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The Impact of organizational improvisation on Entrepreneurial Performance: An Analytical Research at the Ministry of Education in Iraq

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Abstract. The current research aims to study the effect of organizational improvisation on the entrepreneurial performance of a sample of employees in the Iraqi Ministry of Education. A purposive random sample of 175 individuals was selected based on a data collection questionnaire. Organizational improvisation includes five dimensions (intuition, innovation, adaptation, opportunity, and risk perception). Entrepreneurial performance addresses four dimensions (proactive planning, entrepreneurial indicator, innovation and creativity, efficiency and effectiveness). The research highlights organizational improvisation in educational administrations to ensure the success of entrepreneurial performance in Iraqi educational institutions. The research problem revolves around the extent of the impact of organizational improvisation in enhancing entrepreneurial performance practices in the Iraqi Ministry of Education. The results indicate the need for the Iraqi Ministry of Education to adopt a strategic direction through organizational improvisation of its directorates, which leads to developing the educational landscape and understanding the importance of appropriate direction to achieve institutional leadership performance.

Keywords. organizational improvisation, entrepreneurial performance, Ministry of Education in Iraq

1- Introduction

Organizations face the problem of environmental changes and how to keep up with these changes, especially in the Iraqi Ministry of Education, as this ministry is considered the basic element in the educational system, by providing advanced and new educational services that keep pace with the changes that the world is witnessing in order to serve society. Organizational improvisation is not a new phenomenon, as it has been recognized according to organizational theory because it is linked to progress in special studies in the field of leadership, and it is considered the basis for future decision-making and actions that require changes in management skills and capabilities, thus enhancing the possibilities of leaving traditional methods of management. The modern strategies adopted by organizational improvisation are directed towards providing services to the public educational sector, working on continuous improvement and development, and searching for means through which the necessary value is

created to achieve pioneering performance, in addition to keeping pace with technological development and using new strategies through which excellence and growth in work are achieved. Barbosa and Dafel (2021). The organization's interest in organizational improvisation can contribute significantly to the organization's success in achieving its goals. Organizational improvisation is the skills used to control thinking, learning and remembering. Organizational improvisation provides the procedural knowledge and verbal information necessary for entrepreneurial performance. This research focused on organizational improvisation at its highest levels to achieve the best entrepreneurial performance. This means that organizational improvisation has deep historical roots, supporting its importance and role in achieving brilliant products and well-known innovations, and working in a behaviorally neutral manner, towards solving rational problems, as the difficulty of identifying organizational practice by activating mental abilities and feelings, hides the difficulty of realizing that organization is essentially a creation. Human beings have emotions, creativity, constraints, and motivations, and emotion cannot be separated from collective and individual organizational improvisation (Zmmer, 2019: 2).

2- Research problem:

The problem of this research is evident in light of the challenges resulting from the difficult circumstances that the epidemic is experiencing in Iraq and the world. Organizational improvisation comes through improvisational proposals such as referring to spontaneity, creativity, not finding solutions to the organization's problems, and responding to the surrounding environmental conditions (Derrick et al., 2018: 5). The strategies of leaders and employees cannot be fully compatible due to the difference and diversity of ideas, values, beliefs, orientations, commitment and loyalty of each employee from the other. We find that public organizations need critical improvisational practices to meet the challenges of organizational issues and achieve goals, especially those practices that take into account the importance of applying the concept of organizational improvisation within the organization, which is a process that occurs by individuals or the organization, all of which leads to entrepreneurial performance (Ciuchta et al., 2020:90). This has led to a clear gap in information, management and technology. The research context highlights these challenges through questions such as:

1. Does the adoption of organizational improvisation contribute to addressing the challenges facing the Iraqi Ministry of Education through entrepreneurial performance?
2. Does the Ministry of Education and its various directorates adopt a specific strategic direction? What is the level of understanding within the working administrations regarding the appropriate direction and the effectiveness of its implementation?
3. What is the level of entrepreneurial performance in educational and administrative departments? How much attention is given to it and how is it implemented?
4. What are the intellectual foundations of research variables (organizational improvisation, entrepreneurial performance) in general?

3- Research importance:

The research gains its importance through the following indicators:

1. The research provides a new opportunity to delve into the study of public service organizations of an educational and educational nature.

2. The importance of the role played by research variables in all fields and organizational levels in the field of public administration.
3. The impact of research variables on the internal and external environment.
4. The status of research is embodied in the importance of achieving compatibility between contemporary management variables and educational institutions that are a source of leadership and work according to an ideology that matches the internal and external environment, and are the focus of attention of society and international and global organizations for their strategic knowledge, and are considered to be of educational renewal for the basic sciences that have an impact in building Future generations.
5. The possibility of strengthening the role of leaders in practicing organizational improvisation and entrepreneurial performance, through implementing the research model in its final form.
6. The status of research is embodied in the importance of achieving compatibility between contemporary management variables and educational institutions that are a source of leadership and work according to an ideology that matches the internal and external environment, and are the focus of attention of society and international and global organizations for their strategic knowledge, and are considered to be of educational renewal for the basic sciences that have an impact in building Future generations.

4- Research aims

The main objective of the research is to study the relationship between organizational improvisation and entrepreneurial performance, taking into account the problem and importance of the study. In more detail, the research aims to achieve the following:

1. Understanding the nature of each research variable, organizational improvisation, and entrepreneurial performance, in terms of levels, dimensions, and basic stages within the researched ministry. Identify the basic elements and appropriate methods for implementation.
2. Identify the nature and prevailing thinking patterns of the leadership levels in the ministry under investigation to allocate appropriate measures and practices that establish a culture of organizational improvisation directed toward entrepreneurial performance.
3. Develop an effective model that links the model components, influencing elements, and activation methods through the model components in accordance with the Iraqi field reality.
4. Directing the attention of senior departments in the Iraqi Ministry of Education towards the possibility of adopting proactive strategies to seize opportunities and working to develop these strategies.

5- Hypothetical chart:

A literature review of organizational improvisation and entrepreneurial performance led to the development of a hypothetical research plan created in light of the research problem and objectives. The researcher developed a preliminary plan that identified the variables of the research plan, and included two variables, the independent variable represented by organizational improvisation in its dimensions (intuition, innovation, adaptation, opportunity, risk perception), and the dependent variable is entrepreneurial performance in its dimensions (proactive planning, entrepreneurial indicator, innovation and creativity, efficiency). and effectiveness) as shown in Figure (1) below:

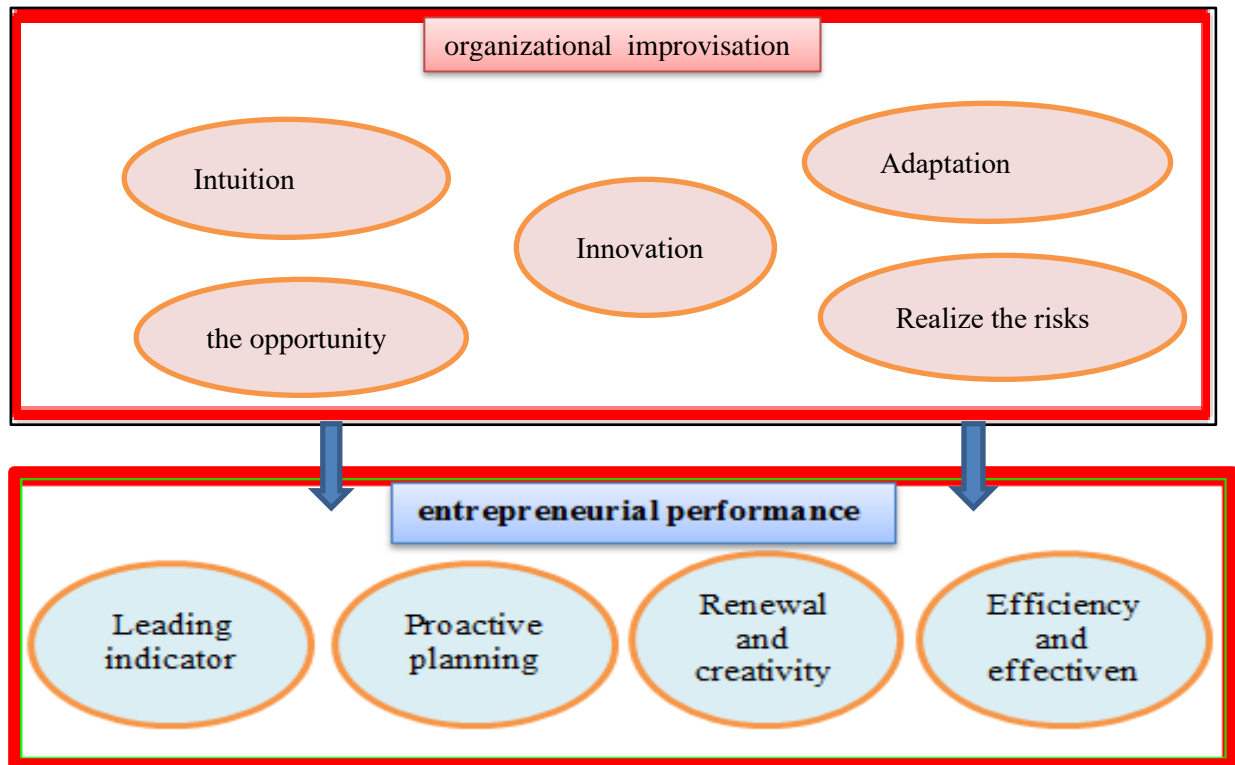


Figure 1: Hypothetical research diagram: prepared by the researcher.

6- Research assumes:

Main and sub-research hypotheses

The research hypothesis includes the following:

Main hypothesis: There is a significant effect of organizational improvisation on entrepreneurial performance. The sub-hypotheses are as follows:

- a. There is an effect of the dimensions of organizational improvisation on the entrepreneurial index.
- B. There is an impact of the dimensions of organizational improvisation on proactive planning.
- C. There is an impact of the dimensions of organizational improvisation on innovation and creativity
- D. There is an impact of the dimensions of organizational improvisation on efficiency and effectiveness.

7- Research variables:

A- Organizational improvisation

Organizational improvisation is not a new phenomenon, as it has been recognized according to organizational theory because it is linked to progress in special studies in the field of leadership, and it is considered the basis for future decision-making and actions that require changes in management skills and capabilities. Barosa and Dafel (2021). He noted (Derek et al., 2018:5) indicate that improvisation has been adopted by firefighters as well as actors and in the field of athletics and armies in general. Improvisation is considered an important tool used by the product development group. Academics and researchers have noticed, through conducting a number of studies and research, that organizational improvisation serves as a tool for correcting errors that occur in the strategic planning of long-term plans. Some of them stated the opposite, as they considered it valuable to the organization, but it is not Occasional, but it requires the

presence of special resources and specific skills among leaders who deliberately improvise organizationally in their projects (Miro, 2017: 323). As for the field of behavioral sciences (psychology and sociology), behavioral scientists have defined it as an improvised social act that moves from planning to decision-making. Also, working while taking into account the circumstances of the moment to create a new, purposeful reality or adapt to a new imposed reality (Vito, 2016:57). It is a practice whose goal is surprise, discovery, mystery, and wonder, and its form in the field of theater is through the skill of using bodies, space, and human resources to create expression. Physically coherent representation of a situation, idea, or character, and perhaps written writing, and doing so automatically based on the environment of immediate stimuli. Antonacopoulou and Taylor(2019) The dimensions of organizational direction they are:

- **Intuition** : Gustafsson and Lindahl (2015) see that intuition greatly affects human actions, and by using intuition the individual can be creative, as well as the ability to plan and choose the right decisions, and that all of the above indicates the important role of intuition in the process of organizational improvisation. In a related context (Leyoune,2006:366), discusses that individuals who have the ability to improvise organizationally also have the ability to intuition based on the knowledge they have stored. Intuition is described as taking advantage of the spontaneous qualities of the human brain so that the individual is able to think about how to act subconsciously, and provide Appropriate solutions to any problem the organization may be exposed to.
- **Creativity** : Innovation is a distinctive characteristic, based on knowledge and processes. It is associated with the mental qualities of the individual, which enables him to produce a new program for the organization, or participate in finding new, previously unknown solutions (Scaglione, 2019: 291-302), It is also considered the use of the organization's available and unplanned resources to seize opportunities and innovation is for something completely new, such as a new system or program that has not been used before in any organization, and by innovation we mean that something is new to the organization that it has not known before (Moorman, 1998: 698-723).
- **Adaptation** : is the process of modifying a particular system according to external conditions and can be compared to jazz, as it involves reformulating previously composed material in relation to unanticipated ideas that emerge and are conceived during performance. This observation has important implications for organizational improvisation because it implies the existence of a form through which adaptation is achieved (Kamoche et al.,2003), “The elements of a successful organization must think quickly and do the right thing in situations during high workload, time pressure, or emergency situations” (Waller et al., 2004).
- **Opportunity** : Entrepreneurial business organizations search for opportunities and invest in them within the unstable environment in which they operate, and entrepreneurs have advanced ideas to create well-being and provide competitive advantage. (Hitt et al., 2007) defined the entrepreneurial opportunity as exploiting conditions that help create new goods and services that serve to satisfy the market need. The opportunity can be identified through discussion with sellers or factory representatives (Ken et al., 2007). Organizations must pay attention to monitoring entrepreneurial opportunities at the time and place in which they find this opportunity.
- **Realizing the risks** : Risk is defined as one form or another of loss of cash related to losses in the form of additional costs or a return less than the specified level, and that risk is a

basic characteristic of the effectiveness of entrepreneurship. In other words, entrepreneurship is directly related to the possibility of the existence of certain threats, and this is something Completely normal for this type of activity, risk management is a vital component of the strategic activities of any organization (Filyppova et al., 2019).

B - entrepreneurial performance

The topic of entrepreneurial performance has gained great importance over the years, as new technological progress and development have helped many business organizations today in achieving their goals and their ability to progress, survive and prosper. Therefore, the interest of the senior circles in them is focused on achieving a distinguished position in light of these changes that require keeping pace with technological developments. (Al-Sakarna, 2008: 243 (Abu Qarn, 2015: 10) believes that entrepreneurial performance is a “dynamic process” that requires the organization to have capabilities, skills, knowledge and experiences that enable it to lead and manage its activities and direct them in a way that serves its interests by employing innovative ideas and calculated risks and identifying the funds necessary to invest opportunities and avoid threats in a work environment surrounded by risks. Challenges and competition. (Okunbo, 2019: 50) refers to the concept of entrepreneurial performance as the organization’s ability to maintain and continue the business, stand up to challenges including threats to liquidate the business, and maintain sustainable business. (Man, 2002:133) emphasizes the need for entrepreneurial performance to pioneer learning to assign the necessary competencies to achieve entrepreneurial performance, the ability to invent, accept risks, and determine the employment of entrepreneurial opportunities, as entrepreneurial performance reflects the ability of organizations to accept risks and to be innovative and competitive, as well as being practical. It includes identifying and exploiting entrepreneurial opportunities that are inherently uncertain and poorly defined. The dimensions of entrepreneurial performance direction they are:

- **The entrepreneurial index :** The Leadership Index provides an effective comparison in light of market fluctuations, and demonstrates the excellent performance of entrepreneurial companies that stand out with unique visions, which is reflected in superior growth indicators compared to non-entrepreneurial companies, from which investors widely benefit Shulman(2010). The Entrepreneurship Index provides a comprehensive explanation of the nature of activities necessary to provide public services, supported by enterprise data. It also enhances understanding of entrepreneurship projects and enables decision-making, while helping to identify the strengths and weaknesses of the organization, which facilitates the implementation of policies to promote entrepreneurship in the field of public service provision (Al-Abidi, 2010).
- **Proactive planning :** Organization planning consists of clarifying the desired goals in a specific field, while defining an effective and thoughtful strategy to achieve these goals efficiently and organized, according to the concept presented by (Masoom, 2014). The plan is written documents in which the organization’s activities are formulated on an ongoing basis in order to make appropriate decisions (Samir, 2009). It explains that proactive organizations will be the first to introduce new products and services in the future and are therefore prepared to excel despite risks, as they introduce new research or processes, and this is considered important for creating new opportunities (Ambad et al., 2016).
- **Renewal and creativity :** Applying entrepreneurship strategies in contemporary institutions (whether public or private) is a fundamental issue and a magic solution, as it achieves high performance that gives it a sustainable competitive advantage in a rapidly changing environment. Entrepreneurial organizations focus on organizational advantages and

behaviors that lead to renewal and strategic innovated, He et al. (2020). In the same vein points out that creativity takes the form of new products, services, forms of organizations, or new markets, as creativity causes wide fluctuations in strategic management (Dawood, 2016).

- **Efficiency and effectiveness** : Jabr et al. (2012) stated that the efficiency of an organization means the extent of its success in exploiting the resources available to it, and it means reaching the specified goals and the presence of improvements in inputs, such as reducing costs and reducing time. Period to complete the work. Al-Adwani and Muhammad (2012) referred to effectiveness as the ability through which an organization can achieve its goals. Al-Mukhtar (2018) stated that an organization does the right things to create the greatest value for the organization.

C - The relationship between organizational improvisation and entrepreneurial performance

Entrepreneurial performance is a behavior or perspective in which new innovative ideas are applied that help creativity within companies, but they contain risks in applying these ideas. The success rate depends on the creative entrepreneurs and the extent of their confidence in their ideas, and these ideas help develop organizations and put them at the forefront (Pina et al., 2014).

Zeb and Ihsan (2020), believe that entrepreneurial performance is a measure of the extent to which the organization achieves its organizational and financial goals, and therefore performance is generally linked to the expectation of success. Moreover, a variety of literature has shown that both quantitative indicators and qualitative indicators (such as knowledge, Work experience, ability to manage and work in groups, work productivity, ability to offer, quality of services, ability to develop new processes, products, corporate social responsibility) when used separately have limitations and therefore, it is very important to adopt both financial and non-financial indicators In measuring entrepreneurial performance, it provides a perspective in measuring it and clarifying the relationship between the financial and non-financial aspects of the performance of the company under investigation. The use of financial and non-financial methods gives better results.

While, Yu and Li (2022) view organizational improvisation as a means to help discover opportunities to depart from traditional ideas.

8- Analysis of the research sample

A- Description of the research community

In order to fulfill the requirements of the practical framework of the current research and achieve its goals and endeavors, it was necessary to choose a community appropriate to the research variables. The Iraqi Ministry of Education and its departments were chosen as the appropriate community for the field of research, as the Iraqi Ministry of Education, throughout the history of the founding of the Iraqi state, is one of the important ministries, which was and still is the focus of attention. Many officials and researchers, and the ministry's structure consists of a number of directorates at the level of the ministry's office and at the governorate level. 9 general directorates were chosen in an intentional, random manner within the ministry's office and all leaders and officials therein were included in a comprehensive inventory method to embody the research sample as being responsible for drawing up public policies and strategies. For the educational sector and therefore are closest to the variables of the current research.

B- Description and diagnosis of the variable

As for the organizational improvisation variable, it obtained an overall weighted mean of (3.374) and was of a moderate level with a deviation of (0.710), while the coefficient of

variation was (21.05%) and the relative importance was (67.48%). Naturally, this confirms the sample’s agreement on what it includes. The dimension is at a relatively moderate level because it is higher than the hypothesized mean of (3) degrees at the level of the Ministry of Education, the study sample.”

“It is clear from Table (1) that the order of the sub-dimensions of organizational improvisation was as follows (intuition, opportunity, innovation, adaptation, and risk perception) according to the sample responses in the Ministry of Education, the sample of the study.”

Table 1 : Descriptive analysis results for the organizational improvisation variable

T	Dimensions	The middle balanced	standard deviation	Coefficient of variation	Relative importance	Ranking priority
1	Intuition	3.485	0.805	23.09	69.70	1
2	Innovation	3.388	0.809	23.87	67.76	2
3	Adaptation	3.331	0.853	25.60	66.62	3
4	the opportunity	3.401	0.738	21.71	68.02	4
5	Realize the risks	3.265	0.864	26.47	65.30	5
The overall weighted mean of the organizational improvisation variable		3.374	0.710	21.05	67.48	

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSSV.) programs

9- Hypothesis testing

A- The main hypothesis test: There is a significant effect of organizational improvisation on entrepreneurial performance.

It is clear from the figure (2) that the value of the interpretation factor (R²) has reached (0.69). This means that the changes that occur in the entrepreneurial performance variable (69%) are due to changing organizational improvisation, and the remaining percentage (31%) is due to other variables not included. In the search form. This result indicates that there is a significant effect of organizational improvisation on entrepreneurial performance at the level of sample responses in the Ministry of Education, the research sample.”

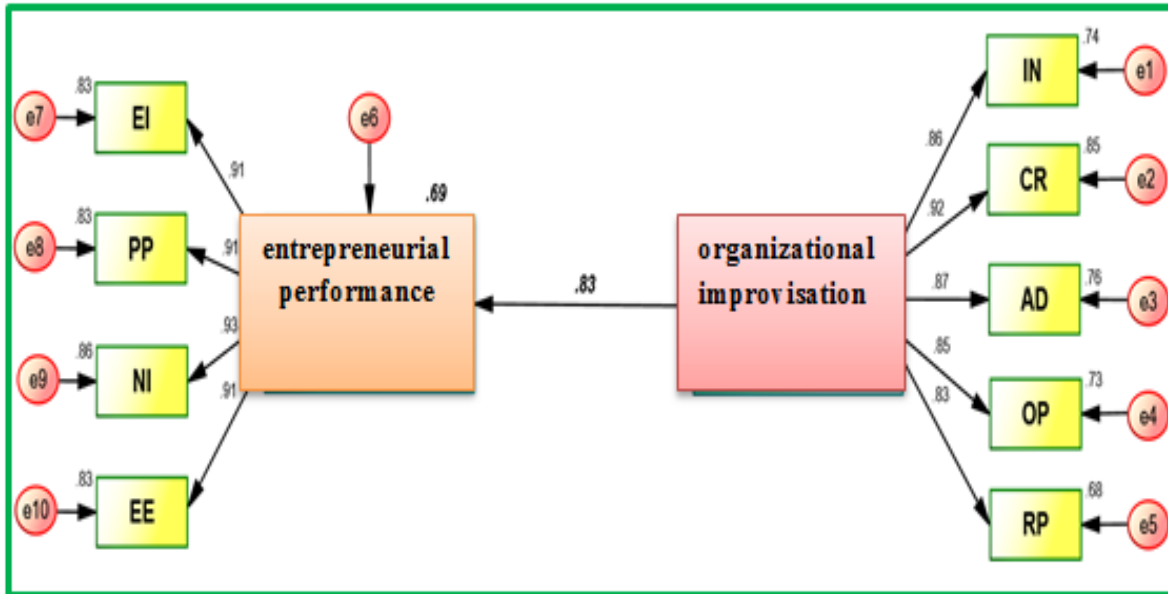


Figure2: The effect of organizational improvisation on entrepreneurial performance
Source: Amos V.25 program outputs

B- Description and diagnosis of the entrepreneurial performance variable

The entrepreneurial performance variable obtained an overall weighted mean of (3.490) and was of a high level with a deviation of (0.715), while the coefficient of variation was (20.48%) and the relative importance was (69.80%). Naturally, this confirms the agreement of the sample on what is included in the level dimension. Relatively high because it is higher than the hypothesized mean of (3) degrees at the level of the Ministry of Education, the study sample.

It is clear from table (2) that the order of the sub-dimensions of entrepreneurial performance was as follows (innovation and creativity, proactive planning, entrepreneurial indicator, and efficiency and effectiveness) according to the sample responses in the Ministry of Education, the sample of the study.

It is clear from table (2) that the order of the sub-dimensions of entrepreneurial performance was as follows (innovation and creativity, proactive planning, entrepreneurial indicator, and efficiency and effectiveness) according to the sample responses in the Ministry of Education, the sample of the study.

Table 2: Descriptive analysis results for the entrepreneurial performance variable

T	Dimensions	the middle balanced	standard deviation	Coefficient of variation	Relative importance	Ranking priority
1	Entrepreneurial indicator	3.423	0.819	23.91	68.46	3
2	Proactive planning	3.436	0.835	24.29	68.72	2
3	Renewal and creativity	3.483	0.795	22.81	69.66	1
4	Efficiency and effectiveness	3.402	0.828	24.34	68.04	4
The overall weighted mean of the entrepreneurial performance variable		3.490	0.715	20.48	69.80	

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSSV.) programs. We note that the value of the impact factor is a significant value because the value of the critical ratio (C.R.) shown in the table (3) amounting to (19.826) is a significant value at the level of significance (P-Value) shown in the table.

Table 3: Paths and parameters for testing the effect of organizational improvisation on entrepreneurial performance

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks	
***	19.826	.043	.852	.833	organizational improvisation	entrepreneurial performance
***	32.023	.033	1.052	.925	organizational improvisation	CR
***	21.691	.042	.901	.854	organizational improvisation	OP
***	23.652	.043	1.014	.873	organizational improvisation	AD
***	22.040	.043	.950	.858	organizational improvisation	IN
***	19.420	.055	1.073	.827	organizational improvisation	RP
***	28.844	.035	1.012	.909	entrepreneurial performance	PP
***	28.996	.034	.994	.910	entrepreneurial performance	EI
***	33.352	.030	.986	.930	entrepreneurial performance	NI
***	29.467	.034	1.008	.913	entrepreneurial performance	EE

Source: Amos V.25 program outputs

C- There is a significant effect of the dimensions of organizational improvisation on the entrepreneurial index

From the table (4), it is clear that the values of the critical ratio (C.R.) recorded significant percentages in the dimensions (intuition, innovation, adaptation, opportunity), as their values reached (2.435, 2.077, 2.069, 2.730) at significant percentages that reached (0.015, 0.042, 0.039, 0.006) respectively, which are morally acceptable ratios because they are less than (0.05). As for the effect of the risk awareness dimension on the entrepreneurial indicator dimension, it recorded

a non-significant effect at the level of (0.230), which is a percentage that is not morally acceptable because it is higher than (0.05). This contradicts the expectations of the study, and this in turn means that the result of the effect of the risk perception dimension on the entrepreneurial indicator is specific to the study sample and cannot be generalized at the community level.”

Table 4: Paths and parameters for testing the effect of organizational improvisation dimensions on the proactive planning dimension.

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks		
.015	2.435	.081	.198	.196	Intuition	→	Leading indicator
.042	2.077	.091	.189	.192	Innovation	→	Leading indicator
.039	2.069	.082	.170	.178	Adaptation	→	Leading indicator
.006	2.730	.089	.243	.221	the opportunity	→	Leading indicator
.230	1.201	.061	.073	.086	Realize the risks	→	Leading indicator

Source: Amos V.25 program outputs

D- There is a significant effect of the dimensions of organizational improvisation on proactive planning

From table (5), it is clear that the values of the critical ratio (C.R.) recorded significant percentages in the dimensions (intuition, innovation, adaptation, opportunity), as their values reached (2.025, 2.130, 2.668, 2.100) at significant percentages that reached (0.044, 0.033, 0.008, 0.041) respectively, which are morally acceptable ratios because they are less than (0.05). As for the effect of the risk awareness dimension on the proactive planning dimension, it recorded a non-significant effect at the level of (0.084), which is a percentage that is not morally acceptable because it is higher than (0.05). This contradicts the expectations of the study, and this in turn means that the result of the effect of the awareness of risks on proactive planning is specific to the research sample and cannot be generalized at the community level”.

Table 5: Paths and parameters for testing the effect of strategic knowledge dimensions on the proactive planning dimension.

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks		
.044	2.025	.080	.162	.152	Intuition	→	Proactive planning

.033	2.130	.102	.216	.216	Innovation	→	Proactive planning
.008	2.668	.084	.223	.229	Adaptation	→	Proactive planning
.041	2.100	.090	.189	.157	the opportunity	→	Proactive planning
.084	1.729	.062	.107	.123	Realize the risks	→	Proactive planning

Source: Amos V.25 program outputs

E- There is a significant effect of the dimensions of organizational improvisation on innovation and creativity

From table (6), it is clear that the values of the critical ratio (C.R.) recorded significant percentages in the dimensions (intuition, innovation, adaptation, and risk perception), as their values reached (2.081, 2.511, 2.023, 2.517) at significant percentages that reached (0.040, 0.012). , 0.043, 0.012) respectively, which are morally acceptable ratios because they are less than (0.05). As for the effect of the opportunity dimension on the innovation and creativity dimension, it recorded a non-significant effect at the level of (0.164), which is a percentage that is not morally acceptable because it is higher than (0.05). This contradicts the expectations of the research, and this in turn means that the result of the effect of the opportunity dimension on innovation and creativity is specific to the study sample and cannot be generalized at the community level.”

Table 6: Paths and parameters for testing the impact of organizational improvisation on the innovation and creativity dimension.

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks		
.040	2.081	.074	.154	.157	Intuition	→	Renewal and creativity
.012	2.511	.097	.243	.255	Innovation	→	Renewal and creativity
.043	2.023	.080	.161	.174	Adaptation	→	Renewal and creativity
.164	1.392	.086	.120	.112	the opportunity	→	Renewal and creativity
.012	2.517	.059	.149	.179	Realize the risks	→	Renewal and creativity

Source: Amos V.25 program outputs

F- There is a significant effect of the dimensions of organizational improvisation on efficiency and effectiveness

From table (7), it is clear that the values of the critical ratio (C.R.) recorded significant percentages in the dimensions (intuition, innovation, adaptation, and risk perception), as their values reached (2.207, 2.187, 2.449, 1.976) at significant percentages that reached (0.027, 0.029), 0.014, 0.046) respectively, which are morally acceptable ratios because they are less than (0.05). As for the effect of the opportunity dimension on the efficiency and effectiveness dimension, it recorded a non-significant effect at the level of (0.391), which is a percentage that is not morally acceptable because it is higher than (0.05). This contradicts the expectations of the study, and this in turn means that the result of the effect of the opportunity dimension on efficiency and effectiveness is specific to the study sample and cannot be generalized at the community level.”

Table 7: Paths and parameters for testing the impact of organizational improvisation on the Efficiency and effectiveness dimension.

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks	
.027	2.207	.085	.188	.184	Intuition	Efficiency and effectiveness
.029	2.187	.105	.229	.230	Innovation	Efficiency and effectiveness
.014	2.449	.086	.211	.219	Adaptation	Efficiency and effectiveness
.391	.858	.093	.080	.072	the opportunity	Efficiency and effectiveness
.046	1.976	.064	.126	.146	Realize the risks	Efficiency and effectiveness

Source: Amos V.25 program outputs

Conclusions

Through the practical aspect of the research, the following conclusions are reached:

1. The Ministry, the research sample, must pay attention to the regulatory environment and its various factors. This requires:

A - Periodically review the organizational structures and renew their various descriptions in terms of job titles and the duties, job tasks, powers and responsibilities they include.

B - Encouraging and supporting social relations between members because of their realistic role in improving the internal environmental climate in the Ministry and its general directorates.

2. The Ministry, the research sample, must adopt its own strategic priorities through which members can be guided in implementing work plans. This is achieved through:

A - Determine the priorities of updating the curriculum and educational services.

B- Improving the scientific level of teaching and educational staff.

C- Benefiting from technological progress in applying educational technology as the most important priority at the ministry level.

3- Urging the senior management in the ministry and the opinion body to enhance investment in organizational capabilities. This is achieved through:

A- Providing organizational resources to all its affiliated directorates at the appropriate time and under the appropriate circumstances.

B - Paying attention to providing curricula to school students at various levels within the planned times in a proactive manner that is adhered to.

C- Improving the level of cognitive abilities held by members in order to keep pace with developments in the field of providing educational services. "

4. Encouraging those in charge of decision-making in the ministry, the research sample, to grant decision-making powers to employees who possess the skills and personal capabilities that qualify them to make decisions. This requires the following:

A- Increasing confidence in the personal factors held by officials and employees.

B - Relying on encouraging organizational improvisation in the appropriate form and timing and developing their capabilities in the field of assessing the situations, circumstances and challenges facing the ministry.

5. Calling on the Ministry's administration, the research sample, to enhance the level of intuition among leaders at all administrative levels, and this is achieved by:

A- Supporting their orientations in developing their personal knowledge and professional skills.

B- Providing material and in-kind incentives for distinctive intellectual cases and proposals.

D- Involving officials and employees in human development courses that include instilling the capabilities of the art of dealing with people and analyzing situations. "

6- Calling on the Ministry's administration, the research sample, to develop serious plans to adapt to environmental requirements and respond to the changes occurring in them, and this is achieved through the following:

A- Develop proactive plans to anticipate changes that occur in environmental conditions.

B - Activating environmental sensing units in the Ministry and its affiliated directorates to sense any changes that occur in environmental conditions.

C- Supporting these units financially and morally in order to ensure the collection of the necessary information about changing environmental conditions.

E- Develop the necessary strategies to ensure adaptation to these changes.

7. The need to encourage those in charge of the work to prepare research and development studies that aim to develop the Ministry's activities related to providing the best educational, administrative, and scientific services. Add to this the importance of preparing survey studies to investigate the reactions of service beneficiaries, diagnose their responses to

the level of services, and determine growth and modernization in Their desires and requests and submitting proposals with the aim of meeting them.

8. The need for the Ministry's administration, the research sample, to design an effective scientific program to develop the technical and technical capabilities and skills of employees and to draw up an effective training strategy to provide them with modern personal skills and capabilities related to service activities, how to achieve value and communicate with stakeholders, and the need to improve their roles in developing educational services in particular.

9. The Ministry called on the research sample to make room for employees, especially those who possess influential academic qualifications, to enhance opportunities for dialogue and inquiry, to listen to them, and to listen to the creative ideas and opinions that they present, even if they contradict the ideas of some of their leaders or what they believe, out of their sense of the importance, respect, and participation of employees in operations." Decision making, developing service operations and improving their efficiency.

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