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## The Relationship Between Strategic Improvisation And Entrepreneurial Performance: Analytical Research In The Ministry Of Agriculture

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**Abstract:** The main objective of the research is to investigate the relationship and influence between strategic improvisation and entrepreneurial performance in the Ministry of Agriculture and to identify the nature and patterns of thinking prevailing at the leadership levels in the concerned ministry in order to identify appropriate procedures and practices that work to establish a culture of strategic improvisation and direct it towards enhancing entrepreneurial performance. Data were collected from (147) respondents represented by an intentional sample of the administrative leaderships and for data analysis, statistical programs (SPSS, AMOS) were employed by adopting appropriate statistical methods, and the results showed the correctness of correlations and influence at the level of major variables and sub-dimensions, which indicates the essential role of strategic improvisation to achieve entrepreneurial performance in the Ministry of Agriculture.

**Keywords:** Strategic Improvisation, Entrepreneurial Performance.

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### INTRODUCTION

In order for organizations to be able to competition and thrive in dynamic environments, organizational leaders need to be able to quickly use the capabilities of their organizations to seize opportunities before other organizations seize them in the sense of the management's ability to improvise strategically, as they need to quickly identify and evaluate opportunities and require access to real-time and appropriate information (Levallet & Yolande, 2015: 2). Also, the entrepreneurial organizations depend on their performance on fewer rules, meaning streamlining routine procedures to meet needs and adapt to the environment, and it may require the creation of new rules and the reformulation of their mission and strategies (Minarcine, 2007: 8). In recent times, the need has arisen to apply contemporary strategic and managerial concepts represented in strategic improvisation, which is concerned with exploring new ideas as a result of unforeseen events, as it helps to overcome the turbulent conditions facing organizations by using available information, organizations' structures, capabilities and resources, which avoids managers from falling victim to pressures. Time by providing rapid strategic responses to emergency events (Ibrahim et al, 2018: 215). Entrepreneurial organizations adjust their strategies in light of environmental disturbances in a timely manner and this requires an improvisational strategic stance (Zhang, 2012: 233). In view of the current and future stage in Iraq, you greatly need to look at the future from multiple perspectives that fall outside the strategic scenarios and plans that the organizations put in place to implement their work, due to the nature of expansion and global economic growth, as well as the unexpected crises, the latest of which was the Corona pandemic, whose results were reflected on the economic reality of Iraq. The Ministry of Agriculture was chosen as a research field for the importance of the agricultural sector, as the Ministry of Agriculture is one of the economic ministries in Iraq that is responsible for achieving food security from the local product (plant and animal), and meeting the basic need for food for the Iraqi family. On the other hand, the Ministry of Agriculture contributes to a modest rate that does not reach (4.8%) of the Iraqi GDP, which reflected negatively on the state of stability of the Iraqi economy and made it completely dependent on the oil sector, as it constitutes (95%) of the total income of Iraq, and through visits The field of the Ministry of Agriculture has indicated that researchers are based in the implementation of its strategic plans on traditional procedures and work within regulations and instructions to complete its work without taking caution from unforeseen disturbances, which require strategic improvisation, in addition to that without seeking to adopt the concept of entrepreneurship. As many researchers emphasized that governmental organizations need to be pioneers in their work because entrepreneurial performance is a global structure that international organizations seek to achieve and reach. Hence, this research came to test the relationship and influence between the strategic improvisation variable and entrepreneurial performance.

## LITERATURE REVIEW

### 1. Strategic Improvisation

The concept of strategic improvisation (SI) is a newly emerging concept in the field of strategic management study (Allssa, 2020: 6). It has been presented as a phenomenon inherent in complex organizations (Scaglione et al, 2019: 291). 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 dynamics of the environment. Strategic improvisation enables the organization to adapt to flexibility and provides it with the capabilities to adapt to rapidly changing environmental requirements effectively and lead to solving difficult problems that are based on real-time facts (Rosli & Hatinah, 2016: 2535). Indeed, strategic improvisation is a version or version of organizational improvisation (Xiong, 2020: 4). It addresses problems in a timely manner by providing solutions on how organizations can adapt to a dynamic and fast-paced business environment (Allssa, 2020: 6). Strategic improvisation also represents a meeting point between planning and investing the opportunity, which is formed from a mixture of strategy formulation and implementation, which Weick called, "a timely strategy", meaning that the formulation and implementation occur simultaneously by the same individual (Crossan et al. (2005: 131). Thus strategic improvisation is a conscious choice and not something that happens by chance (Arshad et al, 2018: 1). And a new model for rapid learning, adaptation, and strategic renewal (Ibrahim et al, 2018: 215), and it represents a possible response when organizations face urgent problems (Hu et al, 2018: 130). There are many approaches to defining strategic improvisation, and these knowledge entries that researchers have addressed in their definition of strategic improvisation can be clarified as follows:

- A. The approach that focused on resources:** Through this approach, the concept of strategic improvisation was formulated from the point of view of available resources, which is often accompanied by (Bricolage), which means "improvise and build solutions", and the existing existing resources were used in new contexts. This approach is expressed by (Villar et al, 2015: 7) that it has a positive relationship with the performance of the organization, so whenever there is a high (Bricolage) towards the resources of the organization, the better the performance of the organization. Thus, strategic improvisation is described in light of this entry as a process of overcoming the turbulent conditions facing organizations using available information, structure and resources (Ibrahim et al, 2018: 214).
- B. Dynamic capabilities approach:** Some scholars have defined strategic improvisation from the standpoint of dynamic capability, noting that improvisational capabilities and dynamic capabilities are similar in terms of reshaping the organization's resources, but improvisational capabilities have a stronger impact on the capabilities to develop new products and services in highly turbulent environments compared to with dynamic capabilities that are most effective in moderately rather than severe turbulent environments (Pavlou & El Sawy, 2007: 2). However, a more recent trend has been asserted by researchers such as Levallet (2014: 51) that strategic improvisation is a specific type of dynamic reshaping of ability that should be most effective in highly dynamic environments. Thus, in light of this approach, strategic improvisation aims as a dynamic capability to effect change by reshaping the operational capabilities of the organization.
- C. Organizational learning approach:** The researchers pointed out that strategic improvisation from the perspective of learning can be considered a method of organizational learning, and is a form of real-time learning that organizations adopt when faced with unexpected events that can change the organization's knowledge in beneficial ways, through the new procedures that have been implemented. Decision makers adopted it, which was automatic and reacting to unexpected events using available resources and under time pressure (Yu & Yu, 2020: 170). Thus, strategic improvisation is described as a real-time learning process that managers adopt in response to contingent events.
- D. Contingency theory:** Contingency theory indicates that the role of improvisational behavior in organizational processes involves complex interactions: 139). a. This theory claims that there is no "one best way" to do things to manage organizational resources, as other contingent or circumstantial and environmental factors influence the relationship between organizational resources, capabilities and organizational performance (Bokhari et al, 2020: 372). Thus, to effectively deal with crises and emergencies caused by a constantly changing environment, organizations need to work beyond routine procedures, and strategic improvisation can be one of these solutions (Xiong, 2020: 2).
- E. Strategic choice approach:** In light of this approach, strategic improvisation is a new paradigm for strategic choice (Bakar et al, 2015: 481). And the deliberate choice of managers by adopting a real-time business strategy (Kamoche et al, 2003: 2027). Thus organizations can improvise a specific strategic action as a strategic choice outside of strategic planning frameworks to seize an opportunity or meet an unprecedented challenge (Cunha et al, 2019: 2).
- F. Strategic decision approach:** This approach emphasizes that strategic improvisation enables decision-makers to complete, plan and implement actions in response to environmental changes in real time (Bergh & Elizabeth, 2008: 594). The literature on improvisation referred to the main features of strategic improvisation as speed of decision-making, capacity for strategic flexibility, and enabling faster

redployment of resources outside of formal decision-making patterns. a. On this basis, improvisation at the strategic level is a means of rapid response by reducing the time required for strategic decision-making and reducing the time required to implement strategic actions (Hughes et al, 2020: 3).

The current research focuses on the approach of dynamic capabilities in its definition of strategic improvisation, which emphasized that strategic improvisation is the ability of managers to integrate internal and external resources and capabilities and build and reconfigure them spontaneously and creatively to deal with (threats / opportunities) and unexpected and rapidly changing strategic turmoil. The strategy in light of the study (Levallet, 2014: 53). Through which he measured strategic improvisation through two dimensions, namely the event of improvisation, and the dynamic capability, which can be illustrated as follows:

- **Improvisation event:** An improvisation event is known as an unexpected event, whether it is a strategic threat or an opportunity available to the organization, that is a catalyst for it, and the organization through managers takes actions that can be described as spontaneous and creative, makes adjustments to the strategic plan and uses existing resources and capabilities to create direct results.

In the event of improvisation, managers work under pressure of time and uncertainty (Vignikin et al, 2016: 4). The absence of previous actions related to the improvisation trigger, which makes strategic improvisation deliberate, and not random deviations from the previous routine, but rather involves a certain degree of novelty complementary to the organization's usual procedures (Luo & Malsch, 2020: 8). Or changing the direction of its strategic plans in an attempt to respond to opportunities as a flexible process. Where improvised decisions converge with the strategic plan (Bari & Arshad, 2020: 1298).

- **Dynamic capability:** Dynamic capability is described by the improvisational capability of managers that leads to rebuilding and integrating resources and operational capabilities (reconfiguring them again) and has impacts on current organizational capabilities. Strategic improvisation occurs when there is not enough time for formal planning or when current plans do not apply to work. Managers are encouraged to integrate, reshape, renew or rehabilitate resources and capabilities in response to the changing environment to achieve and maintain competitive advantage (Peng et al, 2019: 2).

## 2. The Concept of Entrepreneurial Performance

The topic of entrepreneurial performance, its systems, and its measurement is one of the most controversial issues, and even one of the most challenges facing organizations (Munyanyi et al, 2018: 72). Because it is about measuring the entrepreneurial actions that play an essential role in the leadership of organizations (Ahmad & Hoffmann, 2008: 7). Entrepreneurial performance also goes hand in hand with entrepreneurial achievement or results (Van & Botha, 2010: 5). Some researchers have gone in their evaluation of entrepreneurial performance through the success or failure of projects through criteria represented by growth, job creation, stakeholder satisfaction, and other characteristics related to independence, risk-taking behavior, innovation and self-efficacy, as well as human capital, administrative capabilities and organizational characteristics such as structure, strategy, resources and culture (Venter. et al, 2012: 451). Others went on to define the practical concept of entrepreneurial performance as dependent on the sustainability of the organization that the entrepreneur runs, i.e. the viability in the long term (Thompson, 2013: 40). Whereas (Yu, 2013: 20) sees that the entrepreneurial performance crystallizes its concept about the ability of the organization to be ready to take risks and whether these risks are related to innovation and competitiveness, and it is important to have an adventurous attitude in investing new opportunities. From another point of view, it focused on individual performance, as (Oriarewo et al, 2014: 5) indicated that personal performance can be viewed as a measure of entrepreneurial performance because it provides the basis for which entrepreneurs make decisions. In other words, entrepreneurial performance can be explained by willingness to initiate projects, the ability to identify opportunities, project success, achieve goals, and introduce economic improvements to the organization. In this context, it becomes clear that entrepreneurial performance is a multifaceted phenomenon that is difficult to define due to the large number of interrelated factors affecting performance, and despite this, it is referred to as a measure of the extent to which the organization succeeds in achieving its goals (organizational and financial goals) and a measure of how the manager uses the organization's resources efficiently and effectively ( Agbim et al, 2014: 92). Despite the multiplicity of approaches to explaining the concept of entrepreneurial performance, there is almost an agreement that entrepreneurial performance uses opportunities that can be accessed to develop business thinking, and also includes the feasibility and effectiveness of the organization's planned entrepreneurial projects, and thus the entrepreneurial performance is the degree by which the entrepreneurial project of the organization can exceed expectations In meeting customer needs (Maziriri & Chivandi, 2020: 5). Based on what has been mentioned, the current research is based on defining entrepreneurial performance as the organization's ability to innovate, manage risks, exploit environmental opportunities, and grow and innovate strategically. In light of the dimensions mentioned by (Entebang, 2010: 33) in his model, which were applied in local governmental organizations, which are represented by (organizational innovation, strategic renewal, and Venturing) as follows:

- A. Organizational Innovation:** It is intended for the organization's tendency to engage in and support the generation of new ideas, novelty and experimentation, which is a continuous creative process and contains research and development activities that may lead to new products, services, or technological processes. The hallmark of an entrepreneur is to provide innovative, high-quality and competitive products or services (Chen et al, 2007: 214). Organizational innovation is an essential component of the performance of entrepreneurial organizations, thus it is the tendency of the organization to engage in supporting and generating new ideas and introducing new products, services, policies and processes to implement entrepreneurial activities.
- B. Strategic Renewal:** The strategic renewal activity is the second dimension of the organizations' entrepreneurial performance, which enhances the organization's ability to competition and take risks (Entebang, 2010: 22). The organizations that seek to survive in the long term in light of environmental uncertainty should go through the process of strategic renewal, and the strategic renewal takes place either in an intentional way that the organization aims to develop its operations or the organization is forced to take place in strategic renewal as a result of environmental changes (Musa & Mamun, 2020: 2). Thus, strategic renewal is an activity carried out by the organization represented in reformulating, reorganizing, introducing changes at the system level and redefining the mission of the organization through a redistribution of resources that leads to the introduction of new groups of services or products.
- C. Venturing:** Venturing is the third dimension of entrepreneurial performance and requires external efforts, joint ventures, joint research and development of the organization, as well as the development of new projects (Entebang, 2010: 22). Venturing has been recognized as an important source for the success of the organization and acts as a vital engine for the leadership of organizations. At the same time, Venturing provides organizations with opportunities to obtain new information, new resources and more advanced technologies, acquire knowledge and integrate with distinct cultures, markets and innovation systems and provide access to wider markets for the application of expertise, knowledge and skills, thus enhancing Entrepreneurial performance of organizations (Shu et al, 2020: 7). Therefore, the Venturing is external and internal efforts through which the organization engages in joint and new projects while continuing the joint research and development of the organization to create new projects that increase its entrepreneurial capability.

### 3. The relationship between strategic improvisation and entrepreneurial performance

The relationship between strategic improvisation and entrepreneurial performance is one of the primary contributions to providing insight into the field of strategic management and leadership literature. Researchers in the entrepreneurship literature have argued that entrepreneurship should be opportunistic, meaning that organizations are improvised at the moment of exploiting new opportunities. Some argue that more improvisation when selecting and investing the opportunity may lead to reduced success because it encourages leaders to seek immediate opportunities and neglects other opportunities that generate greater value in the long term or that are critical in generating advantages that enhance entrepreneurial performance, despite this controversial debate. Several studies have confirmed that less improvisation in organizations is beneficial when selecting opportunities while high improvisation in organizations is beneficial when implementing opportunities, and this in turn increases the likelihood that entrepreneurial organizations will be able to respond quickly to unforeseen needs (Bingham, 2009: 339) . Within this framework, organizations face many problems. Since they do not have exploratory methods or pre-prepared plans, the leaders of the entrepreneurial organizations work to formulate and implement new plans on the fly, which have implications for their entrepreneurial performance (Hmieleski & Corbett, 2008: 483). Hence, it is noted that managers in entrepreneurial organizations use strategic improvisation as a strategic tool out of necessity, as there is no ability to successfully plan every scenario faced by organizations, so they tend to combine a pre-planned and spontaneous action in order to achieve success in order to achieve entrepreneurial performance (Hmieleski & Corbett, 2008: 494). ). Many researchers tend to assume that improvisation leads to entrepreneurial performance through the secondary benefits of improvisation represented by its flexibility in emergency events and managing environmental disturbances (Ahmad et al, 2015: 95). Studies show that managers in entrepreneurial organizations have an intuitive viewpoint that they invest to seize opportunities compared to traditional organizations in order to reach entrepreneurial performance (Sutanto et al, 2019: 254). Previous scholars have emphasized that strategic improvisation is an effective tool that managers use in order to enhance entrepreneurial performance through the use of specific and loose strategies that can be adapted and re-evaluated in a quick time in order to respond to the emerging pressures and challenges (Alissa, 2020: 1). Hence the importance of improvisation as an area of research in the literature on entrepreneurship (Hu et al, 2018: 130).

### Research Methodology

The review of the literature on strategic improvisation and entrepreneurial performance resulted in the crystallization of a hypothetical outline for the research as in Figure (1), which was prepared in light of the research problem and its objectives. The main hypotheses were formulated as follows:

1- **The first main hypothesis (H1):** There is a significant correlation between strategic improvisation and entrepreneurial performance.

2- **The second main hypothesis (H2):** There is a significant effect of strategic improvisation on entrepreneurial performance.

**Strategic Improvisation Scale:** The independent variable of strategic improvisation, as it consists of (20) items divided into two dimensions, namely (improvisation event, dynamic capability) based on (Levallet, 2014).

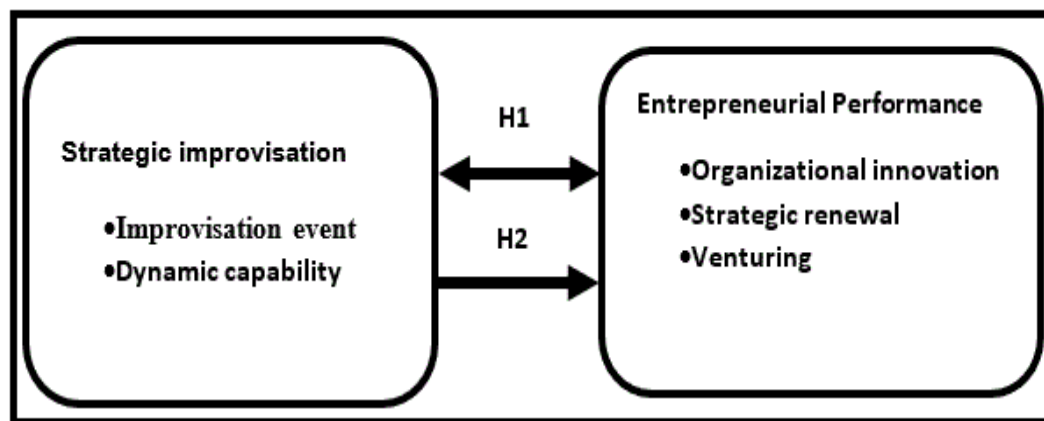


Fig: Research Framework

### The Entrepreneurial Performance Scale

The variable responding the entrepreneurial performance. It included (19) items, divided into (3) dimensions, namely (organizational innovation, strategic renewal, and Venturing). Based on (Entebang, 2010)

### Research sample

The intentional sample was used, as the total human community reached (181) individuals who meet the required specifications for those who occupy the position of general director, assistant general manager and department director, and are considered from the individuals who represent the administrative leaderships in the Ministry of Agriculture, and (181) questionnaires were distributed. (29) Questionnaires were not retrieved and (5) questionnaires were excluded, so the research sample, in its final form, would be (147) individuals represented by (83.97%) of the total community.

### Data Discussion and Analysis

#### Consistency test

Cronbach's Alpha Coefficient was utilized to measure the internal consistency of the scale paragraphs, dimensions and variables, and the scale as a whole. Table (1) shows the values of the reliability coefficient of validity ranged between (0.909 - 0.919) for the variables and dimensions, which is greater than (0.70), and this indicates However, the variables and dimensions have an appropriate internal consistency, and the internal consistency coefficient (Cronbach's Alpha for the scale in total) was (0.92), as it enjoyed a high evaluation and these results indicate that the current research scale (the resolution) has a good level of stability.

Table (1) Consistency Results Between Components Of The Scale	
The Scale	Cronbach Alpha coefficient
Improvisation Event	0.914
Dynamic capability	0.913
Strategic Improvisation	0.911
Organizational Innovation	0.916
Strategic Renewal	0.913
Venturing	0.919

<b>Entrepreneurial Performance</b>	<b>0.909</b>
<b>Questionnaire in General</b>	<b>0.92</b>

## RESULTS DISCUSSION

To test the hypothesis (H1): It is evident from Table (2) that the value of the correlation coefficient between strategic improvisation and entrepreneurial performance reached (0.480 \*\*) at the level of significance (0.000), which is less than the level of significance (0.05). ), and this means accepting the hypothesis which reads that (there is a statistically significant correlation between strategic improvisation and entrepreneurial performance), and it is noted that the correlation coefficient between the improvisation event and entrepreneurial performance reached (0.364 \*\*) at (0.000) level, which is less than the significance level (0.05) Also, it is noticed that the correlation coefficient between the dimension of dynamic capability and entrepreneurial performance reached (0.505 \*\*), and this indicates an acceptable relationship between the dimensions of strategic improvisation and entrepreneurial performance.

Dimensions of Strategic Improvisation Variable	Correlation Value and Significance Level	Dimensions Of Entrepreneurial Performance			
		Organizational Innovation	Strategic Renewal	Venturing	Entrepreneurial Performance
Improvisation Event	Correlation Value	0.286**	0.295**	0.356**	0.364**
	Sig	0.000	0.000	0.000	0.000
Dynamic capability	Correlation Value	0.400**	0.516**	0.402**	0.505**
	Sig	0.000	0.000	0.000	0.000
Strategic Improvisation	Correlation Value	0.379**	0.448**	0.419**	0.480**
	Sig	0.000	0.000	0.000	0.000

It is also noted that the value of the correlation between the improvisation event dimension and the entrepreneurial performance dimensions (organizational innovation 0.286 \*\*), strategic renewal (0.295 \*\*), and Venturing (0.356 \*\*), all indicate the existence of positive and positive value correlations at a level ranging from acceptable to average. It is also noted that the value of the correlation between dynamic capability and the dimensions of entrepreneurial performance (organizational innovation 0.400 \*\*), strategic renewal (0.516 \*\*) and Venturing (0.402 \*\*), all indicate the existence of positive and direct value correlations at a medium level. The value of the correlation between the strategic improvisation variable and after organizational innovation was (0.379 \*\*). The value of the link between strategic improvisation and strategic renewal was (0.448 \*\*) and the value of the link between strategic improvisation and Venturing was (0.419 \*\*). The results indicate that whenever the Ministry of Agriculture sought to apply strategic improvisation in dealing immediately with environmental changes, investing opportunities and redistributing its resources whenever this helped give the ministry a high potential for success and Entrepreneurial Performance.

### To test the hypothesis (H2)

The value of (F) calculated between strategic improvisation in entrepreneurial performance (43.491) was recorded and it is greater than the tabular value (F) of (3.94) at a level of significance (0.05). Accordingly, the hypothesis is accepted which quotes that there is a statistically significant effect for the strategic improvisation variable in entrepreneurial performance. This indicates that the Ministry of Agriculture, if it wants to achieve entrepreneurial Performance, must use strategic improvisation, which is one of the contemporary strategic means and works as an appropriate strategy in unstable and turbulent environments, which will give the ministry the ability to reach good levels of entrepreneurial performance. It is evident through the value of the determination coefficient ( $R^2$ ) of (0.231) that strategic improvisation explains 23% of the variables that occur on entrepreneurial performance. As for the remaining percentage (77%), it refers to other variables that are not included in the research model, as the value of (t) calculated for the marginal propensity coefficient of the strategic improvisation variable is (6.595). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05) and this indicates that the marginal propensity coefficient of strategic improvisation is proven to be significant, and it is evident through the value of the marginal propensity coefficient ( $\beta$ ) of (0.595)

that the increase in strategic improvisation by one unit One will increase the entrepreneurial performance by (59%), while the value of the constant ( $\alpha$ ) in equation (1.244), meaning when strategic improvisation is equal to zero, the entrepreneurial performance will not be less than this value.

Independent Variable	Dependent Variable	Value (a)	Value ( $\beta$ )	Coefficient (R2)	Calculated (F) value	Calculated Value (t)	Sig
Strategic Improvisation	Entrepreneurial performance	1.244	0.595	0.231	43.491	6.595	0.000
Improvisation Event		1.908	0.408	0.133	22.171	4.709	0.000
Dynamic capability		1.331	0.567	0.255	49.646	7.046	0.000

It is noted that the value of (F) Calculated the improvisation event dimension in entrepreneurial performance (22.171) It is greater than the tabular (F) value of (3.94), meaning that the improvisation event has a clear and effective effect on achieving entrepreneurial Performance, that is, whenever the researched ministry contributes to activating the improvisation event through improvised procedures represented by rapid response and immediate and creative dealing with emergency events whenever this contributes to achieving a high percentage of the Ministry's entrepreneurial Performance. It appears through the value of the determination coefficient ( $R^2$ ) of (0.133) that after the improvisation event the percentage of (13%) is interpreted and the value of (t) computed for the marginal propensity coefficient for the dimension of the improvisation event is (4.709). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05) and this indicates that the marginal slope coefficient is proven to be significant after the improvisation event. It is indicated by the value of the marginal slope coefficient ( $\beta$ ) of (0.408)One unit will increase the entrepreneurial performance by (41%). The value of the constant ( $\alpha$ ) came in the equation (1.908).

It can be seen from Table (3) that the calculated value of (F) was the dynamic capability dimension in the entrepreneurial performance (49.646). It is greater than the tabular (F) value of (3.94) at a level of significance (0.05), and this indicates that the dynamic capability has an effective and strong influence in achieving entrepreneurial performance. Resources in emergency

Events and crises whenever this helps in achieving high rates of entrepreneurial performance.

Meaning, the more the ministry has high flexibility in adaptation and harmony through rebuilding operational capabilities and distributing resources in emergency events and crises, the more this will help in achieving high rates of entrepreneurial performance

Through the value of the coefficient of determination ( $R^2$ ) of (0.255) it becomes clear that the dynamic capability explains (25%) of the variables that occur to the entrepreneurial performance, while the remaining 75% is due to other variables that are not included in the research model. The value of (t) computed for the marginal slope coefficient of the dynamic capability is (7.046), which is greater than the tabular value (t) of (1.660) at the level of significance (0.05). This indicates that the significance of the marginal slope coefficient for the dynamic capability is proven. The value of the marginal slope coefficient ( $\beta$ ) of (0.567), that an increase in the dynamic capability by one unit will lead to an increase in the entrepreneurial performance by (57%), and the constant value ( $\alpha$ ) in the equation (1.331), meaning when the dynamic capability is equal to zero, the entrepreneurial performance will not be less than this value.

## CONCLUSIONS

The results of the research showed that the more a ministry seeks attention and adopts the concept of strategic improvisation, the more it has a relationship and influence with entrepreneurial Performance, meaning that strategic improvisation has an effective role and influences entrepreneurial Performance and works as an appropriate strategy in unstable and turbulent environments and gives it the ability to reach good levels of entrepreneurial performance from Through creative application of improvised actions in strategic events and by reconfiguring or building their dynamic capabilities. Although the results confirmed overall a good level of strategic improvisation in the Ministry of Agriculture, in practice there is a slow response to strategic events and improvised actions that address weaknesses to confront threats and emergency events, and that its dynamic capability to support strategic improvisation was not effective at the level that it could restore. And the publication or distribution of its resources in investing opportunities and meeting the requirements of the environment. Perhaps the reasons lie in the rigidity of laws, legislations and organizational structures that prevent the implementation of strategic improvisation effectively in the researched ministry.

## Recommendations

The need to increase and expand interest in the research variables represented in strategic improvisation and entrepreneurial Performance by educating administrative leaders and employees to clarify the actual nature of these variables and discuss the obstacles that block their implementation in the Ministry of Agriculture.

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