



THE ROLE OF STRATEGIC IMPROVISATION AND STRATEGIC LEADERSHIP IN STIMULATING DISTINGUISHED ORGANIZATIONAL PERFORMANCE AN ANALYTICAL STUDY OF ADMINISTRATIVE LEADERS AT THE TECHNICAL INSTITUTE / BABYLON.

Jwan Fadel Mahdi
Jwan.mahdi@atu.edu.iq

Babylon Technical Institute / Al-Furat Al-Awsat Technical University/ Iraq

Article history:	Abstract:
Received: 6 th June 2023 Accepted: 6 th July 2023 Published: 8 th August 2023	The current research adopts the study of strategic improvisation and strategic leadership in its dimensions as an independent variable and its role in stimulating distinguished organizational performance. The research seeks to achieve a goal represented by testing the relationship between the two variables, and the impact of one on the other, to achieve this goal, a hypothetical model was built that defines the relationship between the two variables, and several main and sub-hypotheses emerged from it. The Technical Institute / Babylon was selected as a community for research and testing its hypotheses. Due to the large size of the original sample, the research sample consisted of (90) teachers who hold administrative positions in the researched organization with a random sample of the teachers of the researched organization. To verify the validity of the hypotheses that were built, as well as the treatment of the data on which the answers of the research sample were based, the statistical program (SPSS) was used, and the selection of appropriate statistical methods that are consistent with the nature of the research, The results of the study showed the existence of a significant correlation and influence between strategic improvisation and strategic leadership at the macro level of the responding sample by stimulating the distinguished organizational performance. The research reached a set of recommendations based on the research results. Finally, the research presented some proposals.

Keywords: strategic leadership, strategic leadership, organizational performance

INTRODUCTION:

The issue of human resources was, is, and will remain one of the most important issues in the current century. Rather, it can be said that this issue is today one of the most challenging issues for developed and developing societies, In particular, the issue of distinguished organizational performance, despite the importance of developing human resources in general, but attention must be directed to a special category of human resources on which the prosperity of organizations and societies depends, which is the performance of the organization Because this category possesses the experience, knowledge and creative ability, which makes its development and preservation a matter required because most of the developed organizations and societies depend on the thinkers and creators in them. Based on this, the organization's

possession of improvisation and strategic leadership enables it to achieve dynamic alignment between its capabilities and resources and the opportunities and challenges that the external environment provides, Therefore, it requires organizations to build strategic vigilance and work on adapting, building and rearranging their resources and non-compliance to achieve the maximum possible compatibility with the environment and thus achieve their set goals. Any problem that administrative leaders may suffer from. Based on the importance of the issue of strategic improvisation and strategic leadership in stimulating distinguished organizational performance and in continuity with previous research efforts, this research came to shed light on them and clarify the relationship between them. Then the clarification of the tools used in the research and the tests that were conducted on



them in terms of the validity and reliability of the research variables. The second section was concerned with the theoretical aspect of the research variables. The third section was unique in analyzing the opinions and responses of the sample members about the variables of the study. It also included testing the research hypotheses, and the fourth section came to clarify the most important results. The findings of the study with the provision of some necessary recommendations for the researched organization.

The first topic: Research methodology: It included the following topics

1- Research problem: The changes that organizations have witnessed in the past decades have had a great impact on their success, as today the business environment has become more dynamic and complex at the local and global levels. No matter how much the organizations control their plans and the leaders realize the environmental variables, they face great challenges in front of the competing organizations that live in this environment, To be able to continue and succeed and confront the internal and external developments and challenges for its survival and continuation in this environment, which requires an increasingly cognitive and field analysis. Because the importance of services increases the advancement of growth and facing contemporary challenges such as globalization and the acceleration of technology, information, and other ones that faced service organizations, including the Technical Institute/ Babylon. During this, the research problem can be the following question (What is the role of strategic improvisation and strategic leadership in stimulating the distinguished organizational performance of administrative leaders at the Technical Institute / Babylon).

2- Research Importance:

- The research gains its importance from its handling of vital and contemporary administrative issues that are characterized by modernity and have a great impact on the performance of organizations.
- The theoretical framing of the importance of research variables (strategic improvisation, strategic leadership, distinguished organizational performance) to increase

understanding, assimilation, and organization of previous studies to increase the intellectual, cumulative, and cognitive enrichment of research variables.

- The importance of the research stems from dealing with an important sector, which is the service sector, which is the most important and effective in enhancing the success of the competitive organization, as international organizations try to provide the best services for their survival and continuity in the world of business.

- The interest in studying strategic improvisation, strategic leadership, and distinguished organizational performance at the Institute enriches administrative thought and scientific heritage in this field by determining the relationship and influence between the dimensions of strategic improvisation, strategic leadership, and distinguished organizational performance among the administrative leaders at the Technical Institute / Babylon.

3- Research objectives :

-Presenting the basic concepts of the dimensions of strategic improvisation, strategic leadership, and distinguished organizational performance of administrative leaders.

-Studying the relationship and impact between strategic improvisation, strategic leadership, and the distinguished organizational performance of administrative leaders.

-Providing senior management in the researched organization with a scientific vision through which the administrative methods approved by it can be developed to develop the expertise, skills, and capabilities of the organization in it.

4- Research hypotheses: In line with the research problem and its objectives, two main hypotheses were adopted:

The first main hypothesis:- (There is a statistically significant correlation between the dimensions of strategic improvisation and strategic leadership in stimulating the distinguished organizational performance of administrative leaders at the Technical Institute / Babylon).

The second main hypothesis: - (There is a statistically significant effect relationship between the dimensions of strategic improvisation and strategic leadership in stimulating the distinguished organizational performance of administrative leaders at the Technical Institute / Babylon)



5-The research methodology and its sample: - I used the analytical descriptive approach by using the questionnaire as a tool to collect data from the research community to access, classify, analyze, and interpret the data. As for his sample, it was represented by the Technical Institute / Babylon and focused on the administrative leaders and those who had previously assumed administrative leaders and the research sample was 90 leaders in the institute.

6-Statistical methods used: Many statistical methods were used to analyze the data, and these methods were as follows :

-Frequency, ratios, arithmetic mean, standard deviation, and percentage weights to analyze the answers of the sample.

-The simple correlation coefficient for analyzing and testing correlations between research variables.

-Simple linear regression model to determine the effect of the elements of the research variables.

-Interpretation coefficient to measure the proportion of what each element explains and statistical tests (T, F, R2).

7- Procedural definitions: - Strategic improvisation, strategic leadership, and distinguished organizational performance.

The second topic:

The theoretical framework for the research variables

First: strategic improvisation

1-The concept and importance of strategic improvisation : The concept of strategic improvisation has been discussed by many researchers and writers, (Poolton & Ismail, 2000: 795) is the behavior followed by organizational leaders to control dynamic and rapidly changing environmental variables, and (Bade, et al, 2004: 27) confirmed that leaders can process external events Unexpected events and their implementation in organizations that suffer from poor planning. (Leyboume, 2006: 73) believes that it is an important factor in enhancing flexibility and adapting to external environmental variables, and strategic improvisation leads to the provision of innovative and new ideas and the use of opportunities available to organizations, and confirms (Falkheimer & Sandberg, 2018: 253), It combines planning and structure with creative work to accomplish the work effectively because strategic improvisation is always done on time and allows innovating something new because it links time, work and implementation according to the capabilities available to the leaders of the organization. Based on these concepts, we see that it is not possible

to agree on giving one specific concept to strategic improvisation, as it is a continuous process in the organization to face the sudden dynamic environmental changes as a result of rapid technological change so that leaders become able to change the pre-established plan and find the optimal solution according to their capabilities, capabilities, creative behavior and continuity. To compete with other organizations by achieving compatibility between the internal and external environment. In addition to being able and adapting to current and future circumstances.

2-Dimensions of strategic improvisation : In this research, the focus will be on studying strategic improvisation through :

-Strategic vigilance: (Reix & Rowe, 2016: 1) sees it as a strategic process that provides the organization with information that helps it to confront the threats to which the organization is exposed and to take appropriate solutions through strategic decisions and monitoring of external environment variables. (As for Al-Saffat, 2017: 88) it acts as a radar in the organization to monitor and collect information, take advantage of strengths and avoid weaknesses and threats.

-Recruitment of resources (Moorman & Minar, 1998: 705) confirms that there is a strong correlation between improvisation and resource utilization because they emphasize the speed of implementation. (Reix & Rowe, 2016: 4) expresses the use of resources as a solution to the threats facing leaders with the available resources, as it depends on the experience and skill that leaders have.

Second: Strategic Leadership: It included the following paragraphs The concept of strategic leadership :The writers differed in defining a specific concept, some of them defined strategic leadership, as (Whelan & Hunger, 2010, 366) indicated that it is the strategy adopted by the organization to compete and adapt to the external environment. Rezaian, & Naeiji, 2012, 4) as the use of thinking and behavior styles adopted by leaders to take advantage of competitive advantages. Based on these definitions, it is not possible to define a specific concept of strategic leadership because it is surrounded by a rapidly changing environment, but it can be said that it is a set of activities and skills that contribute to innovation and creativity in creating strategic opportunities that by seizing new opportunities from the external environment.



Dimensions of strategic leadership: - It is possible to focus on the dimensions of strategic leadership through:

-Entrepreneurial culture: - (Hit & Others, 2001: 70) is the process of organizing a group of assets and how to enter and exit emerging markets easily and organize assets and resources in the short term. As (Alhamelin & Alarabi, 2016: 411), it is one of the basic factors that drive entrepreneurial behavior such as independence, risk, achievement, and activating the capabilities to make radical and innovative changes in the organization. Culture means learning leaders in the development of entrepreneurship.

-Entrepreneurial leadership: (Faith & Almukhtar, 2014: 107) confirmed that it is an effective means of entrepreneurial thinking to manage the organization to ensure the achievement of its set goals in addition to being considered a catalyst for flexibility, continuous creativity, and renewal in the face of uncertainty and the ability of the organization to interpret and understand ambiguity and lack of clarity in administrative and organizational processes Take advantage of the positives and avoid ambiguities and uncertainties. As for (Taher, 2015:81), it is the ability to influence others to manage resources strategically to emphasize the behaviors of each of the search for opportunities, competitive advantage, and the value of the organization.

Third: Distinguished organizational performance: It included the following topics:

1-The concept of distinguished organizational performance

:The concept of distinguished organizational performance has been addressed by many researchers and writers. (Aquinas, 2008:8) indicated that it interprets the evaluative performance and judges the positive and negative performance behaviors of the organization's leaders to achieve organizational goals and the link between the internal environment and the organizational capacity of the organization to achieve its goals efficiently and effectively. And (Daft.2003:15) identified organizational performance by combining two elements, the first is how to use the organization's resources available to it and the results achieved, and

the second is the capabilities and capabilities of leaders in achieving the set goals through achieving efficiency and effectiveness. Based on these definitions, it is not possible to define a specific concept of distinguished organizational performance, but it is a set of internal factors of the organization in terms of the availability of material and moral capabilities and available resources to achieve two basic factors: effectiveness and efficiency.

2-Dimensions of Distinguished Organizational Performance: - (Al-Shamaa, 2010: 22) identified effectiveness as being achieved through three criteria: the ability of organizations to adapt to their environment, continuity, survival, and the ability to grow. It is interested in achieving efficiency in its operations by satisfying customers with its products. Efficiency: - (Journal, 2002:198) defined the concept of competence as the ability to use the human, material, and financial resources and information available to the organization. (Jones, 2006: 33) indicated that efficiency and effectiveness are two factors that are linked to each other, and they achieve the success of the organization, but the difference is related to the specific time for each of them. remote through its ability to survive and continue in the environment in which it operates.

The third topic: - the applied side of the research and includes

For this purpose, the five-point (Likert) scale was used, which is distributed from its highest weight, which was given (5) degrees to represent the answer field (fully agree), to its lowest weight, which was given (1) degree to represent the answer field (not agree at all), and between them three other weights It is (4, 3, 2) to represent the field of the answer (agree, neutral, disagree) respectively. On the other hand, the hypothetical mean of (3) was adopted as a criterion for measuring and evaluating the degree obtained, noting that the hypothetical mean represents $(1 + 2 + 3) \cdot 4 + 5) / 5 = 3$, and this topic was divided into the following.

First - Analyze the opinions and responses of the sample members about the research variables.

Schedule(1) Frequency distribution and weighted arithmetic mean for strategic improvisation paragraphs

Elements	sequencing	the arithmetic mean	standard deviation	percentage weight
Strategic vigilance	1	3.67	1.17	70.33%
	2	4.22	0.72	84.44%



	3	4.36	0.68	87.11%
	4	3.68	1.14	73.56%
general rate		3.98	0.93	78.86%
Recruitment of resources	5	3.80	1.18	76.00%
	6	4.12	0.72	82.44%
	7	4.07	0.96	81.33%
	8	3.89	0.88	77.78%
general rate		3.97	0.94	79.39%
The general index of strategic improvisation		3.98	0.94	78.13%

We note from the above table the following: - The strategic vigilance items came at a good level, as the generally weighted arithmetic mean for them was (3.98), which is more than the hypothetical mean of (3), with an agreement rate of (78.86%), which is at a good level. Achieving this level was in a paragraph that the institute has the ability to continuously provide and develop its services, which came in first place with a percentage weight (87.11%) and an arithmetic mean (4.36), while the lowest paragraphs were the institute has strategies to collect information on the activities of competitors and use them in decision-making, as It came with a percentage weight (70.33%) and an arithmetic mean(3.67) , As for the employment of resources, its paragraphs came at a good level, as the general weighted arithmetic mean of it reached (3.98), which is more than the hypothetical arithmetic mean

of (3), with an agreement rate of (78.13%), and it is in a very good degree range, and the most of the paragraphs contributed to achieving this level The paragraph on the institute's ability to employ available resources in new operations came with a percentage weight of (82.44%) and a mean of (4.12), while the lowest item was "The Institute has many alternatives to obtain resources," with a percentage weight of (76.00%) and a mean of (3.80). From the foregoing, we note that the overall indicator of strategic improvisation came at a good level, as the general arithmetic mean for it was (3.98), which is higher than the hypothetical mean (3), with an agreement rate of (78.13%), which is in a good degree range. Strategic improvisation must determine their relative importance to determine the priorities of the Institute's management's interest.

Table (2) shows the relative importance of them.

Elements	the arithmetic mean	standard deviation	coefficient of difference	percentage weight	standings
Strategic vigilance	3.98	0.93	%23.85	78.86%	Second
Recruitment of resources	3.97	0.94	%23.66	79.39%	first
The general index of strategic improvisation	3.98	0.94	%23.66	79.13%	

It is clear from the above table that the strategic improvisation in the researched organization was at a level of (3.98) on the five-point scale with a percentage weight of (79.13%), and despite its arithmetic mean exceeding the hypothetical mean (3), it was at a good level and needs more attention than before. Organization management.

Second: - Analyzing the opinions and responses of the sample members about the strategic leadership paragraphs.

Schedule(3) Frequency distribution and weighted arithmetic means for the elements of strategic leadership

Elements	sequencing	the arithmetic mean	standard deviation	percentage weight
Strategic vigilance	1	2.81	1.51	65.22%
	2	3.94	1.43	78.80%
	3	3.34	1.25	89.66%
	4	4.01	1.15	80.22%
general rate		3.53	1.34	72.78%
Recruitment of resources	2.99	3.80	1.08	69.78%
	4.13	4.12	1.03	85.67%



	4.02	4.07	0.87	89.89%
	4.04	3.89	1.06	87.89%
general rate	3.80	3.97	1.01	83.31%
The general index of strategic improvisation	3.67	3.98	1.18	78.05%

We note from the above table the following: - That the entrepreneurial culture, its paragraphs came at a good level, as the general weighted arithmetic mean for it was (3.53), which is more than the hypothetical mean of (3), with an agreement rate of (72.95%), which is at a good level, and that the most contributing paragraphs In achieving this level, the paragraph of the tasks and objectives of the work that I do was clear to me, and came in the first place with a percentage weight (80.22%) and an arithmetic mean (4.01), and in the second place, So, the paragraph "I know exactly what role is expected of me in the department in which I work" had a percentage weight of (78.80%) and a mean of (3.94), while the lowest paragraph was "I have sufficient powers to carry out my responsibilities" as it came with a percentage weight of (65.22%) and a mean of (2.81). As for the strategic leadership, its paragraphs came at a good level, as the general weighted arithmetic mean for it reached (4.05), which is more than the hypothetical arithmetic mean of (3), with an agreement rate of

(84.28%), and it is in a good degree range, and the most contributing paragraphs to achieving this The level was a paragraph I perform tasks and works that I feel are necessary for the department, as it came with a percentage weight (83.31%) and an arithmetic mean (3.80), then a paragraph came in second place , I find myself in a dilemma between my line manager and the employees with a percentage weight of (85.67%) and my arithmetic mean of (4.13), while the lowest paragraphs are my job responsibilities are unclear, as it came with a percentage weight of (69.78%) and my mean of (2.99), from the foregoing we note that the indicator The overall entrepreneurial leadership came at a good level, as the general arithmetic mean was (3.80), which is higher than the hypothetical mean (3), with an agreement rate of (83.61%), which is in a good degree range. Determining the relative importance of them to determine the priorities of the Institute's management's interest as follows:

	Elements	the arithmetic mean	standard deviation	coefficient of difference	percentage weight	standings
1	Entrepreneurial culture	3.53	1.34	45.26%	72.78%	Second
2	entrepreneurial leadership	3.80	1.01	24.69%	83.31%	First
	Strategic leadership	3.67	1.18	34.98%	78.05%	

It is clear from the above table: - The strategic leadership in the researched organization was at a level (3.67) on the five-point scale with a percentage weight of (78.05%), and despite its arithmetic mean exceeding the hypothetical mean (3), it was at a good level and needs more attention. by the management of the organization.

Third: Analyzing the opinions and responses of the sample members about the paragraphs of the distinguished organizational performance

Schedule (5) Frequency distribution and weighted arithmetic mean for the distinguished organizational performance items.

Elements	sequencing	the arithmetic mean	standard deviation	percentage weight
Distinguished organizational performance	1	3.73	1.23	74.67%
	2	3.51	1.13	70.67%
	3	3.86	1.02	77.11%
	4	3.32	1.29	66.44%
	5	4.09	0.73	81.93%
	6	3.54	1.38	70.89%
	7	3.60	1.03	72.00%



	8	3.41	1.27	68.22%
The general indicator of distinguished organizational performance		3,63	1,14	78.19%

We note from the above table the following: - The paragraphs of the Distinguished Organizational Performance variable came at a good level, as the general weighted arithmetic mean (3.63), which is greater than the hypothetical mean of (3) and with an agreement rate of (78.19%), is in the good range. And that the paragraphs that most contributed to achieving this level were ranked first, a paragraph that the organization's management is keen to provide departments equipped with the latest devices and equipment, which came with a percentage weight (81.93%) and an arithmetic mean (4.09), and came in the second place a paragraph that there is a comprehensive policy for transfer and job rotation between departments In a way that contributes to the investment of human resources. It came with a percentile weight (77.11) and an arithmetic mean

(3.86), while the least acceptable paragraphs from the point of view of the sample members were the paragraph about the administration's keenness to provide amenities for workers such as lighting, ventilation, and cooling, as it came with a percentage weight (66.44%) and a mean (3.32), despite The arithmetic mean of the element of distinguished organizational performance slightly exceeded the hypothesis (3), but some items need more attention from the organization's management.

Fourth: - Testing the hypotheses of the as
 The first main hypothesis (there is a significant correlation between the dimension of strategic improvisation, strategic leadership in its dimensions, and distinguished organizational performance),

Table(6) Relationships between strategic improvisation, strategic leadership in its dimensions, and distinguished organizational performance

dependent variable(Y) The independent variable (X)	Distinguished organizational performance			
	R computed	The calculated .value of (T)	Tabular (T) value	
Strategic vigilance	0.84	4.75	5%	1%
Recruitment of resources	0.79	4.57	2.353	4.541
Strategic culture	0.91	2.64	degree of confidence	
Strategic leadership	0.97	3.37		
Strategic improvisation and strategic leadership (total index)	0.88	3.83	95%	99%
resolution (result)	The correlation between the variables is positive, strong, and significant			

It is noted from the above table: - There is a positive and strong direct correlation between strategic improvisation, strategic leadership, and distinguished organizational performance, and it is statistically significant at a significant level (5%), as the value of

the correlation coefficient between them reached (0.88), and this result indicates the strength of the relationship between them, which supports that. The calculated (T) value of (3.83), which is greater than the tabular (T) value of (2.353) at a significant level



(5%) and a confidence level (95%) in total and detail. The results of testing the two variables strategic improvisation and strategic leadership in stimulating distinguished organizational performance Detailed my agencies :

-There is a strong direct correlation between strategic vigilance and distinguished organizational performance, as the correlation coefficient between them reached (0.84), which is a good value, and means that the more the organization is strategically vigilant, the greater its ability to achieve distinguished organizational performance. The tabular (T) value of (2.353) is at a significant level(5%).

-There is a strong direct correlation between the employment of resources and the distinguished organizational performance, as the correlation coefficient between them reached (0.79), which is a good value, and means that the more the organization is strategically vigilant, the greater its ability to achieve distinguished organizational performance. (Tabular T of (2.353) at a significant level (5%).

-There is a strong direct correlation between the entrepreneurial culture and distinguished organizational performance, as the correlation coefficient between them reached (0.91), which is a good value, meaning the more the organization is strategically vigilant, the greater its ability to achieve distinguished organizational performance, and this is supported by the calculated (T) value of (2.64), which is greater than The tabular T value of (2.353) at a significant level(5%).

-There is a strong direct correlation between entrepreneurial leadership and distinguished organizational performance, as the correlation coefficient between them reached (0.97), which is a good value, meaning that the more the organization is strategically vigilant, the greater its ability to achieve distinguished organizational performance. This is supported by the (calculated T) value of (3.83), which is greater than the value of (Tabular T) amounting to (2.353) at a significant level (5%), and based on the above, the previous results that prove the existence of a correlation between the variables improvisation and strategic leadership can be interpreted through the continuous development of the Institute's services and the provision of an internal work environment capable of facing competitors and its ability to employ The resources available to it to carry out the Institute's activities with high accuracy by providing a pioneering and strategic culture and leadership by the administrative leaders of the Institute. Therefore, it accepts the first main hypothesis.

2-Test hypotheses of influence between variables

The second main hypothesis: - There is a statistically significant effect relationship between the dimensions of strategic improvisation and strategic leadership in stimulating the distinguished organizational performance of administrative leaders at the Technical Institute / Babylon). Schedule(7)

The results of estimating the simple linear regression model of strategic improvisation and strategic leadership in stimulating distinguished organizational performance)

dependent variable(Y) The independent variable (X)	Distinguished organizational performance		
	Interpretation coefficient R2	The calculated F value is 5%	The tabular value of F
Strategic vigilance	70.94%	46.92	10,1
Recruitment of resources	62.09%	13.05	
Strategic culture	83.60%	15.29	
Strategic leadership	95.80%	57.61	

It is clear from the results presented in Table (7) that:
 --The calculated (F) value is (46.92), which is greater than the tabular (F) value of (10.1) at a significant level (5%). This means that there is a statistically

significant effect of strategic vigilance in stimulating distinguished organizational performance with a degree of confidence (95%). Through the value of the interpretation coefficient (R2) of (70.94%), this



paragraph can explain (70.94%) of the variables in stimulating distinguished organizational performance, while the remaining percentage (29.06%) is due to the contribution of other variables that were not included in the research.

-The value of (F) calculated (13.05), which is greater than the tabular amounting to (10.1) at a significant level (5%). This means that there is a statistically significant effect of employing resources in stimulating distinguished organizational performance with a degree of confidence (95%). Through the value of the interpretation coefficient (R²) of (62.09%), this paragraph can explain (62.09%) of the variables in stimulating distinguished organizational performance, while the remaining percentage (37.91%) is due to the contribution of other variables that were not included in the research.

-The calculated (F) value is (15.05), which is greater than the tabular (F) value of (10.1) at a significant level (5%). This means that there is a statistically significant effect of entrepreneurial culture in stimulating distinguished organizational performance with a degree of confidence (95%). Through the value of the interpretation coefficient (R²) of (83.60%), this paragraph can explain (83.60%) of the variables in stimulating distinguished organizational performance, while the remaining percentage (16.4%) is due to the contribution of other variables that were not included in the research.

The calculated (F) value is (57.61), which is greater than the tabular (F) value of (10.1) at a significant level (5%). This means that there is a statistically significant effect of strategic vigilance in stimulating distinguished organizational performance with a degree of confidence (95%). Through the value of the interpretation coefficient (R²) of (95.80%), this paragraph can explain (95.80%) of the variables in stimulating distinguished organizational performance, while the remaining percentage (4.2%) is due to the contribution of other variables that were not included in the research. Based on the foregoing, it was confirmed that there is a statistically significant effect of strategic improvisation and strategic leadership in stimulating the distinguished organizational performance of the administrative leaders at the Technical Institute / Babylon. Therefore, the second main hypothesis is accepted.

THE FOURTH TOPIC: - RESULTS AND RECOMMENDATIONS

FIRST: THE RESULTS

- 1- There is a discrepancy from the point of view of the respondents about the variables that stimulate the distinguished organizational performance, as (62.09%) of them confirmed

that the institute's management does not work according to the system of getting rid of unnecessary resources.

- 2- We note the agreement of the respondents with the role of pioneering leadership, as (95.80%) emphasize the importance of the leader and his ability to make decisions at the right time and place.
- 3- We note the increasing interest in the recent period in improvisation and strategic leadership and its role in stimulating distinguished organizational performance.
- 4- The correlations of the variable of improvisation and strategic leadership in stimulating distinguished organizational performance were strong, positive, and statistically significant, as the strength of the correlation between them reached (0.88) and carries logical deliberations and can stimulate distinguished organizational performance through an interest in strategic improvisation and strategic leadership.
- 5- The researched organization faces the desire of the former administrative leaders for administrative work again, as their percentage reached (40%) of working as officials in the institute and benefiting from the privileges granted to them.
- 6- The results of the research showed that there is an influence relationship between the two variables improvisation and strategic leadership and its ability to stimulate distinguished organizational performance.

SECOND: RECOMMENDATIONS

Based on the results of the research, some recommendations can be made, which we hope will be of interest to the administrative leadership in the researched organization :

- 1- It represents the phenomenon of changing positions for administrative leaders among themselves, meaning the same individuals whose positions are changed from time to time and not giving opportunities to other individuals who may excel in carrying out new and innovative work for the researched organization.
- 2- The Successful management is the one that attracts new administrative cadres and new faces that differ from the old cadres, which can obtain valuable initiatives that may lead to the development of the organization.
- 3- The management of the institute should pay attention to improving working conditions in all departments, not exclusively in certain departments, providing hygiene conditions and



appropriate furniture, while providing modern technologies for the completion of work.

- 4- Organizations seek to achieve multiple competitive advantages through their administrative cadres, so it is necessary to improve the internal work environment and urge qualified individuals to work in various job positions.
- 5- We recommend rotating administrative positions every period to enhance loyalty and job affiliation among employees.
- 6- The need to spread the philosophy of the culture of improvisation and strategic leadership for administrative leaders to take immediate and quick decisions and to face emergencies that the organization is going through.

THE REFERENCES:

- 1- Al-Shamaa, Khalil Muhammad Hassan, (2010), "Principles of Management with a Focus on Business Administration", Dar Al-Maysarah for Publishing and Distribution, Amman, Jordan, 6th edition.
- 2- Al-Safar, Ahmed ABD Ismail (2017) " The Implications Of Strategic Intelligence And Vigilance Strategy To Make Decisions And Their Impact On The Strategy Of The Ministry Of Foreign Affairs Which.
- 3- Aquinas, Herman, (2008), " Performance Management ", Third Edition, Pearson Education, Inc. . publishing as pronation hall, A.S.A. 3- Daft, Richard L, (2003), "Organization Theory and Design, 7th ed." South-Western College, U.S.A.
- 4- Jones, G., and George, J., (2006), Essential of contemporary management. Mc Grew – Hill, Irwin.
- 5- Al Hamelin, Rashid bin Muhammad, Al-Araba, Husham Yosef Mustafa (2016), the reality of the entrepreneurship culture at the University of Hail, and the mechanisms for their activation from the faculty point of view. Arab Studies in Education and Psychology, 76.
- 6- Bade, A. O.; Aniebonam, M. C., & Owe, V., (2004)," Institutional pressures as sources of improvisation: A case study from a developing country context", Journal of Global Information Technology, Vol. 7, No. (3), pp .27-44.
- 7- Faith, Sultan Abdulrahman, AlMukhtar, Jamal Abdullah Mikhail (2014)-13 The role of strategic leadership requirements in enhancing the competitive advantages of private schools,

- Journal of Administration and Economics, Volume 37, Issue 99.
- 8- Alzheimer, J., & Sandberg, K. G. (2018). The Art Of Strategy Improvisation: A Professional Concept For Contemporary Communication Managers. Journal Of Communication Management., vol (22), No2, pp,2-4.
- 9- Journal of Managerial Psychology,(2002), "Theory of the Organization Operations", Vol.(15), No.(8) , pp. 795 – 811.
- 10- Hit, M . A ., Biermann, L ., Shimizu, K ., Kocher, R ., (2001), "Direct and Moderating Effects of Human Capital on Strategy and performance in professional Service Firms: A resource – Based perspective", Academy of Management Journal, Vol . 44, No. 1, pp: 13 – 28.
- 11- Moorman,c, and Miner, A, S,(1998) 'The convergence of planning and execution; Improvisation in new product Development', Jamal Marketing, Vol,62, No3, pp,1-20.
- 12- Leybourne,(2006), "Improvisation within the project management change: some observation from UK Financial', Journal of Organization change management, Vol.6, no,4,pp:326-381.
- 13- Remix, R.; Faller, B.; Kalka, M., & Rowe, F. ,(2016)," Systèmes20 information et management ",7e Edition, edition Velbert, Paris.
- 14- Whelan, Thomas L., Hunger, J.Dav. id,(2010) " Strategic Management and Business Policy",12ed, Pearson Education, Inc., Prentice Hall, New Jersey.
- 15- Taher, Abdul Karim Mural, (2015), 'Transformational Leadership and Impact on Improving Strategic', Performance by Mediating Organizational Change.
- 16- Rezaian, A., Neij, M.J. (2012) Strategic Entrepreneurship and Intellectual Capital as Determinants of Organizational Performance: Empirical Evidence from Iran steel Industry, Global Entrepreneurship Research, Winter & Spring, Vol.2, No.1.
- 17- Pool ton, J., & Ismail, H.,(2000)," New developments in innovation", in the Development of Organizations The Independent High Electoral Commission, Al-Gharry Journal for Economic and Administrative Sciences Volume Fourteen, Issue (2).