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**Crucial Contingencies and its effect on Innovation Ambidexterity:
The Bureaucracy as A mediator variable Field study at Zain
Company for Communication**

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Abstract:

The main objective of this study is to investigate the impacts of crucial contingencies on innovation ambidexterity and show the role of bureaucracy as a mediating variable. The other main objectives are concerned to define crucial contingencies' applications in the innovation ambidexterity, in addition to testing the significance of the relationship between levels of emergency situations and creative ingenuity and show the role of bureaucracy as a mediating variable on a target sample of Zain Telecom Company. The methodology of study is supported by an interview with clients and employees of the company. Their number reached (302) out of (312) respondents, representing (97%) in the company. The program (SPSS) & (Smart PLS) was relied upon to perform the statistical analysis of the research questionnaires. The most important results that were reached were the importance of the crucial contingencies variable as it reflects the quality of the administrative system and overcoming the deviation in innovation ambidexterity by mediating bureaucracy, which is the basis of organizational design through the main hypotheses adopted for this purpose.

Keywords: Crucial Contingencies, Innovation Ambidexterity, Bureaucracy.

الموقفات الطارئة وتأثيرها في البراعة الابداعية: البيروقراطية كمتغير وسيط /
بحث ميداني في شركة زين للاتصالات

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المستخلص:

ان الهدف الرئيس لهذا البحث هو استكشاف تأثير الموقفيات الطارئة على البراعة الابداعية بتوسيط متغير البيروقراطية. تختص الاهداف الرئيسة الاخرى بتوضيح تطبيقات الموقفيات الطارئة في البراعة الابداعية اضافة الى اختبار معنوية العلاقة بين مستويات الموقفيات الطارئة

والبراءة الإبداعية من خلال توسط متغير البيروقراطية اعتمادا على عينة مستهدفة لشركة زين للاتصالات.

اشتملت منهجية البحث على استطلاع بعض آراء زبائن الشركة والعاملين فيها، بلغ عددهم (302) مستجيب من أصل (312) يمثل ذلك نسبة (97%) في الشركة. تم الاعتماد على برنامج (SPSS) & (Smart PLS) لإنجاز التحليل الإحصائي لاستبانات البحث. تمثلت أهم النتائج التي تم التوصل إليها بأهمية متغير المواقف الطارئة كونه يعبر عن جودة النظام الإداري وتجاوز الانحراف في البراءة الإبداعية بتوسيط البيروقراطية التي تعد أساس التصميم التنظيمي عبر الفرضيات الرئيسة التي اعتمدت لهذا الغرض. **الكلمات المفتاحية:** المواقف الطارئة، البراءة الإبداعية، البيروقراطية.

1. Introduction

Crucial contingencies (CC) are one of the self-financing companies affiliated with the Zain Company. The company is managed by a group of the finest administrative, technical and financial employees working in the field of crucial contingencies (Shahzadi & Khurram, 2020). In addition to marketing devices and outlets spread in the regions of Baghdad and in all governorates, who provide their services to the public in a distinctive manner and continuous tender with the testimony of policyholders. For example, crucial contingencies for the life of Zain Iraq telecom company borrowers, as the company can cover all small and large projects according to their financial solvency, and according to current crucial contingencies' agreements (Pan et al., 2021). The evidence of crucial contingencies (CC) has become real in the 21st century. Crucial contingencies are the encapsulation of computer and telecommunication application that is used for storing, transmitting, sending, retrieving and processing data. The evolvement of crucial contingencies saves time and monetary cost, and enhances data security (Werder & Heckmann, 2019). The challenges that face the Zain Iraq telecom company sector in Iraq are the lack of widespread crucial contingencies' culture in it and lack of crucial contingencies' awareness through advertising and promotion. The crucial contingencies are also linked to a positive relationship with the security situation (Chams-Anturi et al., 2020). The greater security situation, the greater need for crucial contingencies by persuading the insured public to take out crucial contingencies to reduce the risks arising from the increased risk of the security situation. The processes of data collection and storage within an organization were initially challenging before the prevalent usage of computers. Before the dominance of crucial contingencies, large

organizations were known for implementing crucial contingencies, but both large and mini organizations now implement crucial contingencies (Blome, 2019). This study aims to examine the impact of crucial contingencies on Zain Iraq telecom company strategy, and the role of bureaucracy (B) as a mediator between crucial contingencies and innovation ambidexterity (IA) (Ali et al., 2020).

- A. Identifies the applications of Crucial Contingencies (CC) in Innovation Ambidexterity (IA).
- B. Examine the relationship for Bureaucracy (B) as a mediator between Crucial Contingencies and Innovation Ambidexterity (IA).
- C. Examine the relationship between Crucial Contingencies (CC) and Innovation Ambidexterity (IA).

2. Literature Review:

2.1. Crucial Contingencies: Crucial contingencies are one of the self-financing companies affiliated with the Ministry of Finance and related resources. It also includes every company or interconnected system or subsystem of companies, which is used in the automatic acquisition, storage, management, movement, control, display, switching and interchange (Choi et al., 2019). Crucial contingencies have become an essential part of any organization's success in today's globalized era, which states that crucial contingencies are the companies' need in work, where a task is accomplished through the bureaucracy as a mediator (Lombard, 2017). Crucial contingencies are required for every organization's success in today's world to gain a competitive advantage. There seems to be no aspect of human life, that remains unaffected by crucial contingencies in recent times (Fried, 2017). Businesses are carried out in a global environment mostly, because of the singular factor of crucial contingencies, and it may be difficult to serve businesses without them. A crucial contingency seems to deskill the processes that make up the work. This type of crucial contingency requires greater control and continuity over the work process, while crucial contingencies, on the other hand, are designed to upgrade or enrich the work processes (Bhandari, 2017).

2.2. Innovation Ambidexterity:

H1: The Relationship between Crucial Contingencies (CC) and Success (SU): This helps to improve the efficiency of the crucial contingencies,

through success results as one of the dimensions of the innovation ambidexterity and its relationship with bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the innovation ambidexterity. Therefore, this hypothesis was established to prove this assertion (Dewhurst & Burns, 1993).

H2: The Relationship between Crucial Contingencies (CC) and Environment (EN): This helps to improve the efficiency of the crucial contingencies, through environment results as one of the dimensions of the innovation ambidexterity and its relationship with bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the innovation ambidexterity. Therefore, this hypothesis was established to prove this assertion (Ivanova et al., 2016).

H3: The Relationship between Crucial Contingencies (CC) and Performance (BE): This helps to improve the efficiency of the crucial contingencies, through performance results as one of the dimensions of the innovation ambidexterity and its relationship with bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the innovation ambidexterity. Therefore, this hypothesis was established to prove this assertion (Haedr & Mehafdi, 2017).

H4: The Relationship between Crucial Contingencies (CC) and Business Model (BM): This helps to improve the efficiency of the crucial contingencies, through business model results as one of the dimensions of the innovation ambidexterity and its relationship with bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the innovation ambidexterity. Therefore, this hypothesis was established to prove this assertion (Staub & Arslan, 2017).

H5: The Relationship between Crucial Contingencies (CC) and Bureaucracy (BU): This helps to improve the efficiency of the crucial contingencies, through bureaucracy results as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence

the bureaucracy as a mediator. Therefore, this hypothesis was established to prove this assertion (van de Wetering et al., 2021).

2.3 Bureaucracy:

H6: The Relationship between Bureaucracy (BU) and Success (SU):

This helps to improve the efficiency of the successful results through the bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the success. Therefore, this hypothesis was established to prove this assertion (Marín-Idárraga et al., 2020).

H7: The Relationship between Bureaucracy (BU) and Environment

(EN): This helps to improve the efficiency of the environment results through the bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the environment. Therefore, this hypothesis was established to prove this assertion (Rafailidis et al., 2017).

H8: The Relationship between Bureaucracy (BU) and Performance

(BE): This helps to improve the efficiency of the performance results through the bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the performance. Therefore, this hypothesis was established to prove this assertion (Solís-Molina et al., 2020).

H9: The Relationship between Bureaucracy (BU) and Business Model

(BM): This helps to improve the efficiency of the business model results through the bureaucracy as a mediator. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the business model. Therefore, this hypothesis was established to prove this assertion (Waheed et al., 2020).

2.4 Indirect hypothesis:

H10: The Relationship between Crucial Contingencies (CC) and

Bureaucracy (BU) and Innovation Ambidexterity (IA): This helps to improve the efficiency of the innovation ambidexterity through the indirect relationship among crucial contingencies, bureaucracy, and innovation

ambidexterity. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the innovation ambidexterity (Baccouri & Hassouna, 2017). Therefore, this hypothesis was established to prove this assertion through the indirect relationship among crucial contingencies, bureaucracy, and innovation ambidexterity. This is also based on the previous experimental work. Efficiency was found as already demonstrated in the context of the literature review to be able to influence the innovation ambidexterity. Therefore, this hypothesis was established to prove this assertion (Waheed et al., 2020).

3. Research methodology: Primary data were employed to achieve descriptive statistics. The data were obtained from employees in crucial contingencies. Questionnaires were designed and distributed for the employees as a sampling (Dreesen & Hansen, 2018). Data were collected from the employees of the crucial contingencies. The Statistical Package of Social Sciences (SPSS) version 24 was used for the operating system for data entry, analysis and Smart PLS. The study uses a non-probability (purposive) sampling method. It is a type of non-probability sampling that involves a sample taken from a portion of crucial contingencies (Tan et al., 2015). This technique was adopted, because the total number of employees in the insurance companies was large. Luu et al., (2018) states that this study aims to empirically verify the research hypothesis. So, it is a quantitative study file, a questionnaire was adopted and distributed with random sampling through an employee's survey. A total of 312 questionnaires were distributed directly to an employee of the insurance companies. 302 questionnaires were returned, representing approximately 97% response rate, correct answers were 302, and 10 of them were missing (Liao et al., 2018). Data were analyzed by SPSS and Smart PLS, and the questionnaire was adopted from the participants of this study that consist in figure 1, and as shown in Figure 1 (Balik, 2018).

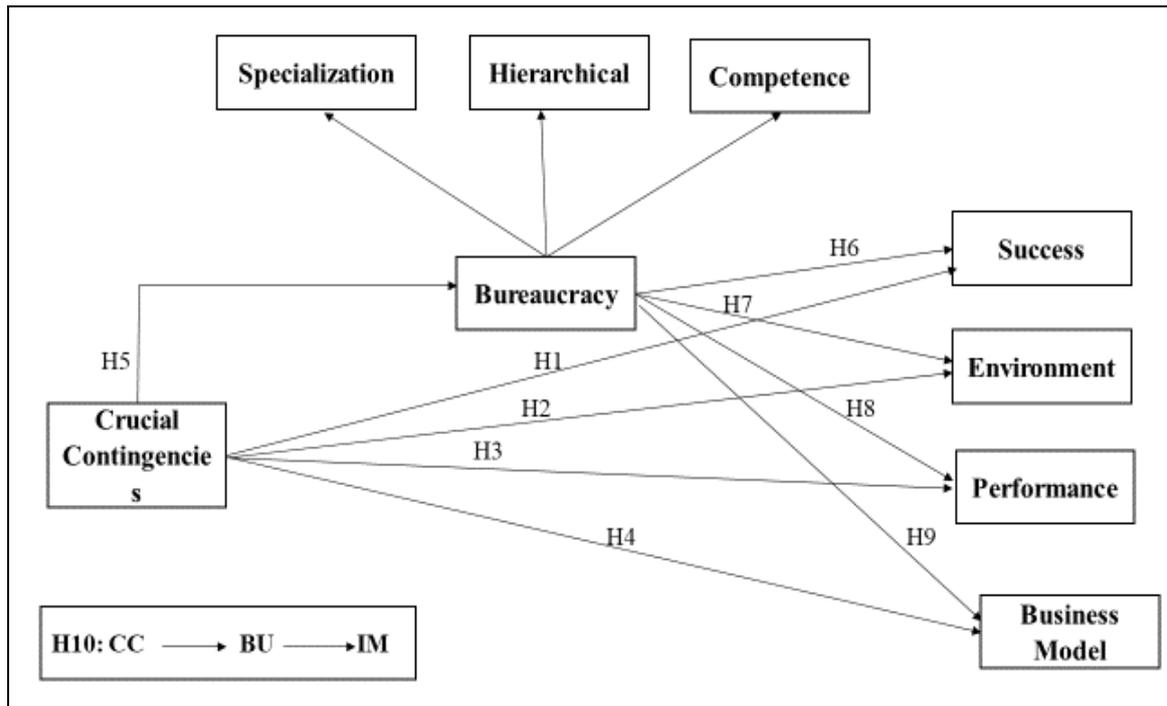


Figure (1): The relationship between crucial contingencies and innovation ambidexterity

4. Results of research: This research focuses on two parts: First, a measurement model that explains the validity and reliability of respondents. The second is the structural model that explained the relationship between the independent and the dependent variables, and a mediator. When collecting data, the researcher evaluates the data before the final analysis. Therefore, this study analyses the measurement model to verify the reliability and validity of the instrument, that all data uploaded using SPSS and Smart PLS is greater than 0.8. Thus, the reliability of the results was assessed (Blome, 2019). Table 1 shows all required threshold values. Thus, the current instrument is validated and reliable (J. F. Hair et al., 2014). As shown in Figure 2.

4.1. Measurement model: It is necessary to evaluate the data before final analysis. So, this study analyses the measurement model to verify the reliability and validity of the instrument. Figure 2 shows that all factors loading is more than 0.8. Thus, reliability has been assessed. Meanwhile, Table 1 shows that all the required threshold values are between the ranges. Thus, the current instrument is validated and reliable Hair Jr. et al., (2017). As shown in Figure 2.

Table (1): Reliability and validity

Items	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
BM	0.911	0.934	0.741
BU	0.921	0.941	0.635
CO	0.983	0.986	0.936
EN	0.952	0.963	0.839
HI	0.994	0.995	0.976
PE	0.976	0.981	0.912
SP	0.872	0.908	0.666
SU	0.841	0.883	0.603
cc	0.836	0.875	0.586

The discriminatory validity is to focus on the extent of the difference between the elements or the measurement of concepts and focus on the importance of a study that explained by the research that interrelationships between the standards of overlapping structures. Table 2 shows all the values are fulfilling threshold criteria (P. S. Hair et al., 2010). As shown in Figure 2.

Table (2): Discriminant validity

Items	BM	BU	CO	EN	HI	PE	SP	SU	cc
BM	0.861								
BU	0.014	0.797							
CO	0.028	0.297	0.967						
EN	0.006	0.157	0.152	0.916					
HI	0.024	0.197	0.289	0.359	0.988				
PE	0.026	0.002	0.002	0.033	0.009	0.955			
SP	0.374	0.096	0.066	0.048	0.063	0.062	0.816		
SU	0.123	0.113	0.104	0.100	0.117	0.009	0.086	0.777	
cc	0.135	0.052	0.058	0.068	0.054	0.125	0.120	0.029	0.766

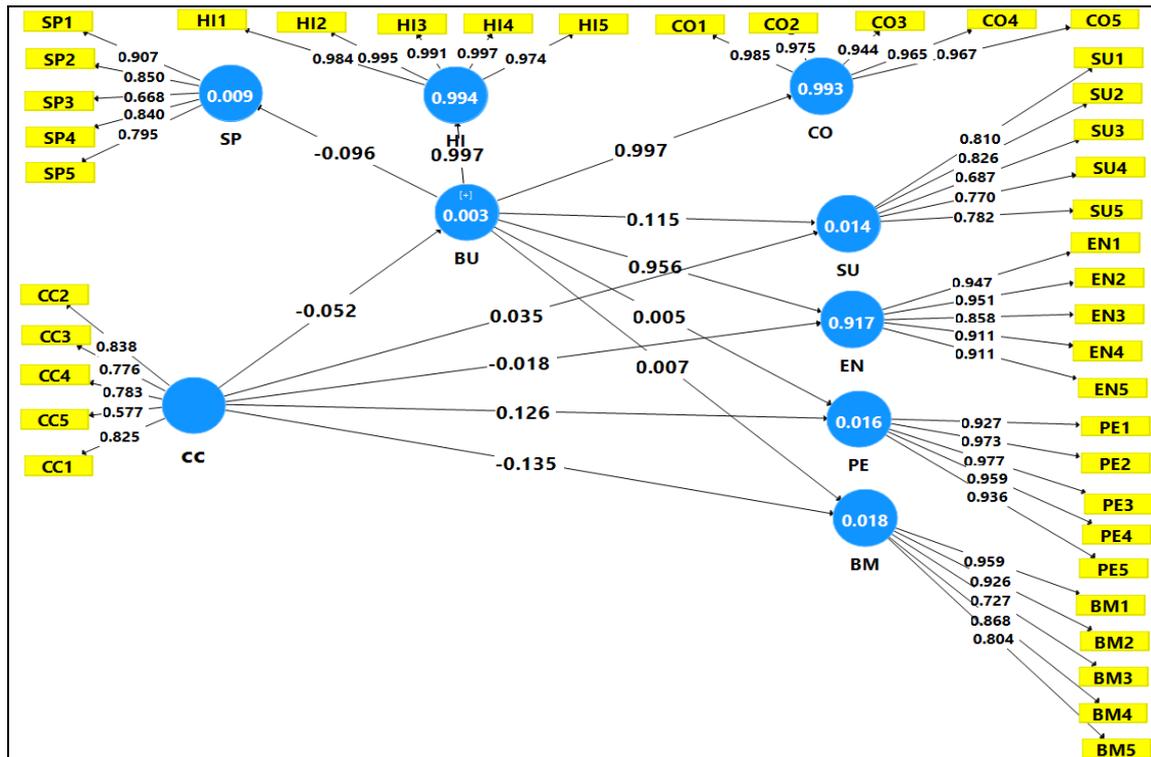


Figure (2): Measurement model

4.2 Structural model: The structural relationship in the research is realized by the outcome of the hypothesis. Table 3 reveals that crucial contingencies (CC) has a positive effect on innovation ambidexterity (IA) and this relationship is significant at 0.05, while the relationship between OC and SU is also positive and the relationship between CC and PU is also negative significant, which is at 0.05. The study suggests first that the external and internal environment affect the implementation of crucial contingencies (Lombard, 2017). Subsequently, the crucial contingencies' model that implemented in many outcomes was reflected in the performance of innovation ambidexterity. Which focuses on the fact that the objectives of the crucial contingencies are to support organizations' performance to improve the outputs of the highest quality, to reduce any negative outcomes that may be obtained and improve the outputs for the development of innovation ambidexterity (Choi et al., 2019). The study, after compiling and analyzing the results of previous studies, found that crucial contingencies are quite applicable in innovation ambidexterity. As shown in Table 3, and Figure 3, the relationship between variables (Hair et al., (2017)).

Table (3): Structural relationship

Hypothesis	Relationship	Beta-value	t-value	Result
H1	CC → SU	0.035	0.383	Accepted
H2	CC → EN	- 0.018	1.106	Not accepted
H3	CC → PE	0.126	1.994	Accepted
H4	CC → BM	- 0.135	2.139	Not accepted
H5	CC → BU	- 0.025	0.874	Not accepted
H6	BU → SU	0.115	1.258	Accepted
H7	BU → EN	0.956	171.506	Accepted
H8	BU → PE	0.005	0.084	Accepted
H9	BU → BM	0.007	0.090	Accepted

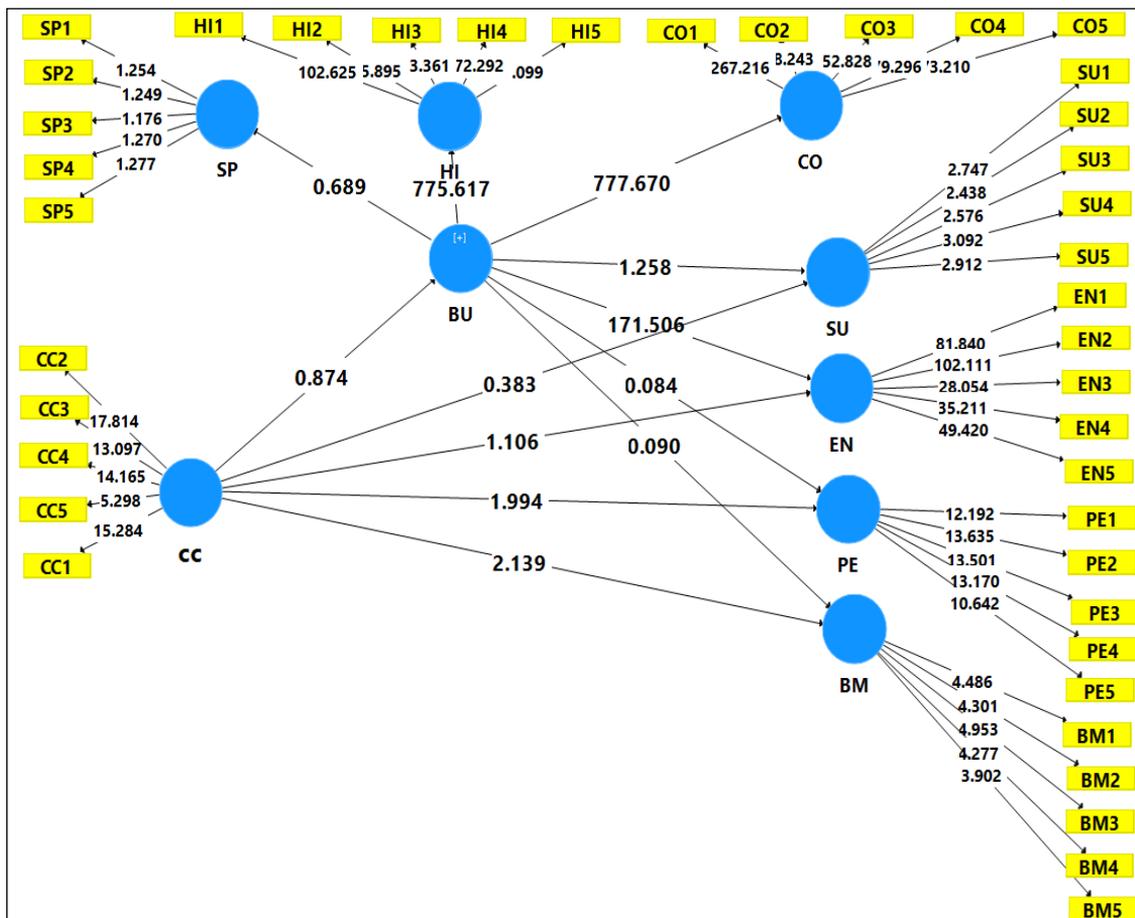


Figure (3): Structural model

5. Discussion: Crucial contingencies aim to improve innovation ambidexterity. The purpose of this study is to see whether bureaucracy as a mediator implements systematic crucial contingencies by staff in its system, which will increase the performance of organizations in Iraq

(Shahzadi & Khurram, 2020). In many studies, it has been shown that crucial contingencies improve the functioning of innovation ambidexterity in many demographics (Liao et al., 2018). It has become necessary for Iraq to focus more on crucial contingencies to avoid problems in the lack of innovation ambidexterity. This paper aims to propose a framework that helps system administrators in crucial contingencies improve innovation ambidexterity. All three hypotheses were positive and supported (Pan et al., 2021).

6. Conclusion: It can be concluded that innovation ambidexterity managers should focus on crucial contingencies to improve the performance of an organization at the same time, it has been empirically verified that regulatory crucial contingencies are appropriate for the development of innovation ambidexterity in Iraq. It has also been found that dimensions innovation (Success, Environment, Performance and Business Model) plays a vital role in the development of innovation ambidexterity. The current study proved empirically the relationship between crucial contingencies and innovation ambidexterity, which found that some relationships are positive and supported, and some are not supported. This study contributed to the literature through the application of crucial contingencies in the innovation ambidexterity in Iraq. At the same time, this study will assist in the crucial contingencies of future studies. Bureaucracy can be verified as a mediator between crucial contingencies and innovation ambidexterity.

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