

The Quality Of Organizational Improvisation In Raising The Level Of Effectiveness Of The Game Elements In Jordan Football Association (JFA)

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Abstract

The study aimed to identify the quality of organizational improvisation in the productivity of the game elements and from the point of view of administrators in Jordan Football Association (JFA). The study consisted of (31) administrators working in the Football Association. The researcher prepared a scale for the study consisting of two axes, the first is the concept of organizational improvisation with its five dimensions, and the second is the effectiveness of work teams. Between the dimensions of the concept of organizational improvisation and the effectiveness of the game elements in JFA. One of the most important recommendations of the study was that JFA encourage the application of the concept of organizational improvisation in the Football Association and promote interest in strategic analysis and its use in future planning, as well as courses and seminars in the concept of organizational improvisation and link in the effectiveness of work teams.

Keywords: Organizational Improvisation, Jordan Football Association (JFA)

I. INTRODUCTION

In recent times, management has multiplied and varied new concepts and terms that came to support the concept of management, including organizational improvisation, organizational agility and organizational excellence, and this is a goal for the concept of management in a more accurate, less costly and less time as possible with the development of new means and methods with the intention of developing the level of productivity of work and individuals with a focus on the existence of a system safe and fair governing the conduct of the administrative process. (Walter, 2021)

Sports management is an integral part of public administration that is based on planning, organizing, coordinating, controlling and issuing orders. The time has come to employ these new concepts in the

sports field so that they are measurable, applicable and based on scientific foundations.

Organizational improvisation is one of the modern concepts that enhance intellectual capital as well as contribute to building the competitive advantage of institutions and organizations as they follow a large number of flexibility and adaptation to dynamic work environments. The importance of strategic organizational improvisation has been clearly recognized to achieve and use the competitive advantage of most institutions, including sports institutions (Miner et al., 2001).

Many researchers agree that improvisation is subject to the concept of planning and performs an important job in addressing any unforeseen circumstance or situation that occurs as a result of rapid change in the

environment, as strategic improvisation occurs when time and resources are limited. Organizational improvisation is defined as the organization's ability to integrate, build and reconfigure internal and external resources and capabilities to handle what is happening in the rapidly changing work environment.

Organizational improvisation also aims to adapt to the demands of the changing environment quickly and effortlessly because it occurs in certain circumstances that require rapid learning and adaptation to the environment. Organizational improvisation consists in increasing the level of performance and finding creative solutions to problems based on the right time. McKnight & Bontis. 2002; Barbosa, & Davel, (2022).

The concept of organizational improvisation emphasizes identifying a coherent set of information technology capabilities and organizational memory to focus on development in order to seize opportunities or avoid problems. It also provides the institution or organization with the ability to change and modify to adopt best practices as well as add flexibility and innovation (Leybourne, 2009; Hadida & Rose, 2015).

Also, organizational improvisation means that some individuals who possess the skills and experiences that qualify them to challenge risks and take decisions related to the work environment are classified as pioneering and lead to positive results, work on routine trade and formal organizational structures and keep pace with the current conditions of the environment, as well as, the ability to sign, admire and make quick decisions about some Important topics in the work environment, to cope with changes in the work environment, thus the individual goes beyond his usual behavior and works improvised by his merit and creative energy, towards a difficult situation or subject and responding to fast-occurring matters, i.e. exceptions required by working conditions. organizational improvisation is the ability to adopt a particular idea that contributes to the development of the organization and work to implement this idea within the context of individual or collective work, relying on common and mutually distinct cognitive experiences and skills within the framework

of a common understanding of work requirements Zhenget al., 2011; Leybourne, & Cook .2015; Mineretak., 2001; Fisher, & Barrett 2019). Therefore, organizational improvisation is one of the arts of organizational learning, which is the ability to take unplanned courses of action so that the managerial individual deals with the course of events to cross it improvised and unfamiliar; as Vuckic (2012). mentions that the dimensions of organizational improvisation are represented in intuition and is based on the individual's ability to work and deal with situations, challenges and difficulties facing the manager at work. Creativity, which is the individual's ability to discover and curiosity through thinking in different ways, excluding routine thinking, i.e. the familiar traditional, and innovation being creative contributions through feeling the problem, assembling mental images, setting priorities and arranging work steps Beaty et al ., .2017 . Adaptation is also one of the dimensions of organizational improvisation, which is rich in the ability of management to keep pace with modern technological developments in work environments with changing speeds and degree of positivity (Nkoana, et al . (2018). Many institutions seek to provide an opportunity dimension, by attracting talented skills or workers who represent the intellectual capital that provides excellence and leadership, as well as facing challenges in the labor market, whether internal or external, and obtaining a distinguished position in the competitive environment (Tay et al., 2017).

Risk perception is also one of the most important dimensions of organizational improvisation, as improvised decision-making may expose the administrator to many risks due to the procedures and laws that govern the workflow, as individuals or work teams must make decisions based on the scientific methodology, expertise and skills, and that there should be a rapid assessment of risks to make a decision (Bonfim et al., (2018).

The effectiveness of work teams, and since they are part of a human with a complex structure, the effectiveness of managing working people is complex, and the concept of competition has become severe, therefore it was necessary for the senior management

to work on developing a creative thinking method that begins with the support of group activities, workshops, seminars, group education and work to reduce conflicts or even eliminate it, and share success among all individuals who participated in the work and exchange ideas and opinions constructively and honestly Lemieux-Charles, & McGuire, (2006). The effectiveness of work teams and raising the level of their productivity depends mainly on leadership skills such as negotiation, the ability to motivate, solve problems, raise morale, provide constructive criticism, take responsibility, provide an environment for innovation at work, identify strengths at work, as well as points that need improvement and/or develop and provide training programs, and being careful not to fail at the team level (Rico. et al., (2011). Furthermore the effectiveness of work teams as a concept based on flexibility in dealing with work challenges, as well as accepting the ideas of others at the level of work teams (McKnight,&Bontis (2002). The work teams are characterized by efficiency and effectiveness in using advanced systems, modern ideas and modern administrative trends, which give the institution the characteristic of excellence, modernity, facing challenges and the ability to predict independently.

The importance of the study highlights the fact that there is an ability to employ the concept of organizational improvisation in the sports field, Organizational improvisation is recognized as a relevant area of sport management research. However, the cumulateness of research on improvisation in organizations in sport management remains low and the fact that this study, within the limits of the researcher's knowledge, is the first study that carries the concept of the quality of organizational improvisation in the productivity of work teams in the Football Association, and also that this study may be of help to officials for possibility of applying this concept in Jordan Football Association (JFA) in first, and then the rest of the sports associations, as well as that this study may open up prospects for researchers to conduct studies in this field.

1.2 Problem of the study:

Organizational improvisation is based on the ability of an individual or group to make quick decisions, with little error; because it is based on scientific methodology, experiences, skills and positive practices.

The researcher, as he works in the International Football Association and the Asian Football Association, and his work in the JFA, noted that there are many decisions that are taken quickly, but they are not based on scientific grounds, lack realism and depend on the blocs and the strongest influence. Moreover, these decisions are not based on skills, experiences and successful practices at work, but rather on resisting change, objecting to success at work, maintaining the level of productivity at work, and reducing the level of ambition, whether at the internal or the external level.

1.3 Study Purposes:

The study sought to achieve the following:

- Identifying the level of awareness of applying the dimensions of organizational improvisation in raising the level of work productivity in the work teams of the Jordan Football Association (JFA) and the coefficient of variation.
- Identifying a correlation between organizational improvisation and the effectiveness of work teams in the Jordan Football Association (JFA) in and from the point of view of the study sample.

1.4 Questions of the Study

- What is the level of awareness of applying the dimensions of organizational improvisation in raising the level of work productivity in the work teams of the Jordan Football Association (JFA), from the point of view of the study sample?
- Is there a correlation between organizational improvisation and the effectiveness of work teams in Jordan Football Association (JFA), from the point of view of the study sample?

1.4 Limits of the study.

Scientific limits: applying the dimensions of organizational improvisation.

- This study was applied in Jordan Football Association (JFA), second semester 2021/2022.

1.5 Terminology of the study

- **Organizational improvisation:** is the ability of an individual or group to make decisions quickly and with a high degree of rational wisdom, based on scientific methodology, skills, experience and practices.

- **Effectiveness of work teams:** The ability of senior leaders to provide appropriate working conditions through real recruitment, a safe environment, appropriate motivating factors, and positive supervision of work.

2 . METHODOLOGY:

The researcher used the descriptive approach in his survey in order to collect information and data, due to its relevance and the nature of the study.

2.1 Population of the Study:

The study population consisted of (31) administrators working in the Football Association.

2.2 Study tool:

After reviewing the literature of organizational improvisation and previous studies (Xue, & Sun, 2019; Magni et al., 2009; Mendonça, & Wallace. (2004; Arshad, et al., (2018; Bokhari, et al., 2020; Ibrahim et al., 2018). The researcher designed questionnaire contains 31 questions and statements, which is consisted of two axes:

- **The first axis:** the dimensions of organizational improvisation, which consisted of intuition, adaptation, innovation, opportunities, and awareness of risks.

- **The second axis:** the effectiveness of work teams.

Validity:

The questionnaire of the study was presented in its initial form to a number of experts in the field of educational and sports administrations, which amounted to (8) arbitrators.

Reliability:

The researcher used Cronbach Alpha, where the reliability coefficient was calculated for each dimension of the scale, as shown in Table No. (1).

Table. 1 Cronbach's alpha reliability coefficients for measurement dimensions

No.	Dimensions	Cronbach's alpha stability coefficients
1.	intuition	79%
2.	innovation	81%
3.	Adaptation	80%
4.	Opportunities	78%
5.	risk awareness	82%
6.	The effectiveness of work teams	84%

2.3 Statistical methods:

The researcher used SPSS, where Mean, standard deviation, coefficient of variation and Pearson correlation coefficient were extracted.

3 . Study results and discussion

The first question was: What is the level of awareness of applying the organizational

improvisation dimensions in raising the productivity of work in the work teams in the Football Association from the point of view of the study sample?

To answer this question, means, standard deviation, coefficient of variation, and relative importance were used as shown in Table (2).

Table No. 2 Means, standard deviations, and coefficient of variation for the paragraphs of the dimensions of organizational improvisation (-=31)(Variation Coefficient = V.C., Relative importance = RI)

No	Dimensional Paragraphs	M	SD	SE	Ran k
1st.	intuition				
	1. The JFA adopts an advanced promotional strategy	3.7 6	65.2 5	17.7 5	2
	2. The JFA is distinguished by offering a range of annual options	3.3 7	76.6	22.4 6	4
	3. The services provided by JFA are distinguished by their quality	4.0 0	58.8 4	13.7 0	1
	4. The JFA provides advanced training programs for capacity development	3.3 7	70.6	20.6 9	3
2nd	Innovation				
	1. The JFA seeks to retain all those it deals with by providing services that exceed their expectations	3.3 4	84.0 0	24.9	4
	2. The services provided by JFA are of high quality	3.8 9	83.0 0	21.0 0	3
	3. The JFA seeks to reduce its losses from those with whom it deals	3.8 2	64.0 0	17.0 0	1
	4. The JFA is quick in responding to the responses of everyone it deals with	4.9	79.9	17.1 0	2
3rd	Adaptation				
	1. The JFA offers material and moral prizes that satisfy the desires of the clubs	4.2	93.0	22.4 6	3
	2. The JFA provides appropriate material and moral incentives	3.5	90.0 0	25.9 0	5
	3. The JFA seeks to facilitate the provision of its services to clubs and players	4.0 0	70.1 0	17.5	1
	4. The JFA seeks to develop modern mechanisms to simplify service procedures	4.0	91.1	22.6 0	4
4th	the opportunity				
	1. The JFA has the ability to explore all that is new in the systems	3.7	60.0	16.3	2
	2. JFA is keen to create and invest new opportunities	3.7	73.0	19.5	3
	3. JFA seeks to seize current and future opportunities	3.6	76.0	21.0	4
	4. JFA works by meeting with everyone involved to discuss new ideas	3.8	80.1	21.0	5
5th	The administration adopts many plans to deal with crises				
	1. JFA uses statistical methods to detect the risks it faces	3.9	65.0	17.2	4
	2. JFA attaches importance to strategic statistical analysis in discovering risks and threats	4.0	66.0	16.0	3
	3. JFA takes into account the study of risks in the formulation of the strategy	3.9	60.0	16.0	1
	4. The administration adopts many plans to deal with crises	4.0	63.0	16.0	2

It is clear from the table no. (2) that in the dimension of intuition there was a difference, which indicates the need for the administration of JFA to adopt a strategy through which a set of options can be presented to the elements of the environment. General shows that there is a

sub-level interest in the process of intuition. (Myers, 2010)

Which emphasizes the need for there to be many feelings and feelings, after insight and inspiration in feeling in everything that would improve and develop in all aspects of work.

It is also evident from Table No. (2) that the innovation dimension represents one of the dimensions of organizational improvisation, as it is noted that the degree of availability of innovation in JFA varies, as JFA seeks to retain the elements of the game and reduce the rate of their loss, and the speed in providing services to all corners of the game, and that JFA should try to maintain The game elements are about JFA for life, and working to provide services that exceed their expectations.

In general, it appears from the viewpoint of the study sample that the innovation dimension was less than good. (Bokhari., et al., 2020).

Which confirms that the innovative management has the ability to anticipate the unexpected, and is keen on ensuring that customers are at the top of satisfaction, and considering the satisfaction of the internal and external public of the organization as a competitive advantage among institutions.

As it becomes clear from Table No. (2) that the dimension of adaptation, which represents one of the dimensions of organizational improvisation, is observed in the different degree of availability of this dimension in JFA, which indicates the need for JFA to develop modern mechanisms and advanced and developed procedures to

facilitate the administrative work of all elements of the game, and to provide incentives The material and moral are appropriate and appropriate, and in general it appears that there is a degree below the level of good.

Which confirms that it is necessary to keep pace with everything new in the administrative field to facilitate the provision of services to all clients of public and private institutions, as well as to develop advanced training programs in this regard.

It is also clear from the table No. (2) the dimension of risk management, which represents one of the dimensions of organizational improvisation, where a difference is noted in the degree of availability of the dimension of risk management in JFA, where JFA urges the adoption of an effective plan in dealing with all risks, and that JFA enhances its ability in Forecasting and anticipating the notified signals, and in general it shows that there is a degree below the good level. Fisher & Barrett, (2019).

The second question: Is there a correlation between organizational improvisation and the effectiveness of work teams in Jordan Football Association (JFA), from the point of view of the study sample?

Table 3 .Means, standard deviations, and coefficient of variation on the items of the difference effectiveness variable (-=31)

No. 1 st .	Dimensions Team Effectiveness Dimension	M	SD	SE	rank
1.	The employees perform their duties as an integrated team	3.8	40.2	10.6	1
2.	Workers give up their positions in favor of work	4.00	87.5	22.00	8
3.	The JFA is keen to provide a comfortable psychological environment.	3.6	67.2	18.8	6
4.	Staff are eager to help each other	3.8	65.0	17.2	4
5.	Workers work to find solutions to their problems at work	4.2	64.0	15.00	3
6.	The JFA provides adequate support in order to work within a team	3.4	64.0	22.4	2
7.	JFA workers are keen to take great responsibility	3.8	76.5	26.0	7
8.	Workers are keen to improve their weaknesses	3.8	99.0	14.3	5

The results indicated that the change in the effectiveness of the work teams represents 8 paragraphs, where it is noted that the degree of presence of these paragraphs in JFA, where from the point of view of the study sample that the workers in JFA perform their

tasks as members of an integrated team, and that they feel enthusiasm, and this gives an indication It is necessary for the management of JFA to spread a culture that encourages learning new courses of work and motivates employees to take more

responsibility, and that the management of JFA allocate time and material reinforcement to enrich team work, and in general it appears that the degree of effectiveness is below a good level.(Barbosa, &Davel ,2022)

It is necessary for the workshops to work with each other continuously, in an integrated manner, and it is necessary to put the workers on the right path, and make them believe in the necessity of coordination and

concernedness of the authority for the integration of providing work and service to others.

It is evident from Table No. (4) that there is a correlation with a moral significance between the concept of organizational improvisation and the variable of the effectiveness of the work teams in JFA. Where the Pearson correlation coefficient was used, as shown in Table (4).

Table No. 4. Pearson's correlation coefficient between organizational improvisation and the effectiveness of work teams in JFA (-=31)

Indicators/ Dimensions	The effectiveness of work teams		
	Correlation coefficient	(F) Value	Sig.
intuition	0.60	12.60	0.01
innovation	0.50	9.60	0.005
Adaptation	0.57	8.84	0.001
Opportunities	0.777	4.40	0.00

It is clear from Table No. (4) that there is a correlation between the dimensions of the concept of organizational improvisation, intuition, innovation, adaptation, time and awareness of risks in a large way, given that intuition makes the individual able to understand much of what is around him that is not explained by reason and logic, and because intuition focuses on great interest, mature experience and coexistence in the work environment.

Which confirms that intuition is a talent that must be available in workers, so that they can know the truth of what is required in the work environment.

Just as the correlation between innovation and the effectiveness of work teams was strong, given that innovation, which is to prove something from nothing, and considering that innovation is a creative process, the individual can produce a new and advanced conception to solve the problem.(Miner, et al., 200;Vuckic, A. 2012; Payam&Selçuk 2018). Which confirms that innovation makes the individual or group able to make improvised decisions for problems, situations and challenges that confront the organizational work environment.

Also, adaptation is one of the dimensions of the concept of organizational improvisation and its strong relationship with the effectiveness of work teams in the

Football Association, and from the point of view of the study sample, and this agrees with (), which confirms that assignment with the work environment is an important matter in employee productivity and his ability to face challenges and understand the nature of his work, and that the individual's flexibility and awareness make him able to adapt to the nature of work and face complex problems.

Opportunities were also one of the elements of the concept of organizational improvisation and its relationship with the effectiveness of the productivity of work teams in the Football Association, and from the point of view of the study sample it was strong, given that whenever the senior management has the ability to create investment opportunities and reduce risks and threats of risks, it has the ability to Seizing opportunities for a current and/or future situation, as it is a management that has saved a lot for its employees. (Leybourne, & 2015; Zheng, et al 2011).

Which includes in his speech that opportunities represent the ability of the individual and the organization to exploit the circumstances, based on the skills of organizing information, setting priorities, project planning and optimal time management, as well as managing human resources effectively and coordination skill in facing all situations in the workplace.

The relationship of risk perception, one of the dimensions of organizational improvisation, was strong with the efficiency of the productivity of the work teams in the Football Association in Jordan. From the sample's point of view, when the senior management was able to develop an effective plan and relied on digital and statistical studies in solving work problems, it was able to predict in The effectiveness of human resources working for the Football Association.(Mendonça, & Wallace 2004).

Which confirms that the awareness of risks lies with the individual and the organization, as the risk management must be integrated with the culture of the organization and with the effective policy and programs of senior management, and it must translate the awareness of risks into practical and tactical goals, and specify responsibilities for both the superior and the subordinate.

4. Conclusion:

In the light of the literature looking at the study, and based on collecting information and analyzing it statistically, and after discussing the results of the study, the researcher concluded that the Football Association, given the great changes faced by local sports associations and/or football associations in the region, the necessity of rapid response and work to employ organizational improvisation to reduce the time And the cost of work, just as improvised work does not require any additional resources. Rather, improvised work can be performed in light of the available financial resources.

The study also proved that the level of awareness of applying the concept of organizational improvisation was below the level of the expert in its various dimensions.

The study also demonstrated the existence of a strong correlation and a significant effect between organizational improvisation in its five dimensions and the variable of the effectiveness of the work teams combined. Among the most important recommendations in the study: the necessity for the management of the Football Association in Jordan to promote improvised work practices from intuition, adaptation, innovation and awareness of

risks and opportunities to reach the highest levels of efficiency and effectiveness in the performance of workers in JFA, and for JFA to adopt an effective and efficient plan in dealing with all Risks, threats and conflicts, and enhancing prediction and anticipation of danger signals that contribute to the sustainability of JFA in the local, regional, continental and international competition environment.

The researcher also recommends strengthening interest in using strategic analysis tools, and using all statistical measurements in analyzing and addressing problems and using them in JFA's strategic planning, and JFA should spread a culture of organizational improvisation among all the elements of the game, and JFA should hold workshops, seminars and courses that improve the effectiveness of organizational performance, and to encourage JFA by providing material and moral support in consolidating the concept of organizational improvisation and linking it with building effective work teams for all elements and pillars of the game.

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