

The Impact Of Organizational Improvisation On The Quality Of Decision-Making For Senior Leaders In The Ministry Of Planning

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Abstract

The current research aims to verify the impact of organizational improvisation with its dimensions (speedy responding, reconfiguration, novel solutions) on the quality of decision-making in its dimensions (decision-making approach, decision-making culture, decision-making competences, decision-making style) through data collected from (34) Individuals representing leaders (directors of departments and heads of departments) in the Iraqi Ministry of Planning. The hypotheses were tested using the statistical methods represented by (sample t-test, CV variation coefficient, regression analysis) and most of the practical results proved the validity of the hypotheses that were developed and on the basis of which a number of recommendations were formulated, most notably the adoption of modern practices to develop the philosophy of organizational improvisation within the investigated ministry compared to the practices Ordinary activities under emergency conditions contribute to building creative ideas and capabilities that contribute to quality decision-making.

Keywords: Organizational Improvisation, Quality of Decision-Making.

Introduction

Organizations today operate in an environment characterized by instability and environmental certainty, which makes the decision-making process in it faces challenges, especially its taking a good decision that is based on confirmed information about the situation or problem that requires it to be taken. Which sometimes calls her to leave the routine and work outside its framework by heading to improvisation in making these decisions, and showing them for creative paths investing time and possibilities in order to achieve this. The practical aspect Finally, the fourth axis included conclusions and recommendations.

The First Topic

Research problem

The Iraqi Ministry of Planning is one of the sovereign ministries concerned with developing development policies, plans and programs in all sectors and economic and social activities, improving the quality of government performance and employing efforts to reach comprehensive sustainable development, as well as strengthening the concept of partnership and international cooperation with international organizations. The ministry has been affected by the (covid-19) crisis, which cast a shadow over all state institutions and even the whole world, which requires its leaders to possess creative intellectual abilities and skills that enhance organizational

improvisation practices and enable them to make high quality decisions. Therefore, the research problem can be formulated by the following question:

- **What is the impact of organizational improvisation as a philosophy and process to confront emergency crises on the quality of decision-making for senior leaders in the Ministry of Planning?**

Research Objectives

1. Analysis of the philosophical and theoretical implications of the research variables (organizational improvisation, quality of decision-making) after reviewing the most important scientific proposals for those topics in organizational thought.
2. To reveal the level of awareness of the research sample of the concept of organizational improvisation, as well as the concept and importance of the quality of decision-making.
3. Directing senior leaders in the Ministry of Planning to the importance of organizational improvisation practices in enhancing the quality of decision-making.

Research Significance

1. Defining the Ministry of Planning of the value of the research variables and their impact on the

effectiveness of the work of the Ministry as a whole.

2. The practical importance of research highlights its selection as one of the most important sovereign ministries, as it is responsible for setting general plans and strategies that drive government performance.
3. Presenting a set of conclusions and recommendations for the researched ministry in the light of the practical results.

Research hypothesis Scheme

The review of the literature of organizational improvisation and the quality of decision-making resulted in the crystallization of a hypothetical scheme for research as in Figure (1), which was prepared in light of the research problem and its objectives, and the main hypotheses were formulated as follows:

- 1- The first main hypothesis (H1): There is a significant correlation between organizational improvisation and the quality of decision-making.
- 2- The second main hypothesis (H2): There is a significant effect of organizational improvisation on the quality of decision-making. As illustrated by the following hypothesis:

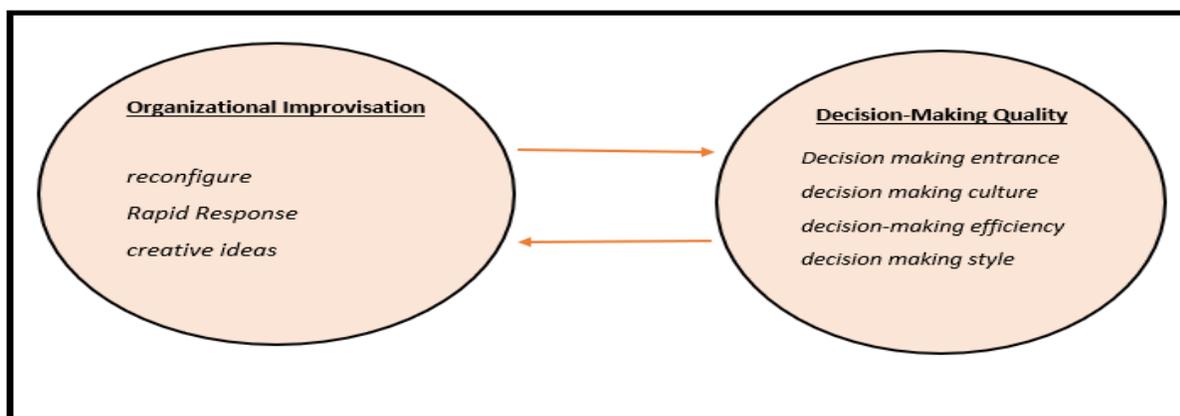


Fig.1: The Hypothetical Scheme

The Research Community

The research community includes all the individuals who are the subject of the research problem. The senior leaders in the center of the Iraqi Ministry of Planning (directors of departments, heads of departments) and their number (50) employees were chosen as a research community according to the organizational structure published on the website of the Iraqi Ministry of Planning, so questionnaires were distributed to them. All of them, ie (50) questionnaires, but the retrieved ones that are valid for statistical analysis amounted to (34) questionnaires only, which is equivalent to 68%..

Research limits

- Spatial boundaries: the center of the Iraqi Ministry of Planning
- Human limits: senior leaders (directors of departments, heads of departments)
- Time limits: The practical research limits extended for the period from (6-28) March 2022.

The Second Topic / The Theoretical Side of The Research

First: organizational improvisation

1. **The concept of organizational improvisation:** The relevant literature indicates that the concept of organizational improvisation is one of the newly emerging concepts and is still in the stage of development, which prompted researchers to address it recently, as it is one of the emergency strategies in the face of environmental changes to the organization, whether internal or external, so improvisation appeared. Organizational science as an emerging science of management and to help organizations adapt to unexpected events (Al-Yasiri, Abdel Hussein, 2015: 62). , he defined it (Al-Anzi and Al-Saadi, 2007: 124) as an emergency strategy through which the

formulation phase disappears by implementation in the context of a shared awareness of collective or individual performance based on the implicit possibilities that appear at the time of improvisation, and it is an alternative to rigid thinking where something is done or produced with a motive. The moment is not the result of a thought process and deliberate evaluation, so improvisation is a conscious choice made by individuals and not a behavior (Arshad, Hughes. An unprecedented approach (Said, 2021: 83), while Cunha et al., 2014: 6 described it as creative, spontaneous behavior, and an impromptu response to organizational problems and conditions.

This means that improvisation is the practice of some of the workers who possess the experiences and skills, which make them qualified to challenge risks and work to make pioneering decisions that lead to positive results, bypassing routine and formal structures, keeping pace with the current environmental conditions, being predictable and adventurous and making quick decisions on some topics that work. On facing environmental changes, through individuals overcoming their familiar behavior based on their experiences and their improvisational creative energy regarding a specific situation, as well as the speed of response to the occurrence of exceptions required by working conditions. (Al-Dhabawi, Shaalan, 2020: 396).

Looking at the different definitions, (Vuckic, 2012: 6) identified a set of points that all clarify the definition of organizational improvisation:

1. A spontaneous but deliberate process of improvisation, which means that it is not planned but is processed for a specific purpose, meaning that the individual deals with matters as they arise.

2. A process in which planning and execution converge in time, that is, they both plan what needs to be done and what is actually being done at the same time.

3. A process guided by intuition, i.e., by which the individual acts based on his intuition or gut feeling and by using the available resources in a creative way to reach new outputs.

The importance of organizational improvisation, as identified by (Said, 2021: 84), lies in a set of points that can be summarized as follows:

- considered the best way to make wise decisions, and an optimal administrative system, through which organizational balance is achieved.
- Helps in quickly obtaining information directly, by communicating with others in real time.
- Helps organizations adapt to continuous environmental change, and increases their ability to develop (Cunha et al, 2014:5).

2. Dimensions of organizational improvisation: Organizational improvisation was measured based on the dimensions set by (Kung, 2015:69), which are shown as follows:

Reconfiguration: The ability to regroup and reuse available resources.

Rapid response: the time lag between planning and implementation in response to environmental disturbances.

Creative Ideas: A new idea or process based on specific circumstances to solve a problem or respond to an environmental disturbance. Or it is the generation or finding of new ideas, whether it is a product, technology or new administrative practices, applicable in the organization, that contribute to the development of administrative processes (Fahima, et al., 2011: 4).

Second. The Quality of Decision-Making

1. The concept of quality decision-making: The decision-making process is the core of the leadership's work in the organization and the point of deciding all activities, whether inside or outside the organization, as the extent of the organization's success depends on the ability and efficiency of its leadership to make the right decisions. (Mohammed, 2019:300): and he (Al-Fadl, 2008:23) defined it as the core of human activity and the focus of its attention, whether on the individual or professional level, and accompanying all its steps. While Kaplan & Norton, (2000, 79) went on to say that it is all decisions taken by managers in the organization to confront a specific problem or situation, to achieve the desired goals in the best way, and to overcome the problem or situation that was issued regarding it.

In line with the foregoing, the quality of decision-making means the use of reliable and accurate information that is relevant to the problem in order to reach good decision-making at the various administrative levels of the organization. (Fattah, 2019: 222). Accordingly, a good decision is based on two main elements and agencies: (Hassan, 2008: 21).

- Providing comprehensive, accurate and complete information relevant to the problem.
Availability of the (good) decision-maker to take the appropriate decision, who has the ability to analyze information and invest it in the decision-making process.
Whereas (Naji et al., 2010: 14) indicate that a good decision depends on three basic and agency characteristics:
 - Consistency and consistency of good decision.
 - Transparency and integrity of good decision.
 Integration and comprehensiveness of good decision.

1. Dimensions of the quality of decision-making: It is at two levels identified by (Donelan al et, 2013) and my agencies:
 - Decision-making approach: The outcome of the decision is directly related to the analysis, methods and questions used in the decision-making process. A systematic approach to decision-making analysis helps to ensure that the correct criteria are identified and defined, and that all appropriate alternatives are taken into account to reach a better decision.
 - Decision-making culture: Culture is a set of values, beliefs, norms and administrative practices that indirectly affect the behavior of employees in the organization and how they perform their work, as culture plays the role of determining what is acceptable and unacceptable decisions at various organizational levels).

2- The personal level includes:

Decision-making competence: is the individual's tendency to follow standard logical principles in decision-making, that is, the ability to make better decisions.

Decision-making pattern: The decision-making process is affected by several factors and influences, including what is related to the decision-maker himself and the pattern he follows in perceiving and analyzing information

to reach a solution to the problem or situation, which requires him to make an appropriate decision, although decision-making patterns may not be the factor The decisive factor that may lead to the most appropriate decisions, but the knowledge of these patterns supports the manager's performance and enables him to identify the strengths and weaknesses of his personality, as well as increase his ability to influence others (Abru,2011:6).

The Third Topic / The Practical Side

Within the current axis, the extent of the internal consistency of the measures used in the current research will be tested and an idea will be given to the consistency of the questions with each other, as well as the results of descriptive statistics.

First: The results of the Cronbach Alpha coefficient for all paragraphs of the questionnaire were used, as the result was equal to (0.949), which is a high and statistically acceptable value, which indicates that the measures are internally consistent.

Second: With regard to the results of descriptive statistics for the dimensions, there is also a t-test to test the average of one sample with the hypothetical mean and its value (3.40), which indicates the boundary between the trend towards agreement and complete agreement and between the state of moderation or agreement to some extent, depending on the five-point Likert scale according to the following division:

Absolutely Agree	Agree	Moderate Agreement	Disagree	Absolutely Disagree
4.21-5	3.41-4.20	2.61-3.40	1.81-2.60	1-1.80

As we find from the results in the following table for all dimensions for both study variables, which consisted of (the organizational improvisation variable, which included three dimensions (quick response, reconfiguration, creative ideas) and the quality decision-making variable and included four dimensions (decision-making entrance, decision-making culture, efficiency). Decision-making, decision-making style) for calculating arithmetic means and standard deviations as well as the coefficient of variation as well as

the t-test, knowing that the Bootstrap method was used with a repetition of 1000 in order to obtain accuracy and efficiency in the results, as follows:

Table No. (I) Descriptive statistics as well as the t-test value of the single sample mean for all dimensions of the research variables

Variables	Dimensions		Statistic	Bootstrap				t-test	Sig. (2-tailed)
				Bias	Standard Error	95% Confidence Interval			
						Lower	Upper		
Organizational Improvisation	Rapid Response	Mean	3.681	0.005	0.126	3.421	3.931	2.192	0.018
		Standard deviation	0.748	-0.026	0.141	0.494	1.022		
	Reorganizing	Mean	3.647	0.006	0.146	3.362	3.921	1.660	0.053
		Standard deviation	0.868	-0.023	0.123	0.622	1.104		
	creative ideas	Mean	3.715	0.003	0.153	3.412	3.999	1.947	0.030
		Standard deviation	0.943	-0.024	0.122	0.697	1.156		
Decision-Making Quality	Decision Making entrance	Mean	3.516	0.002	0.113	3.288	3.721	0.957	0.172
		Standard deviation	0.706	-0.016	0.088	0.526	0.867		
	Decision Making	Mean	3.210	0.006	0.083	3.050	3.382	2.266	0.015
		Standard deviation	0.487	-0.012	0.069	0.353	0.617		
	Decision making Proficiency	Mean	3.439	0.002	0.126	3.192	3.677	0.298	0.383
		Standard deviation	0.778	-0.019	0.116	0.552	1.001		
	Decision	Mean	3.599	0.000	0.073	3.457	3.738	2.687	0.006

		Standard deviation	0.432	-0.007	0.043	0.343	0.508		
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Table No. (2) The coefficient of variation for all dimensions of the research variables and the sequence of their importance

Variables	Organizational Improvisation			Decision-Making Quality			
	Rapid Response	Reorganization	Creative Ideas	Decision Making Entrance	Decision Making Culture	Decision Making Proficiency	Decision Making Model
CV	20.32	23.80	25.38	20.08	15.17	22.62	12.00
Order of Importance	1	2	3	3	2	4	1

The results in Table (1) mentioned above indicate that the sample averages for the two dimensions (quick response and creative work) for the organizational improvisation variable as well as the sample averages for the two dimensions (decision-making culture and decision-making style) for the variable of quality of decision-making were significant and the respondents' response tended towards agreement except after The decision-making culture, the results of the answer, and despite the significance of the sample mean towards the neutral state, and this is what the test value indicated to the negative value, which indicates that the value of the arithmetic mean for this dimension did not reach the upper limit of 3.40, and the value of the sample average was equal to 3.210, which caused the emergence of the resulting negative value about the test.

The results also indicated the use of the Bootstrap method, and then finding an estimate of the period for the average answers, which confirmed the significance of the single-sample average test by using confidence limits for all dimensions and for both study variables.

The results indicated in Table (2) the values of the coefficient of variation for all dimensions of the two variables, and then a sequence was placed according to the importance of this coefficient and depending on the lowest value of the coefficient of variation, and then search for the most homogeneous dimension, as we find that the quick response dimension within the variable of organizational improvisation was the most important This indicates that the senior management has the ability to deal with changes quickly as well as respond in a timely manner to unexpected problems, while the decision-making pattern was the most homogeneous in the Ministry of Planning within the decision-making variable, meaning that the decisions taken by the administration Al Olaya is characterized by high quality, and previous experiences are taken into account before making a decision. By senior management, it is characterized by high quality, and previous experiences are taken into account before making a decision. As for the study of the relationship between the dimensions of both variables, Table (3) refers to the simple correlation coefficient to show the strength and significance of that relationship between those dimensions.

Table No. (3) The simple linear correlation coefficient for all dimensions of the study variables

	Decision- Making Entrance	Decision- Making Culture	Decision-Making Proficiency	Decision- Making Modals
Rapid Response	0.675**	0.019	0.777**	0.305
Reorganization	0.724**	0.054	0.793**	0.503**
Creative Ideas	0.850**	0.027	0.890**	0.503**

It is noted from the above-mentioned results that the correlation of dimensions at the level of morality is 1%, except for the decision-making culture dimension, as the results did not indicate the significance of this dimension with the rest of the dimensions of the organizational improvisation variable, and the same case for the decision-making style dimension with the quick

response dimension. As for the importance of the research and to clarify the effect of the organizational improvisation variable and its dimensions on the variable of quality of decision-making and its dimensions, this effect was analyzed using multiple regression analysis using one of the methods of choosing the best model, which is the Backward method:

Table No. (4) The results of the regression analysis after using the Backward method

Model	Independent Variables	Dependent Variable	R²	R² adjusted	F	Sig.
1	Creative Ideas	Decision Making Entrance	0.722	0.714	83.291	0.000
2	Rapid Response	Decision Making Proficiency	0.819	0.808	70.309	0.000
3	Reorganization	Decision Making Modals	0.253	0.229	10.816	0.002
4	Creative ideas	Decision making quality	0.686	0.677	70.072	0.000

Table No. (5) indicates the values of the coefficients for the regression models after using the Backward method

Model	Constant	Creative Ideas	Reorganization	Rapid Response
1	1.153	0.636	-	-
2	0.331	0.261	-	0.578

3	2.687	-	0.250	-
4	1.673	0.462	-	-

The results of Table (4) refer to the results of the Backward method for choosing the best regression model and then showing the best explanatory variables that had a significant impact on the dependent variable. And the decision-making pattern, respectively, while the variable adopted in the fourth model is the main variable for the study, which is the quality of decision-making.

The results in this table indicated a significant dimension (creative ideas) within the organizational improvisation variable with models (1), (2) and (4), while the dimension (quick response) was significant in addition to the dimension (creative ideas) with the second model, either the dimension (reconfiguration) was significant in the third model and affected the dimension of the decision-making pattern. As for the results in Table No. (5), they indicated the coefficients for both the fixed term and the marginal propensity for the explanatory variables, noting that the void in the table indicates the insignificance of the dimension, and then it was deleted through the procedures for the Backward method in the final stage of choosing the best variable.

The fourth topic: conclusions and recommendations

Conclusions

1. The senior leadership in the Ministry of Planning has the idea of organizational improvisation within the two dimensions of rapid response that qualifies them to respond to urgent changes in a timely manner as well as the dimension of creative work to come up with new ideas to exploit current resources to

serve the beneficiaries very quickly and find different solutions to problems.

2. 1. The possession of the senior leaders in the Ministry of Planning for the variable of the quality of decision-making for all its dimensions, except for the decision-making culture dimension, and despite the significance of the sample average towards the neutral state, and this is what the test value indicated to the negative value, which indicates that the arithmetic mean value of this dimension did not reach the upper limit of 3.40, This indicates that the prevailing culture of observance of personal interest and the impact of decisions taken on public policy affects in one way or another the weakness of making some decisions.
3. 2. The results indicated that there was a significant correlation between the dimensions of the organizational improvisation variable with the dimensions of the quality of decision-making variable, except for the dimension of decision-making culture, so the results were not significant.
4. 1. The results of the impact using the Backward method indicated the importance of the dimension of creative ideas within the organizational improvisation variable on the overall decision-making quality variable, which indicates that the senior leaders in the Ministry of Planning through their possession of the accumulated experiences and their cooperation with international organizations and access to indicators and experiences of other countries and their permanent follow-up On updating the required data, as well as the multiplicity of in-depth workshops, which provided the opportunity to come up with creative and creative ideas to exploit the available resources and find creative ways

and solutions to unexpected problems that positively affect the quality of decisions taken.

Recommendations

1. Employing the capabilities of improvisation as a necessity imposed by rapid changes in which traditional planning has become unable to respond to rapid transformations.
2. Relying on emergency strategies that contribute to the development of organizational improvisation competencies for senior leaders in the Ministry of Planning that make them qualified to challenge risks and work to take pioneering decisions that lead to positive results and contribute to achieving efficiency and effectiveness in performance.
3. Enhancing the organizational culture and its approach to decision-making and avoiding the influence of personal interests on it, while raising awareness within the Ministry of Planning of the need to reach the quality of decision-making to improve the overall quality.
4. Finding a scientific methodology in decision-making and training on it to reach an approved work mechanism to reduce the occurrence of errors due to uninformed decisions.

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