the ability to respond to emerging problems that cannot be predicted.

Spontaneity: this is the ability to interact with the environment without planning and this often occurs in turbulent and complex environments.

Entrepreneur Orientation

The Entrepreneur Orientation (EO) is a strategic component and covers the organisation's entrepreneurial aspects (Wiklund & Shepherd, 2005). EO represents an essential way to develop distinctive competencies such as product or service innovation (Hitt & Ireland, 1996). It also envisions the organisation and employers with the specific characteristics of entrepreneurship, which consist of decision-making approaches and practices (Lumpkin & Dess, 1996). Many researchers have proven that EO is a mixture of dimensions: creativity, opportunity identification, and embracing risk and vision. (Covin & Slevin, 1991; Knight, 1997; Wiklund, 1999; Zahra & Covin, 1995). The dimensions of innovation in an

entrepreneurial approach reflect a tendency to engage new goods or services or develop technology (Lumpkin & Dess, 1996). Realistically, innovative companies commit to greater knowledge-based skills compared to others in building distinct competencies (Zahra & Garvis, 2000) that can be defined as the ability to move forward in independent work and decision-making by an individual or team directed to achieving a new project or concept. Business or vision pays off, without any restrictions from the organisation (Taiwo et al, 2019: 19).

From the foregoing, it can be said that the entrepreneurial approach is the integration of the entrepreneurial perspective (the search for opportunity), the strategic perspective (the search for advantage), the means of ownership of the initiative in adopting new ideas, the ability not only to discover opportunities but to create and maximise them, and to possess a calculated risk spirit, clear vision and ability. It is also to read the environment, plan and deal with vague circumstances in order to add and maximise value, or create or develop products and possess a sustainable competitive advantage.

The following sub-dimensions were adopted: (Kashkool, 2014); (Duru, et al, 2018)

Identifying opportunities: this means the organisation's ability to distinguish and identify opportunities that meet its aspirations through its possession of organisational sensors and based on an insightful orientalist view and to capture opportunities that others may see as confused and hazy, while the organisation sees it as a promising opportunity depending on its leadership ability.

Creativity: finding new ways of thinking and learning that change in a way that is essential to the organisation's operations and outputs in a way that enhances its leadership direction.

Adoption of Risk: this represents the tendency of businessmen in the organisation to search and work in projects that are dangerous and bear the potential risk consequences and they reflect the managers' preferences for bold actions in order to achieve distinct results that enable them to achieve a pioneering approach in conditions of uncertainty and environmental risk. (Aisyah, et al, 2017: 168)

The vision: is a mental image of the future, a desirable and potential status of the organisation, and it represents the capabilities of perception that it possesses about its future status as aspirations that it seeks to achieve and determine the ways and resources needed to reach it.



The Practical Side

First: Verify and Build the Scale

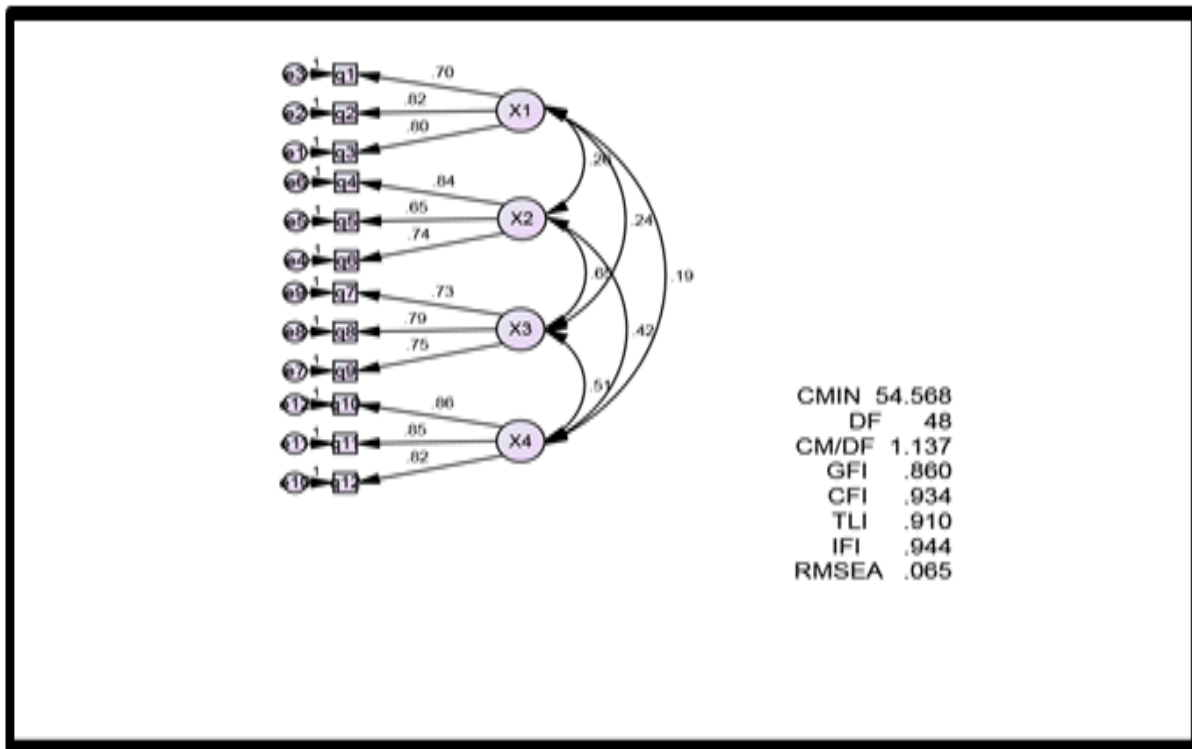
The researchers employed the statistical package (SPSS V.23); (AMOS V.23) in analysing the stability of the questionnaire, as the research used a scale (Likert scales) to measure Strategic Improvisation through dimensions (Building the solution, Intuition, Adaptation, Spontaneity) across 12 paragraphs through which the dimension was measured in a sample of banks; so the amount of stability for the independent variable is strategic improvisation at the general level (0.709), the dependent variable is the entrepreneurial orientation and across the four dimensions (Identifying Opportunities, Innovativeness, Risk Taking, Vision) and through 16 paragraphs. The amount of the coefficient of stability was Cronbach (0.880), while it was the value of the (KMO) coefficient of the sample size adequacy (0.802), while the value of the explanation variance of the rotation matrix was 66.922% and the value of a latent root was 5.354, while the saturation coefficient was 0.917-0.533, so that the two researchers fulfilled the conditions of exploratory factor analysis, as shown in the results of Table (1).

Table 1: Stability coefficient, saturation values, and sample adequacy

The second factor after rotation	The first factor after recycling	The second factor before recycling	The first factor before recycling	The number of paragraphs	Coding	variable
.533	.097	.396	.369	3	X1	Building the solution
.829	.226	.576	.637	3	X2	Intuition
.813	.315	.514	.704	3	X3	Adaptation
.322	.731	-.123	.789	3	X4	Spontaneity
.218	.871	-.286	.851	4	y1	Identifying opportunities
.267	.917	-.269	.916	4	y2	Creativity
.084	.817	-.370	.734	4	y3	Taking the risk
.374	.626	-.023	.728	4	y4	Vision
41.90%	Explanation contrast ratio of the first factor		3.352	The root of the variance of the first factor		
25.020%	Explanation contrast ratio of the second factor		2.002	The root of the variance of the second factor		
66.922%				Explanation of the total variance of the rotation matrix		
5.354	Total root		0.802	KMO		
133.271				Bartlett's Test (χ^2)		
0.000				Sig		
28				DF		

The two researchers resorted to testing the empirical factor analysis of the data of the independent variable strategic improvisation, and as shown in Figure (2), the value of the Chi Square test was 54,588 and a degree of freedom (48), and the Chi Square ratio to the degree of freedom was 1.137 which is less than 5. This indicates good conformity, while the value of RMSEA = 0.065, the value of GFI = 0.860, the value of CFI = 0.934, the value of TLI = 0.910, and the value of IFI = 0.944, while the values of paragraph saturation ranged from 0.85-0.65 and all of them are greater than the saturation value (0.40).

Figure 2. CFA of strategic improvisation data



While the researchers resorted to testing CFA of the data of the dependent variable and the pilot approach and through its paragraphs (16), CFA led to the deletion of paragraphs 21 and 22 because they did not reach the level of saturation (0.40), and as shown in Figure (3), the value of the Chi Square test was 113.709, and with a degree of freedom (70), the ratio of Chi Square to the degree of freedom was 1.601, which is less than 5, which indicates good conformity, while the value of RMSEA = 0.078, and the value of GFI = 0.895. The value of CFI = 0.909, the value of TLI = 0.901, and the value of IFI = 0.919, while the values of paragraph saturation ranged between 0.89-0.54 and all of them are greater than the value of saturation (0.40).

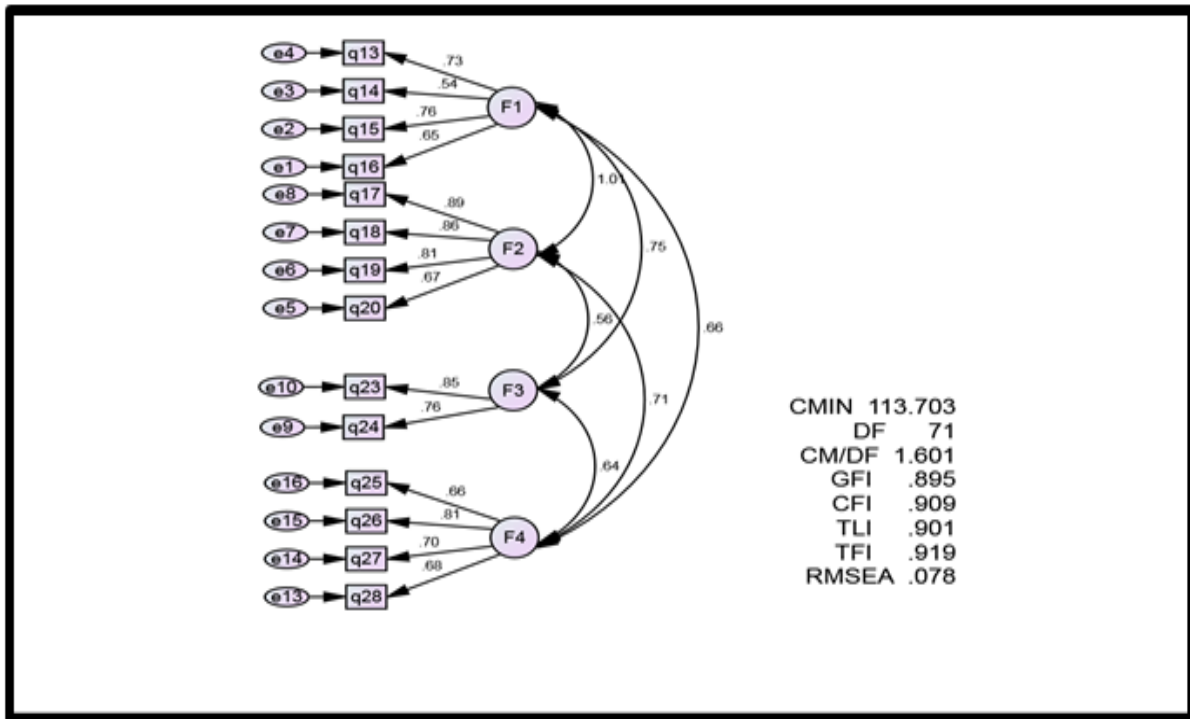
Second: Discuss Descriptive Analysis of the Search Variables (Strategic Improvisation and Entrepreneurial Orientation)

- a. The independent variable achieved strategic improvisation on a mean of 3.83, available and practised with a level of relative interest of 77% and a standard deviation of 0.467, which indicates a high agreement and homogeneity in the opinions of the research sample about its availability and its practice in the banks in question, by understanding the sample for the tasks as they happen and according to what is allocated to it from the available resources; the process is characterised by contradiction that includes the structure, powers and the replacement of the strict bureaucracy with flexibility and

participation, as well as departures and deviations from the procedural memory stored in the minds of individuals. This is with the aim of increasing opportunities for adaptation, which made it the first order in the level of practice, application and concern, while the four dimensions in which the independent variable measured the strategic improvisation got the mean of adaptation in the first order and a mean of 4.10 and a standard deviation of 0.609; intuition in the second order was 3.95, a standard deviation was 0.624, and the arrangement for after building the solution was a mean of 3.80, with a standard deviation of 0.499, and finally, after spontaneity, he got a mean of 3.48 and a standard deviation of 0.790.

- b. The approved variable obtained the entrepreneurial orientation in the research banks on a mean of 3.70 available and practised with a level of relative interest of 74% and a standard deviation of 0.620, which indicates agreement and homogeneity in the views of the research sample on that availability in light of the integration of the banks perspective by searching for opportunities from the perspective of the entrepreneurial, and looking for a competitive advantage from a strategic perspective; it is a process aimed at owning the initiative to adopt new innovation's ideas, generate, discover and invest opportunities, as well as adopt a spirit of risk calculated with a clear vision, characterised by the ability of banks to read their environment and purposeful planning to deal with ambiguous circumstances, to add value and maximise it as much possible. In addition, finding and developing products and possessing a sustainable competitive advantage will be obeyed, and the four dimensions by which the dimension was measured and across 14 paragraphs, obtained calculated circles were as follows: The approved dimension had the identification of opportunities on a calculated mean of 3.89 and a standard deviation of 0.712, which made it in the first order; while the approved dimension had the vision, the second arrangement and a mean of 3.83 are available and with a standard deviation of 0.680, while the approved dimension has creativity in the third arrangement with a mean of 3.55 available and with a standard deviation of 0.833, and finally a solution after adopting the risk in the fourth order and a mean of 3.52 available with standard deviation of 0.655.

Figure 3. CFA of entrepreneurial orientation data



- c. Table (2) showed a direct correlation relationship with significant significance between strategic improvisation and entrepreneurial orientation (0.670 **) and a significant level (0.000). As for the level of correlation of the dimensions of strategic improvisation with the entrepreneurial orientation, it was the strongest correlation to the independent spontaneous dimension with the entrepreneurial orientation with a parameter correlation of 0.681 ** with a level of significance of 0.000, which indicates any increased interest on the part of banks researched by the independent variable will lead to automatic interest in the approved variable and the same value of their correlation coefficient, while the second ranking was at the level of relationships with the pioneer direction of after adjustment with a correlation coefficient of 0.508 * * at a significant level of 0.003, and in the third order the relationship of intuition with the entrepreneurial orientation was with a significant direct correlation coefficient of 0.436 * and a significant level of 0.011; all of them were less than the level of significance (0.05), whereas the independent dimension of building the solution had no correlation with the entrepreneurial orientation, as it was a coefficient. Their association was 0.265 with a significant level of 0.137, which is greater than the level of significance (0.05). At the level of dimensions, the relationship of spontaneity with innovations had a positive correlation relationship with positive sign (0.742 **), followed by positive correlation relationship between adaptation and creativity (0.528 **), and finally a positive correlation relationship with positive intuition with creativity (0.406 *) All of them are under a significant level less than 0.05.

Table 2: Descriptive and Inferential Analysis of Research Data (n = 33)

10	9	8	7	6	5	4	3	2	1	ST.	MEAN	Variables	
.265	.509* *	.204	.24	.22	.248	.185	.24	.256	1	.499	3.80	Build the solution	1
.436*	.795* *	.390*	.365*	.406*	.338	.424 *	.653* *	1		.624	3.95	Intuition	2
.508**	.823* *	.481* *	.237	.528* *	.477* *	.507 **	1			.609	4.10	Adaptation	3
.681**	.780* *	.401* *	.523* *	.742* *	.641* *	1				.79	3.48	Spontaneity	4
.894**	.606* *	.571* *	.643* *	.836* *	1					.712	3.89	Identify opportunities	5
.947**	.681* *	.670* *	.710* *	1						.833	3.55	Innovativeness	6
.806**	.485* *	.436*	1							.655	3.52	Take the risk	7
.778**	.512* *	1								.68	3.83	Vision	8
.670**	1									.467	3.83	Strategic improvisation	9
1										.620	3.70	Entrepreneurial orientation	10

P* < 0.05, P < 0.01, P*** < 0.001**

Third: To Test and Discuss the Main Research Hypothesis and Its Sub-Hypotheses

A. It is clear from the results of Table (3) with the level of significance of the effect of building the solution in the EO of 0.137, which is greater than the level of significance of 0.05, while the calculated value of F was 2.332; this is less than its tabular value of 3.841, while the test value was the calculated T of the marginal slope significance of 1.527, which is less than its scheduled value of 1.96 at the level of significance of 0.05; from all of the above the first alternative hypothesis is rejected (building the solution positively affects the pilot direction) and accepts the null hypothesis.

B. The independent spontaneity dimension explains the intuition (19%) of the changes that occur in the dependent variable, EO in the research banks, while the remaining percentage (81%) is attributed to other variables that were not included in the tested research model, while the value of the marginal slope coefficient of the intuition dimension was 0.434 This indicates that there is an increase in interest on the part of the researched banks after intuition by one unit, then that interest will lead to an automatic interest in its EO by 43.4%, as the calculated value of T proves 2.700 the significance of direct impact, while the value of F calculated for the variance model of 7.288) with a significant level of 0.011, which is less than the significance level of 0.05. Thus the second alternative hypothesis (intuition has a positive moral effect on the entrepreneurial orientation) is accepted.

C. It is clear from the results of Table (3) that the level of significance effect after adjustment in EO is 0.003, which is less than the level of significance of 0.05, while the calculated value of F is 10.804, which is greater than its tabular value of 3.841, while the value of The T-test calculated for the marginal slope significance is 3.287 which is greater than its scheduled value of 1.96, at the level of significance of 0.05); from all of the above the third alternative hypothesis is accepted (adaptation positively affects the pilot direction) and the null hypothesis is accepted.

While the adaptation shows its ability to explain the proportion (25.8%) of the changes that occur in the pilot direction of the research banks, while the remaining percentage (74.2%) is due to other variables that were not included in the laboratory research model, while the effect of the adaptation is through the value of the marginal slope (51.8%) in the entrepreneurial direction.

D. The independent's dimension explains the ratio (46.4%) of the changes that occur to the dependent variable, the EO in the research banks, while the remaining percentage (53.6%) is attributed to other variables that were not included in the experimental research model, while the value of the marginal slope coefficient has the dimension of 0.535. This indicates that there is an increase in interest by the researched banks in the spontaneous dimension by one unit; that interest will lead to automatic interest in its EO by 53.5%, as the calculated value of T (5.178) indicates the significance of direct impact, while the value of F is calculated for the variance model of 26.812 with a significant level of 0.000 which is less than the pain level. Nucleolus is 0.05, and thus the sub-fourth alternative hypothesis (significant effect positively affecting the spontaneous entrepreneurial orientation) is accepted.

E. It is clear from the results of Table (3) that the level of significance of the influence of the main independent variable, strategic improvisation in EO (0.000), is less than the level of significance (0.05), while the calculated value of F was 25.308, which is greater than its tabular value of 3.841, whereas, the value of the calculated T-test for marginal slope significance (5.031) is greater than its scheduled value of 1.96 at the level of significance of 0.05.

While the strategic improvisation shows its ability to explain the proportion (44.9%) of the changes that occur in the pilot direction of the research banks, the remaining percentage (55.1%) is attributed to other variables not included in the tested research model; the impact of the strategic improvisation is through the value of inclination (89.1%) in the EO, which indicates the synergy of the dimensions of strategic improvisation combine in its impact on the pioneering approach.

Table 3: The effect of strategic improvisation and its dimensions in the pioneer direction

The dependent variable: the entrepreneurial orientation								Independent variables
T	β	A	F	P	D-W TEST	R ²	R	
1.527	.329	2.448	2.332	.137	2.732	.070	.265	Build the solution
2.700	.434	1.983	7.288	.011	2.651	.190	.436	Intuition
3.287	.518	1.573	10.804	.003	2.893	.258	.508	Adaptation
5.178	.535	1.834	26.812	.000	2.429	.464	.681	Spontaneity
5.031	.891	.282	25.308	.000	2.994	.449	.670	Strategic improvisation

F. In order to test the research model at the level of the overall effect of the dimensions of strategic improvisation, the two researchers employed the multiple regression, as shown in Figure (4), which shows a single effect of spontaneity in EO, as the effect value is 55.1% and at a significant level of 0.000, and the value of the critical ratio (3.812) is greater than its scheduled value (1.96), while the other dimensions do not show any significant level of impact; this indicates the ability of the researched banks to interact with their environment automatically without access to planning as a reaction based on experience and expertise when they are the latest in that turbulent and complex environment. This spontaneity promotes perspective integration entrepreneurially, searches for opportunities with a strategic perspective and searches for advantage; it also owns the initiative and adopts new ideas, by discovering opportunities and possessing a calculated spirit of risk, adopting a clear vision, reading that environment and dealing with its mysterious circumstances to add new value, enhance current value, and provide banking products that qualify these banks to have a competitive advantage as shown in Table (4).

As for the value of the correlation coefficient of the model, it was 0.717, while the percentage of the model's interpretation of the changes that occurred in the pilot approach was 51.5%, which is an acceptable and reliable model, while the remaining percentage of 48.5% is attributed to other variables that were not included in the current research model; the calculated value of F for the model (7.421) was at a significant level of 0.000, at the degree of freedom (4, 28, 32) and by the value of the Durbin Watson test (2.731), which indicates the legitimacy of the analysis to verify the problem of self-correlation. Its values are acceptable between 0-4. So the error value for consecutive observations was independent of one another.

Table 4: The multiple effect of the dimensions of strategic improvisation on the entrepreneurial orientation

Indication	Moral test	The critical ratio	Standard error	Impact parameter	Dependent variable	Direction of influence	Independent variable
Is D.	.408	.828	.159	0.106	Entrepreneurial orientation	<----	Build the solution
Is D.	.651	.452	.165	0.075		<----	Intuition
Is D.	.373	.891	.176	0.154		<----	Adaptation
D.	***	3.812	.114	0.551		<----	Spontaneity
R	R ²	D-W	F	Sig	DF		
0.717	0.515	2.731	7.421	***	4 , 28 , 32		

Fourth: Demographic sample

It is clear to the researchers from the results of Table (5) that the tendency of the research sample is for banks to assign leadership positions to the female component more than the male component, so the female percentage was 72.7%, while the research sample showed its tendency to social stability and the choice of family stability; so the percentage of married couples is 63.6%. This is in addition to the fact that these leaders own the university qualification by obtaining a bachelor's degree (39.2%) out of the total sample of 33 views; the banks showed their adherence to the leaders who have the experience of age and length of service, which is the highest service percentage for the category 26 for one year or more, at a rate of 42.1 and with an age of 49-40 years. This sample carries intellectual and cognitive skills and the process is refined through courses at a specialized rate (69.7%); it is clear that the percentage of managers in the banks of the research sample had the highest response rate (36.4%) on the research questionnaire.

Table 5: Demographic sample

33	27.3%	9	Male	Gender
100%	72.7%	24	Female	
33	12.1%	4	Unmarried	Social status
	63.6%	21	Married	
100%	18.2%	6	Widower	
	6.1%	2	absolute	
33	3%	1	20-29	Age
	6.1%	2	39-30	
	39.4%	13	49-40	
100%	48.5%	16	59-50	
	3%	1	More than 60	
33	18.2%	6	Prep	Academic achievement
	15.2%	5	Diploma	
100%	39.2%	13	Bachelor	
	18.2%	6	Higher Diploma	
	9.1%	3	M.A.	
33	36.4%	12	Manager	Career Title
	30.3%	10	Associate Director	
100%	21.2%	7	Department official	
	12.1%	4	Division Director	
33	69.7%	23	Specialised courses	Training courses
100%	30.3%	10	General courses	
33	6.1%	2	Less than 10	Years of service
	6.1%	2	10-15	
	15.2%	5	16-20	
100%	30.3%	10	21-25	
	42.1%	14	More than 26	

Conclusions and Recommendations

The researchers reached, through the results of the practical side, a set of conclusions, which are:

1. The researched organisations practice strategic improvisation through a great understanding of the tasks in the event of their occurrence with flexibility and speed in responding and adapting to them and the participation of others.
2. The organisations are trying, through their activities, to improve their strategic position and work with a strategic perspective to invest and explore opportunities for the purpose

of growth and development and achieving pioneering trends in their field of work.

3. The organisations' orientation towards strategic improvisation and its practice contributes greatly to achieving the pioneering direction that the organisations aspire to through creativity and taking risks and adapting to internal and external environmental changes.
4. The researchers offer some recommendations to the research community represented by the research sample banks, namely:
5. Enhancing the capabilities of senior management to adapt to environmental changes and using intuition and spontaneity in facing these changes.
6. Attention to the processes of identifying opportunities that have a major role in achieving leadership for organisations, focusing on the creative ideas of individuals and encouraging the adoption of risk.
7. That the organisation's vision be expressive of its leadership direction through focusing on creativity and investing opportunities to occupy a distinguished leadership position in the organisation's field of work.

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