

Strategy Ambidexterity and its impact on Strategic Renewal

Applied research in(Zain Iraq Telecom))

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Abstract:

The aim of the present paper is to investigate the role of strategy ambidexterity and its effect on the strategic renewal in Zain Iraq Telecom Company. In order to achieve the objective of this research, a questionnaire was formulated to collect the data and specimen of (39) participants, were chosen from Zain Iraq Telecom), in addition, Statistical analysis was performed using SPSS software (version. 25), and the research reached a set of conclusions one of the more significant findings to emerge from this study is that Zain (Iraq Telecom) has been able through the strategy ambidexterity that has been developed, which caused the acceptable renewal in the company although the renewal process is not easy. However, it has been able to create a positive circumstances for achieving its goal of strategic renewal.

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1. Introduction

In todays deregulated, the world moving its expedition towards modernization, it faces tremendous challenges of the 21st century. The rapid growth in the business globally has elevated the recognizing the rapid changes that have cast a shadow over the success of organizations Survival and continuity. However, the examination for the Iraqi organizations circumstances , including telecommunications companies, shown that they are not far from those changes, which imposed a set of challenges that require them to optimize the investment of their resources and current capabilities and explore new ones to be able to renew and revitalize their strategies to ensure the achievement of adaptation to their situation and rapid response to their requirements and work on The outputs should be compatible with the actual needs of the community and contribute to the implementation of development plans and programs. This challenge in itself is a powerful motivation to explore the potential role of strategic ingenuity in achieving strategic renewal.

Accordingly, this study is organized into four sections. The first section has highlighted the background of this research and previous literature. The second section provides the research methodology and procedures that have been employed in this study. Were the third section outlined the result and analysis of the research the. Finally, summarized the conclusions.

2. Literature Review

- Strategy Ambidexterity and strategic renewal:

Strategic renewal describes the process, content and results of change in the company that ultimately affect the viability of the company in the long term (Agarwal & Helfat, 2009). Strategic renewal requires companies to deploy their capabilities in an innovative way or develop a new set of capabilities that will allow them to compete successfully. In the future (Danneels, 2010). Renewal is often the result of external shocks to companies such as technological innovations and increased competition that ultimately force them to respond, or it can be the result of independent initiatives starting from the bottom of the organizational hierarchy (Mirabeau & Maguire, 2014). Since the change that firms adopt in light of external pressures is difficult enough,

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renewal is more difficult in cases of convenience when firms are well aligned with the market and there is no direct reason for change (Ferreira et al,2019), the challenges of strategic renewal are manifold, often Strategies are deeply embedded in shared assumptions about customers and competition as well as the resources and capabilities at the company's disposal, making it difficult for managers to envision alternative strategies (Danneels, 2010). The organizational context may hinder the renewal process in terms of routine strategic planning and budgeting procedures for example, which may lead to independent initiatives coming from the base of the organizational pyramid to the top that have the power to shape the corporate strategy (Carmeli & Halevi,2009) In other words, to ensure the strategic renewal process, companies need Finding ways to exploit existing capabilities, however, regeneration also requires exploratory activities able to overcome adherence to the current strategy (Kosasih et al,2020). Previous research indicates that the ideal solution to these challenges is strategic prowess (Agarwal & Helfat, 2009); (O'Reilly & Tushman, 2013), the term strategic ingenuity describes "a firm's ability to similarly address two organizationally incompatible goals" (Birkinshaw & Gupta, 2013:291) which requires firms to "reconcile internal tensions with contradictory requirements in The environment in which it is active (Bresciani et al,2018), such conflicting requirements may arise from the simultaneous pursuit of both exploratory and exploitative strategies (Crawford et al,2018), and the associated need to balance independent initiatives and new forms in strategy making (Ceiik & Ozsoy,2016). Thus, strategic prowess relates to "the many ways in which companies have sought to manage the tensions that compel them to do two different things at the same time" (Birkinshaw & Gupta, 2013: 288). If implemented appropriately, straightforward solutions allow companies to avoid efficiency traps (Fu et al,2016).

The strategy Ambidexterity literature has called for more research on the contextual factors that facilitate excellence, such as culture, values, vision, incentives, and processes (Markides, 2013). The general agreement that was reached is that achieving strategic ingenuity through pursuing exploration and exploitation at the same time is critical to achieving long-term strategic renewal (Hughes,2018). Exploitation is an important way for a company to maximize its benefits by exploiting existing resources and capabilities (Yamakawa et al, 2011). While exploration focuses mainly on trying to find diversity, adaptation, and thus the exploitation of ever-diminishing windows of opportunity (Junni et al,2013). Organizations involved in exploratory prowess seek new knowledge and develop new products and services for emerging

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markets (Kauppi,2010), they provide insight into designing new features and benefits for a specific product, this product is guaranteed to contain new ideas (Kim,2015). Suggests (Nosella et al, 2012) that exploration and exploitation prowess reflects the nature of the innovation process rather than the nature of the outcome. In fact, previous research indicates that exploration and exploitation prowess have different roles in the strategic renewal process and influence different performance outcomes. Exploration appears to be more important to the achievement of innovative results, while exploitation is more likely to contribute to cost effectiveness, product gain, and effectiveness in the production and quality of the product (O'Reilly & Tushman,2013). According to (Tabeau et al, 2017) the Ambidexterity of exploration is characterized by research, experimentation and investigation, and can lead to new knowledge. This new knowledge, resulting from the ingenuity of exploration, is necessary to develop new and radical solutions for organizations (Sarkees et al,2010). Exploration Ambidexterity also stimulates the development of product characteristics such as differentiation and innovation (Popadić et al,2016). Every successful organization that exploits its available resources and explores new knowledge and opportunities is more capable of innovation and innovation in the distant future.

Given that exploitative and exploratory Ambidexterity is based on different structural requirements (Simsek,2009), so the common pursuit of exploitation and exploration can be achieved through complex organizational designs (Susanto et al,2017) as well as joint solutions between organizations such as alliances or acquisitions (Stettner & Lavie, 2014). Previous research has also confirmed that companies may pursue exploitative and exploratory Ambidexterity simultaneously through a structural separation between exploratory and exploitative units to achieve strategic renewal (Turner et al,2013). This solution is particularly beneficial if intense conflicts between new initiatives can be anticipated and managed. And innovative and existing business due to the fundamental differences in values and capabilities (Markides, 2013), the structural separation allows the current unit to maintain its strategy, while the new unit can adopt the appropriate structures and capabilities in this specific context and in a way that guarantees its continuous renewal in the long run (Wang & Rafiq,2014). For example, (Zhang et al,2017) shows how GE separated units seeking intentional innovations in India from the main R&D organization in order to protect the fledgling business from GE's existing management structures. Over the years, a large number of empirical studies have found a positive relationship between the strategic renewal of the company and such a structural separation of ingenuity (Zhang et al,2018).

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3. Research Methodology:

- Research Problem:

With the emergence of knowledge and rapid changes in technology have prompted many organizations to invest a considerable amount of capital and resources, implementing new techniques to improve their operating performance, enhance their various activities, learn new processes and adopting continuous improvement practices. While several researchers have devoted their attention to innovation and adaptation processes, the development of capabilities is very important for organizations to balance the best investment processes to discover opportunities and exploit them, which represent the challenge to reach the level of strategy ambidexterity that represents the transition from the current situation to managing the strategic renewal of organizations. Thus, the features of the research problem becomes clear by framing it with the following question: **(Was Zain Iraq Telecom able to employ strategy ambidexterity to achieve strategic renewal and overcome challenges and obstacles?)**

- Research objectives:

1. To identify the significant role of strategy ambidexterity in creating the organizations that have the capability to innovate and keep up-to-date of continuous environmental changes.
2. To determine the dimensions of strategy ambidexterity and know the range of its application in the Iraq I market, especially the telecommunications sector (Zain Iraq Telecom).
3. To investigate the role of strategy ambidexterity in strategic renewal to achieve the innovative and leading of Zain Iraq Telecom.
4. To analyze the effect of strategy ambidexterity on strategic renewal in Zain Iraq Telecom

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- Research model:

The research model was formulated in light of a review of previous literature. The model assumes that strategy ambidexterity and its dimensions positively affect strategic renewal. As in Figure (1) the following:

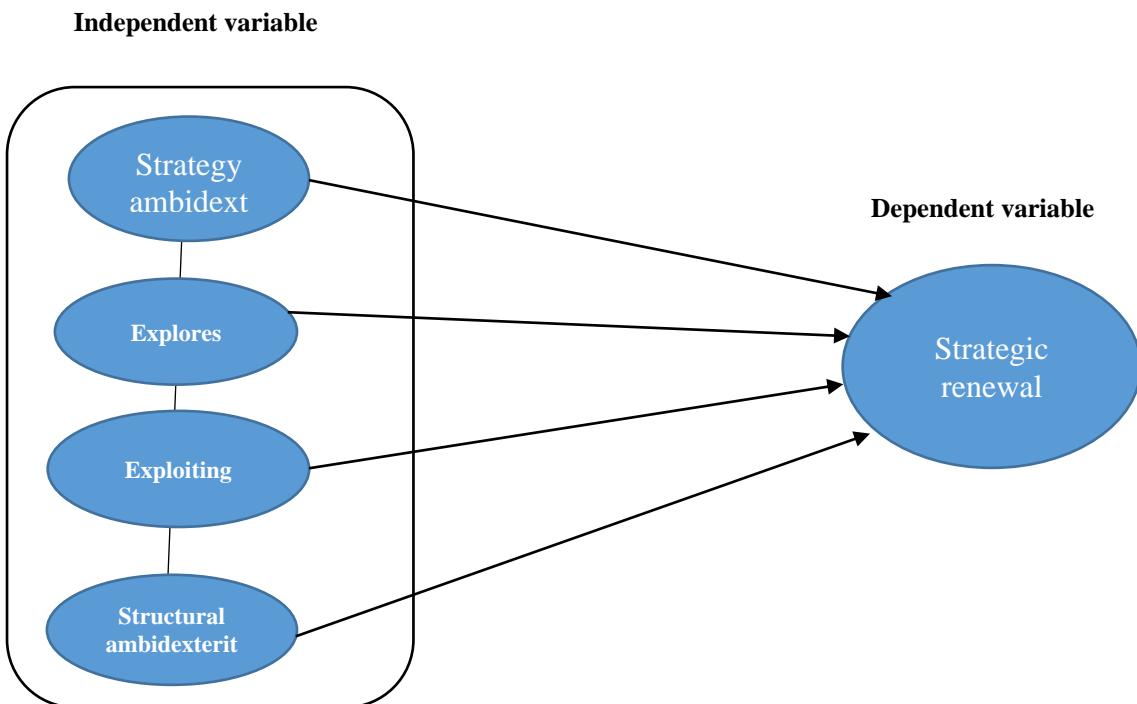


Figure (1) the search model

- Research hypothesis:

The research hypotheses were developed in light of the research problem and the research model to embody the relationships between the investigated variables, as follows:

H1: The opportunity exploration strategy influences the strategic renewal of Zain Iraq Telecom.

H2: The opportunity strategy influences the strategic renewal of Zain Iraq Telecom.

H3: Structural ambidexterity is affecting the strategic renewal of Zain Iraq Telecom.

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H4: Strategy ambidexterity influences the strategic renewal of Zain Iraq Telecom.

- Research limits:

- a. Cognitive Limit:** The limits of cognitive research are represented by the scientific field from which the researched variables emerged (Strategy ambidexterity and strategic renewal), which is strategic management.
- B. Spatial Limit:** represented by Zain Iraq Communications Company as a site for conducting the research.
- C. Human Limits:** This was represented by selecting a sample of managers working in Zain Iraq Telecom.
- D. Temporal Limit:** represented in the period of research completion in all its theoretical and field aspects, from (January - February 2021).

- Research sample:

Zain-Iraq telecommunications employees were chosen as a specimen for the current research, Zain -Iraq is the Iraqi branch of the Kuwait telecommunications company Zain began in 2003 under the name of (MTC) Atheer. In 2007, the company (MTC), which was named in the same year by Zain, Iraqla and The two companies are combine in one company called recently Zain Iraq, the leading operator of mobile communications in Iraq and one of the Zain Group's leading mobile and data communications services in the Middle East and North Africa region, Which has a broad participants base in eight different countries.. With its large direct investments in Iraq over a period of more than ten years, the company is the largest mobile operator in Iraq in terms of the number of participants. Zain Iraq's strategy is based on understanding the consumer and making it the focus of any service or idea to provide the best and most advanced services. The company has the required infrastructure, equipment, and regional and international expertise to provide the best and fastest 3G service to all Iraqis. The headquartered of Zain Iraq is located in Baghdad and administers a high-quality network that provides service to 97% of Iraq's population. Zain Iraq focuses on giving social responsibility special attention through its programs that focus on giving and adding value to the community through sustainable development projects and economic, social and cultural programs. The sample included a group of managers and heads of departments and divisions in the senior and middle management of the company. Distribution of (39) questionnaires included in the research sample and according to the data submitted by their members

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through their answers to the first part of their research questionnaire, as shown in the following table.

Table (1) variables data of the research sample participants

No	Variable	Level	Repetition	%
1	Gender	Male	24	62%
		Female	15	38%
2	Age	Less than 30 years	17	44%
		30-35 year	12	31%
		36-40 year	4	10%
		More than 41 years	6	15%
3	Position	Division director	16	41%
		Department director	23	59%
		General manager	----	----

3. Data Analysis

The data analysis of the current study was done by using the SPSS software (version 25). The tests which have been used in the analysis in order to get reliable results, the first section is focused on testing the impact hypothesis that have been identified. For the purpose of determining the possibility of finding by acceptance or rejection. They will be investigated according to the simple regression equation. As follows:

$$Y = a + BX$$

$$Y = a + B_1X_1$$

$$Y = a + B_2X_2$$

$$Y = a + B_3X_3$$

It was calculated at the level of the research sample of (39) of the employees of Zain Iraq Telecom. The levels of influence between the variables will be analyzed as follows: The statistics were used to show the results indicators shown in Table (2).

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Table (2) Analyzing the impact of strategy ambidexterity and its dimensions in strategic renewal

Depending variable Independent variable	Strategic Renewal		
	R^2	β	F
Exploring opportunities	0.25	0.26	12.433
Exploitation of opportunities	0.01	-0.03	.060
Structural ambidexterity	0.20	0.21	9.127
Strategy ambidexterity	0.23	0.37	10.753

1. Estimate the effect of strategy ambidexterity (X) on renewal (Y). Table (2) shows the following:

A. That the value of F calculated in the research model was 10.75. Which is higher than the value (F) on the scale (4.09) at the level of index (0.05). Accordingly, the research hypothesis is accepted and this refers that there is a significant effect of the strategy ambidexterity in the renewal at Zain telecom. Company at the level of 5%, with reliability level (95%). Which shows that strategy ambidexterity is vital role and influence on the renewal at Zain telecom.

B. By the value of the R^2 which equal (0.23), it is clear that strategy ambidexterity is capable of explaining the rate (23%) of changes in the response of variable (renewal).

C. From the slope coefficient (β) which equal 0.37. This is illustrated that the increase in strategy ambidexterity by one unit will cause an increase of 37% from one deviation unit.

2. The table (2) demonstrations: Assess the impact of exploring opportunities in strategic Renewal). The results show the following:

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A. The calculated value of (F) is (12.433), which is higher than (F) index value of (4.09) at the level of (0.01). Which is a significant percentage and indicates the strength of the impact of the strategy of exploring opportunities in the renewal and accordingly accept the hypothesis. This indicates that there is a significant impact of the strategy of exploring opportunities in renewal at the scale of 5% with a reliability level (95%).

B. Through the value of the R^2 (0.25), it is clear that the opportunity exploration strategy is capable of explaining 25% of the changes in the renewal.

C. This is illustrated by the value of the slope coefficient (β) of 0.26. An increase in the one-unit exploration strategy will result in a 26% increase in renewal.

3. Estimating the impact of the strategy of exploiting opportunities in renewal. As shown in Table (2).

A. (F) was calculated at (0.60), which is less than the (F) value of (4.09) at the level of (0.05) indicating that there is no impact of the strategy of exploiting opportunities in the renewal. Accordingly, the hypothesis is rejected.

B. The value of the R^2 (0.01) indicates that the opportunity utilization strategy is capable of explaining (1%) of changes in the renewal. A minor percentage.

C. The slope coefficient (β) for the opportunity utilization strategy (-0.03).

4. Estimate the effect of structural ambidexterity in renewal). As shown in Table (2):

A. (F) calculated at (9.127), which is higher than the value of (F) of the scale (4.09) at the level of significance (0.05), indicating the effect of structural excellence in the renewal. Accordingly, the hypothesis is accepted at the level of (5%), with a reliability level (95%). This illustrated that there is a significant effect and structural dexterity in the renewal within Zain Iraq.

B. By the value of the R^2 (0.20) it is clear that structural proficiency is capable of interpreting (20%) of the changes in the renewal.

C. Is illustrated by the value of the slope coefficient (β) of 0.21. The increase in structural skill by one unit will result in a 21% renewal.

Overall, it is clear that strategy ambidexterity has a significant impact on overall strategic renewal.

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4. Conclusion:

This section describes several contributions produced from the work of this research. The contribution is not only limited for academic purposes, but also for practitioners as well, especially the telecommunications companies in Iraq and Public Works in Iraq. This contribution has also become the source of knowledge for other researchers. After undergoing all sorts of processes and procedures, it is believed that this study has successfully attained the four main objectives, outlined. This paper investigates the Strategy ambidexterity and its Role in Strategic Renewal and how its necessity for organizations. In this investigation, the main aim was to assess to determine Strategy ambidexterity influence following by examining how its Role in Strategic Renewal.

In conclusion, the findings of this research:

A. The results showed that strategy ambidexterity is an advanced approach in providing the organization employee the efficiency through the transition from repetitious activity to efficiency and quality of outputs. It also indicated the significance of focusing on strategic Ambidexterity, Which requires to be a trend in the telecommunications sector towards more application of administrative decentralization, and therefore must be a serious conviction to achieve strategic renewal.

B. The results show that strategy ambidexterity has been improved the organizational culture of the telecom sector to achieve strategic renewal through optimal use of information. Facilitates administrative procedures, increases the efficiency of its personnel, and improves output, and saves time and cost. Through the providing of required equipment, infrastructures, information, qualified human resources, clear strategic plans, and extensive database to implement this concept in the sector.

C. The results indication that strategy ambidexterity has a strong and significant effect on overall strategic renewal. This result clarifies that telecom operators are diligently pursuing their original tasks in a creative way to demonstrate their proficiency in dealing with mechanisms for achieving strategic renewal and addressing the problems, they face during Perform their duties. Strategy ambidexterity is one of the catalysts for finding organizations that deal with strategic renewal effectively to ensure the interests of the telecommunications sector.

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D. The results indicate that the telecommunications sector is facing new changing challenges that require from the management to adopt policies and strategies that adapt to these challenges to achieve its objectives in a successful manner. This is due to the close relationship between the management support for strategy ambidexterity and the implementation of this process also, the leadership roles that adopt in terms of awareness of the concept of strategic Ambidexterity, Moreover, building organizational structures and teams, commitment to train staff at all levels of management, And provide human necessities for it.

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