



The Impact of Organizational Improvisation in Enhancing Strategic Recovery: A Survey Study in the Preparation and Training Department at the Nineveh Education Directorate

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Abstract. The current research aims to investigate the correlation between organizational improvisation in its dimensions (solution building, intuition, creativity, learning, and risk-taking) and strategic recovery represented by the dimensions (entrenchment, return, and assistance). The research was applied to all employees of the Preparation and Training Department in the General Directorate of Education in Nineveh Governorate by distributing (40) questionnaires and retrieving (34) forms, which represents (85%) of the total researched population. These questionnaires were tested via the statistical program (SPSS) using multiple tests (reliability, normal distribution, arithmetic means, and standard deviations), in addition to testing the research hypotheses based on the correlation coefficient and linear regression coefficient. The research results concluded that there is a significant correlation between organizational improvisation and strategic recovery at both the aggregate and dimensional levels, alongside a significant positive directional effect of the dimensions of organizational improvisation on strategic recovery. The dimensions were sequenced in terms of impact and correlation, starting with the learning dimension in first place, followed by the risk-taking dimension, then the solution-building dimension, followed by the creativity dimension, and finally the intuition dimension in last place, in addition to proving the existence of significant differences among the answers of the researched sample.

Keywords: Organizational Improvisation, Strategic Recovery.

1. Introduction

The acceleration of globalization, the liberation of international trade from many restrictions, and the growing interconnectedness enabled by developments in information systems and the internet make long-term plans obsolete in moments of time, forcing organizations to navigate skillfully and creatively among continuously changing environments. This makes organizational improvisation the tool that enables

organizations to subject more of their actions and environmental risks (Hadida & Tarvainen, 2014).

Therefore, organizational improvisation in its essence refers to the spontaneous and creative behaviors of organizations in solving problems in response to rapidly changing market conditions (Hu et al., 2020). Organizational improvisation receives increasing attention to respond to rapidly changing environments and requires careful and effective management (Aljudaibi et al., 2021). No matter how careful organizations are, they cannot predict every error, which can in turn turn into a crisis, and therefore they must take measures to prevent it from happening in the first place (Limon & Dilekci, 2020).

Based on the above, organizational improvisation in educational directorates is not merely a random act that happens by coincidence, but rather a conscious choice that adds real value to the directorate by adopting better practices and adding a type of flexibility and innovation in daily activities.

Therefore, educational directorates need to understand how improvisation occurs and employ it as an official tool to reach strategic recovery to ensure the survival and progress of the educational directorate in turbulent environments, in addition to effective crisis response alongside seizing opportunities and avoiding threats. Improvisation helps educational leaders develop intuitive skills that enable them to read the external environment, discover surrounding opportunities, and deal with strategic threats that may hinder the directorate's progress, instead of considering it merely a departure from rules and regulations.

The current research aims to bridge the cognitive and practical gap by investigating the relationship and impact of organizational improvisation on strategic recovery in the Preparation and Training Department at the General Directorate of Education in Nineveh Governorate/Republic of Iraq.

To achieve this, the research contained four main sections: the first was devoted to the scientific methodology of the research, the second was used to present the theoretical aspect of the two research variables, the third was employed to present the statistical field aspect of the research, and finally the fourth section presented both the conclusions and proposals specific to the research.

Methodology of Scientific Research

1.1 The Research Problem

In light of the environmental and administrative crises organizations face, they are in urgent need of effective tools that contribute to their recovery. Therefore, strategic recovery is viewed as a goal that organizations always aspire to achieve in order to restore their standing and improve their efficiencies in light of the challenges they face. However, achieving strategic recovery in educational organizations can face many obstacles and difficulties, which requires possessing the ability to make appropriate decisions that contribute to responding to these challenges.

As a result of the crises, it has gone through due to the nature of its ongoing work in providing educational services to a very large segment of the people of Nineveh Governorate, the researcher worked to define the research problem based on reviewed previous studies.

As most studies ignored its relationship with strategic recovery, in addition to studying both directions in different fields other than the educational field. This sparked the need to study this relationship, which prompted the researcher to explore the extent of the impact taking place within administrative directions within the educational field, especially within the Nineveh Education Directorate. Accordingly, the researcher raised the main problem question represented by (What is the impact of organizational improvisation in enhancing strategic recovery in the researched organization?)K from which the following research questions branched out:

- To what extent do members of the researched organization perceive and comprehend the concept and importance of each of the research variables?
- What is the level of both organizational improvisation and strategic recovery in the researched organization?

- What is the nature of the relationship between organizational improvisation and strategic recovery in the researched organization?
- What is the nature of the impact of organizational improvisation in enhancing strategic recovery in the researched organization?

1.2 Importance of the Research

The theoretical importance of the research stems from the importance of its variables as modern topics that occupied administrative and strategic thought, in addition to enriching the Iraqi library with what confirms the relationship and impact between the research variables. From the field perspective, the importance of the research springs from its attempt to determine the level of both organizational improvisation and strategic recovery at the macro and micro levels in the researched organization (Nineveh Education Directorate) and clarify their importance in a way that contributes to the continuity of work in light of rapid environmental fluctuations. Furthermore, the importance of the research itself emerges due to the scarcity of studies addressing these variables within the educational sector, as the current research establishes the resulting impact of organizational improvisation on the strategic recovery of the organization under study.

1.3 Objectives of the Research

1. Establishing a theoretical framework that includes most of the literature specific to the research variables in a way that contributes to enriching organizational and strategic thought by achieving a state of compatibility between their dimensions.
2. Determining the level of awareness of the organization's management regarding the concept of organizational improvisation in the researched organization.
3. Determining the level of strategic recovery in the researched organization.
4. Creating a realistic model to link the research variables in accordance with the field reality in the researched organization.
5. Demonstrating the role of organizational improvisation and its impact on strategic recovery in the researched organization.

1.4 Hypothetical Schema of the Research:

The hypothetical schema of the research represents the intellectual summary reached by the researcher through diagnosing the logical relationships between the two research variables based on prior knowledge contribution. On this basis, the hypothetical schema of the current research will be built, and its main and sub-hypotheses will be developed, as clear as the following Figure (1):



Figure (1) Hypothetical Schema of the Research

Source: Prepared by the researcher

1.5 Hypotheses of the Research

Based on the research problem and in accordance with its hypothetical model, the researcher formulated a number of hypotheses through which he attempts to test the statistical field aspect in the current research. These hypotheses are embodied as follows:

- First Main Hypothesis: There is a statistically significant correlation relationship between organizational improvisation and strategic recovery at the general level.
- Second Main Hypothesis: There is a statistically significant correlation relationship between the dimensions of organizational improvisation at the micro level and strategic recovery at the macro level.
- Third Main Hypothesis: There is a statistically significant impact of organizational improvisation on strategic recovery at the general level.
- Fourth Main Hypothesis: There is a statistically significant impact of the dimensions of organizational improvisation at the micro level on strategic recovery.

1.6 Methodology of the Research

The descriptive-analytical approach was employed to deal with the theoretical aspect of the research and surveying and statistical analysis for the field aspect. This approach is considered appropriate for researching social, behavioral, and administrative phenomena because it provides a detailed description of the researched case by collecting real data through observing its actual reality by surveying the opinions and orientations of employees in the researched organization and arriving at the true nature of the relationship between the two main research variables and their sub-dimensions.

1.7 Tool and Scale of the Research

The researcher used the questionnaire as the main tool for collecting research data to complete its field aspect, where he utilized the five-point Likert scale graded according to the ranks (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) distributed over the weights (1, 2, 3, 4, 5). Table (1) illustrates the categorization of the questionnaire items and their sources according to the research variables.

Table (1) Questionnaire Items and Their Sources

Main Variable	Sub-variable	Variable Type	Item Number	Approved Sources
Organizational Improvisation	Solution Building	Independent Variable	1-3	(Al-Sulaimani & Al-Kawaz, 2024) (Ali & Al-Jubouri, 2020) (Yassin & Hassan, 2020)
	Intuition		4-6	
	Creativity		7-9	
	Learning		10-12	
	Risk-taking		13-15	
Strategic Recovery	Entrenchment	Dependent Variable	16-19	(Muzamel et al., 2025) (Asaad & Saeed, 2024) (Hussein & Al-Hassan, 2022) (Al-Fatlawi & Al-Karawi, 2016)
	Return		20-23	
	Assistance		24-27	

Source: Prepared by the researcher based on the sources listed in the table.

1.8 Population and Sample of the Research

The General Directorate of Education in Nineveh Governorate / Preparation and Training Department was chosen as the population to conduct the research on all employees working therein. A total of 40 questionnaires were distributed, and 34 were retrieved and statistically analyzed, representing 85% of the total distributed questionnaires.

2. The Theoretical Framework of the Research

2.1 The Concept of Organizational Improvisation

Organizational improvisation began to attract researchers following the jazz music seminar organized by the Vancouver Academy of Management in 1995, where jazz was used as a metaphor for organization in the twenty-first century (Limon & Dilekci, 2020). Organizational improvisation is increasingly recognized as a relevant field in management research; however, despite this, the accumulation of research related to this topic in organizations remains relatively low (Hadida & Tarvainen, 2014). The topic of organizational improvisation has been subject to research for more than 30 years, emphasizing the importance of improving the practices of managers and leaders in dealing with unpredictability, a matter that has become increasingly urgent in the modern era (Barbosa & Davel, 2021).

The differences in researchers' views regarding the concept of organizational improvisation have led to difficulty in defining a unified concept encompassing all aspects of this process.

The researcher proceeds to address a set of opinions that clarify the various implications surrounding organizational improvisation. It is viewed as a tool related to the organization's way of operating, used by leaders and individuals to efficiently invest material, cognitive, emotional, and social resources in unexpected situations that the organization may face when there is

little information available under critical conditions (Al-Nuaimi & Al-Obeidi, 2022).

Organizational improvisation is also defined as the conception of unconstrained action as it emerges by the organization or its members, often in response to an unexpected interruption or change in activity, requiring management to act in an improvised, spontaneous, and intuitive manner in real-time during actual work performance (Hadida & Tarvainen, 2014).

Limon and Dilekci (2020) refer to it as the degree of convergence between planning and execution, representing the organization's ability to transform parts of past experiences into new work patterns, replacing traditional organizational patterns and routines with new ones as a natural response to unexpected or changing situations.

From the researcher's perspective, organizational improvisation is defined as: "A creative process for making deliberate decisions to achieve desired objectives in a way that serves the actual reality of the organization based on what is available to it, away from routine patterns and traditional roles experienced by organizations in response to accelerated change

2.2 The Importance of Organizational Improvisation

The importance of organizational improvisation lies in its superior ability to guide organizations positively amidst turbulent work contexts, as it is considered a vital skill for managing change in environments characterized by uncertainty and intense competition. It enables institutions to keep pace with rapid shifts in technology and consumer preferences that make prediction impossible through traditional planning alone (Barbosa & Davel, 2021).

Improvisation is considered a fundamental source of organizational learning in both the short and long term; through processes of "trial and error" and spontaneous results, knowledge outputs are generated and stored in

organizational memory to become experiences that reduce mistakes when performing repetitive activities in the future. This type of practice-based learning helps organizations reconfigure their resources and operational capabilities with high flexibility (Aljudaibi et al., 2021).

The great importance of organizational improvisation becomes evident due to the environmental disruptions organizations face in their work environment. In such environments, organizations may ignore environmental requirements to change plans or accelerate planning and execution rates and timing. Thus, improvisation becomes necessary when plans and procedures fail as a result of the environmental disruption organizations face or may face. The greatest danger in times of disruption is not the disruption itself but acting at that moment with yesterday's logic (with instructions and procedures suitable for past times but not for the present moment of disruption) (Kopuz & Isci, 2024).

2.3 Dimensions of Organizational Improvisation

The researchers worked on presenting specific dimensions based on (Al-Dhibhawi & Ali, 2019) (Saeed, 2021) (Suleiman, 2022) (Al-Bash, 2023) (Alwan, 2024), which are consistent with the data of the researched environment. The dimensions are:

Solution Building: Solution building is defined as a skill that relies on the use of readily available resources and their practical application to achieve organizational success, where existing capabilities at hand are invested to deal with unexpected situations that prior planning fails to resolve (Fultz & Hmielecki, 2021). It is thus a means of making something out of nothing, as the mechanism of solution building depends on creating a stock of material and non-material resources that are assembled before the need arises (Hassan & Yaseen, 2022). The strategic value of solution building appears in its role as an emergency strategy used when facing situations that require quick action to meet unexpected demands under time pressure (Hu et al., 2020). The close relationship between improvisation and solution building lies in the fact that improvisation focuses on action and time, while solution building focuses on how to employ the available resources to accomplish that action (Ciuchta et al., 2020).

Intuition: Intuition is a creative thinking skill linked to spontaneous behavior; it enables individuals to identify gaps and generate creative ideas to fill them. It represents cognitive conclusions based on the decision maker's previous experiences and emotional inputs, allowing faster decision-making through unconscious thinking (Al-Sulaifani & Al-Kawashi, 2024). The importance of intuition lies in its ability to achieve organizational agility and rapid correct decision-making in turbulent environments, where decision makers are forced to deviate from existing reference frameworks to perform intuitive learning due to rapidly changing

contexts and lack of information (Yu et al., 2021). The role of intuition is particularly evident in situations characterized by severe time pressure and uncertainty, where individuals tend to improvise by activating unconscious beliefs and positive affirmations that drive them to deal with the emergency (Ali & Al-Jubouri, 2020).

Creativity: Creativity represents the ability to generate original and adaptive ideas in work contexts. Its importance lies in being the property that gives improvisation its renewing character. Without creativity, improvisational action becomes mere routine repetition of previous behavioral patterns, while true improvisation requires seriousness and deviation from usual practices to face unexpected situations (Hadida & Tarvainen, 2014). Creativity is viewed as one of the essential inputs of organizational improvisation, as it refines the organization's strategic mission by integrating innovative solutions to emerging problems. This allows managers to abandon rigid plans in favor of paths that are invented and developed during work, enhancing organizational flexibility and continuous adaptability (Petersa et al., 2018).

Learning: Learning is the process of adjusting strategies and assumptions from an organizational perspective to respond to errors or sudden variables. Improvisation is not seen as a random act but as real-time learning aimed at solving problems quickly and creating new values using innovative methods under unexpected conditions (Aljudaibi et al., 2021). Learning associated with improvisation is characterized as a unique type of short-term learning, where experience and resulting behavioral change occur simultaneously or very close in time. Nevertheless, these improvisational acts can serve as experiments within a long-term learning process based on trial and error, as improvisation outputs over time become knowledge or expertise aimed at reducing errors when performing similar tasks in the future. This makes improvisation a source of reusable knowledge (Miner et al., 2001).

Risk-Taking: Improvisation is considered a means of avoiding traditional methods when facing sudden changes and helping the organization make decisions while bearing the risks arising from them. The importance of this dimension lies in pushing work teams to operate under uncertainty, requiring exceptional ability to anticipate the future and assess the potential consequences of each improvisational act (Daradkah, 2022). Improvisation can be described as a leap into the unknown that requires individuals and organizations to be mentally and physically prepared to face uncertain consequences. Risk-taking manifests in the ability to make immediate decisions and use available resources under time pressure, making improvisational action a continuous test of personal and professional safety in order to achieve rapid responses to unexpected events (Barbosa & Davel, 2022). Risk-taking is seen as a tool to correct failures of prior planning and address urgent operational deficiencies, as improvisers are forced to

deviate from usual paths to invent solutions suitable for the nature of the current crisis (Petersa et al., 2018).

2.4 The Concept of Strategic Recovery

The historical roots of this term go back to the service context, where it was invented by British Airways in its campaign "Putting the Customer First." In administrative thought, strategic recovery resembles the concept of healing: just as a sick person recovers by taking health measures and medication, an organization can regain its vitality after deterioration by addressing weaknesses and returning to its previous stable state (Al-Abadi & Al-Khuzali, 2017).

Strategic recovery is defined as a defensive plan adopted by the organization through acknowledging problems and taking quick solutions to strengthen relationships with beneficiaries, or as a mechanism for managing risks and unexpected changes (Hamed & Fisal, 2022).

This concept is not limited to merely reapplying strategies skillfully but extends to achieving predetermined goals. It is considered a decisive indicator of organizational sustainability and its ability to revive activity by rebuilding resources to achieve new growth (Ghali, 2026).

From the researcher's perspective, strategic recovery is defined as: "The process of returning to the normal state through taking a package of actual measures and implementing precautionary operations that address the realized failure in the organization's operations and workflow after diagnosing it and identifying its causes, in order to achieve success in its goals and re-establish its true strategic position in the field of work over the long term."

2.5 The Importance of Strategic Recovery

This importance is highlighted in increasing the organization's chances of survival and maintaining its presence in an environment characterized by uncertainty, making recovery an effective means of restoring organizational balance and lost efficiency (Ghali, 2026).

It allows the organization to improve its reality and revive activities that have deteriorated or stopped, enabling it to maintain market share and stabilize vital services against threats that hinder workflow (Hamed & Fisal, 2022).

This approach contributes to turning angry customers into "loyal advocates" of the organization's services and building strong relationships with them that enhance their satisfaction and loyalty in the long term, reducing the gap that crises may cause between the organization and its audience (Al-Bruwari & Al-Mahmoud, 2025).

The importance of strategic recovery also emerges in enhancing employee loyalty and raising their job satisfaction, which positively reflects on overall operational and financial performance (Mohammed, 2022; Mazael et al., 2025).

It can be said that strategic recovery acts as a decisive element in defining the organization's character and highlighting its true identity before competitors, giving it weight and strength in the market and confirming the clarity of its goals and its ability to overcome failure skillfully (Al-Fatlawi & Al-Kar'awi, 2016; Hamed et al., 2026).

2.6 Dimensions of Strategic Recovery

The researcher has chosen the three dimensions proposed by Mazael et al. (2025), explained below, as he found logical consistency between these dimensions and the educational and administrative field in which the current research was conducted. These dimensions are:

Entrenchment: It is considered one of the fundamental and important dimensions in the process of strategic recovery. It refers to the process through which the organization redesigns its own operations and draws up the necessary policies to follow and implement them, with the aim of changing its current position and identifying investment areas in which it can allocate its funds to enhance profitability in a way that ensures continuity (Hussein & Abdulhassan, 2020).

The importance of this dimension is manifested in being one of the most effective in addressing problems that affect employee orientations. Its role is not limited to fixing and treating the problem but extends to taking preventive measures to prevent its recurrence. This makes it a defensive and exemplary tactic to enhance employee satisfaction and develop their positive perceptions of the organization's ability to overcome crises (Migacz et al., 2017).

Return: Return expresses the organization's ability to restore its balance and strategic efficiency after crises or failures. This dimension is viewed as a decisive indicator of organizational sustainability, as it goes beyond merely reapplying the strategy skillfully to include achieving goals that ensure new growth through rebuilding strategies and resources (Ghali, 2026). This dimension aims to address weaknesses fundamentally to achieve long-term growth in a dynamic and constantly changing work environment, ensuring the organization's survival and continuity (Asaad & Saeed, 2024).

Return is also viewed as a form of strategic innovation, where challenges arise from failure rather than success. Achieving this dimension requires intelligent or transformational leadership capable of reorganizing resources and adapting strategies to face crises, helping

regain customer trust and return to competitive balance in the sector in which the organization operates (Hamed et al., 2026).

Assistance: It is considered a fundamental pillar in the system of strategic recovery, viewed as a series of steps and practical measures taken by the organization to address problems that cause customer dissatisfaction when dealing with its products or services. This dimension directly aims to maintain the organization's market share and enhance its competitive advantage in the sector in which it operates by immediately dealing with failures (Asaad & Saeed, 2024).

The effectiveness of assistance lies in going beyond mere verbal promises or statements (such as apologies or explanations) to focus on taking tangible practical measures to resolve the failure, such as re-providing the service correctly or fixing technical defects. It is classified as the most successful and beneficial for customers because it ultimately provides them with the original purpose and basic benefit they sought when purchasing the service in the first place (Ghali, 2026).

2.7 The Impact of Organizational Improvisation on Strategic Recovery

Organizational improvisation is considered one of the fundamental drivers and dynamic capabilities that enable organizations to achieve strategic recovery effectively. It represents an inevitable response to dealing with crises and surprises not included in prior plans, helping the organization "bounce back" from failures and even thrive again (Cunha et al., 2024).

The success of strategic recovery is also linked to the organization's ability to learn quickly through practice, which improvisation provides by eliminating obstructive routines in critical moments. It allows leaders to explore new mechanisms, formalize successful innovative solutions, and integrate them into organizational memory to ensure failures are not repeated and sustainability is achieved. This view was supported by Al- Sulaifani & Al-Kawashi (2024) and Hassan & Yassin (2022).

It can be said that organizational improvisation is not a substitute for planning but rather a strategic complement to it in complex business environments. Its effectiveness in crisis management lies in its ability to create alignment between changing reality requirements and desired recovery goals, thereby enhancing the organization's position and image before stakeholders (Saeed, 2021; Ali & Al-Jubouri, 2020).

3. Result and Discussion

3.1 Reliability Test:

For the purpose of knowing the validity of the research questionnaire scale and its suitability, the reliability test was applied using Cronbach's Alpha method. It can be noted that the minimum acceptable level within the Cronbach's Alpha method is 60% based on the propositions of Al-Dabbagh (2014) and Al-Samman (2008). It is evident from the statistical data in Table (2) that the reliability coefficient at the overall level for all items reached (0.83%), where all dimensions of both main variables of the current study exceeded the limit of (80%), which is a very good percentage compared to the specified and accepted standards.

Table (2): Reliability Coefficient Using Cronbach's Alpha Method

Variables	Dimensions	Reliability Value
Organizational Improvisation	Solution Building	0.84
	Intuition	0.82
	Creativity	0.81
	Learning	0.85
	Risk-taking	0.84
Overall		0.83
Strategic Recovery	Entrenchment	0.82
	Return	0.86
	Assistance	0.84
Overall		0.83
Tool as a Whole		0.83

Source: Prepared by the researcher based on SPSS statistical results.

3.2 Normal Distribution: As a result of using linear regression in testing the hypotheses of the current research, this requires beforehand examining normality, which stipulates the level of normal distribution of the data used in statistical analysis. On this basis, the researcher applied the Shapiro-Wilk test to determine whether the data used follow the normal distribution or not.

Table (3): Normal Distribution Test Using Shapiro-Wilk Test

Dimensions		Test Value	Significance Level
Organizational Improvisation	Solution Building	1.13	0.82
	Intuition	0.87	0.79
	Creativity	0.93	0.81
	Learning	0.82	0.63
	Risk-taking	0.78	0.61
Strategic Recovery	Entrenchment	1.02	0.93
	Return	0.91	0.79
	Assistance	0.88	0.80

Source: Prepared by the researcher based on SPSS statistical results.

3.3 Description of the Research Sample

Table (4): Description of the Research Sample (Personal Information)

Variables	Count	Percentage
Gender - Male	25	73.5%
Gender - Female	9	26.5%
Age - 21–30 years	0	0%
Age - 31–40 years	16	47.1%
Age - 41–50 years	14	41.2%
Age - 50 years	4	11.7%
Education - Secondary or less	0	0%
Diploma	1	3%
Bachelor's	22	64.7%
Higher Diploma	0	0%
Master's	8	23.5%
Doctorate	3	8.8%
Years of Service - 1 year	0	0%
2–4 years	4	11.8%
5–7 years	2	5.9%
7–9 years	1	2.9%
10 years or more	27	79.4%

Source: Prepared by the researcher based on research questionnaire results.

3.4 Description of Research Variables and Their Dimensions

Independent Variable: Organizational Improvisation

Solution Building: Table (5) shows that about 64% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement were at 12%, and neutral responses were at 24%. These responses support the mean value of (3.6176) and the standard deviation of (0.92327), as well as the response rate of (72.35%) and the coefficient of variation at (25.52%). The item that contributed positively to this dimension is (x1), which stated, "The researched organization can find innovative solutions to face its work problems." The agreement percentage on this item was (74%), supporting the mean value of (3.8529), the standard deviation of (0.82139), the response rate of (77.06%), and the coefficient of variation at (21.32%).

Table (5) Descriptive Measures for the Dimension of Solution Building

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X1	5	15%	20	59%	8	24%	0	0%	1	3%	3.8529	0.82139	77.06%	21.32%
X2	4	11%	21	62%	7	21%	1	3%	1	3%	3.7647	0.81868	75.29%	21.75%
X3	4	12%	12	35%	8	24%	8	24%	2	6%	3.2353	1.12973	64.71%	34.92%
Total Avg	(%64)22				(%24)8		(%12)4				3.6176	0.92327	72.35%	25.52%

Source: Prepared by the researcher based on SPSS statistical results.

Intuition: Table (6) shows that an average of 76% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 18%, and the neutral responses averaged 6%. These responses support the mean value of (3.8922) and the standard deviation (0.80069), as well as the response rate of (77.84%) and the coefficient of variation of (20.57%). The item that contributed positively to this dimension is (X4), which states, "Employees in the surveyed organization have the ability to detect shortcomings in their work areas." The agreement rate on this item was (91%), supporting the mean value of (4.1765) and the standard deviation of (0.57580), along with the response rate of (83.53%) and the coefficient of variation of (13.79%).

Table (6) Descriptive Measures for the Dimension of Intuition

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X4	9	26%	22	65%	3	9%	0	0%	0	0%	4.1765	0.57580	83.53%	13.79%
X5	4	12%	15	44%	9	26%	5	15%	1	3%	3.4706	0.99195	69.41%	28.58%
X6	10	29%	17	50%	5	15%	2	6%	0	0%	4.0294	0.83431	80.59%	20.71%
Total Avg	(%76)26				(%18)6		(%6)2				3.8922	0.80069	77.84%	20.57%

Source: Prepared by the researcher based on SPSS statistical results.

Creativity: Table (7) shows that an average of 44% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 29%, and the neutral responses averaged 27%. These responses support the mean value of (3.2353) and the standard deviation (0.99977), as well as the response rate of (64.71%) and the coefficient of variation of (30.90%). The item that contributed positively to this dimension is (X7), which states, "The surveyed organization has the ability to reach the newest ideas that develop the work of its employees." The agreement rate on this item was (56%), supporting the mean value of (3.4412) and the standard deviation of (1.07847), along with the response rate of (68.82%) and the coefficient of variation of (31.34%).

Table (7) Descriptive Measures for the Dimension of Creativity

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X7	5	15%	14	41%	7	21%	7	21%	1	3%	3.4412	1.07847	68.82%	31.34%
X8	1	3%	10	29%	13	38%	9	26%	1	3%	3.0294	0.90404	60.59%	29.84%
X9	3	9%	12	35%	10	29%	8	24%	1	3%	3.2353	1.01679	64.71%	31.43%
Total Avg	(%44)15				(%29)10		(%27)9				3.2353	0.99977	64.71%	30.90%

Source: Prepared by the researcher based on SPSS statistical results.

Learning: Table (8) shows that an average of 67% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 24%, and the neutral responses averaged 9%. These responses support the mean value of (3.6435) and the standard deviation (0.87314), as well as the response rate of (72.87%) and the coefficient of variation of (23.96%). The item that contributed positively to this dimension is (X11), The agreement

rate on this item was (74%), supporting the mean value of (3.7059) and the standard deviation of (0.90552), along with the response rate of (74.12%) and the coefficient of variation of (24.43%).

Table (8) Descriptive Measures for the Dimension of Learning

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X10	3	9%	19	56%	8	24%	3	9%	1	3%	3.5882	0.89163	71.76%	24.85%
X11	4	12%	21	62%	5	15%	3	9%	1	3%	3.7059	0.90552	74.12%	24.43%
X12	4	12%	16	47%	11	32%	3	9%	0	0%	3.6364	0.82228	72.73%	22.61%
Total Avg	23 (67%)				8 (24%)		3 (9%)				3.6435	0.87314	72.87%	23.96%

Source: Prepared by the researcher based on SPSS statistical results.

Risk Taking: Table (9) shows that an average of 39% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 32%, and the neutral responses averaged 29%. These responses support the mean value of (3.1569) and the standard deviation (1.05847), as well as the response rate of (63.14%) and the coefficient of variation of (33.53%). The item that contributed positively to this dimension is (X13), The agreement rate on this item was (41%), supporting the mean value of (3.2941) and the standard deviation of (1.00089), along with the response rate of (65.88%) and the coefficient of variation of (30.38%).

Table (9) Descriptive Measures for the Dimension of Risk-Taking

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X13	4	12%	10	29%	13	38%	6	18%	1	3%	3.2941	1.00089	65.88%	30.38%
X14	2	6%	9	26%	10	29%	12	35%	1	3%	2.9706	0.99955	59.41%	33.65%
X15	5	15%	10	29%	9	26%	9	26%	1	3%	3.2059	1.17498	64.12%	36.65%
Total Avg	(39%)13				(32%)11		(29%)10				3.1569	1.05847	63.14%	33.53%

Source: Prepared by the researcher based on SPSS statistical results.

Dependent Variable: Strategic Recovery

Entrenchment: Table (10) shows that an average of 73% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 3%, and the neutral responses averaged 24%. These responses support the mean value of (3.8309) and the standard deviation (0.81284), as well as the response rate of (76.62%) and the coefficient of variation of (21.22%). The item that contributed positively to this dimension is (X16), The agreement rate on this item was (80%), supporting the mean value of (3.9118) and the standard deviation of (0.86577), along with the response rate of (78.24%) and the coefficient of variation of (22.13%).

Table (10) Descriptive Measures for the Dimension of Entrenchment

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X16	7	21%	20	59%	5	15%	1	3%	1	3%	3.9118	0.86577	78.24%	22.13%
X17	5	15%	16	47%	11	32%	2	6%	0	0%	3.7059	0.79884	74.12%	21.56%
X18	4	12%	20	59%	9	26%	1	3%	0	0%	3.7941	0.68664	75.88%	18.10%
X19	8	24%	18	53%	6	18%	1	3%	1	3%	3.9118	0.90009	78.24%	23.01%
Total Avg	(73%) 25				(24%) 8		(3%)1				3.8309	0.81284	76.62%	21.22%

Source: Prepared by the researcher based on SPSS statistical results.

Return: Table (11) shows that an average of 73% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 3%, and the neutral responses averaged 24%. These responses support the mean value of (3.8015) and the standard deviation (0.87216), as well as the response rate of (76.03%) and the coefficient of variation of (22.94%). The item that contributed positively to this dimension is (X20), The agreement rate on this item was (77%), supporting the mean value of (3.9118) and the standard deviation of (0.83003), along with the response rate of (78.24%) and the coefficient of variation of (21.22%).

Table (11) Descriptive Measures for the Dimension of Return

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X20	7	21%	19	56%	7	21%	0	0%	1	3%	3.9118	0.83003	78.24%	21.22%
X21	5	15%	17	50%	8	24%	4	12%	0	0%	3.6765	0.87803	73.53%	23.88%
X22	6	18%	20	59%	6	18%	1	3%	1	3%	3.8529	0.85749	77.06%	22.26%
X23	7	21%	15	44%	10	29%	1	3%	1	3%	3.7647	0.92307	75.29%	24.52%
Total Avg	(%73) 25				(%24) 8		(%3)1				3.8015	0.87216	76.03%	22.94%

Source: Prepared by the researcher based on SPSS statistical results.

Assistance: Table (12) shows that an average of 76% of the responses were at the level of "Strongly Agree" and "Agree," while the other responses of disagreement averaged 6%, and the neutral responses averaged 18%. These responses support the mean value of (3.8529) and the standard deviation (0.83155), as well as the response rate of (77.06%) and the coefficient of variation of (21.58%). The item that contributed positively to this dimension is (X24), The agreement rate on this item was (80%), supporting the mean value of (3.9706) and the standard deviation of (0.79717), along with the response rate of (79.41%) and the coefficient of variation of (20.08%).

Table (12) Descriptive Measures for the Dimension of Assistance

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Standard Deviation	Response Rate	Variation Coefficient
	Count	%	Count	%	Count	%	Count	%	Count	%				
X24	8	24%	19	56%	5	15%	2	6%	0	0%	3.9706	0.79717	79.41%	20.08%
X25	5	15%	21	62%	6	18%	2	6%	0	0%	3.8529	0.74396	77.06%	19.31%
X26	6	18%	16	47%	8	24%	4	12%	0	0%	3.7059	0.90552	74.12%	24.43%
X27	7	21%	19	56%	6	18%	1	3%	1	3%	3.8824	0.87956	77.65%	22.66%
Total Avg	(%76)26				(%18)6		(%6)2				3.8529	0.83155	77.06%	21.58%

Source: Prepared by the researcher based on SPSS statistical results.

3.6 Testing the Research Hypotheses

First Main Hypothesis: There is a statistically significant correlation between organizational improvisation and strategic recovery at the general level.

Table (13): Correlation Relationship between Organizational Improvisation and Strategic Recovery at the General Level

Organizational Improvisation		Strategic Recovery	
Correlation Coefficient		0.811	
t (calculated)		7.842	
t (tabulated)		2.037	
Significance Level		0.000*	

$P \leq 0.05$, $N = 34$, $df = 32$

Source: Prepared by the researcher based on SPSS statistical outputs.

According to Table (13), the correlation coefficient value between organizational improvisation and strategic recovery at the general level is 0.811, at a degree of freedom of 32 and a significance level of 0.05. This relationship is statistically significant at a significance level of (0.000), based on the calculated (T) value of (7.842), which is greater than its tabulated value of (2.037). Based on the statistical results above, the first main hypothesis is accepted, which states, "There is a statistically significant correlation between organizational improvisation and strategic recovery at the general level."

Second Main Hypothesis: There is a statistically significant correlation between the dimensions of organizational improvisation at the partial level and strategic recovery at the overall level.

Table (14) Correlation Relationship between the Dimensions of Organizational Improvisation at the Partial Level and Strategic Recovery at the Overall Level

Strategic Recovery – Solution Building

Correlation Coefficient	t (calculated)	t (tabulated)	Significance Level
0.676	5.333	2.037	0.000*

Strategic Recovery – Intuition

Correlation Coefficient	t (calculated)	t (tabulated)	Significance Level
0.540	3.629	2.037	0.000*

Strategic Recovery – Creativity

Correlation Coefficient	t (calculated)	t (tabulated)	Significance Level
0.619	4.458	2.037	0.000*

Strategic Recovery – Learning

Correlation Coefficient	t (calculated)	t (tabulated)	Significance Level
0.776	6.960	2.037	0.000*

Strategic Recovery – Risk Taking

Correlation Coefficient	t (calculated)	t (tabulated)	Significance Level
0.678	5.218	2.037	0.000*

$P \leq 0.05$, $N = 34$, $df = 32$

Source: Prepared by the researcher based on SPSS statistical outputs.

According to Table (14), the correlation coefficient values are (0.676) for the dimension of Solution Building, (0.540) for Intuition, (0.619) for Creativity, (0.776) for Learning, and (0.678) for Risk Taking, with Strategic Recovery at the overall level, at a degree of freedom (32) and significance level (0.05). These relationships are statistically significant at a significance level of (0.000), based on the calculated (T) values for all dimensions individually, which were greater than their tabulated values. Based on the statistical results above, the second main hypothesis is accepted, which states, "There is a statistically significant correlation between the dimensions of organizational improvisation at the partial level and strategic recovery at the overall level."

Third Main Hypothesis: There is a statistically significant effect of organizational improvisation on strategic recovery at the general level.

Table (15): Effect of Organizational Improvisation on Strategic Recovery at the General Level

Effect	R ²	F (calculated)	F (tabulated)	Significance Level
$\beta_1 = 0.677 (7.854)^*$	0.658	61.682	4.152	0.000*

$P \leq 0.05$, $N = 34$, $df = (1, 32)$

Source: Prepared by the researcher based on SPSS statistical outputs.

Based on the statistical data in Table (15), there is a statistically significant effect of organizational improvisation on strategic recovery at the general level at a significance level of (0.000). This is indicated by the calculated (F) value of (61.682), which is greater than its tabulated value of (4.152), at a significance level of (0.05) and degrees of freedom (1, 32). This demonstrates the strength of the effect of organizational improvisation on strategic recovery. Furthermore, the coefficient of determination (R²) was 0.658, meaning that organizational improvisation contributed 65.8% of the total effects on strategic recovery, by tracking the (β) coefficients, the results of the (T) test are clarified, with the calculated value (7.854) being greater than its tabulated value (2.037). Based on this, the third main hypothesis is accepted, which states, "There is a statistically significant effect of organizational improvisation on strategic recovery at the general level." Fourth Main Hypothesis: There is a statistically significant effect of the dimensions of organizational improvisation at the partial level on strategic recovery at the overall level.

Table (16): Effect of the Dimensions of Organizational Improvisation at the Partial Level on Strategic Recovery at the Overall Level

Strategic Recovery – Solution Building				
Effect	R ²	F (calculated)	F (tabulated)	Significance Level
$\beta_1 = 2.293 (5.192)^*$	0.471	26.952	4.152	0.000*
Strategic Recovery – Intuition				
Effect	R ²	F (calculated)	F (tabulated)	Significance Level
$\beta_1 = 3.001 (3.629)^*$	0.292	13.168	4.152	0.001*
Strategic Recovery – Creativity				
Effect	R ²	F (calculated)	F (tabulated)	Significance Level
$\beta_1 = 1.877 (4.462)^*$	0.383	19.908	4.152	0.000*
Strategic Recovery – Learning				
Effect	R ²	F (calculated)	F (tabulated)	Significance Level
$\beta_1 = 2.829 (6.964)^*$	0.602	48.499	4.152	0.000*
Strategic Recovery – Risk Taking				
Effect	R ²	F (calculated)	F (tabulated)	Significance Level
$\beta_1 = 1.776 (5.215)^*$	0.460	27.192	4.152	0.000*

$P \leq 0.05$, $N = 34$, $df = (1, 32)$

Source: Prepared by the researcher based on SPSS statistical outputs.

Based on the statistical data in Table (16), there is a statistically significant effect of the individual dimensions of organizational improvisation on strategic recovery at the overall level at a significance level of (0.000). This is confirmed by the calculated (F) values for each dimension, which were greater than their tabulated values, as indicated in the table above, at a significance level of (0.05) and degrees of freedom (1, 32). This demonstrates the strength of the effect of each dimension of organizational improvisation individually on strategic recovery at the overall level. Furthermore, by tracking the (β) coefficients, the results of the (T) test are clarified, with the calculated values for all dimensions being greater than their tabulated values. Based on this, the fourth main hypothesis is accepted, which states, "There is a statistically significant effect of the dimensions of organizational improvisation at the partial level on strategic recovery at the overall level."

4. Conclusions & Suggestions

4.1 Conclusions

It is evident from the research that the organization always seeks, through its management, to build new solutions and support what is available to solve any problem facing its workflow and employees' tasks. The respondents' opinions indicated a weakness in the organization's intuition compared to higher levels found in other dimensions of organizational improvisation.

The statistical findings show that the surveyed organization is aware of the concept of strategic recovery through its continuous attempts to reorganize its work and directly influence and motivate its employees.

The results indicate a strong correlation between organizational improvisation and strategic recovery at

both the overall level and the partial level (for each dimension). The learning dimension ranked first in terms of impact, followed by risk, then solution building, creativity, and finally intuition.

The statistical evidence proved a strong significant effect of organizational improvisation on strategic recovery at both the overall and partial levels. The learning dimension ranked first in correlation, followed by risk, then solution building, creativity, and finally intuition.

4.2 Suggestions

Adopt a clear strategy that enhances improvisational practices in a way that strengthens the work of the surveyed organization, through reviewing past experiences and problems and learning from them.

Spread a culture of improvisation for its clear impact in enabling the organization to face rapid changes and developments through workshops and seminars that explain appropriate mechanisms to confront these changes.

Ensure proper distribution of tasks and responsibilities to enhance strategic recovery by utilizing accumulated experiences and available specializations in the organization, placing the right person in the right position.

Reconsider the administrative policies and monitoring systems by activating new mechanisms that encourage employees toward self-monitoring, cooperation, preventing problems, and striving to solve them before escalation.

Strengthen brainstorming sessions for employees to diagnose problems and crises facing the organization

and propose suitable solutions, through establishing quality circles and following up on the results of their meetings.

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