

The effect of strategic improvisation in achieving organizational brilliance: An analytical study in a sample of private Iraqi commercial banks

ABSTRACT

Aims: This research aims to determine the level of impact of strategic improvisation in achieving organizational brilliance in a sample of private Iraqi commercial banks.

Study Design: The research adopted the descriptive analytical method to describe the research variables and interpret the results.

Place of Study: The research was applied in a sample of private Iraqi commercial banks. These banks were chosen due to their importance, their close market shares, the great competition between them, and the role, size, and influence of these banks in the Iraqi banking sector, as they represent one of the tools for supporting investment and developing the Iraqi economy.

Methodology: A sample was chosen to represent the original community, and its size reached (160) individuals from the administrative leadership in ten private Iraqi banks. The research relied on the questionnaire form as the main tool, and a group of statistics was used, represented by (arithmetic mean, standard deviation, coefficient of variation and simple regression), and the research data was analyzed using the program (SPSS V.25).

Results: The results of the research showed that there is a significant, positive influence relationship for all dimensions of strategic improvisation on organizational brilliance at the level of the private Iraqi commercial banks investigated, and all research hypotheses were accepted.

Conclusion: The research was conducted by taking a sample of administrative leaders in private Iraqi commercial banks, and the research conclusions indicate that there is a positive effect of strategic improvisation on organizational brilliance, and the conclusions also indicate that there is a positive effect of all dimensions of strategic improvisation (strategic vigilance, strategic agility, minimal structure and bricolage) on organizational brilliance in private Iraqi commercial banks.

Key words: Strategic Improvisation, Organizational Brilliance and Private Iraqi Commercial Banks.

1. INTRODUCTION

The banking sector is one of the important financial sectors in the economies of countries, as it may witness a state of environmental instability as a result of the country's openness to global markets, in addition to the repercussions of the phenomenon of globalization that is afflicting some countries, especially third

world countries in general and Iraq in particular, where private Iraqi commercial banks face challenges. Significant economic and technological changes resulting from the rapid changes witnessed in the global environment, the intensification of competition for regional and international banks, as well as the financial, political, economic and security crises that the country is witnessing at the present time, which had a negative impact on the activities of these banks, and led to the reluctance of customers from the banking services provided, as these circumstances and challenges stimulated the urgent need to review the regulatory and strategic framework of the banks, as reforms were necessary to correct the regulatory and strategic paths and reduce the gap between banks and customers, including the fear of some customers. From the creativity of their money in these banks, which reflected negatively on the type and quality of services provided to society as a whole. The administrative leaders in the banks studied have come to realize that they must reconsider the strategies drawn up at the present time, and what they will lead to in the future by applying some contemporary administrative and strategic concepts that enable them to implement their strategies and achieve their goals successfully, reaching the brilliance that today has become a component. It is essential for economic progress and directing the economy forward through innovations and new competencies that contribute to improving the general situation of society. However, achieving organizational brilliance requires the banks under study to explore new ideas and be prepared to face unexpected events, as well as their ability to overcome... Under turbulent conditions, Hence, the concept of strategic improvisation emerged in strategic thought as one of the concepts, which prevents managers from falling victim to time pressures, provides quick strategic responses to emergency events, and works as a vital mechanism for organizations through which they maintain their effectiveness and use it as a means of survival or adaptation under difficult circumstances. The private Iraqi commercial banks were chosen to conduct the research because they have several branches inside and outside Iraq, and they are among the important banking institutions because they contribute to the growth and development of the Iraqi economy by granting soft loans to industrialists and various business owners, which reflects positively in achieving economic prosperity and the well-being of society.

2. METHODOLOGY

2.1. RESEARCH PROBLEM

The private Iraqi commercial banks studied suffer from weakness in the process of strategic adaptation and fluctuation in their performance as a result of their exposure to intense competition, which requires them to use strategic

improvisation methods in order to enable them to know events and changes, keep up with them and not be late to them, as slow response leads to weak organizational performance and brilliance. There is also a weakness in adopting correct administrative thought, including the use of strategic improvisation by the administrative leaders present in the banks studied, and this is due to the specific laws, instructions and procedures that determine the approach to work. On the other hand, leaders face difficulty in making crucial decisions due to weak administrative experience, which hinders... Making quick and influential decisions, affects the development of future plans and prevents them from moving towards success and organizational brilliance. From this standpoint, the research raises a set of questions that express the research problem, as follows:

1. What is the level of awareness of the administrative leaders in the investigated banks regarding the research variables (strategic improvisation and organizational brilliance)?
2. What is the level of availability of the dimensions of strategic improvisation and the dimensions of organizational brilliance in the banks studied?
3. Do the dimensions of strategic improvisation affect achieving organizational brilliance in the banks studied?

2.2. RESEARCH IMPORTANCE

The importance of this research lies in achieving the following:

1. The importance of the current research is embodied in building a cognitive framework for the variables of the current research, which are (strategic improvisation and organizational brilliance), in addition to presenting an accumulation of knowledge that is a starting point and an incentive for other researchers to enrich this topic in future studies.
2. It dealt with an important and vital sector, which is the banking sector, which is considered one of the most important and effective sectors in the process of economic development, as it is noted that the developed countries that have reaped and are still reaping the benefits of economic progress are the countries that have worked to develop the banking sector.
3. The need for the investigated banks to address multiple problems represented by a decrease in immediate response to environmental changes, which this research addresses through strategic improvisation.
4. This research provides a field contribution by arousing the motivations of the research sample, which is represented by administrative leaders, with the need to benefit from opportunities and confront emergency events by redistributing the organization's resources, building its dynamic capabilities, and employing them towards achieving organizational brilliance.
5. The possibility of benefiting from the results of the current research in developing the work of the banks under investigation, in addition to presenting some suggestions to researchers to conduct a number of future studies regarding the variables of the current research.

2.3. RESEARCH OBJECTIVES

This research aims to achieve a set of the following objectives:

- 1. Building an integrated cognitive framework for the basic research variables, represented by (strategic improvisation and organizational brilliance) by reviewing the most important scientific proposals on these topics in administrative thought, and framing the existing knowledge in them.**
- 2. Identify the level of influence of the dimensions of strategic improvisation on organizational brilliance in the investigated banks.**
- 3. Arriving at a realistic model that links the components of the model and the influential elements and how to activate them through the components of the model, in a way that is consistent with the Iraqi field reality.**
- 4. Providing a set of conclusions and recommendations to the researched banks in light of the practical results reached by the research.**

2.4. RESEARCH HYPOTHESES

Hypotheses are built on the theoretical basis of previous studies, that is, on the basis of schools of administrative thought that seek to explain the motives for the administration's choice of administrative policies and methods. Based on the proposed problem and the research objectives, a set of main and subsidiary hypotheses were formulated and developed in a way that clarifies the research problem and helps in answering all its questions. It is as follows:

The main research hypothesis: "There is a statistically significant effect of strategic improvisation on organizational brilliance at the level of the private Iraqi commercial banks investigated", and the following sub-hypotheses emerge from it:

- 1. The first sub-hypothesis: "There is a statistically significant effect of the strategic vigilance dimension on organizational brilliance at the level of the private Iraqi commercial banks investigated".**
- 2. The second sub-hypothesis: "There is a statistically significant effect of the strategic agility dimension on organizational brilliance at the level of the private Iraqi commercial banks investigated".**
- 3. The third sub-hypothesis: "There is a statistically significant effect of the microstructural dimension on organizational brilliance at the level of the private Iraqi commercial banks investigated."**
- 4. The fourth sub-hypothesis: "There is a statistically significant effect of the solution-building dimension on organizational brilliance at the level of the private Iraqi commercial banks investigated."**

2.5. RESEARCH MODEL

The research model was designed according to what came from a survey of the intellectual products of solid scientific literature related to the research variables. After conducting an extensive review of recent studies in this field, the research model was developed to reflect the nature of the influence relationships between the main and subsidiary variables in support of the research problem,

achieving its objectives, and illustrating its hypotheses. In order to understand the model in more detail, it can be viewed as consisting of two interacting parts, as shown in Figure (1).

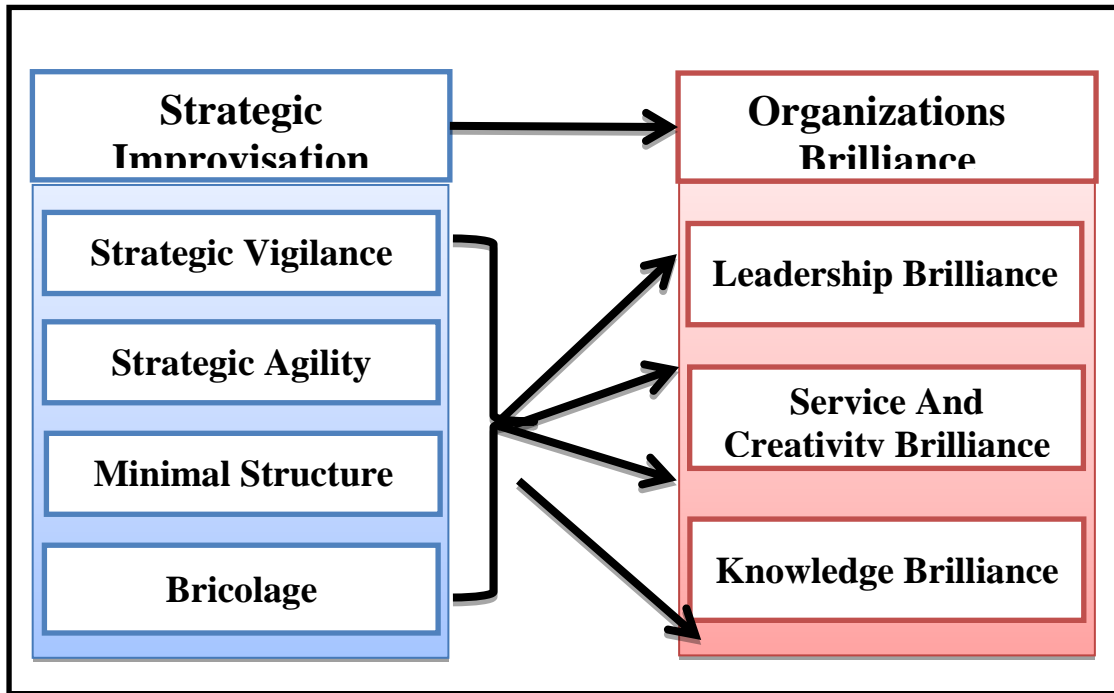


figure (1): a conceptual model for research

3. LITERATURE REVIEW

3. 1. STRATEGIC IMPORVISATION

3.1.1. Concept of Strategic Improvisation

Strategic Improvisation is a newly emerging concept within the field of study of strategic management. It has been widely recognized as an important strategy for achieving competitive advantage, and an alternative way to move away from traditional strategic planning on how organizations adapt to the dynamism of the environment, as strategic improvisation enables the organization to adapt with flexibility and provides it with the capabilities to adapt to rapidly changing environmental requirements effectively and leads to a solution. Difficult problems based on real-time facts (Rosli & Hatinah, 2016). Strategic Improvisation occurs mostly informally when the organization is helpless in the face of the situations it faces, but as a concept it has been recognized by organizations and individuals who have achieved high-level successes (Ibrahim et al., 2016). Strategic Improvisation is more effective in dealing with new challenges because (planning, implementation, and feedback) take place simultaneously, which makes the intervention process shorter than the standard progression of planning, implementation, and feedback (Da Cunha & Cunha,

2010). Likewise, strategic improvisation is appropriate in circumstances where time is limited when formulating and implementing the strategy. Hence, strategic improvisation is a useful complement to strategic planning in a turbulent environment and provides tangible benefits in terms of organizational performance. Organizations that have improvisational leaders are expected to have a flexible vision for developing services, as well as Flexibility in operations and organizational learning. For this reason, strategic improvisation is an effective way to deal with errors made in learning (Alhimyaria & AlMurshidib, 2020). Strategic Improvisation has been defined as the ability to integrate knowledge, processes and structure spontaneously in real time, in order to solve problems creatively guided by intuition, produced or implemented on the impulse of a moment rather than going through the thinking and evaluation processes established in the organization (Bakar et al., 2015). Strategic improvisation is also defined as the ability to integrate, build and redirect internal and external resources and capabilities to deal with rapidly changing environments (Antunes, 2018). Strategic improvisation is the process of adapting to or skillfully adapting to a set of circumstances and devising useful solutions in crisis situations, where time is clearly a scarce resource and spontaneity is high (Xiaowen & Yu, 2019). Strategic improvisation is a real-time strategic learning process adopted by the decision-making team automatically and creatively in response to unexpected events using available resources under time pressure (Yu & Yu, 2020). The researcher (Yu et al., 2021) confirmed that strategic improvisation is a real-time learning process that senior managers adopt spontaneously and creatively to respond to unexpected opportunities and threats and implement them using available resources under time pressure. While pointed out that strategic improvisation represents the ability of the organization's management to take actions in certain situations that include a high level of speed, spontaneity, creativity, and the possibility of formulating and implementing policies and decisions simultaneously when following up on the organization's strategic activities and in line with the nature of changes in the labor market. In the same context, (Jamal, 2023) explains that strategic improvisation is a creative improvisational decision based on available resources and serves as a strategy that is implemented at the appropriate time, especially when responding to an unexpected event.

3.1.2. Dimensions of Strategic Improvisation

3.1.2.1. Strategic Vigilance

Strategic Vigilance is an important issue for all organizations that seek to keep pace with dynamic developments in their sector. Strategic vigilance helps organizations possess adaptation mechanisms in order to stay away from the risks that threaten them on the one hand and put them at the earliest possible

opportunity on the other hand. It can be described as a continuous process that leads to... The repeated and specialized collection and processing of data according to one or more user objectives, using relevant expertise (Alshaer, 2020). Strategic vigilance is a complex and comprehensive organizational process that aims to ensure the sustainability of the organization and the continuity of its activities by monitoring any information or weak signal in its broad environment, so that this proactive information allows the possibility of generating opportunities for survival and the ability to deal with potential risks and threats and reduce the degree of uncertainty and the effects of imbalances that may occur. While changing aspects of the social, economic and technological environment (Al-Shilma & Al-Bayati, 2020).

3.1.2.2. Strategic Agility

Strategic Agility is one way to get out of the problems that govern organizations, especially small ones. It can be said that strategic agility is a way to manage unexpected changes, manage organizational risks, and thus improve competitive performance (Esazadeh, et al., 2020). Strategic Agility represents the organization's rapid response in addressing changes in customer demand, new product development requirements, change in product mix, competitors' work, product pricing, market expansion, selection of suppliers and business partners, and technology adoption and dissemination (Kurniawan, et al., 2020).

3.1.2.3. Minimal Structure

Minimal Structure can be described as a small set of larger rules, or more precisely, Minimal Structure can be defined as coordination devices that attempt to focus individual activities around a common set of goals and deadlines and determine the best way to reach these goals (Alhimyari & Al-Murshidi, 2020) Minimal Structure can be of great importance to organizations in unexpected and risky situations, and can serve as guiding principles that can be recognized throughout the organization. Instead of emphasizing that everything should be covered by plans, minimal structures can be applied as principles Strong directiveness, regardless of the situation (Steiro & Saksvik, 2018).

3.1.2.4. Bricolage

The bricolage approach is a new approach compared to traditional management methods because it focuses on re-integrating existing resources with a mindset of motivating action and experimentation. Therefore, solution building is creative in seizing opportunities and involves constantly redefining the task at hand in light of the available resources (Yang, 2018). Bricolage a solution means leaning toward work that involves deploying and integrating resources in new ways, rather than conforming to standard practices and standards that were originally intended for these resources, as resources are obtained according to new methods in contrast to the traditional, pre-planned perspective. It also provides The solution builds a theoretical basis for the ways in which

preparedness can employ the resources an organization possesses at a given time, as well as shape future strategies (Tasavori & Pruthi, 2018).

3.2. ORGANIZATIONAL BRILLANCE

3.2.1. Concept of Organizational Brilliance

The concept of organizational brilliance in the era of globalization is the main concern of all organizations, which has led to the interest of most researchers in describing a clear and precise concept for it, because the era of technologies and creativity no longer recognizes the traditional work that prevailed in the old bureaucratic pyramid because it requires workers to stay away from everything... It is routine in their performance and behavior and their reliance on vital and efficient systems (Abdeldayem et al., 2018). Achieving the concept of organizational brilliance contributes to helping organizations adapt to developments in the internal and external environment, which necessitates the availability of many talented and rare elements, whether in terms of human or material resources, and their diversity in a way that contributes to how they are combined in order to achieve organizational brilliance and avoid Conventional behavior and performance (Walker & Shelton, 2010). Organizational Brilliance is defined as the best and optimal use of human and material resources used within the framework of organizational work, which contributes to achieving the desired goals of using those resources with high efficiency and effectiveness (Aras, 2013). Organizational Brilliance is also known as an integrated approach to organizational development and performance management, which focuses primarily on empowering and enhancing the capabilities of employees and making them more skilled at managing change in the organization, and this will lead the organization to high brilliant performance against standards (Mohan & Gomathi, 2014). The study of (Alshobaki & Abu Naser, 2017) sees organizational brilliance as the participation of all employees in all departments of the organization to work together by understanding all activities, working to achieve flexibility in work and eliminating errors to improve the organization's effectiveness and competitiveness, and improving quality process practices towards achieving organizational brilliance. While (Alshalabe et al., 2017) believes that organizational brilliance is the intellectual pattern through which organizations try to shine and excel over competitors by supporting and enhancing the capabilities that the organization possesses, which contributed to fundamental improvements and modernizations, and creating a qualitative shift in all its parts, which It enables it to meet the needs and desires of all parties cooperating with them, according to the surrounding circumstances. The researcher (Al-Adaileh., 2017) indicated that organizational brilliance is the organization's ability to shine and outperform its competitors not only through the application of brilliant organizational practices, but also through the successful integration of all organizational components, including leadership, human resources, and culture. Organizational structure and organizational processes. While he believes that organizational brilliance is the organization's

ability to deal with its problems and manage its activities efficiently and effectively by relying on new electronic applications or technologies in a way that other organizations cannot do. While the study (Nafei, 2018) indicated that organizational brilliance is the highest level of achieving distinction and excellence (top-level of excellence) in providing services to others in a way that exceeds competing organizations, and in the long term in the field of leadership, service and knowledge. Organizational Brilliance represents an intellectual style and an administrative philosophy that relies on a methodology related to how to achieve tangible results in the organization to achieve some balance in meeting the needs of all parties, whether stakeholders or society as a whole, within the framework of a culture of learning, creativity and continuous improvement (Waswas & Jwaifell, 2019). Organizational brilliance in organizations is a comprehensive concept in contemporary administrative and strategic thought that combines the elements of developing organizations based on differentiation and brilliance to face changes in the external environment on the one hand, and how to achieve interconnectedness and integrated harmony between its internal elements, and invest its core capabilities to achieve sustainable competitive advantage in order to meet aspirations and interests all stakeholders (Musa,2020).

3.2.2. Dimensions of Organizational Brilliance

3.2.2.1. Leadership Brilliance

Leadership Brilliance is one of the most important pillars based on modern management that requires superior leadership capabilities to be able to keep pace with the developments and changes imposed by the era of technological development. There is no doubt that leaders who have a high sensitivity to recognize shortcomings and problems in all situations have opportunities to increase... Sustainable competitive advantage, and thus progress towards organizational brilliance. Leadership brilliance is represented by the degree of the leader's ability to invest and develop organizational opportunities and accept the challenge of working in a way that helps organizations deal with various processes and crises. Leadership brilliance is defined as the ability of leaders to invest material and human resources, and is measured to the extent that workers are able to achieve leadership brilliance in Organizations (Morris, 2012). Leadership Brilliance is attractive leadership with a strong presence and influential personality, primarily concerned with bringing about change in the organization and its employees and moving them to a better position based on a combination of personal appeal (charisma) and the ability to inspire others, arouse their enthusiasm, and push them towards achieving high rates of brilliance in Performance (Hadi, 2019).

3.2.2.2. Service and Creativity Brilliance

Service and Creativity Brilliance represent a set of activities or benefits that are provided from one party to another and are essentially intangible and are

always linked to a physical product or not.” Brilliant service directly contributes to creating positive effects on customers’ evaluations, especially when the service is fully brilliance. The process of providing and delivering the service improves customers’ perceptions of the brilliance and excellence of the service provided (Mohamed et al., 2018). As for creativity, it is considered an aspect closely related to success and survival in the long term, and organizations realize that it contributes to creating competitive advantages, and there are two aspects in the creativity process, namely technological creativity and psychological creativity, as technological creativity includes “new products and processes and important technological changes to products and processes.” While psychological creativity focuses on the characteristics of the innovator, creativity behaviors, and psychological mechanisms that guide Creativity, leaders play a major role in the brilliance of creativity, as well as external social support, and a distinction can be made between Creativity and creativity, as the latter focuses primarily on generating new ideas, while creativity focuses primarily on implementing Ideas (Palazzeschi et al., 2018).

3.2.2.3. Knowledge Brilliance

Most of the advanced global organizations tended to adopt cognitive brilliance and make it an inevitable necessity in their entry into the core of work, and worked to transform knowledge into actual application as a beginning to transform current projects into new projects, and the shift from capital-intensive organizations to knowledge-intensive organizations, as well as the shift from routine work. To knowledge work, the knowledge industry may take patterns, the most important of which are scientific knowledge and applied knowledge, which are governed by the business environment (Imran, 2016). The brilliance of knowledge represents a set of policies, strategies and technologies that always aim to support the strength and competitiveness of the organization by improving efficiency, innovation and cooperation among workers within The organization (Alshobaki & Abu Naser, 2017).

4. RESULTS AND DISCUSSIONS

4.1. DESCRIPTIVE ANALYSIS OF RESEARCH VARIABLES

4.1.1. Descriptive analysis of the dimensions strategic improvisation

It is clear from the results of table (1): indicators of the descriptive analysis of the independent variable, strategic improvisation. It was measured through (20) questions and through the answers of the research sample with (160) observations. It was measured through four sub-dimensions: (strategic vigilance, strategic agility, Minimal Structure and Bricolage). It is clear that this variable achieved a total arithmetic mean of (3.633), a standard deviation of (0.492), and a coefficient of variation of (13.540), which confirms that the strategic improvisation variable has obtained a good level of evaluation based on the responses of the research sample. In order to rank the relative importance of the

sub-dimensions of the strategic improvisation variable in the field at the level of the investigated banks, the results showed that the strategic agility dimension came in first place, while the strategic vigilance dimension came in second place, while bricolage dimension came in third place, and finally minimal structure dimension came in fourth place.

Table (1): Indicators of descriptive analysis of the dimensions of strategic improvisation variable.

Dimensions of Strategic Improvisation	Arithmetic Mean	Standard Deviation	Variation Coefficient	Relative Importance
Strategic Vigilance	3.686	0.577	15.650	Second
Strategic Agility	3.568	0.535	14.990	First
Minimal Structure	3.631	0.610	16.800	Fourth
Bricolage	3.645	0.593	16.270	Third
Strategic Improvisation	3.633	0.492	13.540	

4.1.2. Descriptive analysis of the dimensions Organizational Brilliance

It is clear from the results of table (2): indicators of the descriptive analysis of the dependent variable organizational brilliance. It was measured through (15) questions and through the answers of the research sample with (160) observations. It was measured through three sub-dimensions: (leadership brilliance, Service and creativity brilliance and knowledge brilliance). It is clear that this variable achieved a total arithmetic mean of (3.695), a standard deviation of (0.449), and a coefficient of variation of (12.150), which confirms that the organizational brilliance variable has obtained a good level of evaluation based on the responses of the research sample. In order to arrange the relative importance of the sub-dimensions of the organizational brilliance variable in the field at the level of the banks studied, the results showed that the knowledge brilliance dimension came in first place, while Service and Creativity Brilliance dimension came in second place, and finally the leadership brilliance dimension came in third place.

Table (2): Indicators of descriptive analysis of the dimensions of organizational brilliance variable.

Dimensions of Organizational Brilliance	Arithmetic Mean	Standard Deviation	Variation Coefficient	Relative Importance
Leadership Brilliance	3.595	0.562	15.630	Third

Service and Creativity Brilliance	3.680	0.538	14.620	Second
Knowledge Brilliance	3.809	0.556	14.600	First
Organizational Brilliance	3.695	0.449	12.150	

4.2. TEST AND ANALYZE RESEARCH HYPOTHESES

In this part, the effect of the dimensions of strategic improvisation on organizational brilliance will be tested and analyzed, and these hypotheses will be tested through simple regression analysis. Table (3) shows the statistical indicators of the impact of the dimensions of strategic improvisation on organizational brilliance. It is clear from the results that the calculated (F) value for strategic improvisation in organizational brilliance reached (249.015), which is greater than the tabulated (F) value of (3.984) at a significance level of (0.05), that is, with a degree of confidence (%95), and this indicates the presence of an effect Positive significance of strategic improvisation in organizational brilliance. As shown by the value of the corrected coefficient of determination (R^2) of (0.609), strategic improvisation explains (%60) of the changes occurring in organizational brilliance, while the remaining percentages (%40) are variables that are explained by other factors that were not included in the model search. The calculated value of (t) for the marginal propensity coefficient for strategic improvisation in organizational brilliance was (15.780), which is greater than the tabular (t) value of (1.984) at a significance level of (0.05). This indicates that the significance of the propensity coefficient for strategic improvisation in organizational brilliance was proven to be significant. Organizational. It is evident from the value of the marginal slope coefficient (β) for strategic improvisation in organizational brilliance of (0.715), which indicates that a change of one unit increase in strategic improvisation will lead to an increase in organizational brilliance by (%71). This leads to accepting the main research hypothesis and the sub-hypotheses emanating from the main research hypothesis, which states (there is a statistically significant effect of strategic improvisation on organizational brilliance at the level of the private Iraqi commercial banks investigated).

Table (3): analyzes the impact Strategic Improvisation dimensions on Organizational Brilliance

Dimensions of Strategic Improvisation	Dependent Variable	Constant Limit Value (α)	The marginal slope coefficient (β)	The coefficient of determination (R^2)	(F) computed value	(t) computed value
Strategic Vigilance	Organizational Brilliance	1.775	0.521	0.444	127.812	11.305
Strategic Agility		1.968	0.484	0.329	78.794	8.877

Minimal Structure		1.869	0.503	0.462	137.441	11.724
Bricolage		1.705	0.546	0.517	170.926	13.074
Strategic Improvisation		1.098	0.715	0.609	249.015	15.780
Tabular (F) value= 3.984 Tabular (t) value = 1.984 Sample volume =160 Sig = 0.000						

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSIONS

1. Strategic Improvisation is a spontaneous act and a spur-of-the-moment reaction to a sudden event that the organization is exposed to without prior planning in dealing with the event. The organization resorts to it, especially in times of crisis, when the organization lacks a plan to keep pace with the rapid response to crisis events.

2. Organizational Brilliance is clear evidence of the organization’s ability to deal brilliantly with competitors and draw up organizational strategies to achieve positive results within the framework of brilliance at the local and global levels and as a model of brilliance for its operations and services.

3. The results of the descriptive analysis of the research showed that the awareness of the research sample members regarding the variable of strategic improvisation in the banks studied was at a good level of evaluation for the variable as a whole, as well as for the four dimensions that make up this variable. The researcher explains this result by saying that the banks studied are interested in strategic improvisation by applying a set of explicit regulatory rules. Which allows it to perform all tasks, sense changes in customers’ desires and work to meet them. Bank management adopts a proactive approach to its work by understanding customers’ behaviors and needs, as well as accurately identifying appropriate resources to deal with problems if they occur.

4. The results of the descriptive analysis of the research showed that the perception of the members of the research sample regarding the variable of organizational brilliance that the banks included in the study can achieve was at a good level of evaluation for the variable as a whole, as well as for the three dimensions that make up this variable. The researcher interprets this result by saying that the banks studied have an adequate perception of what they possess. Of creative capabilities, which makes it distinguished in its performance and brilliant, and the banking management has a staff with experience and talent in the field of innovations in the banking process, in addition to working to develop its knowledge assets to keep pace with new developments.

5. The results of the research showed the presence of a positive moral effect of the dimensions of strategic improvisation on organizational brilliance at the level of the banks studied, as the influential force explained (60%) of the changes occurring in

the organizational brilliance of the administrative leaders in the banks studied. This indicates that the management of the banks studied It is interested in practicing strategic improvisation through strategic vigilance, strategic agility, minimal structure and bricolage in achieving organizational brilliance.

5.2. RECOMMENDATIONS

- 1. The investigated banks should work to enhance the adoption of strategic improvisation, especially in times of crises and problems, by motivating employees to form creative ideas, clarifying the bank's strategic intent, as well as quickly taking actions based on a high level of alertness to environmental signals in a way that enhances their ability to Facing crisis situations.**
- 2. It is important for the management of the investigated banks to be aware that brilliance is more necessary than an obligation exposed to competitive challenges. This calls for the management of banks to pay more attention to their operations and management in a way that contributes to increasing their capital, capabilities, capabilities and resources to face the challenges and competition of local and foreign banks, and reach To organizational brilliance, through Designing and managing operations with the aim of maximizing value for the benefit of all stakeholders in the bank, and making continuous adjustments in the relationship between outputs and inputs by strengthening feedback mechanisms.**
- 3. It is necessary for the management of the investigated banks to pay more attention to organizational brilliance, and strive to improve it by practicing strategic improvisation in general, as well as directing its dimensions (strategic vigilance, strategic agility, minimal structure and bricolage) in achieving organizational brilliance better than the current level.**
- 4. The management of the investigated banks must expand the activities of the research and development department by paying attention to the innovation process. This is done by applying the principles of exploration and exploitation, as new markets are monitored and explored and their needs are identified in order to develop new ideas, processes and services.**
- 5. The management of the investigated banks must establish a common work culture between senior management and employees by taking into account their recommendations and suggestions and listening to them. This is done by holding a workshop or periodic meetings between the departments and their employees in which the current problems and potential problems in the future and their causes are discussed in order to reach successful solutions.**

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