



THE SYNERGISTIC RELATIONSHIP BETWEEN STRATEGIC PHYSIOGNOMY AND ORGANIZATIONAL IMPROVISATION AND THEIR ROLE IN ACHIEVING ENTREPRENEURIAL PERFORMANCE - KARBALA REFINERY PROJECT AUTHORIT

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Abstract

Purpose: The current study aims to know the synergistic relationship between strategic foresight and organizational improvisation and their role in achieving pioneering performance, by exploring the opinions of a sample of leaders, managers and heads of departments in the researched companies on a sample of workers in the Oil Projects Company - Karbala Refinery Project Authority.

Design/methodology: The problem of the study was identified by a number of questions, the most important of which was (Is achieving entrepreneurial performance a function of both strategic insight and organizational improvisation? What is the size of the impact of each of them in achieving entrepreneurial performance) What is the extent of its importance to them and what is the nature and level of interest in it? The industrial sector, and the low achievement of entrepreneurial performance is due to weakness in organizational improvisation or lack of effective investment in strategic insight in the number of companies surveyed. After sorting and checking the data, the number of valid questionnaires for analysis was (302) out of a total of (333) questionnaires retrieved.

The current study sought to select a number of main and sub-hypotheses related to the correlations and influence relationships between the variables of the study. In order to answer the questions related to the problem of the study and reach the objectives set, and in order to process the data, many statistical methods were used (normal distribution, arithmetic mean, exploratory and confirmatory factor analysis, and structural equations modeling) using the SPSS25 statistical program, Smartpls program, and Amose v.25 program.

Theoretical results: There is a knowledge gap about the interpretation of the nature of the relationship between the variables of the current study represented by the two independent variables organizational improvisation and strategic insight and the dependent variable entrepreneurial performance.

Practical results: The study reached several results, the most important of which was that each of the variables of organizational improvisation and strategic physiognomy are related and affected by the entrepreneurial performance variable.

Keywords: organizational improvisation, Strategic physiognomy, entrepreneurial performance

INTRODUCTION

Most organizations that want to succeed need strategic insight. In theory, organizations may not need strategic foresight if it is temporary or dedicated to one goal only, because strategic foresight is not only dedicated to obtaining excellent results at the present time, but indefinitely after that. The application of strategic foresight requires first finding leaders who enjoy With potential wisdom, helping them develop their unique leadership talents while understanding their weaknesses so they can address them. She continues to anticipate the emerging leaders of tomorrow, because succession planning is essential for any organization that wants long-term prosperity (Adnan, 2022:279).



Organizational improvisation revolves around the rapid understanding and realization of the event, then finding the appropriate solutions, according to the current available resources at that moment. It is considered as an emergency strategy that can be used when facing sudden and unplanned events, or when planning fails to face the emergency event under the pain of time pressure. Improvisation stands out when facing The sudden event as a response to environmental stimuli by collecting the accumulated knowledge of the individual and gathering his ideas to find a solution to this sudden event and then applying it in a record time, where time is an important factor to activate improvisation because delay may lead to bad results, so the creative solution appears in the reality of that moment, and as an example of improvisation as a response to what it is unexpected (Stockhinger & Werner, 2022:3-5).

The issue of entrepreneurial performance is one of the most controversial topics, but rather it is one of the most challenges facing organizations because it plays a key role in increasing the growth of organizations and entrepreneurial performance goes hand in hand with achievements and entrepreneurial performance. These risks are related to creativity and competitive differentiation, and it is important to have positions in investing in new opportunities (Lasrado & Thirlwall, 2015: 2).

1- STUDY METHODOLOGY

1-1 study problem

Understanding the problem is half the way to solving it, and companies are facing at the present time great challenges as a result of the rapid and continuous changes, and in the face of these challenges, the traditional management with its operations and means has become incapable of making the company able to work, which necessitates these companies to follow administrative methods and practices at the organizational level, including improvisation Organizational and the insight it possesses in order to be able to elevate its actions at the level of developments taking place in its reality (Van & Botha,2010:50).

Entrepreneurial performance plays an essential role in increasing the growth of organizations and entrepreneurial performance goes hand in hand with achievements. And some researchers went through their evaluation of entrepreneurial performance through the failure or success of projects that are similar to growth, job creation, and satisfaction related to independence, innovation, risk-taking behavior, and self-efficacy (Munyany et al.,2018:71).

Organizational improvisation is the perfect solution for the deficiencies that the organization faces when it needs to solve complex problems. Improvisation emerges when facing a sudden event as a response to stimuli by collecting the accumulated knowledge of the individual and gathering his ideas to find a solution to this sudden event and then applying it in record time, where time is an important factor to activate Improvisation, because delay may lead to bad results, so the creative solution appears in the reality of that moment (Cunha et al., 1999: 8).

And while he added (Mattone, 2013: 8-9) that most organizations that want to succeed need strategic insight. Through the foregoing, it is clear to us that there is an intellectual debate and an intellectual problem that coincided with the presentation of the current study variables.

1-2- Objectives of the study:

Which clearly expresses the point of view of the study, as when the objectives of the study are achieved, the information necessary to answer the questions of the study will be obtained, and based on the foregoing, the objectives of the study have been developed based on the problem of the study. Table (1) shows the objectives of the study

**Table (1) Study objectives
(Study Objectives)**

1	The possibility of applying the sub-variables of strategic foresight and organizational improvisation in order to reach innovation and creativity in business to achieve entrepreneurial performance.
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2	Knowing the relationship between strategic foresight and organizational improvisation and their role in achieving entrepreneurial performance
3	Testing the level of the effectual relationship between strategic foresight and organizational improvisation, each of them separately, with the entrepreneurial performance in its dimensions statistically at the level of the researched company.
4	Improve, develop and maintain the strategic insight within the researched company for the purpose of achieving leadership performance
5	Measuring the level of importance of the main and sub-variables statistically at the level of the company of the respondent, the study sample, and stopping at their real arrangement to indicate their field importance according to the answers of the study sample.

Source: Prepared by the researcher

1-3-Study Importance

The importance of the current study comes from the importance of the variables that it touched upon, namely: (strategic insight, organizational improvisation, and entrepreneurial performance). Therefore, the importance of the current study can be determined through two aspects, namely the practical side and the theoretical side, as shown in Table (2):

Table of the importance of the study

1	The importance of the study stems from its presentation of important variables worthy of study that most of the previous studies did not address, namely the relationship between strategic insight and organizational improvisation and its contribution to achieving pioneering performance in the Iraqi industrial sector.
2	Contribute to putting the intellectual frameworks of the study variables before researchers who have a desire to benefit from them in the future.
3	The ability to interact with the corresponding organizations and develop close relations with them, and to think distinctly to solve the problems of the work environment in a way that makes it keep pace with the rapid technological progress.
4	It helps to win the hearts and minds of employees by communicating on the rational and emotional level and providing rewards for the purpose of achieving pioneering performance. This helps the human resources department to support better planning for the workforce in the researched company.

Source: prepared by the researcher

1-4- Scheme of the hypothetical study and hypotheses of the study

The study outline aims to visually embody the relationships that the study will test. Figure (1) shows the study model, which was designed in the light of the research hypotheses.

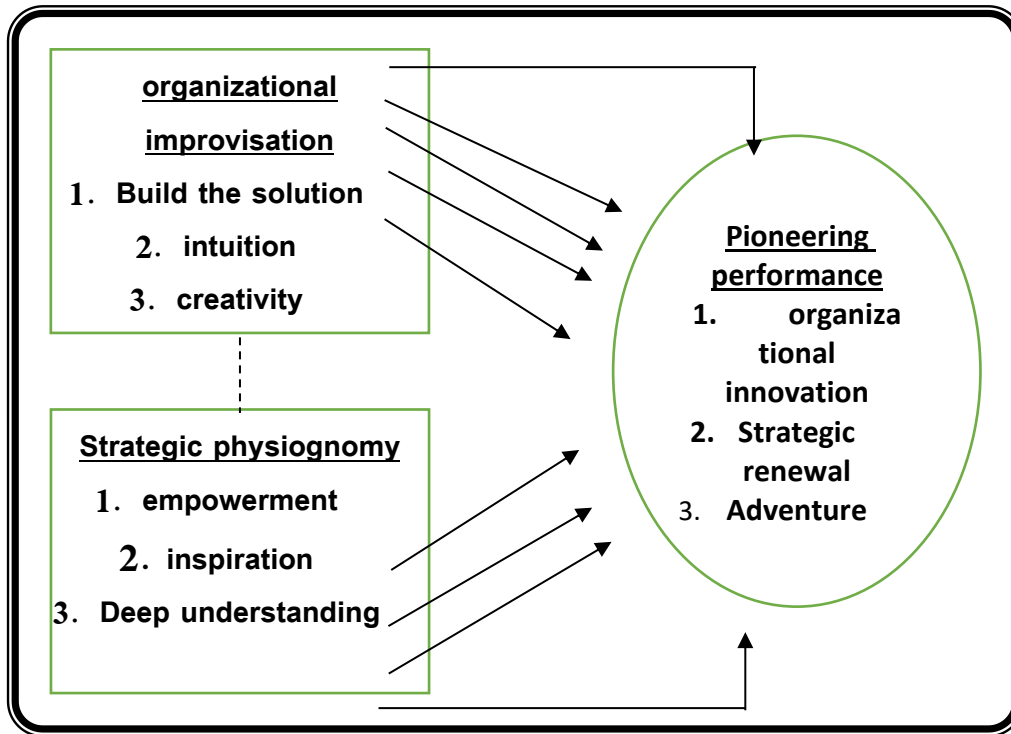


Figure (1) hypothetical study form

Source: Prepared by the researcher

The hypotheses of the study were formulated in the light of the study plan, the hypotheses and objectives of the study, and their importance, which will be subject to testing, and then it will prove whether or not they are correct. As in the following figure:

Table (3) summary of the results of testing the hypotheses of the study

code	impact hypotheses
H1	The existence of a significant impact relationship of strategic insight in achieving entrepreneurial performance
H2	There is a positive impact relationship with significant significance of organizational improvisation in achieving entrepreneurial performance.
H3	The existence of a significant influence relationship of strategic insight and organizational improvisation in achieving entrepreneurial performance

Source: prepared by the researcher according to the results of the study.

1-5- Study standards -

Table (4) Study measures

	Variable		The dimension	the scale
1	Strategic physiognomy	1	Enable	(Soluman & Jamal, 2022: -1218)
		2	Inspiration	
		3	Deep understanding	



2	Organizational Improvisation	1	Build the solution	(Vuckic, 2012:12-20)
		2	Intuition	
		3	Creativity	
3	performance innovation	1	organizational innovation	(Entebang, 2010:17).
		2	Strategic renewal	
		3	Adventure	

Source: Prepared by the researcher

2- Theoretical side

1-2- The concept of strategic physiognomy

Physiognomy is an ancient science that attributes the First Epistle to Aristotle, and this work begins with an examination of earlier, unrecorded systems. Physiognoma is based in part on the somewhat circular process of reading human personality into animal comparisons which are themselves projections of human personality (Fahnestock, 1981: 326).

And while he added (Mattone, 2013: 8-9) that most organizations that want to succeed need strategic insight. In theory, organizations may not need strategic foresight if it is temporary or dedicated to one goal only, because strategic foresight is not only dedicated to obtaining excellent results at the present time, but indefinitely after that. The application of strategic foresight requires first finding leaders who enjoy With potential wisdom, helping them develop their unique leadership talents while understanding their weaknesses so they can address them. And continue to anticipate the emerging leaders of tomorrow, because succession planning is essential for any organization that wants long-term prosperity.

Of course, the term physiognomy refers to practices that include observing the characteristics of individuals based on facial features, as the origin of this strategy dates back to the ancient Greek era, and its use has spread in the decision-making process and issuance of judgments, where organizations, especially business organizations, depend on the nature of the strategies that are formulated and how Dealing with it Organizations are always looking for ways and means to succeed in this task and the strategic factors that contribute to building a personality with strategic insight (Soluman & Jamal, 2022: 1217-1218).).

2-2- The importance of strategic physiognomy

The importance of strategic physiognomy is evident (Jamal, 2022:51), (Alsaqal et al., 2021:2), Horwitch & Whipple, 2014:1-2) and Soluman & Jamal, 2022:1217. :-)

1- Strategic physiognomy includes a mixture of actions carried out by the leadership of an organization that operates in a dynamic, volatile environment, and its changes cannot be expected through strategic physiognomy. Organizations adapt to turbulent environments.

2- Strategic physiognomy gives organizations high flexibility in light of the continuous differences in the services provided and the organization's structures that are undergoing severe changes.

3- Al-Firasah enhances the ability of the senior leadership to accomplish administrative tasks and work to improve the strategic vision of the organization.



4- Strategic foresight works to attract the best competencies and talents to the organization and retain them, encouraging employees to actively participate in the work.

5- Strategic physiognomy gives speed in feeling and responding to religious changes well by investing in resources and maintaining the flexibility and agility needed to respond.

6- The strategic insight enhances the ability of senior management through the strategic vision to achieve superior performance and the sustainability necessary for the survival of the organization and increase its prosperity and growth in the long term.

2-3 Dimensions of strategic physiognomy

There is a set of strategic foresight dimensions that have broad effects on leaders and employees. Based on the strategic foresight concept that was reviewed, the study identified four dimensions to measure it, namely: (rewards, work content, job opportunities, and self-development)(Soluman & Jamal, 2022: 1217-1218) :-

1-3-2- Empowerment:

Granting subordinates the right to participate in decision-making, which is key to increasing work participation in today's highly competitive business environment. It is also considered one of the success factors of organizations and distinguishing them from each other because they are the driving force for different behaviors (Tsang et al., 2022:2-3) , which provides them with the energy that increases their enthusiasm to act in a specific direction and in order to achieve the goal of the organization to increase productivity, especially in the emergence of smart organizations in the era of globalization (Dirgantara, 2022:38).

2-3-2- Inspiration:

It is a motivational state that compels individuals to realize ideas or the power of exerting influence or stimulation on the mind or emotions and that seeks to increase confidence in workers at all levels of management (Kashkul, 2020: 65), especially the minimum ones, which makes them able to direct them towards Creativity and loyalty to the institution, which makes them do their best and is encouraged by the calculated adventurous spirit that achieves creativity. And it is an indispensable part of getting a job: at some point we all feel a bit of a lack of inspiration at work or enthusiasm (Al-Rubaie, 2021:87)

2-3-3- Deep Understanding

It means realizing the concepts and meanings that are related and related to each other and that can be summoned immediately, where each concept has a deep meaning in the mind of the learner (Al-Rubaie, 87:2021), which includes realizing the interrelationships between these concepts, and forming new meanings based on what the learner knows of meanings and experiences. Currently, deep understanding means the mother of well-represented and connected concepts (Kuhn et al., 2017:233-234).

2-4- The concept of organizational improvisation:

Improvisation stems from the Latin word improvisation "unexpected" and is a formation of the prefix im "lack of something" and the verb provide "to see the future." Thus, improvisation deals with the unpredictability and scarcity of advance planning and preparation (Hadida et al., 2015).

believe (Fisher & Barrett, 2019:149) that improvisation entered the organizational arena as an inspiring metaphor from jazz music and theatrical improvisation as enthusiasm and encouragement to deviate from routine and ready-made plans, but it went beyond that as a way to understand work and unplanned current events in real time and focus on its new and spontaneous nature.

Jazz musicians compose music quickly. Thus, jazz musicians have to understand and act on the musical information provided by other musicians, such as melodies, rhythms, or lyrics, in the moment. Defining organizational improvisation may need to grasp the philosophy of improvisation. A poet might improvise a poem or Others see the depth of this poet's talent, just as a musician improvises (the funeral) (our melody adds) (a color) to the instrumental, while others look at the musician with admiration, and so on when a person's capabilities overlap and his motivation works to move his creativity, and there will not be a time interval between The stimulus, its perception and response to it, is the birth of creativity at the moment of overlapping automatically, and thus the person becomes important (Kamoche et al., 2003:2025).).



2-5- The importance of organizational improvisation:

1- Organizational improvisation helps to adopt a specific idea that contributes to the development of the organization and its products, and to work on implementing these ideas within the context of individual or group work, relying on common and distinct knowledge experiences and skills within the framework of a common understanding of work requirements, with the exception of the opinions of implicit capabilities that reveal themselves automatically in an instant. improvisation. The vital importance of improvisation in this context underscores the increased value of the work (Ciuchta et al., 2021:289-290).

2- It helps to realize a specific problem and solve it ingeniously, and to confront these sudden problems in a way that goes beyond prior plans and solve them immediately, based on the available material resources. And cognitive, emotional and cultural (Abuseem et al., 2023:146).

3- Organizational improvisation helps individuals to overcome the events, obstacles, and challenges they face. Thus, improvisation is an art of organizational learning. It differs from creativity, adaptation, and organizational learning. Rather, it is the ability to take courses of action that are not pre-programmed and unplanned. The individual deals with the course of events in a manner improvised and unfamiliar and does not require learning. Thus, organizational improvisation in the rapidly changing and intense competitive environment increases the rate of learning and reflects a strong competitive advantage because of the improvisational emergency strategies that result in decision-making (Miner & O'Toole, 2020:58). .

4- Organizational improvisation helps to respond flexible to the environment with any resources on hand and quickly, as it provides mechanisms for survival in turbulent environments, and improvisation processes have clear benefits such as increasing employee motivation and increasing momentum, and it is a means of adaptation when time pressures, rapid transformation environments, and lack of resources make operations Rational planning and decision making. Even impossible or difficult (Tjørnehøj & Mathiassen, 2010:21-22).

2-6 Dimensions of Organizational Improvisation:

In this study, the researcher adopted the scale of (Vuckic, 2012:12-20) to measure the variable of organizational improvisation due to the importance of this scale. the following:

2-6-1- Building the solution (bricolage):

Building the solution in institutions has a great impact on the institution, which leads to the leaders in this type of organization enjoying a great deal of freedom, but we expect them to have a great deal of initiative and responsibility, and so our knowledge of the characteristics of building solutions helps us achieve a better understanding of what The behavior issued by the leaders is the building of power in the institutions, which we see clearly through the chart of the institutions, with the aim of keeping pace with the changes that occur around them (Hu et al., 2022:1-4). The time has now come to look at work behavior from a larger angle, which is the angle of organization, and this aspect will enable us to study and influence the structure of the organization and its dynamics in the behavior of its members as individuals, as well as the behavior of its work groups. And we'll start with how to design it. (Perkmann & Spicer, 2014: 1786-1787).

2-6-2- Intuition:

Intuition plays a major role in the manager's work, specifically in his union of strategic decisions, because this serves and supports all his research related to the nature of the manager's work, where he reached it, that the latter is considered very close to art than to science, meaning that the manager can use science, but His work is not considered scholarly (Harfouche et al., 2022:13). He is also considered among the first researchers "who transferred this concept (categorizing or dividing the human brain into two halves) from psychological studies to the administrative field, which reduces the importance of intuition in the process of decision union although it acknowledged that intuition has a role in that, but Not in isolation from the manager's experience and confusion (Songkajorn et al., 2022:2-3).

3-6-3- Creativity:

Creative personality refers to the constant thirst for curiosity, attraction to complex and abstract matters, and the ability to think out of the ordinary in an unconventional way. The personality of



the individual has a strong influence on individual creativity. Some specialists and scholars believe that creativity is of two types: administrative creativity and artistic creativity. The first type relates to change in the functional structure, management methods, job design, organization operations, and its control systems, in the sense that this type often comes from top to bottom (Borghini, 2005:19).

, and it is always the prerogative of senior managers and executives, and the decisions taken in this regard apply to all those at the bottom of the career ladder. As for artistic creativity, it is the kind that is related to working on developing products and inventing new methods of production.

2-7- Entrepreneurial Performance Concept

The issue of entrepreneurial performance is one of the most controversial topics, but rather it is one of the most challenges facing organizations because it plays a key role in increasing the growth of organizations and entrepreneurial performance goes hand in hand with the achievements and some researchers. They went in their evaluation of entrepreneurial performance through the failure or success of projects that correspond to growth, job creation, and satisfaction related to independence, innovation, risk-taking behavior, and self-efficacy, as well as human capital, managerial capabilities, and organizational characteristics (van Vuuren & Botha, 2010:50).

It is believed (Yu,2013:20) that entrepreneurial performance crystallizes its concept around the capabilities of organizations to be ready to face challenges and whether these risks are related to creativity and competitive differentiation, and it is important to have positions in investing in new opportunities. Entrepreneurial performance appears when there is a desire and choice to act during a certain period of time. Entrepreneurial performance may be understood in a satisfactory manner if it is defined towards the tasks that are under the control of the entrepreneur such as creativity, bargaining, growth motivation, strategies, setting goals and how we can understand performance. Entrepreneurship and how this performance relates to business performance (Delmar, 1996: 73).

2-8- The importance of Entrepreneurial Performance Importance

Among the areas that represent the importance of leadership performance are as follows:

1- Entrepreneurial performance leads to the formation of a work team in which the total efforts exerted at work exceed the sum of the efforts of the individuals in the team, and through the collective talents of the new work team, innovative products, services, or processes can be introduced in the market (Kuratko et al. 2001:62).

2- Pioneering Performance It works to identify human resource practices that promote high-performance work. They include compensation, training, employee participation, and work arrangements. As these practices increase workers' knowledge, skills, and abilities, and enable workers to take advantage of their own capabilities to achieve organizational benefit and increase their motivation to do so (Combs et al.,2006:502).

3- Increasing knowledge about the current situation, reducing the general level of uncertainty, and promoting market processes that help eliminate the gap between leaders and subordinates (Hoskisson et al.,2011:1142).

4- Entrepreneurial performance helps in orientation towards entrepreneurial behavior as well as a good understanding of the strengths and weaknesses in formulating the strategy, and enabling entrepreneurs to identify their strengths and weaknesses by examining the level of entrepreneurial self-efficacy (Ngek,2015:272).

5- Entrepreneurial performance helps in improving the ability to identify and select the appropriate drive for new businesses, and to recognize potential opportunities that achieve significant gains in profits, growth, and competitive position (Lim & Xavier, 2015: 105).

6- Entrepreneurial performance helps organizations formulate and implement a unique and distinct strategy in the current market environment, for example identifying market opportunities that competitors do not know or have not yet exploited. Thus they can gain a cost advantage (Fry et al., 2017:2).).

9-2- Dimensions: Entrepreneurial Performance Dimensions

The researchers identified many dimensions of the entrepreneurial performance, some of them agree with the other on a set of dimensions and some of them differ, so the researcher touched on

the most important dimensions on which the entrepreneurial performance is based and its adoption in the researched companies in the industrial (oil) sector in its various fields, depending on the scale (Entebang, 2010: 17) which are as follows:

2-9-1- Organizational innovation

(Alves et al., 2018: 3-4) believe that innovation refers to the method of development that in turn adds value to the performance of companies, thereby raising their capabilities and activities, and innovation is the way to develop benefit for beneficiaries by providing new options for their needs, or developing market requirements in new ways. . The concept of organizational innovation refers to the method used by companies and institutions to adapt to the changing conditions of technological progress and enter the market competition with companies in the markets by providing new services and products in the markets that meet the needs of society (Razavi & Attarnezhad, 2013:227-228):

2-9-2- Strategic renewal

(Dislers et al., 2016:10) believes that renewal is not just an option, but rather it is considered a basic necessity for success in the competitive landscape, so failure to adapt to strategic renewal can lead to a decline in the competitiveness of the organization in the changing market environment in the future and as a result of the foregoing The strategic renewal works to replace the attributes of the organization that have the ability to fundamentally affect its prospects in the long term, so the strategic renewal was organized in three sub-processes: defining capabilities, deploying capabilities, and modifying capabilities, so it can be referred to the deployment of capabilities as a process in which the leader enhances Therefore, the process includes changes in the strategic capabilities to understand the necessary need for change, so the deployment of capabilities is one of the tools that the leader can use to deal with strategic inertia (Malenko, 2022: 2).

2-9-3- Venturing

An adventure in any of the entrepreneurial projects can be defined as an uncertain event or circumstance whose occurrence results in a negative or positive impact on the project's goal. For the tasks assigned to it, and thus, the result or consequence of Consequence will appear clear in the additional cost or defect in scheduling work and the length of the implementation period or the quality of implementation (Keil, 2004:11-12). As for the project conditions that could lead to the occurrence of adventure, the most important of them is mismanagement, incompetence, or reliance on external participants in the implementation of the project who cannot be monitored and their performance controlled (Reimsbach & Hauschild, 2012:71) .

3- The practical side

3-1- The normal distribution of the data

The normal distribution is tested by skewness and kurtosis, and the ideal ratios for skewness and splaying range between (1) and (-1), but it is considered acceptable when it ranges between (2.58 and -2.58) according to (Hair et al. The normal distribution of the variables of the study will be carried out using the (Smartpls) program. .

Table (5) the results of the normal distribution test for the data of the study variables

Variable	The dimension	Skewness	Kurtosis
Strategic Physiognomy SP	empowerment	-0.265	-0.488
	inspiration	-0.525	-0.457
	Deep understanding	-0.663	-0.403
Organizational Improvisation OIM	Build the solution	-0.624	-0.38
	Intuition	-0.799	-0.289
	Creativity	-0.486	-0.392
Leading Performance ENP	organizational innovation	-0.154	-0.544
	Strategic renewal	-0.1	-0.661
	Adventure	-0.577	-0.457

Source: Smartpls output



3-2- Confirmative factor analysis

The process of evaluating the quality of study data is one of the necessities of the applied side of the current study, in order to ensure that the results that will be reached are characterized by accuracy and reliability, as follows:

3-2-1- Confirmative factor analysis of the first independent variable, strategic insight

Using the SmartPLS program, a measurement model was built, which is shown in Figure (2):

Figure 2: Strategic Physiognomy Independent Variable Measurement Model

Source: SmartPLS software output

Figure (2) presents the results of evaluating the independent variable measurement model of strategic physiognomy, which showed that all items achieved the acceptable limits of saturation.

3-2-2- The confirmatory factor analysis of the second independent variable (organizational improvisation)

Using the SmartPLS program, a measurement model was built, which is shown in Figure (3):

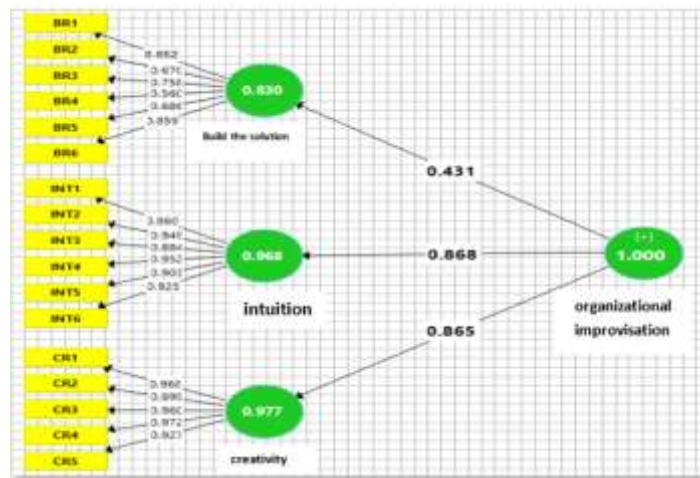


Figure (3) Measurement model for the second independent variable (organizational improvisation)

Source: SmartPLS software output

3-2-3- Confirmative factor analysis of the dependent variable, entrepreneurial performance:

Using the SmartPLS program, a measurement model was built, which is shown in Figure (3):

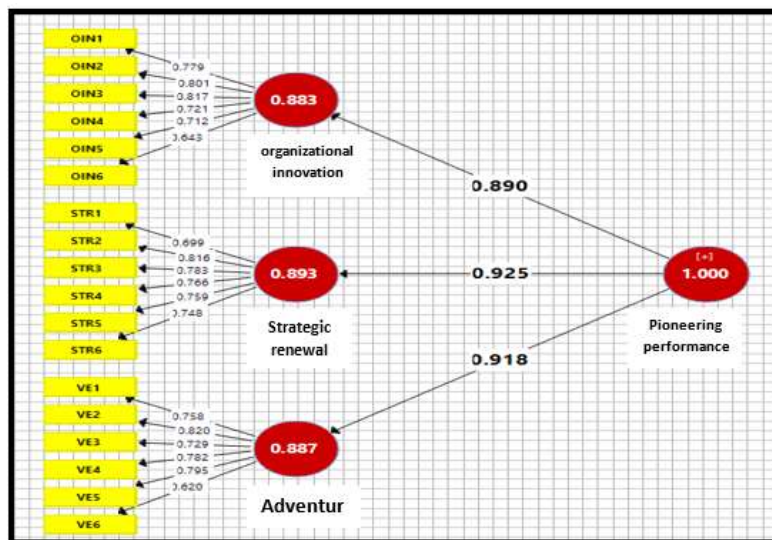


Figure (4) The dependent variable measurement model of entrepreneurial performance

Source: SmartPLS software output

Figure (4) reviews the results of the evaluation of the dependent variable measurement model of entrepreneurial performance, which showed that all items achieved the acceptable limits of saturation.



3-3- Descriptive analysis of the study variables

A set of descriptive indicators were relied upon, represented by the (arithmetic mean) indicator, which shows the sample's response to the variables studied, and the (standard deviation) indicator, which shows the extent of the deviation of the values from their arithmetic mean. As the value of the hypothetical mean (3) was adopted, meaning that the value of the extracted arithmetic mean that is greater than or equal to the value of the hypothetical mean is considered an acceptable value, that is (there is a response), and on the contrary it is considered rejected, that is (there is no response, which requires treatment or focus on it and drawing the attention of management to address the causes Not achieving acceptable values) based on a five-rank Likert scale (fully agree, agree, neutral, disagree, completely disagree) by reviewing the arithmetic mean and standard deviation as follows:

3-3-1 Descriptive analysis of the strategic physiognomy variable

To find out the level of availability of the independent variable, strategic foresight, consisting of three dimensions: (empowerment, inspiration, and deep understanding) in the researched organization. A number of tests related to (mean and standard deviation) were conducted.

Table (6) shows the descriptive statistics and the final arrangement of the dimensions, which shows the extent of interest of the study sample in these dimensions and the extent of their relevance and seriousness on the ground (practical), as they are arranged as follows (deep understanding, inspiration, empowerment):

Table (6) summary of the descriptive statistical analysis of the independent variable strategic physiognomy

	Rank	The dimension	Arithmetic mean	standard deviation	Relative importance
1	the first	Deep understanding	3.8825	1.806013	77.65
	the second	Inspiration	3.7525	1.935369	75.05
2	the third	empowerment	3.5425	1.791896	70.85

Source: Output of SPSS v. 26

3-3- 2- The descriptive analysis of the organizational improvisation variable

To find out the level of availability of the independent variable, the strategic foresight, which consists of three dimensions: (building the solution, intuition, creativity) in the researched organization. A number of tests related to (mean and standard deviation) were conducted.

Table (7) shows the descriptive statistics and the final arrangement of the dimensions, which shows the extent of interest of the study sample in these dimensions and the extent of their relevance and seriousness on the ground (practical), as they are arranged as follows (creativity, solution building, intuition):

Table (7) summary of the descriptive statistical analysis of the intermediate variable, organizational improvisation

	Rank	The dimension	Arithmetic mean	standard deviation	Relative importance
1	the first	Creativity	3.715	1.337494	74.3
	the second	Build the solution	3.5525	1.655292	71.05
2	the third	Intuition	3.405	1.140144	68.1

Source: Output of SPSS v. 26

3-3-3- Descriptive analysis of the dependent variable (pioneering performance):

To find out the level of availability of the dependent variable, entrepreneurial performance, which consists of three dimensions (organizational innovation, strategic renewal, and adventure), in the researched organization. Table (8) shows a number of tests related to (mean, standard deviation, and relative importance).

Table (8) summary of the descriptive statistical analysis of the dependent variable entrepreneurial performance

	Rank	The dimension	Arithmetic mean	standard deviation	Relative importance
1	the first	organizational innovation	3.7725	1.991277	75.45
2	the second	Strategic renewal	3.7525	1.124027	75.05
3	the third	Adventure	3.67	1.658383	73.4

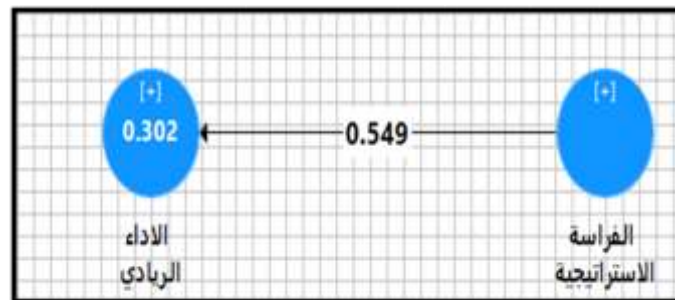
Source: Output of SPSS v. 26

Second: Testing impact hypotheses

3-4- Testing the first main hypothesis (H1)

As the third main hypothesis stated that "there is a significant effect of strategic foresight on entrepreneurial performance," and for the purpose of testing this hypothesis, the structural model was built, as shown in the following figure (5):

Figure 5: Structural model for testing the third main hypothesis



Source: SmartPLS software output

Table (9) The results of evaluating the structural model of the third main hypothesis

SRMR	hypothesis	Track	path parameter	t Value	p Value	The result	f ²	R ²	Modified R2
0.051	H1	SP → ENP	0.549	6.89	0.000	قبول	0.23	0.302	0.275

Source: SmartPLS software output

The results presented in Table (9) showed that the path coefficient (direct effect) reached ((0.549) and a determination (interpretation) coefficient ((R2) of ((0.302). In addition, the criterion for the unified mean square root (SRMR) has reached its value for the structural model ((0.051), and therefore it achieves the acceptable value of the quality of matching, which indicates the significance of the relationship, and then the third main hypothesis is accepted.

3-5- Testing the second main hypothesis (H2)

The fourth main hypothesis stated that "organizational improvisation has a significant positive effect on entrepreneurial performance." For the purpose of testing this hypothesis, the structural model was built, as shown in Figure (6) below:

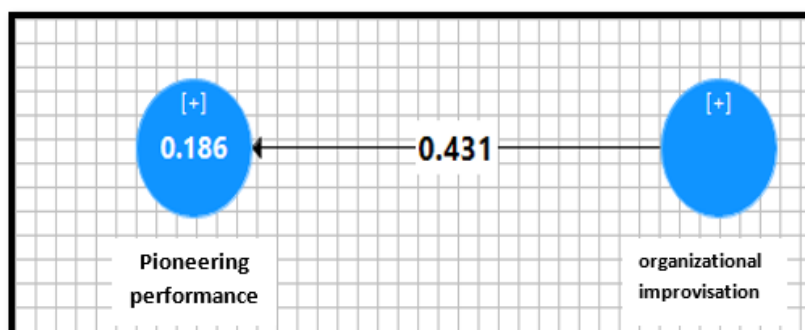


Figure (6) Structural model for testing the fourth main hypothesis

Note: The numbers in the arrows represent the coefficient of the path, while the numbers in the circles represent the coefficient of determination, and the symbol [+] indicates that the paragraphs



belonging to the variable are hidden because they are not needed in evaluating the structural model.

Source: SmartPLS software output

Table (10) Results of evaluating the structural model of the fourth main hypothesis

SRMR	hypothesis	Track	path parameter	t Value	p Value	The result	f ²	R ²	Modified R2
0.075	H3	QAS→SOP	0.431	10.335	0	قبول	0.865	0.186	0.157

Source: SmartPLS software output

The results of the analysis showed that the unified mean square root criterion (SRMR) had a value of 0.075 for the structural model, and therefore it achieves the acceptable value for the quality of conformity. While Table (22) indicates that the path coefficient (direct effect) has reached 0.431, and the R2 determination coefficient (interpretation) is 0.185. To verify the significance of the path coefficient, both the value of t and p achieve the required limits in Table (10), which indicates the significance of the relationship Thus the fourth main hypothesis is accepted.

6-3- Testing the third main hypothesis (H3) (the synergistic effect)

The researcher worked on employing the molecular least squares method in order to test the research hypotheses, including the synergistic relationship, as the model includes (the synergistic relationship between strategic insight and organizational improvisation on entrepreneurial performance). The second main hypothesis states that "there is an effect of strategic foresight and organizational improvisation on entrepreneurial performance." Table (11) shows the results of the pharmacokinetic relationship test, which showed that there is a synergistic effect of strategic insight and organizational improvisation on entrepreneurial performance.

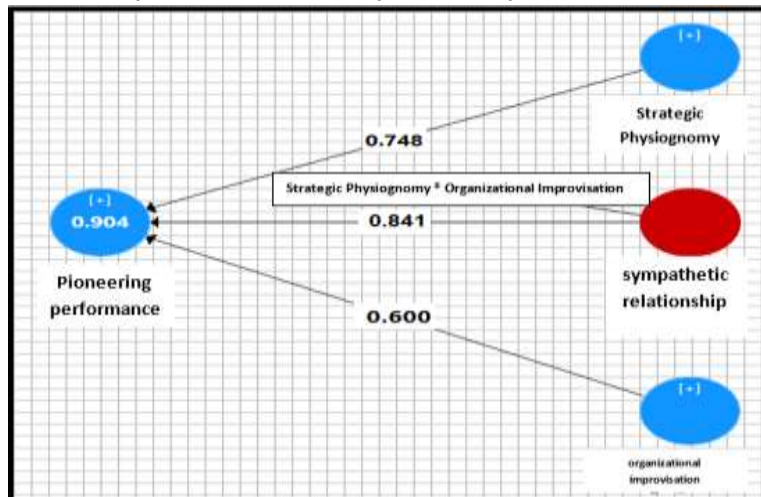


Figure (7) Structural model for testing the fifth main hypothesis

Source: SmartPLS software output

Table (11) indirect effect (pharmacokinetic) between the variables of the study

SRMR	hypothesis	Track	path parameter	t Value	p Value	The result	f ²
0.40	1	H3	SP → ENP	0.748	10.532	Acceptance	0.904
	2	H3	OIM → ENP	0.600	9.070	Acceptance	
	3	H3	SP× OIM →ENP	0.841	11.800	Acceptance	

Source: SmartPLS software output

The results of the analysis reviewed by Table (11) showed that the fifth main hypothesis (H3) achieves the required criteria of the value of (t), which confirms the acceptance of the hypothesis, and then the acceptance of these hypotheses, and the determination coefficient reached (64%). That is, the synergy between strategic insight and organizational improvisation achieves ((90% of the change in the entrepreneurial performance and the rest is due to variables not included in the model, and the unified mean square root criterion (SRMR) has reached its value for the structural model ((0.040) and therefore it achieves the acceptable value for quality matching.



4- DISCUSSION AND RESULTS

Through researching previous studies and looking at the opinions of researchers who dealt with the variables of the study, the most prominent conclusions reached by the researcher will be reviewed. According to the researcher's knowledge, no previous study has dealt with the three variables of the study (strategic physiognomy, organizational improvisation, entrepreneurial performance), but all of them have not been tested. These relationships, it was concluded that the dimensions that form a whole strategic insight consist of three dimensions, namely: (empowerment, deep understanding, inspiration), it was concluded that the dimensions that constitute a total of organizational improvisation consist of three dimensions are (building the solution, intuition, creativity), it was concluded that the dimensions that constitute the entrepreneurial performance as a whole consist of four dimensions: (organizational innovation, strategic renewal, and adventure).

It appeared through the statistical analysis that there is availability of strategic physiognomy in the company under study, although all strategic physiognomy dimensions are available in the researched company, but the deep understanding dimension with a rate of (77.65%) "is the most prevalent among the three dimensions of strategic physiognomy, for strategic physiognomy combined Positive significant effect on entrepreneurial performance All dimensions of strategic insight have a positive significant impact on entrepreneurial performance.

It appeared through the statistical analysis that there is availability of organizational improvisation in the company under study, although all dimensions of organizational improvisation are available in the researched company, but the dimension of creativity with a rate of (74.3%) is the most prevalent.


Through the statistical analysis, it appeared that there is an availability of entrepreneurial performance in the company under study, although all dimensions of entrepreneurial performance are available in the researched company, but the dimension of organizational innovation with a rate of (75.45%) "is the most prevalent" among the five dimensions of the employee's expected value model. The prevalence of entrepreneurial performance in the researched company is positively affected by the availability of strategic foresight. The prevalence of entrepreneurial performance in the researched company is positively affected by the availability of organizational improvisation.


A space of freedom must be given to the employees of the company through which they can develop their decision-making abilities and expand their horizons, knowledge and understanding of things so that they are ready for any emergency, no matter how dangerous it is, so they are able to improvise and deal with the situation. The researched company should focus on how to create a link between its "past, present" and future to achieve entrepreneurial performance, activate the current study on the subordinate variable of entrepreneurial performance and saturate it with scientific analysis that contributes to diagnosing the dimensions of these variables and using them accurately, because these variables still need analysis and research to make them more realistic for application in the study environment, for individuals working under The study is to build a solid base of values extending throughout its history spanning three generations, work on strategic insight and organizational improvisation, consolidate its understanding among its members and disseminate it in the researched company for the purpose of achieving leadership performance.

Companies should focus on organizational improvisation, because it is a cognitive work that depends on the experience of the improviser and his intellectual and knowledge accumulation, and it is not a hasty work. It is also a complement to planning and not a substitute for it, as it is an effective tool for facing challenges and difficulties. Organizations should develop the ability of workers to improvise, on the basis of Organizations should strive for creativity, which is one of the important dimensions on which organizational improvisation depends.

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