

# The Role of the Strategy of Resolving the Paradoxical in the Organizational Equilibrium: A Comparative Study Between Zain Iraq and Asiacell Communications

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This research aims to test inter-relationships between two main variables to reflect the impact of the strategy of resolving the paradox in organizational equilibrium. It as well includes a strategic paradoxical variable to solve the paradox in dimensions in terms of contextual ingenuity, hybrid organizational identity characteristics of paradoxical organization, and the organizational Equilibrium variable (temptations and contributions). The research assumed that there was a correlation and the effect of selection significance between research variables. In the investigated companies, we have adopted the research to achieve its goals and test its hypotheses with descriptive analytical approach for a sample from the telecom companies. This sample includes the Asia Cell and Zain telecom companies. The researcher from the first company selected a sample of (88) managers, and (103) managers were selected from Zain Iraq. The research was also adopted a set of statistical tools including Cronbach alpha coefficient, simple correlation coefficient, empirical factor analysis, arithmetic mean, standard deviation, coefficient of variation, and ANOVA comparison analysis. The results have been shown that most research hypotheses are correct, and they have been formulated in light of them. For example, both companies strive to adopt and pay attention to the strategy of resolving the paradoxical issues. They have a relationship and influence in achieving the organizational equilibrium. That is, the strategy of resolving the paradoxica has an active and influencing role in achieving stability and the organizational equilibrium in the midst of environmental and unstable changes.

**Key words:** *Paradoxical resolution strategy, Organizational equilibrium, Zain Iraq and Asiacell communications.*

## Introduction

The progress in organization theory and management require mastering the methods for the paradoxical resolution strategies inherent in human beings in the formative and social nature of organizations. Because, the contradiction became one of the keys of routine life, the managers can understand how they deal with the contradictions and philosophical implications inherent in the structure of organizational complexity. So, we can see many scientists today believe that the advancement or fading of organizations depends on their ability to manage the forces of contradiction. This encouraged the importance of expansion and investigating into the study of contradictory phenomena in the life of organizations. Because, it has a clear impact on its success and survival in the business. Inconsistency is present in all organizations. It is defined as synchronized and interchangeable elements. On an individual level, paradox is a social, contextual and cultural phenomenon. We try from the current research to clarify the paradoxical tension and how organizations and individuals manage dilemmas and paradoxes in different organizational contexts if there are increasing global technological and competitive changes, workforce diversity and social changes. It demonstrated the inherent contradictions and exacerbated of them to be in a contradictory and balanced environment. All organizations are founded on contradictory idea. On the other hand, they raise the slogan of human independence creativity and freedom of action. Conversely, it organizes and controls the activities under the misleading organizational equilibrium. It is one of the concepts of organization theory that have fused into the womb of classical and attitude schools. This is the core of motivational theory that shows the situation in which the organization can persuade workers to continue their contributions in order to ensure its survival activities. It is based on a balance between temptations. The organization provides to workers, and the contributions besides efforts are made by workers for this organization. The worker seeks to achieve the personal needs, accepts work in the organization and executes what is required, as long as this work leads to the fulfillment of his needs and personal goals environment.

According to the above, this research provides a clear answer on general questions by employing the subject of a conflict resolution strategy within the intellectual framework of organizational balance to verify the role in the telecom companies based on organizational equilibrium. The ideas of paradoxical theory is based on (Smith and Lewis, 2011). The idea chosen as the basis for analyzing the content of organizational thought is equilibrium, and certainly the idea of balance has roots in organizational theory starting from (Barnard, 1938). The organizations, certainly , not only did the researcher study the direct contributions to the equilibrium theory presented by the pioneers of management, but they sought to develop this idea .

## **The Research Problem**

The paradox is increasingly apparent in organizational studies, often to describe all of the organization's activities and interactions. This has increased the need for the administration to avoid its disastrous consequences and captured its potential benefits. The paradox depicts the simultaneous presence of two opposing states such as the discrepancy between flexibility and control, teamwork, individual work, cooperation and competition. Instead of compromising between the two in focusing on one of them, organizations have become successful and vital by simultaneously dealing with and managing both cases. The word "Paradox" refers to contradictory and interdependent elements that seem logical in isolation from each other. But, they are naive and irrational when they appear simultaneously. More than a decade ago, the author of (Cameron and Quinn, 1988) claimed that by exploring the paradox, researchers might go beyond hyper-polarized concepts and perception to understand the complexity, diversity and ambiguity of organizational life. They commended him for providing a potentially robust framework for studying the effects of pluralism and change, and for helping to understand divergent perspectives and disruptive experiences (Lewis, 2000). It was found in (Davis et al., 1997) when reviewing studies from 1990 until 1997. The term was used in more than 300 major publications. Most of the time, researchers use paradox to describe conflicting demands, heterogeneous views, or illogical outcomes. However, they enhance insight into contradictions and complex relationships and they can actively search for paradox and build concepts and theories. This reflects the complexities of organizational life to reach a state of equilibrium. It is an indication of the health of the organization that reflects the extent of its efficiency and effectiveness. The Iraqi organizations have become full of unemployment and some of employee suffer from chronic diseases. The most prominent of them is the slack that accumulated since the eighties of the last century, and it still lures its workers with temptations. It was not advantageous in attracting them to contributions, but any decision may harm employees due to the special circumstances of Iraq. There is no solution except through balance not only by implementing fair systems, but by making workers aware that there is organizational justice. It makes them satisfied with their work with its content and environment, and feel it even if they are laid off from their work.

## **Research Hypotheses**

- 1- There is a significant correlation between the dimensions of the strategy of resolving contradiction and organizational Equilibrium.
- 2- There is a significant effect between the dimensions of the paradoxical solution strategy in achieving organizational Equilibrium.
- 3- There are significant differences for the strategic answers to resolve the contradiction according to the researched company (Zain Iraq and Asiaccell Communications).

4- There are significant differences regarding the answers of the organizational equilibrium according to the different research company (Zain Iraq and Asiacell Communications).

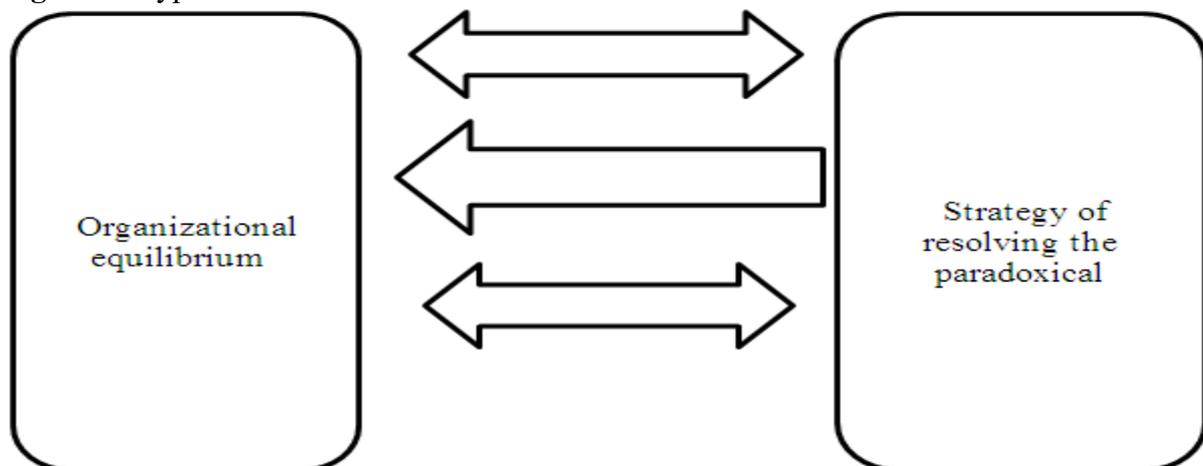
### The Hypothetical Study Plan

Figure 1 shows the hypothetical study scheme which illustrates the correlations and influence between variables. Two-way arrows indicate correlations, while one-way arrows indicate the relationships of influence.

Independent variable: is the variable that affects the dependent variable. The study is represented in the strategy of resolving the paradoxical. It is made up of two sub-dimensions (contextual ingenuity, hybrid organizational identity and the characteristics of paradoxical organization).

The dependent variable is the variable whose values will be affected if the values of the independent variable change a representative state of organizational equilibrium.

**Figure 1.** Hypothesis search



A strategy of resolving a paradox in an organizational equilibrium

### Theoretical Aspect

#### *A Paradoxical Solution Strategy*

A paradoxical solution strategy gives organizations practical philosophy how you can overcome the underlying tensions in organizational phenomena. This practical philosophy may be difficult, but it is possible to join efforts and mobilize acceptance to find a supportive cultural orientation. Organizations need to overcome paradoxical tensions to adopt the idea of simultaneous follow-up of contradictory poles in organizational phenomena. This is to form the required knowledge base and provide a clear vision about the contradiction solution

strategy. It requires reference to model a strategy for resolving the contradiction, and then exploring the possibilities of resolving the forces of contradiction on next times. The three ugly paradoxes are exposed in terms of contextual ingenuity, hybrid organizational identity and the characteristics of paradoxical organization.

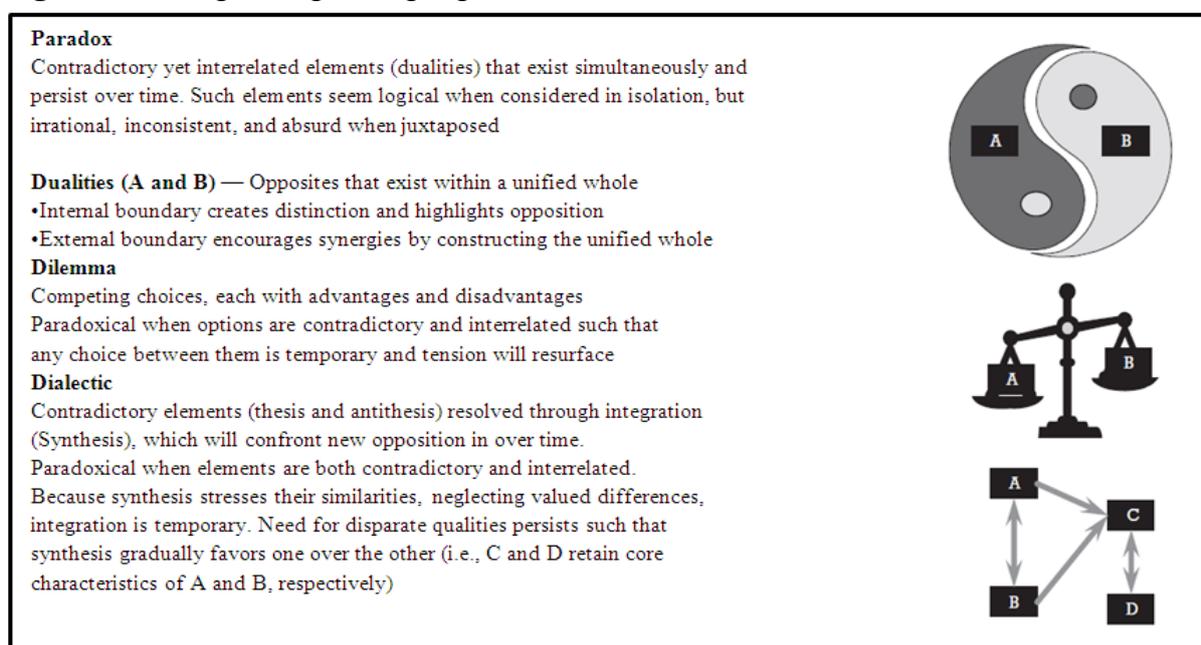
Contextual ingenuity (learning paradox) is an approved polar variable consisting of expansion activities and exploration activities. It indicates the organization's ability to reconcile competing demands in its operating environment. This is to achieve synchronization and balance between the processes of exploring opportunities, new knowledge and expansion of existing capabilities and knowledge (Jansen, 2005).

The characteristics of paradoxical organization (paradoxical organization) stands for an accredited polar variable consisting of: formal and decentralized. It means the organization's ability to develop and maintain organizational structure in achieving synchronization by following the characteristics of the official character. The characteristics of decentralization is for the purpose of improving the work of the organization.

Hybrid organizational identity (identity discrepancy) is a certified polar variable consisting of standard identity and utilitarian identity. An organization with a hybrid organizational identity is defined as an organization that consists of two or more paradoxical identities and has the ability to focus its high attention on both identities simultaneously. However, harnessing the forces of paradox is difficult, since escaping from enhanced cycles requires counter-intuitive reactions (Cameron and Quinn, 1988). Managing of discrepancies involves exploring tensions rather than suppressing it. The author of (Zhang and Han, 2019), identified two strategic approaches to contradiction. The first indicates that managers who adopt defensive strategies either / or will separate or deal with the components independently. Or, they ignore one item to avoid inconsistency. These strategies include division, selection and opposition. In contrast, the second strategy assumes that managers who adopt both strategies that opposites can coexist and deal with "contradictory" but "interconnected" elements at the same time. Through cognitive and behavioral integration, cognitive strategies reflect cognitive abilities, organizational behavior, and decision-making processes. According to (Vince and Broussine, 1996), survival with contradiction makes it possible to discover a link between opposing forces and opens up a framework that gives meaning to clear paradox. Consequently, the paradoxical framework converts the concept of "management" from modern definitions based on planning, direction and oversight to adapt its original meaning (Handy, 1994). Paradox management requires that local players learn to deal with their tensions. Examining their polarized perceptions openly with constructive criticism has enabled more dramatic changes in their understanding and behaviors. To identify the main elements of the paradox, similarities and differences are described between paradoxical tensions. Those represent fundamental dilemmas. Figure 2 illustrates these parallels. The

paradox indicates the presence of elements, or duality, opposing to each other, but they are also synergistic and interconnected within a larger system (Cameron and Quinn, 1988; Voorhees, 1986). Dilemmas are shown in Figure 2. The boundaries between these elements highlight their distinctions, reinforced by formal logic that encourages either/or thinking and highlights differences. External borders integrate the overall order and highlight synergies beyond these external boundaries. Also, they connect adjacent opposition to elements and their amplification of the paradoxical nature, creating a dynamic relationship between the binaries to ensure a continuation over time (Smith and Lewis, 2011).

**Figure 2.** Distinguishing among organizational tensions



### ***Organizational Equilibrium***

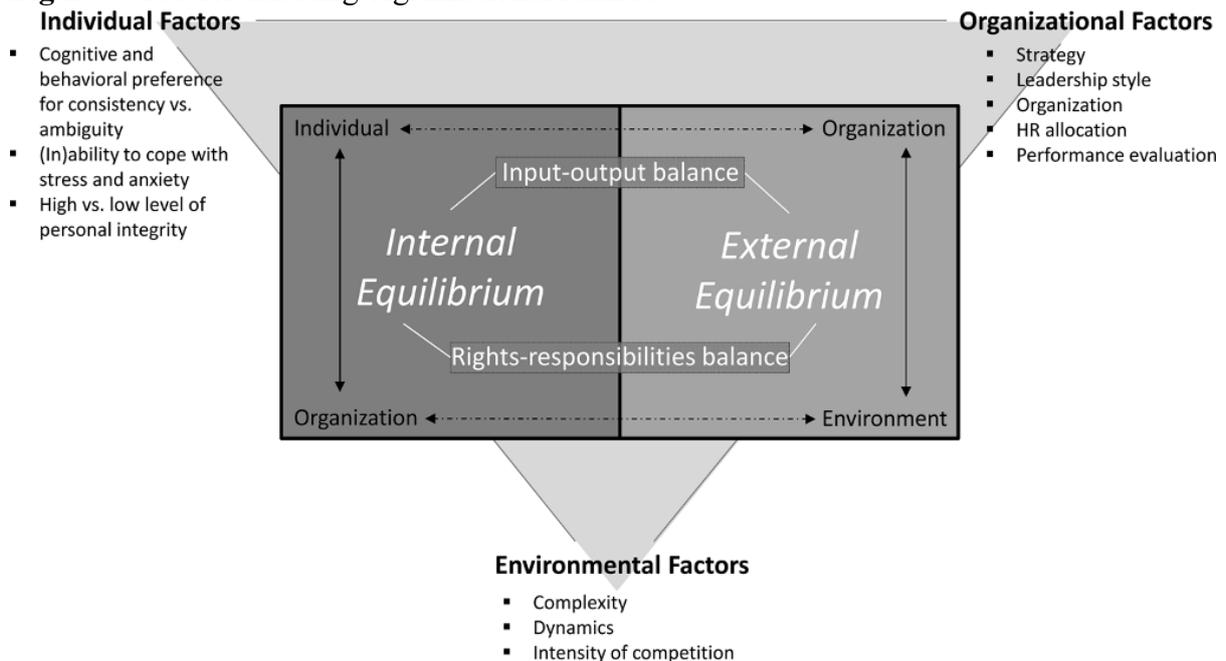
The decision to participate lays down the essence of the theory that called Organizational equilibrium (Barnard, 1938; Scott and Mitchell, 1976). The organization's survival conditions, and the equilibrium show the organization's success in arranging temptations for participants enough to stimulate their continued participation. The theory led to the diagnosis of the main contributors to the organization and the factors influencing participant decisions. For various reasons, the primary attention has been directed to the workers, but the possibility of applying some proposals to other types of participants will be clarified (Voorhees, 1986).

Barnard - Simon theory of organizational equilibrium is the essence of motivational theory, and an expression of the circumstances in which the organization can persuade its members to continue to participate, thereby ensuring organizational survival. The difference between Equilibrium and Homeostasis must be noted. The equilibrium is the state of modification

between two opposing forces. As for equilibrium, it is the process by which the system tries to adjust itself to reach a stable state (Vince and Broussine, 1996). Scientists and thinkers differed regarding the issue of organizations equilibrium. Fayol indicated that a dynamic process arises from the balance between interests (workers and managers) and between the time of education and the time of production, employment and layoffs. It must be managed continuously to maintain equilibrium.

As for (Homburg and Gazendam, 1995) it was defined as the compatibility of situational variables, intermediate variables and structural variables. It is relatively stable. It is managed in order to reach a new equilibrium point. The reported study in (Morgan, 1986) indicated that it is a continuous relative dynamic, which is the required diversity of images that workers draw in their minds from their organizations. The administration is trying to reduce and invent new pictures that are suitable for changing the environment. As for (Volberda, 1992) the author of this study defined it as relatively dynamic and relatively stable, which is the match between turbulence flexibility and making available changes. To reach diversity, the study in (Froese, 2017) has moved towards building a prototype for organizational equilibrium according to the above scholars' propositions to develop a more accurate understanding. The existing theories have been compiled in order to describe how to build an equilibrium and the factors that affect the perceived equilibrium states. The model includes two dimensions. The first represents an internal balance with tension between individuals and the organization. The second is external and includes tension between the organization and its environment. The two dimensions are very closely related, as shown in Figure 3 (Barbara, 2009)

**Figure 3.** Factors affecting organizational balance



## The Practical Side

It includes the following:

- 1- Internal consistency test results: The stability test results or internal consistency through the correlation coefficient (Cronbach Alpha) were used to measure the stability of the measuring instrument (Jouda, 2009). In terms of internal consistency, the tool statements can be illustrated in Table 1. The internal consistency of the scale paragraphs was confirmed at the dimensional level. All after the values of the correlation coefficients (Cronbach Alpha) exceeded the minimum acceptable level (0.70) and confirming the internal consistency of the scale. Thus, stability is required in the event of repeated testing.

**Table 1:** Results of the internal consistency test for variables and dimensions

standard	Honesty	Cronbach Alpha
Contextual ingenuity	0.976	0.954
Hybrid organizational identity	0.977	0.955
The characteristics of paradoxical organization	0.974	0.950
A paradoxical solution strategy	0.975	0.952
	0.975	0.951
Direct salary	0.976	0.952
Compensation	0.978	0.958
Upgrade		
Achievement	0.976	0.953
Variety of tasks	0.977	0.956
The relationship between workers	0.976	0.954
Organizational Equilibrium	0.973	0.948
All paragraphs of the questionnaire	0.976	0.954

- 2- The stability of the questionnaire : It uses (Split –Half) method in measuring stability. It is summarized by finding the correlation coefficient between the scores of the individual questions and the degrees of marital questions in the questionnaire. The correlation coefficient is corrected by the (Spearman –Brown) equation. If the coefficient of stability is (0.67) according to the formula, it will be sufficient for the research. It was found that the correlation coefficient of the questionnaire was (0.899). It means that, at their different scales, they have good stability. It can be adopted at different times and individuals themselves to give the same results.

### 3- Empirical factor analysis

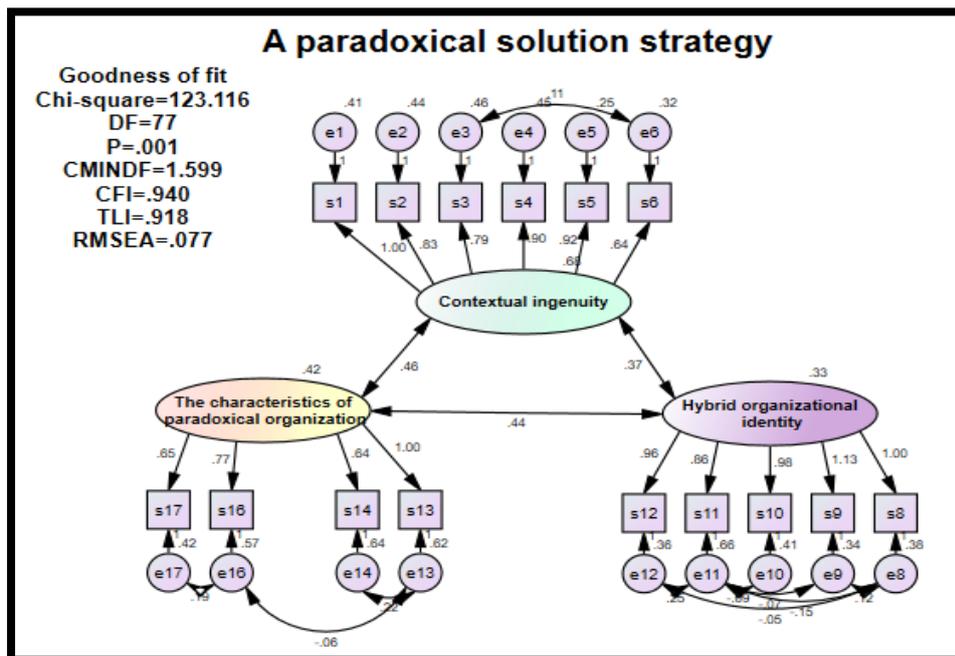
The purpose of constructive assertive honesty is checking the dimensions and paragraphs that make up according to its fixed theoretical structure in the literature. Namely, the component dimensions match the scale and the paragraphs represented in the sample data with their origin in the relevant theory and literature. One of the applications of the structural equation modelling was implemented through the statistical program (AMOS v.23). The stability of the scale can be tested, as the conformity quality indicators (Hair et al., 2010; Lee et al., 2007) mentioned in Table 2. It will be used to find out the suitability paragraphs of the dimension in general and the variable that belongs to it in particular.

**Table 2:** The indicators of conformity quality

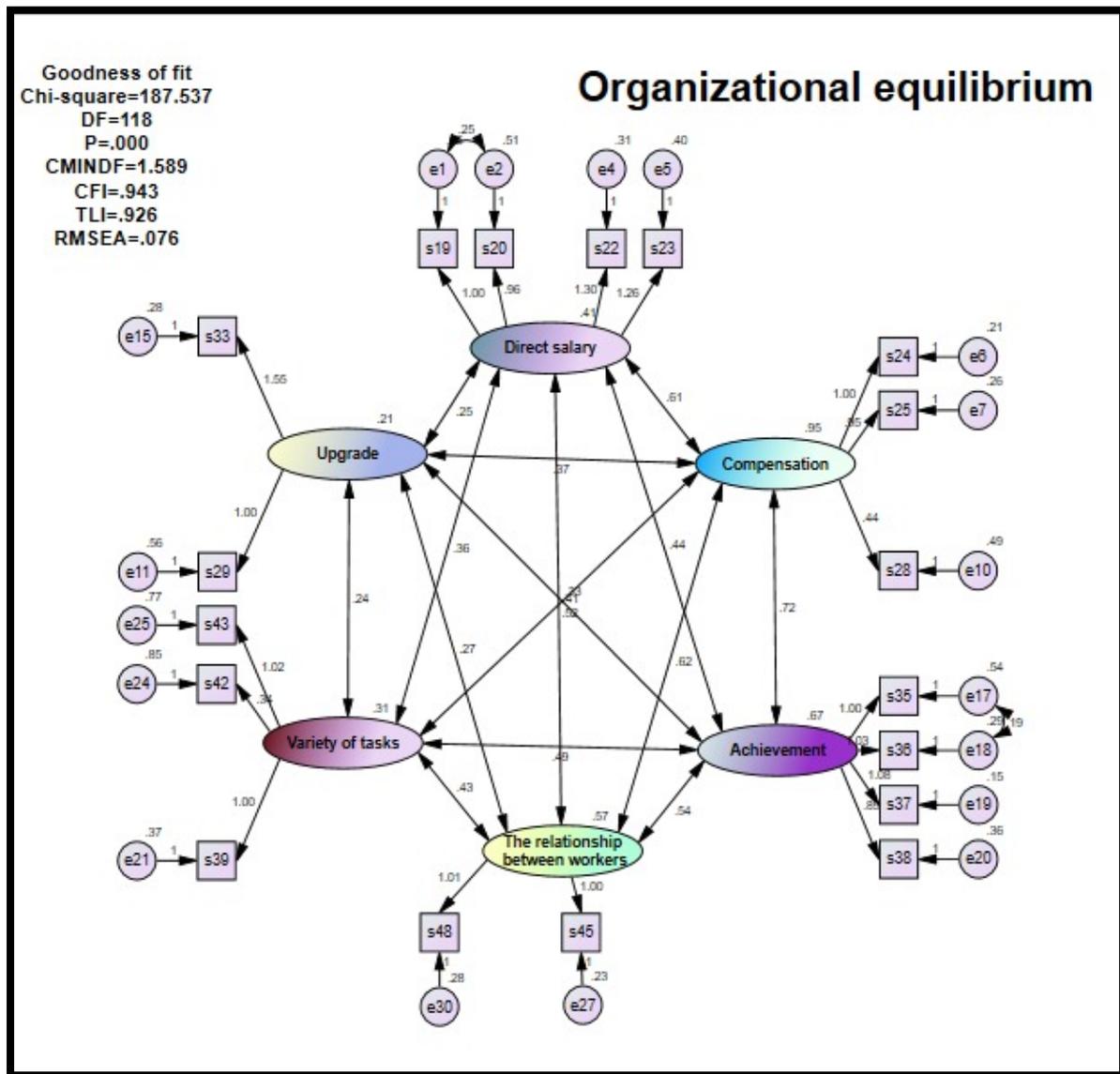
	The indicator	The general rule
1	X2 Kai Square	---
2	(DF)	---
3	The ratio between X2 and the degree of freedom DF	Less than 5
4	(CFI)	1-0.9
5	(TLI)	1-0.9
6	RMSEA	0.10-0.08

Figure (4) shows the general confirmatory analysis of the paradoxical solution strategy model, which consists of three basic dimensions with (18) paragraphs. As it becomes clear through the figure, all indicators of conformity quality were within the required criteria.

**Figure 4.** The complete model of the paradoxical solution strategy variable



**Figure 5.** The complete model of the paradoxical solution strategy after the modification



From Figure 4, the conformity quality indicators were within the required criteria for the model. It is clear through the Table 2, the morale of the paragraphs are greater than the critical standard value (CR) of (1.96). This indicates the validity of the phrases based on quality indicators. The extracted match is close to the goodness of fit quality indicators that stands for a good indicator. It should be noted here that paragraph (15) and (18) has been deleted because it is insignificant in addition to adjusting the values of joint variations by making a link between the paragraphs with the highest common variance that appeared in the recommendations of modification indices (Froese, 2017). These recommendations include either deleting or modifying the paragraphs with the highest common high contrast within the model.

**Table 3:** The regression weights, the standard error, the critical ratio and the significance level for the dimensions of the variable of the paradoxical solution strategy

vertebra	Path	Dimension	Standard regression weights	Standard error S.E.	The critical ratio C.R.	Significance level at 0.05 P
s1	<---	Contextual ingenuity	.790			
s2	<---		.719	.110	7.553	***
s3	<---		.694	.109	7.219	***
s4	<---		.742	.115	7.843	***
s5	<---		.833	.101	9.014	***
s6	<---		.685	.091	7.108	***
s8	<---	Hybrid organizational identity	.662			
s9	<---		.742	.145	7.987	***
s10	<---		.655	.172	5.827	***
s11	<---		.526	.211	4.234	***
s12	<---		.677	.174	5.680	***
s13	<---	The characteristics of paradoxical organization	.695			
s14	<---		.502	.115	5.549	***
s16	<---		.603	.144	5.342	***
s17	<---		.595	.113	5.771	***
s18	<---		.607	.119	7.266	***

Figure 5 shows the confirmatory factor analysis of a model of organizational equilibrium. It consists of six basic dimensions with (34) paragraphs by modifying it according to the recommendations of modification indices (Froese, 2017). This includes either deleting or modifying paragraphs with the highest common high variance within the model .Table 4 shows the regression weights, the standard error, the critical ratio, and the significance level for the dimensions of the organizational equilibrium variable.

As it becomes clear through Figure 5, the conformity quality indicators were within the required criteria for the model. It is clear through Table 4, the morale of the paragraphs are greater than the critical standard value (CR) of (1.96). This indicates the validity of the phrases for quality indicators. The extracted match is close to the goodness of fit quality indicators that is a good indicator. It is worth noting here that a number of unimportant paragraphs were deleted in addition to adjusting the values of joint variations by making a link between the paragraphs with the highest common variance appeared in the recommendations of modification indices (Froese, 2017). These recommendations include either deleting or modifying the paragraphs with the highest common high contrast within the model and the adjustment has been made.

**Table 4:** The regression weights, the standard error, the critical ratio, and the significance level for the dimensions of the organizational equilibrium variable

vertebra	Path	Dimension	Standard regression weights	Standard error S.E.	The critical ratio C.R.	Significance level at 0.05 P
s19	<---	Direct salary	.618			
s20	<---		.653	.130	7.434	***
s22	<---		.831	.194	6.732	***
s23	<---		.785	.195	6.475	***
s24	<---	Compensation	.904			
s25	<---		.877	.072	13.193	***
s28	<---		.520	.077	5.710	***
s29	<---	Upgrade	.519			
s33	<---		.798	.312	4.960	***
s35	<---		.745			
s36	<---	Achievement	.841	.087	11.872	***
s37	<---		.918	.111	9.690	***
s38	<---		.775	.111	8.027	***
s39	<---		.676			
s42	<---		.205	.158	2.186	.029
s43	<---	Variety of tasks	.545	.181	5.651	***
s48	<---		.817	.107	9.444	***
s45	<---		.846			
		The relationship between workers				

### *Descriptive Analysis of Research Variables*

We seek from this analysis to identify the reality of the strategy to resolve the contradiction and organizational equilibrium of a sample from Asiaccell and Zain. The mean and standard deviation will be counted for these answers. Also, it is intended to determine the relative importance of each dimension within one variable depending on the coefficient of variation. The research relied on the quintile Likert scale in the sample responses to the questionnaire. The level of each variable will be between (1-5) with four levels as explained by Table (4) based on (Abdel-Fattah, 2008). It includes two levels in the case of an increase from the hypothetical mean ranged from 2.60 to 3.39. It will be good if it ranges between (3.40 to 4.19) and very good if it increases from (4.20 to 5). It also includes two levels if it falls below the hypothetical mean (2.60 to 3.39). Then, it is weak if it ranges between 1.80 to 2.59 and very weak if it is decreased from (from 1 to 1.79) as shown in Table 5.

**Table 5:** The weighted average and the direction of the answer

Answer level	Answer scale	Weighted average
Very weak	I totally disagree	From 1 to 1.79
Weak	I do not agree	From 1.80 to 2.59
Average	neutral	From 2.60 to 3.39
good	Agreed	From 3.40 to 4.19
very good	Totally agree	From 4.20 to 5

### ***Paradoxical Solution Strategy (X) and Organizational Equilibrium (Y)***

The highest general arithmetic mean in the variable of the paradoxical solution strategy for Zain was reached after the hybrid organizational identity. It reached to (3.308) at an intermediate level. The standard deviation of it is (0.636) and a coefficient of variation is (19.223) as this dimension came at the level (1) in terms of relative importance. For Asiacell, it also came at a medium level. But, it is at a lower level. Consequently, this indicates that Zain and Asiacell are somewhat interested in the hybrid organizational identity. Nevertheless, it is not up to the level of ambition despite appreciating the efforts made by its members in developing the company's work. It mainly pays attention to the services provided to customers with focusing on the process of promoting services in order to attract customers, but all of these things were of an average level. It did not rise to the nature and size of challenges and competition present by other competitive companies. The least general arithmetic mean in the paradoxical solution variable was when it had dimensional contradictory characteristics. Asiacell company has an average of (3.237), a standard deviation of (0.714) and a coefficient of variation of (22.06). The same applies to Zain as it also came at an intermediate level. This indicates that the two companies have research and development operations in one period and another. But, at the same time, they are not active and influential on the ground, as we find that the two companies do not invest and develop in things other than Confirmed or guaranteed, and for fear of losing money and time in searches, the researcher believes this is incorrect and will negatively affect the development and renewal processes that will be available as excellent opportunities to other competing companies. On the whole, the variable of the paradoxical solution strategy came at an average level in both companies, with some advantages in Zain. It came with an average of (3.299) at an average level and with a standard deviation of (0.600). This indicates the lack of dispersion of the sample's answers and their assertion that Zain has a fairly good interest in the contradiction solution strategy. But, it is not up to the ambition and needs more work. But, it is better than the Asiacell Company, which had some regression in implementing the paradoxical solution strategy. Likewise, in adopting contextual proficiency well, the researcher did not find the spirit of adventure. Compared to the size of the company's challenges, it is often reluctant to accept new opportunities. They are not in line with its plan and policies, as it is slow to adapt and change in light of the speed of environmental changes.

Also, in the search for new capabilities, they are often a distinct component in achieving competitive advantages.

For Organizational equilibrium (Y), the highest balance in the general account of the organizational equilibrium variable when it was promoted in the Zain company reached (3.315) at an average level with a standard deviation of (0.7400) and a difference factor of (22.32). As for the Asiacell company, it came at an average level, this indicates there is an average interest by Zain after the promotion, although there is an interest in promoting employees from one job to another. But, it is often routine and according to the approved contexts and not as a clear and focused policy by the company's management. Perhaps, this policy will not encourage employees to be creative in their work in the hope of getting promoted. As for the lowest dimension in the organizational balance variable, for Asiacell company, a general arithmetic mean was (3.096) at an average level with standard deviation of (0.886) and a coefficient of difference (28.62). It came also as the lowest value in Zain and at an average level. This proves the results mentioned in the contradiction solution strategy. It shows that the two companies do not give high confidence to workers and do not give them participation in decision-making, and therefore this worked to reduce the rates of achievement for workers and caused a loss of self-confidence that helps in innovation and creativity in the field of work or to take full responsibility for their actions. As for the aggregate, the organizational equilibrium variable came close to the two companies, with some advantage being with Zain compared to Asiacell, which came with an arithmetic mean of (3.231) and an average level and with a standard deviation of (0.682). This indicates the lack of dispersion of the sample responses and their confirmation of the existence. Some regression were in both companies researched in terms of organizational balance, especially in temptations. The researcher found that most workers do not have a full conviction of salaries and compensation, especially the incentives policy followed, as well as the method of promotion for workers and how they receive high positions within the researched company. In Zain or Asia torrent, the situation did not differ much from the contributions as a result of the retreat in the temptations. This affected the existence of some retreat in the accomplishment and the diversity of the task. So, whenever the worker is satisfied with the salary and the compensation received, this will help to bear the responsibility and accept the additional tasks of any type.

**Table 6:** The mean, the standard deviation, the coefficient of variation, and the relative importance of the search variables based on SPSS simulator

Superlative	Asia Company				Zain company				Dimensions of search variables
	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	
Zain company	<b>3</b>	22.060	0.714	3.237	<b>3</b>	21.743	0.719	3.307	Contextual ingenuity
Asia Company	<b>1</b>	18.530	0.609	3.284	<b>1</b>	19.223	0.636	3.308	Hybrid organizational identity
Zain company	<b>2</b>	19.88	0.647	3.255	<b>2</b>	20.05	0.658	3.281	The characteristics of paradoxical organization
Zain company	<b>1</b>	17.83	0.581	3.258	<b>1</b>	18.19	0.600	3.299	A paradoxical solution strategy
Zain company	<b>4</b>	26.09	0.813	3.116	<b>4</b>	25.77	0.822	3.189	Direct salary
Zain company	<b>5</b>	26.34	0.826	3.136	<b>5</b>	26.42	0.842	3.187	Compensation
Zain company	<b>2</b>	22.38	0.730	3.261	<b>2</b>	22.32	0.740	3.315	Upgrade
Zain company	<b>6</b>	28.62	0.886	3.096	<b>6</b>	28.27	0.891	3.152	Achievement
Zain company	<b>1</b>	20.73	0.665	3.208	<b>1</b>	19.74	0.642	3.252	Variety of tasks
Zain company	<b>3</b>	25.92	0.832	3.210	<b>3</b>	25.53	0.839	3.286	The relationship between workers
Zain company	<b>2</b>	21.29	0.675	3.171	<b>2</b>	21.11	0.682	3.230	Organizational Equilibrium
	Sample volume =88				Sample volume =103				

### *Testing the Research Hypotheses*

- Correlation Hypotheses

For Zain Company, its data was depicted in Table 6. Results of the Pearson Correlation include values between the paradoxical resolution strategy variable with its exclusion (contextual ingenuity, hybrid organizational identity, paradoxical organizational characteristics). The organizational equilibrium variable, as the first major research hypothesis (A). It states there is a significant correlation between the dimensions of the paradoxical solution strategy and organizational equilibrium. In Zain Telecom and through Table 6, it is clear that there is a significant correlation between all dimensions of the paradoxical solution strategy with organizational equilibrium. The highest value of correlation coefficient came between the paradoxical solution strategy in general with the

organizational equilibrium. The correlation coefficient between the paradoxical solution and organizational equilibrium was (\*\*0.800). At the significance level (0.000), this means that there is a very good correlation relationship. For moral significance, this indicates that the paradoxical solution strategy has an effective and fundamental role in achieving organizational equilibrium. That is, Zain's implementation of the a paradoxical solution strategy will help the company to resolve the contradictions that may exist from time to time in its policies and administrative procedures to achieve organizational equilibrium.

For Asiacell Company, it can be seen from the data in Table 7 that the results of the Pearson Correlation values are between the paradoxical strategy of diminishing the contradiction by removing contextual ingenuity, hybrid organizational identity, paradoxical organizational characteristics. The organizational equilibrium variable in Asiacell has been based on major research hypothesis (B). It states that there is a significant correlation between the dimensions of paradoxical organizational characteristics and organizational equilibrium at Asiacell communications. From Table 7, it is clear that there is a significant correlation relationship between all dimensions of the paradoxical organizational characteristics with the organizational equilibrium. As for the highest correlation coefficient value, it came to the correlation value between the strategy of resolving the paradoxical in general with the organizational equilibrium. The correlation coefficient between the solution to the paradoxical and organizational equilibrium was (\*\*0.804 ) at the significance level (0.000). This means that there is a very good correlation relationship with a significance. This indicates that the strategy of resolving the paradoxical has an active and fundamental role in achieving organizational equilibrium. In other words, the Asiacell must seek more to implement a contradiction solution strategy to achieve more organizational equilibrium in the company's performance.

**Table 7:** The correlations between the dimensions of the conflict resolution strategy and organizational equilibrium

Superlative	organizational Equilibrium		Correlation value and significance level	dimensions of paradoxical resolution strategy
	Asiacell Company	Zain Company		
Zain Company	0.727**	0.744**	correlation	Contextual ingenuity
	0.000	0.000	Sig	
Zain Company	0.679**	0.701**	correlation	Hybrid organizational identity
	0.000	0.000	Sig	
Zain Company	0.674**	0.701**	correlation	The characteristics of paradoxical organization
	0.000	0.000	Sig	

Zain Company	0.785**	0.800**	correlation	A paradoxical solution strategy
	0.000	0.000	Sig	
.**Correlation is significant at the 0.01 level (2-tailed)				

- Impact Hypotheses

This section is concerned with testing hypotheses of influence that was identified in the research. This is for the purpose of determining the possibility of ruling on acceptance or rejection by conducting an impact analysis test between independent and representative variables (contextual ingenuity, hybrid organizational identity, paradoxical organizational characteristics) and the dependent variable (organizational equilibrium).

The second main hypothesis will be tested which states (there is a significant effect between the dimensions of the paradoxical resolution strategy in achieving organizational equilibrium). Accordingly, (a) represents the amount of constant and (Y) stands for relationship organizational equilibrium. It is a function of the true value of the dimensions of the paradoxical solution strategy. It estimates these values and their statistical indicators. It was calculated on the level of the research sample of (88) employees in Zain and (103) in Asiacell. The effect levels will be analyzed between the variables. Table 8 shows the statistical indicators between the dimensions of the paradoxical resolution strategy in the organizational equilibrium.

For Zain Company based on the second major hypothesis test (A), there is a significant relationship of influence between the dimensions of the paradoxical solution to the organizational equilibrium in Zain Telecom.

$$Y = a + \beta_1 X_1$$

$$Y = 0.501 + 0.830 X_1$$

Table 7 shows that all hypotheses of influence had a significant effect. Dimensions of paradoxical solution strategy in organizational equilibrium as the highest impact value in this hypothesis was the effect of the overall paradoxical solution strategy on organizational equilibrium. The calculated value of (F) for the estimated model was (179.708). It is greater than the tabular value (F) of (2.79) at the significance level (0.05). Accordingly, the hypothesis is accepted. There is a significant effect relationship between the paradoxical solution strategy in the organizational equilibrium at the significance level (5%) as in a degree of confidence (95%). This indicates that the strategy of resolving the contradiction was adopted by Zain Telecom. It will help the company reduce levels of inconsistency in the company's strategy and policies. Consequently, it will achieve overall organizational equilibrium on the overall performance levels of the researched company and by the value of the determination coefficient ( $R^2$ ) of (0.640).

It is clear that the paradoxical solution strategy is capable of explaining 64% of the changes. This occurs in the dependent variable (organizational equilibrium). The rest (36%) is dependent on other variables not included in the research model. This is indicated by the value of the marginal slope coefficient of the paradoxical solution strategy of (0.908). The increase in the strategy of resolving the contradiction by one unit will lead to an increase in the variable (organizational equilibrium) by (91%).

For Asiacell Company based on examination of the second main hypothesis (B), there is a significant relationship of influence between the dimensions of the paradoxical solution strategy in the organizational equilibrium at Asiacell Communications as follows:

$$Y = a + \beta_1 X_1$$
$$Y = 0.429 + 0.847X_1$$

It can be seen from the results of Table 8, all hypotheses of influence had a significant effect on the dimensions of the paradoxical solution strategy in organizational equilibrium. The highest impact value in this hypothesis was the effect of the overall paradoxical solution strategy in the organizational equilibrium. The calculated value (F) of the model was (138.014) which is greater than the tabular value (F) of (2.79) at the significance level (0.05). Accordingly, the hypothesis is accepted. There is an effect relationship of significant between the strategy of solving the paradoxical in the overall organizational equilibrium at the level of significance (5%), as in a degree of confidence (95%). This indicates that the implementation of the conflict resolution strategy by Asiacell will work to achieve stability and prevent duplication and contradiction in the company's policies and performance. Thus, it will work to achieve organizational equilibrium through the value of the determination parameter ( $R^2$ ) of (0.616). It is clear that the strategy of resolving the paradoxical is able to explain what is (62%) of the changes that occur in the adopted variable (organizational equilibrium). The remaining percentage (38%) is related to other variables not included in the research model. It is clear from the value of the marginal slope coefficient of the paradoxical solution strategy of (0.912) that increasing the paradoxical solution strategy by one unit will lead to an increase in the variable (organizational equilibrium) by 91%. Table 8 shows the statistical indicators between the dimensions of the paradoxical solution strategy in the organizational equilibrium.

**Table 8:** The statistical pointers between the dimensions of the paradoxical solution strategy in the organizational equilibrium

Organizational Equilibrium	Path	Dimensions of paradoxical solution strategy	Zain Company					Asiacell Company				
			a	B	F	R <sup>2</sup>	sig	a	B	F	R <sup>2</sup>	sig
Organizational Equilibrium Y	<---	Contextual ingenuity	0.896	0.706	125.381	0.554	0.000	0.946	0.688	96.524	0.529	0.000
	<---	Hybrid organizational identity	0.743	0.752	97.552	0.491	0.000	0.696	0.754	73.727	0.462	0.000
	<---	The characteristics of paradoxical organization	0.848	0.726	97.388	0.491	0.000	0.885	0.702	71.418	0.454	0.000
	<---	paradoxical solution strategy	0.234	0.908	179.708	0.640	0.000	0.200	0.912	138.014	0.616	0.000

To test the differences between the averages of Zain and Asia with these assumptions, the differences between the averages of Zain and Asia will be tested within the independent variable (paradoxical solution strategy), and the dependent variable (organizational equilibrium). We will use (Z) test for two independent samples to test the main hypothesis. It stated that there are significant differences regarding the answers to the paradoxical solution strategy in the different research company (Zain, Asiacell). The main hypothesis stipulated that there are significant differences regarding the answers of the organizational equilibrium with the different respondent company (Zain Company, Asiacell Company))

There are significant differences regarding the strategic answers to resolving the contradiction according to the researched company (Zain Company, Asiacell Company). Table 9 indicates the mean of the answers of the surveyed sample about ariabile paradox resolution strategy. It reached the highest mean of the arithmetic sample when it was searched in (Zain Company) by repeating (103) samples from the total of the sample of (191) with a mean of (3.2892) and standard deviation of (0.600). The table shows the calculated value of Z as it reached to (0.498). It is smaller than the value of (Z) of the tabular value of (1.960) at the level of significance (0.631), which is greater than the level of significance (0.05). Accordingly, we reject the alternative hypothesis and accept The null hypothesis, which means (there are no significant differences regarding the answers to the paradox resolution strategy with the difference of the researched company (Zain Company, Asiacell Company) at the level of significance (5%), i.e. with a degree of confidence (95%), and this indicates that the general view of the paradox resolution strategy in both companies. It was consistent and close to their levels of interest. They address the problem of resolving the

discrepancy in the strategy and policies of the two companies when dealing with the internal and external variables of the two companies.

There are significant differences regarding the answers of the organizational equilibrium according to the researched company (Zain, Asiacell).

The sample respondents have searched for the organizational equilibrium variable. It reached the highest arithmetic mean at the sample surveyed in (Zain Company), by repeating (103) samples of the total sample searched which amounted to (191) with an mean of calculation reached (3.2310 ) and a standard deviation of (0.682). Table 10 shows that the calculated value (Z) is (0.598 ). It is smaller than the (Z) tabular value of (1.960) at the level of Indication (0.550 ). It is greater than the significance level (0.05). Accordingly, we reject the alternative hypothesis. This means there are no significant differences regarding the answers, organizational equilibrium , according to the different investigated companies at the level of significance (5%) as in a degree of confidence (95%). This indicates that the sample surveyed in both companies (Zain and Asiacell) was agreed on the importance of organizational equilibrium. It was not at the required level as there was no lack of moral differences on paradox resolution strategy. Also, there were no significant differences regarding organizational equilibrium.

Thus, looking at the results above, it is clear that despite the fact that the two companies are considered to be one of the largest and leading companies in the field of communications. They have subscribers in large numbers. However, it was unable to focus and properly care about the research variables. Besides that, most of the services and features provided to customers by the two companies together are services and features that are very similar to those in contrast to the designations. Therefore, continuing this pattern will work to reduce excellence and success little by little in the future.

**Table 9:** The mean and the standard deviation of the search variables for the researched companies (Zain and Asiacell)

Variables	Company	standard deviation	Arithmetic mean	Sample volume
Paradox Resolution Strategy	Zain Company	<b>0.600</b>	<b>3.299</b>	<b>103</b>
	Asiacell Company	<b>0.581</b>	<b>3.258</b>	<b>88</b>
organizational Equilibrium	Zain Company	<b>0.682</b>	<b>3.230</b>	<b>103</b>
	Asiacell Company	<b>0.675</b>	<b>3.171</b>	<b>88</b>

**Table 10:** Statistical indicators of the search variable for the researched companies (Zain and Asia)

Variables	indication	The difference between the averages	Sig	D f	Test z
Paradox Resolution Strategy	Not significant	<b>0.042</b>	<b>0.631</b>	<b>189</b>	<b>0.480</b>
organizational Equilibrium	Not significant	<b>0.060</b>	<b>0.550</b>	<b>189</b>	<b>0.598</b>
Value of the tabular z = 1.960					

## Conclusions

- 1- The results proved that both companies did not rise to the level of ambition in dealing with the variables. The environmental challenges are in terms of competition and meeting the desires and needs of customers or in terms of attention to the internal environment and meeting the aspirations of workers. Hence, this decline and actual lack of interest may lead in the future to losses in profits. Market shares gradually to other competitors.
- 2- The results showed that there is a good space for dealing in a balanced way in terms of formal and informal for both companies. But, there is an inventory of powers in the process of taking or participating in making decisions that are limited to the hands of the senior management. Therefore, failure to involve workers may lead to kill creativity and challenge within the company, which is one of the main elements of success for organizations.
- 3- Zain company had somewhat advantage over Asiacell in implementing the paradox resolution strategy. However, it is noted that both companies, especially Asiacell, lacks the spirit of adventure and investment in available opportunities. Especially, those opportunities that were not taken into account or in the company's plans. Hence, the lack of adventure and taking a step forward and staying on the prepared plans in advance may lead to losing the company the opportunity of success and increasing profitability. Also, to allow this opportunity to be invested by the competing company and advance in the field within the field of competition.
- 4- The results showed Zain's distinction compared to Asiacell in its interest in the level of developing relations between workers within the company. We found an atmosphere of comfort and fruitful cooperation among workers with the lack of organizational pressures. It often works to develop an environment characterized by organizational conflicts that they are repelling to creativity and distinction.
- 5- The results indicated that there is a convergence in the organizational equilibrium of the two companies. It is the decline in the levels of interest in organizational equilibrium,

which came at an average level. There is a decline in temptations, whether in terms of salaries or compensation that there was no high agreement on them by workers, especially in the policy used in distributing incentives as well as the method of promotion for workers inside the company. It consequently negatively affected the contributions by workers, especially for completion and diversification of tasks .

- 6- The results of the research showed that both companies strive to adopt and pay attention to the paradox resolution strategy whenever they have a relationship of influence in achieving organizational equilibrium. In other words, the paradox resolution strategy plays an effective and influencing role in achieving stability and o organizational equilibrium in the midst of accelerating and unstable environmental changes.
- 7- There are no significant differences between Zain Telecom and Asiacell in terms of paradox resolution strategy and organizational equilibrium. That is, the existence of an intellectual and administrative convergence regarding the adoption and interest in research variables. This is indicative of something, but it indicates a convergence in the policies in terms of plans, strategies and services that are provided. Both companies lose distinction and may lead in the future to the loss of a number of market shares in front of any existing telecommunications company that works to bring about some distinction and difference from what is present and is currently followed by Zain and Asiacell .

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