



The Impact of Strategic Physiognomy on Strategic Improvisation: An Analysis of The Perspectives of a Random Sample of University of Kufa Employees

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Abstract:

The overarching aim of this research is to ascertain the influence of strategic improvisation on the dimensions of strategic physiognomy and deep understanding, empowerment, and inspiration that comprised strategic physiognomy. In the context of strategic improvisation, the dimensions examined were organized memory, resource utilization, microstructures, and empowerment. With this objective in mind, the research problem was succinctly outlined as follows: "To what extent does strategic physiognomy influence strategic improvisation?" and to achieve this goal, a main hypothesis and three sub-hypotheses were developed for the study. The study relied on the inductive, descriptive-analytical approach, and data was collected through a survey list. (325) questionnaires were administered to a random sample of employees from the University of Kufa. (301) questionnaires were valid for analysis. The data were analyzed using SPSS AMOS statistical programs. The study concluded that the effect between Strategic physiognomy and strategic improvisation was high, positive, and significant. This indicates that more attention is paid to the components of strategic physiognomy in the studied university in the province of Najaf whenever this leads to enhancing strategic improvisation and then presenting recommendations, The most significant of which is the imperative for the examined university to embrace a dialogue culture that fosters social cohesion and trust by encouraging collaborative creativity based on a collective mindset (governed by democratic principles), recombination, and synthesis. investing in new operations with available resources. The organization endeavors to leverage existing resources in order to address the challenges encountered by the university.

Keywords: strategic physiognomy, strategic improvisation.

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Introduction

Strategic improvisation, which permits flexibility and adaptability, is one of the novel ideas that bolsters the competitive edge of organizations vying for survival in the current turbulent environment. Strategic improvisation refers to the capacity to dynamically reintegrate information, procedures, and framework in order to generate innovative resolutions to challenges that are firmly rooted in the present circumstances. Strategic improvisation is defined in this study as the capacity of leaders to intelligently and effectively respond to unforeseen circumstances in order to exploit an opportunity or resolve a problem. Strategic improvisation is, at its core, a premeditated procedure in which action is strategically exhibited in response to emerging behavior. The correlation between strategic improvisation and corporate entrepreneurship, or its constituent components, has been substantiated by numerous studies. The utilization of improvisation is critical to innovative success and strategic renewal. In conjunction with certain external factors, improvisation is also positively associated with organizational innovation. Fundamentally, improvisation has been associated with launching a new venture or business, all of which are components of corporate entrepreneurship,

according to studies. (746 Abraham et al., 2016).

As civilizations began to consider the correlation between human facial features and disposition thousands of years ago, physiognomy's inception was intertwined with the dawn of humankind and progressively evolved over time. Technically speaking, strategic physiognomy refers to the cognizance of senior management regarding the pertinent data that forms the basis of the accurate mental image, as well as their profound comprehension of the attributes and patterns. Contributing to the attainment of strategic objectives, the generation of benefits, and the establishment of a suitable organizational climate foster innovative endeavors through the empowerment and inspiration of personnel, the provision of task assistance, the enhancement of work motivation, and improved performance (Jamal, 2022:51).

The research was divided into four main sections. The first section dealt with the scientific methodology of the study, while the second section dealt with the intellectual framework of the research. In the third section, the researcher addressed the practical aspect and tested the study's hypotheses, while the fourth section dealt with the most important conclusions and recommendations.

Research methodology

The problem of the study

Adapting to change has become an inevitable necessity for the work of organizations, and this calls for organizations to apply contemporary methods in strategic management to adapt to the requirements of the external environment quickly. This adaptation by organizations today requires proactive measures to interact with changes, such as defining a clear future vision, enabling the flexibility of business models, and adopting... Flexible technologies. Therefore, leaders in organizations must have the elements of strategic improvisation to adapt to the external and internal environment and generate added value. Reviewing previous studies, the researcher found the weakness of applying the mechanisms of strategic physiognomy and, thus, the inability to achieve strategic improvisation through which the organization responds to changes in its external environment. Therefore, the question of the current study was the role of strategic physiognomy in achieving strategic improvisation, and the problem of the study addressed the following questions:

1. How does empowerment affect strategic improvisation in its dimensions in the university studied?
2. What is the effect of inspiration on strategic improvisation with its dimensions in the university studied?
3. What is the effect of a deep understanding of strategic improvisation in its dimensions in the university studied?

The importance of the study

This study came as a scientific addition to the field of strategic management, as the researcher addressed, from a theoretical standpoint, the most important concepts and dimensions associated with the variables of the study, which are (Strategic physiognomy and strategic improvisation). From a practical standpoint, the importance of the research focused on the conclusions and recommendations he reached that can be used in The field of application of this study: A set of statistical and descriptive indicators were used to achieve accurate results regarding the subject of the study.

Research objectives

The research objectives are summarized as follows:

- 1- Identify the level of application of strategic physiognomy in the studied university.
- 2- Identify the level of application of strategic improvisation in the studied university.
- 3- Identifying the effect of strategic physiognomy on strategic improvisation in the university studied.

Research hypotheses and research model

1. H1: A noteworthy impact of strategic physiognomy and its components on strategic improvisation was observed; consequently, subsidiary hypotheses have been formulated.
2. Hypothesis 11: A notable correlation exists between the dimensions of strategic improvisation and empowerment within the university under investigation.
3. Hypothesis 12: A notable correlation exists between the dimensions of inspiration in strategic improvisation and the university under investigation.
4. H13 A profound comprehension of strategic improvisation and its dimensions have a significant relationship at the university under study.

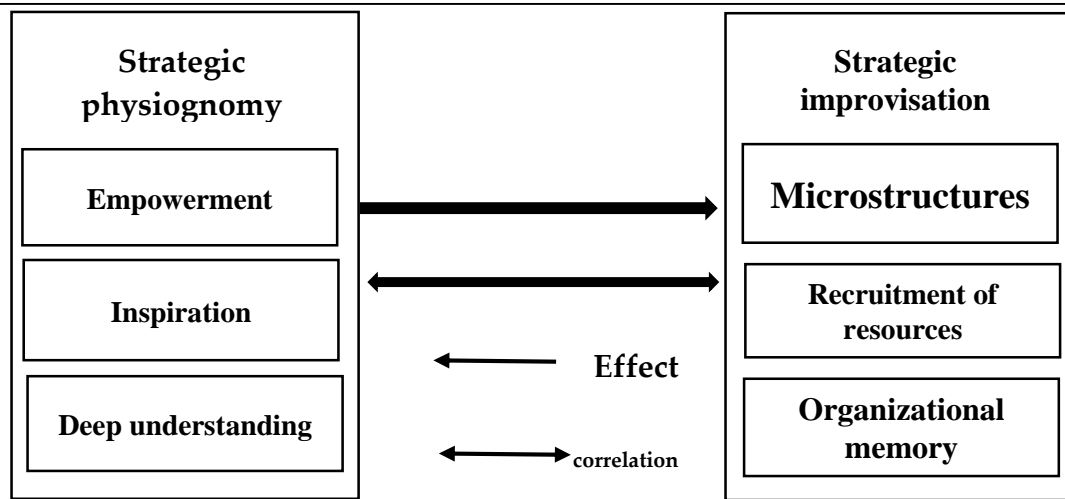


Figure (1) Hypothetical model for the research

Literature review

Strategic vision:

The concept of strategic physiognomy

The survival of organizations, especially universities, depends largely on the nature of the formulated strategies and how they are dealt with in light of the variables. Organizations look for ways to succeed in this mission and look for strategic factors contributing to achieving organizational sustainability. And strategic physiognomy is a modern term in science (Dabbas & Muhemmed, 2018:98).

Strategic physiognomy has been defined as (Abd Ali & Hamed, 2022:589) The collection of mental processes and emotions that influence facial expressions and translate them into words, as they serve as a reflection of the psychological state of employees and enable personality analysis and mind reading.

Its feed (Dabbas & Muhemmed, 2018:99) is the predictive ability of the leader to monitor the personal traits of workers from facial features, intelligence, alertness, and insight, as it combines personal traits with physical differences, and their combination can indicate characters such as conscience, self-esteem, and respect. Friendship, goodness, and even race.

The practice of physiognomy, which involves the observation of the personal attributes of individuals, originated in ancient Greece and was implemented as a means of making judgments and decisions. The success of organizations is contingent on the formulation and implementation of a strategy that adapts to changes. Organizations consistently strive to develop a strategic physiognomy in order to construct a personality that ensures success (Alsaqal et al., 2021:1).

Dimensions of Strategic physiognomy:

(Mohammed & Saaed, 2021:2627) identified three dimensions of Strategic physiognomy:

1. Deep understanding

A high level of understanding and intellectual prowess characterizes deep understanding. In an ever-evolving world, we must enhance our problem-solving abilities and foster the spirit of innovation. There are always tasks and issues to be addressed, and you must deeply understand them. Many organizations now realize the importance of strategic understanding and have tried to meet their intelligence needs. Encouraging critical thinking and learning has proven beneficial for individuals and organizations (Shaheed et al., 2023:90). Contemporary organizations have recognized the significance and function of profound comprehension and regard it as a fundamental form of intelligence possessed by individuals. They have endeavored to integrate and synchronize this notion with the various forms of intellect (commercial, competitive, and emotional), develop their leadership, and instruct them to lead effectively. Gaining comprehension enhances the comprehensive approach of furnishing essential data to decision-makers and devising overarching organizational strategies and plans. In addition to delineating plans and strategies, strategic understanding in organizations is contingent on a number of other factors, such as social capital, culture systems, and knowledge management systems. The capabilities, opportunities, and alternatives of the organization. This profound comprehension facilitates and promotes learning and thought, and it has been explicated. (Saaed & Mohammed, 2021:2627).

2. Empowerment:

1980 saw the emergence of the concept of empowerment, which is crucial for the development of administrative functions and measurable outcomes in the pursuit of organizational objectives, particularly in the tourism industry. A strong correlation exists between satisfaction and the number

of employees and their performance, as managerial empowerment enhances the perception of contentment with a given strategy. A person is empowered when they are trained, granted permission, or endowed with the authority to perform a specific duty. Empowerment aims to bestow senior management with the confidence and fortitude necessary to delegate workers the freedom to execute their designated roles and responsibilities. This fosters a positive attitude among employees, increases their sense of fulfillment, and grants them authority and responsibility across various organizational tiers to oversee work and performance. (Soluman & Jamal, 2022:1217). Empowerment is a modern management approach that gives employees full control and fulfills their professional responsibilities. Integrating this element into the organization's strategy is crucial to confront various challenges and developments effectively. Building trust between management and employees is essential to enhancing motivation communication and breaking down organizational barriers. Modern organizations realize that the human element is the key to achieving competitiveness and excellence. The concepts of job satisfaction and empowerment are closely intertwined. With a higher level of administrative empowerment, individuals tend to express higher levels of job satisfaction (Shaheed et al., 2023:89).

3. Inspiration:

Inspiration is a component and a phase within the creative process. The manner in which ideas are generated for working individuals is the subject of creativity. Particularly in light of the unstable social, economic, and political climate, which hinders the formation of unified objectives among diverse societies, inspiration is urgently required. Genuine inspiration bestows upon one the capacity and autonomy to exist as a distinct and independent individual. By being inspiring, he is able to better serve himself today. Human resources, self-assurance, and active engagement are elements that contribute to the sustainability and continuity of organizations, particularly those in the tourism industry, through the acquisition of a competitive edge derived from innovative capabilities, expertise, and knowledge (Soluman & Jamal, 2022:1218). Numerous researchers have elucidated that it is a critical determinant in the achievement of an organization due to its status as one of the most crucial motivational states, enabling people to guide their thoughts in the proper course.

It is noteworthy to mention that inspiration plays a pivotal role in stimulating the creative process within individuals. Due to the fact that inspiration has a direct bearing on the development of an organization's common objectives and external environments, including social, political, and economic instability, the necessity for it has become critical in modern organizations. Additionally, it fosters self-assurance and self-actualization among employees (Jamal, 2022:52).

Strategic improvisation:

The concept of strategic improvisation

Note that strategic improvisation is a way of dealing with errors made by learning because it represents a continuous process that transforms ideas by integrating both the social and technical context of organizations. Flexibility, adaptation to the environment, and innovation are some of the elements of strategic improvisation because they involve a high degree of spontaneity and creativity in the convergence of the plan and its implementation. It is a conscious choice and not something that happens by chance. Strategic improvisation is not random, as there is an idea, a plan, and a rhythm. Flexibility can be an improvisation mechanism that strategically allows an organization to improvise (Alhimyari & Murshidi, 2020:35).

For decades, corporate leaders considered strategic planning the best way to ensure competitive advantage in the late 1960s. However, organizations struggling to survive and needing to adapt to today's rapidly changing environment are turning to improvisation. Improvisation has been defined as overcoming organizations' turbulent conditions using the available information and structure. Improvisation is also described as the intentional and objective convergence of the design and implementation process. Strategic improvisation is an emerging field of management science study that provides solutions on how organizations adapt to the dynamism of today's environment. Besides, strict adherence to strategic planning has been identified as an obstacle to creativity, flexibility, and the development of an appropriate plan for the organization. (Ibrahim et al, 2017:214). (Levallet & Chan 2015:1) Defined it as an alternative to traditional planning for urgent cases, relying on clear, real-time information and communication after polling the opinions of many of the organization's executive participants.

Dimensions of strategic improvisation:

(Alhimyari & Murshidi, 2020:36) identified four dimensions of strategic improvisation, which are:

1. Exploiting resources or building a solution

Building a solution means "doing it yourself" using available resources. Building a solution is

defined as making resources and refusing to give up in the face of challenges that require new resources, which means applying a combination of resources at hand and seizing new opportunities. Identifying customers' strategic needs is an important stage in the development process. During the project initiation phase, the client's requirements, needs, and objectives are specified in the project's definition. It is possible that this is a construction undertaking. Redevelopment, recycling, new construction, additions, renovations, or a combination thereof. In many instances, however, a non-structural solution—such as reorganizing or reforming present and future activities into organizational arrangements—might be preferable. According to Smith et al. (1889:1).

2. Microstructural

A minimal structure may be defined as a limited collection of overarching regulations, or more precisely, as coordinating mechanisms that endeavor to direct individual endeavors towards a shared set of objectives and time constraints, while also ascertaining the most efficient path to accomplish these objectives. Explanation of how and why organizations formulate and implement strategies using minimal strategic management structures is the primary focus of this research. I investigate improvisational concepts that were initially articulated through the lens of jazz in order to identify minimal structures and conceptualize them as subsets of larger regulations. By utilizing empirically derived data and three iterative literature evaluations and grounded theory method data analysis to generate new concepts and constructs, the study broadens comprehension of minimal structures. By exploring alternative possible explanations and explanations associated with minimal structures, my research contributes to the body of knowledge beyond the prevalent categorical description of minimal structures as "grammar" (Lowe, 2014:15).

3. Organizational memory

Organizational memory has received great attention from researchers in many scientific disciplines. The reason for focusing on this concept is as follows (Dahenen (2017: 83-87): organizational memory is considered the appropriate form that governs the organization's life, dynamism, and marketing environment. Organizational memory is considered. There is a wide scope for entering into several theories. Organizational memory is also an important basis for the organization's practices in marketing activities. Therefore, the most important thing that distinguishes organizational memory is the use of the concept to refer to systems for storing, archiving, and retrieving documents, which increased the organization's need for them with the increase in the problem of the massive flow of data and information and the speed of changing needs. And the desires of customers and memory. (Al-Baghdadi, 2007:159)

Practical Framework

The study population and its sample

The field study focuses on defining and elucidating the characteristics of the study's population and sample, which is a fundamental requirement, particularly if it is known that the correspondence between the attributes of each component enables the extrapolation of research findings from the sample to the entire population from which it was selected. This necessitates an exact delineation of the target population and sample for the present investigation. Because of the advancements and growing significance attributed to the University of Kufa, this subject was selected as an applied field of study. The University of Kufa was established on the twenty-seventh of December 1987 AD, with three colleges: medicine, education for girls, and arts. Then, it grew, developed, and expanded over time. Time: Today, it includes twenty-one colleges in various scientific and humanitarian specializations, in addition to the Deanship of Postgraduate Studies, which was created in 2017, and it plans to expand horizontally and vertically to include all sciences, literature, knowledge, and arts.

The sample represents (employees at the university). The sample size was chosen based on statistical tables (Krejcie (1970:608)), where the population size of all individuals and employees of the university studied was (1176) individuals. Accordingly, according to the statistical tables, the optimal sample size is at least (290) people to ensure that the requirements are met. The researchers administered 325 questionnaires to a random sample of University of Kufa employees for the study, as detailed in the table below.

Table 1: The responses provided by the participants of the study

the condition	Spreader	Non-refundable	suitable for analysis
the number	325	24	301
percentage	100%	7%	93%

Gender, age, and level of education were representative of the various personal and

professional characteristics that were acquired by the study sample, as detailed in the following table:

Table Two: Individual details for the research sample

Gender	Repetition	The ratio
Male	262	87.04%
Feminine	39	12.96%
the total	301	100
the age	Repetition	The ratio
31 years or less	79	26.25%
From 32-41	102	33.89%
From 42-51	78	25.91%
52 or more	42	13.95%
the total	301	100
Academic achievement	Repetition	The ratio
Preparatory school	12	3.99%
Bachelor's	122	40.53%
Master's	91	30.23%
Ph.D	76	25.25%
the total	301	100.00%

Reliability of Questionnaire

The researcher must verify the stability of the questionnaire he used, as it is one of the conditions that must be met to support the results of the sample studied. For this purpose, there are several methods, the most important and common of which is Cronbach's alpha coefficient, whose value lies between zero and the correct one (Nunnally & Bernstein, 1994, 2). The conclusion is made with greater reliability for the questionnaire used, and then its results can be approved if the value of the coefficient is close to the correct one and vice versa. The following table includes the values of Cronbach's alpha coefficients for each dimension and axis:

Table No. (3) Cronbach's alpha coefficients

Axis or variable	Honesty coefficient	Cronbach's alpha
Strategic physiognomy	81.0%	90.0%
Strategy improvisation	86.0%	92.7%
Total	98.0%	99.0%

Ref: SPSS V.28 findings

The results in the table above show the stability and credibility of the questionnaire used by the researcher.

Normal distribution analysis

One of the things that must be present when using analysis is the normal distribution of study data, as administrative research requires a normal distribution. Therefore, researchers in administrative and behavioral research tend to test the normal distribution, and this assumption can be verified by using a test called (Kolmogorov-Smirnov). Also, through graphs, if the values are in a shape close to the shape of a bell, this indicates that the distribution is normal and that this test is accepted when the significant value is greater than (0.05). Vice versa, if the considerable value is less than (0.05), the data is not normally distributed.

The findings presented in the table below indicate that the data collected from the investigated population follows a normal distribution. This suggests that the significance level of the study variables exceeds 0.05, suggesting that the conclusions derived from the research can be extrapolated to the entire investigated population. The figure presented below illustrates the normal distribution of the study's data.

Table (4) Test for the normal distribution of the variable strategic physiognomy

Comparison standards		Variables	
		Strategic physiognomy	Strategic improvisation
Kol-Smi test parameters	Absolute	0.102	0.143
	Positivity	0.086	0.098
	Negative	-0.102	-0.143
Statistical parameter		2.365	2.73
Sig.		0.205c	0.205c

Written by the researcher using data extracted from SPSS version 28.

Descriptive analysis of the study variables

This research aims to delineate the findings of the study through an examination of the perspectives, inclinations, and perceptions of personnel at the study sample, the University of Kufa. Determining the extent of concurrence regarding the appropriateness of the measurement instrument's items towards them through the utilization of descriptive statistical analyses denoted as (arithmetic mean, standard deviation, level, and direction). Respond (A) for each of the variables being examined, namely:

The initial axis provides a 15-paragraph summary of the independent variable, strategic physiognomy, along three dimensions: inspiration, empowerment, and profound understanding.

The dependent variable (strategic improvisation), which is represented in three dimensions (resource utilization, microstructures, and organizational memory), is distributed across fifteen elements in the second transformer.

Therefore, to measure the level and direction of the response, a five-point Likert scale can be tabulated to extract categories through which the level and direction of the study sample's response towards the study paragraphs can be judged by defining the categories by finding the range (5-1=4), and then dividing the range by The number of categories is 5 ($4/5 = 0.80$), and then (0.80) is added to the minimum.

The determination of relative importance is accomplished by dividing the highest and lowest categories of the answer's level and direction by the highest gradation on a five-point Likert scale (5). The degree of differentiation in the answer's level and direction is illustrated in the table below.

Table (5): Standard for availability of study variables

Answer direction	Categories	Answer Level
I totally disagree	1.80 – 1	very low
I do not agree	2.60 – 1.81	low
Neutral	3.40 – 2.61	Moderate
I agree	4.20 – 3.41	high
Totally agree	5 – 4.21	very high

The independent variable (strategic physiognomy)

The measurement of this variable was conducted along three dimensions, with a high level of arithmetic mean agreement ranging from 3.43 to 3.86 and a range of 69% to 77% in relative agreement. The findings revealed a variable coefficient of variation ranging from sixteen to twenty-seven percent; the figure below illustrates the significance of item distribution within the strategic physiognomy variable's dimension.

Table (6): Statistical description of the strategic physiognomy variable

Paragraph	Mean	Direction	Answer Level	S.D	Relative importance %	C.V%	NO.
Empowerment	3.43	I agree	high	0.94	69%	27%	3
Inspiration	3.73	I agree	high	0.87	75%	23%	2
Deep understanding	3.86	I agree	high	0.63	77%	16%	1
The total variable of Strategic physiognomy	3.67	I agree	high	0.813	74	%22	

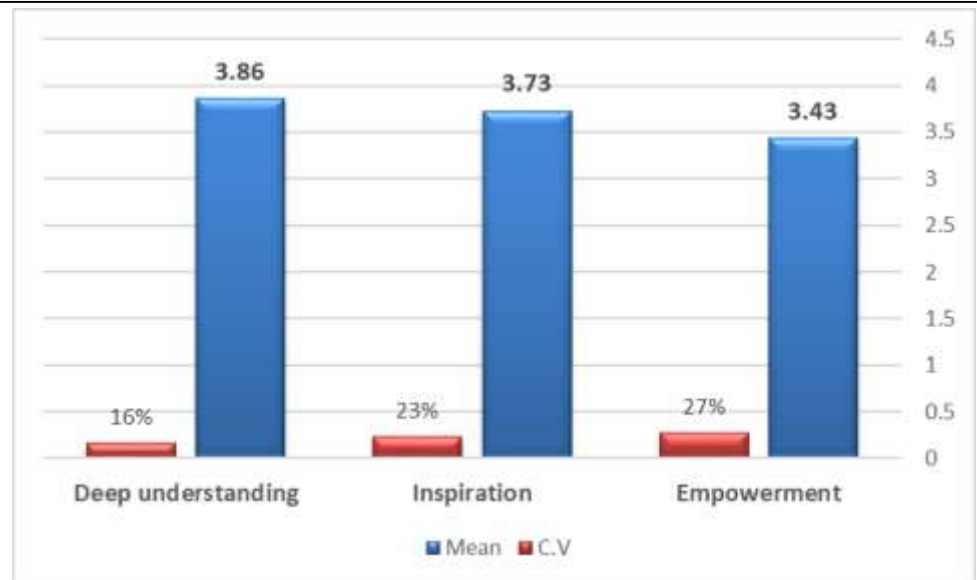


Figure (2): Statistical description of the strategic physiognomy variable

The dependent variable (strategic improvisation)

The value of this variable was assessed using three dimensions, each with an arithmetic mean ranging from 3.46 to 3.63. The level of agreement between the dimensions was relatively high, spanning from 69% to 73%. The findings revealed a variable coefficient of variation ranging from 20% to 29%. The figure presented below illustrates the significance of item distribution within the strategic improvisation variable's dimension.

Table (7): Statistical description of the strategic improvisation variable

Paragraph	mean	Direction	Answer Level	S.D	Relative importance %	C.V%	NO.
Microstructures	3.46	I agree	High	0.99	69%	29%	3
Recruitment of resources	3.63	I agree	High	0.73	73%	20%	1
Organizational memory	3.56	I agree	High	0.77	71%	22%	2
Total strategic improvisation variable	3.55	I agree	High	0.830	%71	%23	

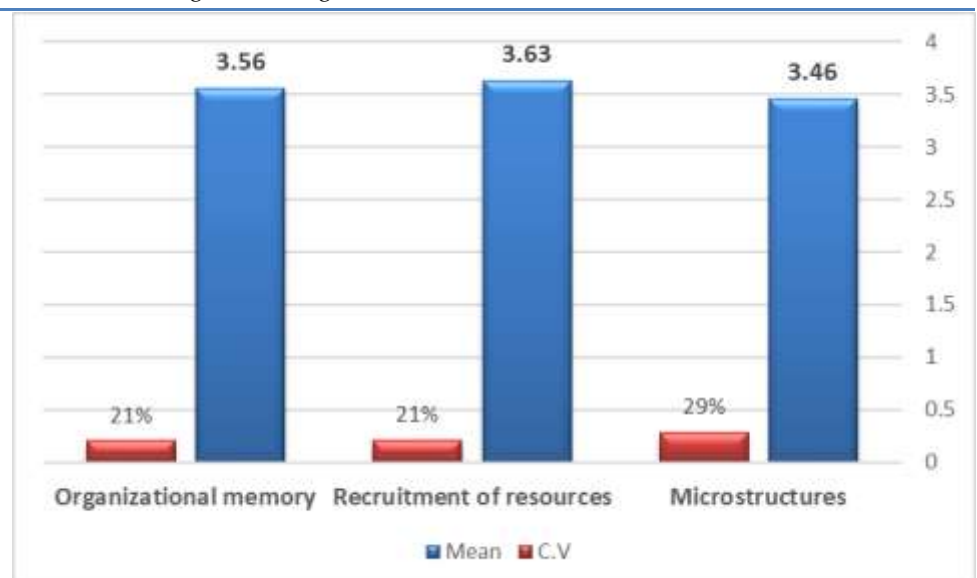


Figure (3): Statistical description of the strategic improvisation variable

Impact hypotheses

This hypothesis is concerned with analyzing and testing the direct causal relationship between the variables of the study (strategic physiognomy and strategic improvisation) by relying on the path analysis method using structural equation modeling according to the statistical program (AMOS.V.26), according to which the direct effect of strategic physiognomy can be measured. In strategic improvisation, the acceptance and rejection of this relationship depends on the values of the critical ratio (C.R.). The more (C.R.) is greater than (± 1.96), the more it indicates that the standard influence factor is

statistically significant (Byrne, 2010:68), and as is evident from the results in the Probability (P) column, as the more ($\pm 1.96 < C.R.$) the P-value is smaller than the significance level (5%) (Hair et al., 2017:44). As follows:

The first main hypothesis:

The fourth main hypothesis states that strategic physiognomy has a statistically significant effect on strategic improvisation).

To test this hypothesis, a structural model was built that explains the nature and type of the relationship between strategic physiognomy and strategic improvisation. The figure below describes the structural structure of the direct impact of strategic physiognomy on strategic improvisation. The table below indicates that the more the studied university realizes the importance of strategic countenance, the better strategic improvisation. In other words, increasing Strategic physiognomy by one unit leads to an improvement amounting to one standard weight of (0.762), a critical value (14.278) and a standard error (0.074), which means that the interest of the studied university increases through the work of the university's senior management to provide the maximum types Support and delegation of powers to employees, and allowing employees to present opinions and ideas increases the influence of Strategic physiognomy in strategic improvisation.

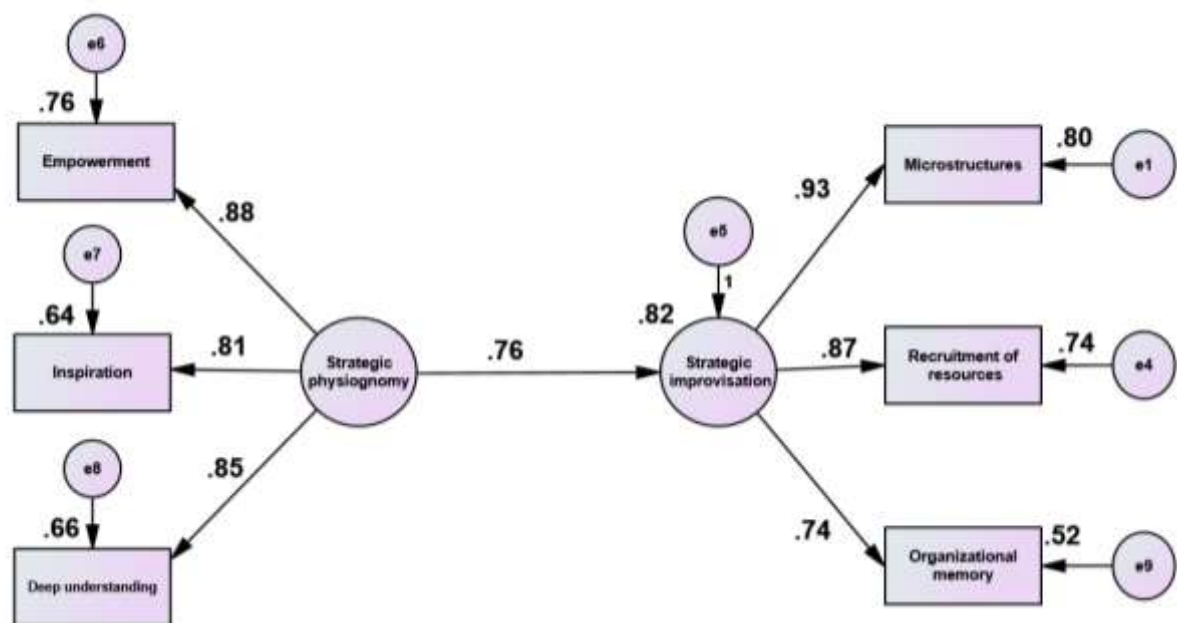


Figure (4) The structural model of strategic physiognomy in strategic improvisation
Written by the researcher using data from (AMOS.V.26) as a starting point

Table (8) shows that Strategic physiognomy contributes to explaining an amount of (0.817) of the variance occurring in strategic improvisation. At the same time, the remaining value is due to factors not included in the study.

Table (8) Final results of the direct effect between strategic physiognomy and strategic improvisation

path		Standard estimate	S.E	C.R	R ²	Sig.
Strategic physiognomy	→ Strategic improvisation	0.762	0.074	14.278	0.817	0.000

The following sub-hypotheses emerge from the main hypothesis:

The first sub-hypothesis states: (there is a statistically significant effect of green empowerment on strategic improvisation in its dimensions (micro-structures, resource employment, and organizational memory).

The table below shows that the more the studied university realizes the importance of paying attention to empowerment, the more strategic improvisation improves. In other words, increasing empowerment by one unit leads to an improvement of one standard weight of (0.816), a critical value of (3.698), and a standard error of (0.087), which means that increasing attention to the studied stores leads to an increase in the importance of the effect of empowerment in strategic improvisation through senior management granting sufficient flexibility to workers to carry out their job tasks under various

circumstances. Providing a suitable basis and independence in making decisions that support the work environment.

The second sub-hypothesis states: (there is a statistically significant effect of inspiration on strategic improvisation in its dimensions (micro-structures, resource employment, and organizational memory)). The table below indicates that inspiration significantly affects strategic improvisation in its dimensions (micro-structures, resource employment). (and organizational memory). More precisely, increasing inspiration by one unit leads to an improvement of one standard weight of (0.694), with a critical value of (7.200) and a standard error of (0.065), which means that increasing attention to the studied stores leads to an increase in the importance of the effect of inspiration in improvisation. Strategic by relying on workers to solve work environment problems on themselves and not others, and having an accurate vision to discover the work environment problems that workers suffer from.

The third sub-hypothesis states: (there is a statistically significant effect of deep understanding on strategic improvisation in its dimensions (micro-structures, resource employment, and organizational memory)).

The table below indicates that a deep understanding of strategic improvisation significantly affects its dimensions (micro-structures, resource employment, and organizational memory). More precisely, increasing deep understanding by one unit improves one standard weight of (0.791), a critical value of (6.244), and an error. Standard (0.051) means that increasing attention to the studied stores leads to an increase in the importance of deep understanding in strategic improvisation through the university's keenness to ensure that its plans and programs are flexible to meet the requirements of beneficiaries. The administration sets explicit organizational rules for all tasks at the university.

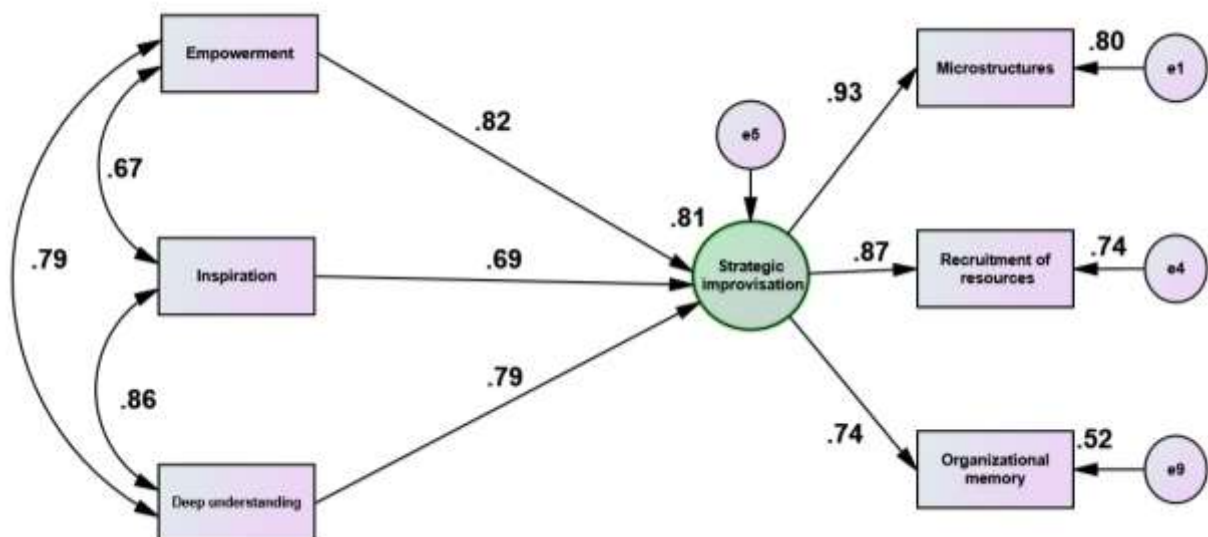


Figure (5): Structural model, dimensions of Strategic physiognomy in strategic improvisation, with its dimensions (micro-structures, resource employment, and organizational memory)

Written by the researcher using data from (AMOS.V.26) as a starting point

As you review the results of the table below, the dimensions of Strategic physiognomy contribute to explaining an amount of (0.810) of the variance occurring in strategic improvisation. At the same time, the remaining value is due to factors not included in the study.

Table (9) Final results of the direct effect between the dimensions of Strategic physiognomy on strategic improvisation and its dimensions (micro-structures, resource employment, and organizational memory)

	Path	Standard estimate	S.E	C.R	R ²	Sig.
Empowerment	<--- Strategic improvisation	0.816	0.087	3.698		0.000
Inspiration	<--- Strategic improvisation	0.694	0.065	7.200	0.810	0.000
Deep understanding	<--- Strategic improvisation	0.791	0.051	6.244		0.000

Result and Discussion

The variable in question exhibits a high arithmetic mean, a trend toward agreement of 3.67, a standard deviation of 0.813%, a relative importance of 73%, and a coefficient of variation of 22%, as indicated in the table below.

With the lowest coefficient of variation (16%), the highest arithmetic mean, a trend toward agreement (3.86), and a standard deviation (0.63), the dimension of deep understanding emerged as the

most favorable. This indicates that the examined university exhibits a moderate level of concern regarding the differentiation of instructions and powers within the institution. By possessing accurate vision and clarity, one can identify issues that are prevalent in the work environment and impact employees. As a result, a relative interest of 74% was generated.

a high arithmetic mean, a trend toward agreement of 3.55 percent, a standard deviation of 0.83 ten, a relative importance of 71 percent, and a coefficient of variation of 23 percent.

The most favorable attribute was the resource utilization attribute, which had the smallest coefficient of variation (20%), the highest arithmetic mean, a trend toward agreement of (3.63), and a standard deviation of 0.73. These values indicate that, on average, the examined university prioritizes adaptability in its plans and programs to fulfill the needs of beneficiaries. All university responsibilities are governed by explicit organizational guidelines established by the administration. By fostering a culture of dialogue, the university contributes to the improvement of social cohesion and the growth of trust. As a result, a relative interest of 73% was generated.

increasing Strategic physiognomy by one unit leads to an improvement amounting to one standard weight of (0.762), a critical value (14.278) and a standard error (0.074).

Conclusions and recommendations

This paragraph summarizes the most important conclusions reached by the researcher, The interest in the components of strategic physiognomy was moderate, as most of the respondents' answers to most of the items were neutral, and this indicates weak interest in strategic architecture in the university study in the province of Najaf ,There is a moderate availability of the components of strategic improvisation in the university studied in the province of Najaf, where most of the study sample's answers were neutral, requiring increased attention to strategic improvisation activities, The relationship analysis clearly shows that the effect between strategic physiognomy and strategic improvisation was high, positive, and significant. This indicates that the more attention is given to the components of strategic physiognomy at the university studied in the Holy City of Najaf, the more this leads to strengthening strategic improvisation ,The relationship analysis clearly shows that the effect between strategic physiognomy and strategic improvisation was high, positive, and significant. This indicates that the more attention is given to the components of strategic physiognomy at the university studied in the Holy City of Najaf, the more this leads to strengthening strategic improvisation .

The study university must adopt a dialogue culture, which contributes to increasing trust and social cohesion by promoting collaborative creativity according to a collective mentality (democratic rules) ,Recombination and synthesis of resources into new processes. The organization works to harness available resources to solve the problems faced by the university ,The university must adopt the best alternatives to obtain resources ,Recommending that the studied university continuously evaluate and update information systems by adopting new mechanisms or technologies ,The university recommended allowing access to its database and documents through the Internet.

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