

Identification the Dimensions and Components of Ambidextrous Management Competencies in the Ministry of Sports and Youth

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Abstract

Purpose: The purpose of this study was to identify the appropriate dimensions and components of ambidextrous management in the Ministry of Sports and Youth.

Method: The current research is applied in terms of purpose and qualitative research method with an exploratory approach. Based on purposeful sampling, 15 experts in the field of sports management were selected with the snowball technique. The data was collected with the help of semi-structured interviews and thematic analysis using open and inferential coding. In order to obtain the reliability and validity of the data, two methods of expert review and the agreement of two coders were used in the research. The analysis of the data showed that the competency of ambidextrous management has three dimensions of individual, interpersonal (social), and organizational characteristics with 25 main categories and 171 concepts.

Results: The findings of this research show the competencies needed by managers in the Ministry of Sports and Youth. The findings include a list of necessary competencies that can be considered as a basis for creating a process for recruiting and guiding sports managers. Also, these qualifications not only confirm the qualifications of managers, but can also play a role in evaluating their job performance.

Conclusion: Using the dimensions, categories, and concepts identified in the Ministry of Sports and Youth can cause organizational dynamism and agility in the two dimensions of organizational discovery and productivity.

Keywords: Competence, Ambidextrous Management, Ministry of Sports, Youth.

Introduction

Today, in addition to the functions of health and leisure, sports create opportunities for business and employment; sports promote non-violence, fair competition, teamwork, and mutual respect, mend ethnic and cultural gaps and promote cultural dialogue, mutual understanding, understanding, unity and peaceful coexistence (Jalali Farahani, 2010). In addition to all the merits of sports, the success of sports organizations in the development of professional sports and championships, especially success in international competitions, is of great interest to the people. The intense interest of society in sports successes and the desire of policymakers to achieve success, especially in events such as the Olympic Games, the World Championships and the Asian Games, related businesses, and income from sports activities make the managers of sports organizations strive. And it has forced the formulation of a strategy (Kashif and Hosseinpour, 2011).

Sports success and finding its reasons need comprehensive and comprehensive investigations (Ebrahimpour Azbari and Shabani Mojdehi, 2016). In today's highly competitive environment, only organizations with superior performance achieve their goals by providing better conditions for themselves (Liliana and Adrian, 2016). One of the most important factors affecting an organization's human resources is the management of that organization. The mission of sports organizations, in addition to the development of public sports and attention to the health of society, requires special attention to professional sports and championships, business, and income generation resulting from it (Alidoost Fahfarkhi and Asadi, 2021). The many challenges of sports, the economic problems caused by the cruel and arrogant sanctions against the country in all dimensions require a multidimensional and calculated effort in this field. It seems that in such difficult conditions, the final success and sometimes even the survival of the organization

depends on the ability of the organization to use the ability of organizational ambidexterity to create a kind of competitive advantage for the organization. This concept as a new management structure is entering the field of technology, innovation, entrepreneurship, organizational behavior, organizational design, and strategy (Mosikhani and et al, 2018). In order to adapt to the speed of changes in the world, organizations must use ideas or processes that lead to the development of new services in new situations (Pourabdi and Ghaffari, 2016). James March (1991) states that the center of an organization's ability to survive over time is the ability to exploit existing positions and assets in the way of creating profit and benefit and at the same time discover new positions and technologies to use. It is one of the new opportunities and this is a fundamental attraction for long-term survival (James March, 1991).

Therefore, organizational ambidexterity to keep up with the turbulent business environment in order to maintain competitive advantage is one of the basic challenges facing managers (Jehan Sirkhararoudi, 2019). Different organizations must be flexible enough to manage both unpredictable threats and opportunities in an uncertain future and unstable environment (Poorabdi and Ghaffari, 2016). A dual-capable organization is an organization that simultaneously has the ability to focus on current responsibilities (productivity) as well as future opportunities (exploration) as a key to the organization's survival. For researchers, exploration and productivity are basically two separate organizational activities that must be pursued completely simultaneously in order to achieve competitive advantage and long-term survival. A large number of researchers have modeled productivity and exploration as purposeful activities that have a mutually positive effect (Ringel and Sinkowicz, 2017). A successful organization is able to create a balance between these two features in order to take full advantage of existing business opportunities and create new products (Benner

and Tashman, 2002, Levinthal and March, 1993).

In the management literature, to better express the difference between these two modes, the words exploration (leap innovation) and productivity (gradual innovation) are used, and an organization that can use both modes is a dual-potential organization. It may seem very difficult to transform an organization into an ambidextrous organization, because the simultaneous pursuit of the two may cause contradictions in the allocation of resources and increase the risk of failure (Tashman and O'Reilly, 1996). Despite the emphasis of scientists on this category that an organization can continue its life with the help of ambidexterity, many companies have failed in using this method. In general, the organizations that have failed in the implementation of duality, it seems that they were not able to use their resources and capabilities well, or they did not have these resources and capabilities at their disposal, and they also encountered problems in providing them. From the perspective of experts, incremental innovation (designed to meet the needs of existing customers) is described as productivity, and radical innovations (designed to meet the needs of emerging customers) are described as exploration (Jansen and et al, 2020).

The simultaneous development of exploration and productivity is a major factor in the survival and success of the system. Based on this, contextual ambidexterity should be the key driver of the human resources performance of organizations in the long term (Kang and Snell, 2019). On the other hand, in today's complex markets, the survival of organizations requires a combination of efficiency and innovative strategic capabilities. This category of organizations is called dual-purpose organizations; It means that in order to achieve superior performance and sustainable competitive advantages, they engage in exploratory and exploitative activities at the

same time. However, creating these types of capabilities requires its own complex processes and mechanisms. Considering the effects of ambidexterity in exploration and productivity, adopting an organizational ambidextrous potential strategy can help in solving the concerns of senior managers of sports organizations. Therefore, by following ambidexterity, in the short term, we can expect to see a reduction in costs and an increase in the development of popular sports and championships. In addition, with the special capabilities that will be achieved through ambidexterity, it will be possible to recognize the right time for new activities (Kastapoulos and et al, 2015).

Obviously, at the same time, the role of management of organizations will be very prominent and important, in such a way that organizations can move towards an ambidextrous approach that, while paying attention to the categories of productivity and exploration, consider indicators and scientific criteria for selecting managers. Creativity and innovation can be mentioned among these criteria. Although some human resource management studies have examined the relationship between human resource management and organizational ambidexterity, there is little knowledge about the effect of human resource management systems on ambidexterity in sports organizations. Experts in the field of ambidexterity believe that the conducted research only examined some of the factors affecting organizational ambivalence (such as organization design, strategic management, and leadership theory). Identifying the effective factors in the design of the organizational ambidexterity model requires deep and numerous studies (Barkinsha and Gupta, 2018). Based on what was said, nowadays sports organizations are facing the limitations of human and financial resources and on the other hand, there is a need for fierce competition in the field of sports with the world; hence, paying attention to the issue of

ambidexterity in such organizations is more evident. Also, the lack of research conducted in sports organizations doubles the serious attention and study of ambidexterity. Therefore, this research is conducted to investigate and apply this feature to managers of sports organizations. According to the stated contents, the present research was conducted with the aim of identifying the dimensions and components of organizational ambidexterity in the Ministry of Sports and Youth of the Islamic Republic of Iran, and the researcher is looking for an answer to the question of what characteristics are needed to create a two-sided power organization. Is it necessary? In other words, what are the characteristics that create an ambidextrous sports organization?

Materials and methods

In terms of the purpose of this research, it is of the type of applied development studies, and in terms of data collection, it is of a descriptive type and in terms of the certainty of the data, it is of an exploratory type. The research method is mixed or combined. The qualitative method used is of content analysis type. Content analysis is a research method and analytical tool that is practical and useful in a wide range for analyzing different forms of communication (i.e., written text, recorded speech, open interviews, visual images) or any other type of message (Hosseinpour and Vahadani, 2021). Content analysis is used in the study of a wide range of texts related to interviews and conversations in social and clinical research, as well as types of films, television programs, and advertising content and editorials in newspapers and magazines. Content analysis is defined as a research technique for the objective, systematic and qualitative description of the apparent content of communications. The qualitative content analysis investigates the relationship between the text and the potential audience's meaning and finds out that media texts have multiple meanings; that is, it accepts several meanings by different readers and tries to

specify the possible meaning of the texts for the addressees. Qualitative content analysis pays attention to the audience, media, and background factors, and not just the text itself. The content analysis method is based on the assumption that by analyzing linguistic messages, one can discover meanings, priorities, attitudes, ways of understanding, and organization (Wilkinson, 2003). This method, which is placed as an interpretation between objective and subjective poles, leads the researcher to the hidden elements of the subject (Bardin, 1989). In Patton's view, qualitative content analysis involves a process designed to compress raw data into categories or themes based on valid inferences and interpretations. In this method, categories and themes are mainly extracted from the texts of interviews and documents using inductive reasoning (Weber, 1990). Data categorization is the result of coding. Coding means classifying the meaningful units of the text and it is done in two ways: primary and inferential coding. The initial coding of the text is called open coding; it is done after repeated and careful reading of its materials. As a result of open coding, primary categories and basic codes are selected. After the primary (open) coding, it is time for inferential coding, which has a higher level of abstraction than the primary coding, and searches for hidden patterns in the text, which is based on inference and finding the relationship between codes and categories. In turn, the researcher estimates a logical relationship between the basic codes that he obtained in the open coding stage so that in this way he can reach the categories that have a higher level of abstraction. In this stage, by choosing the main and central category, integration and logical connection between the categories is established and the theory is formed (Abul Maali, 2012).

The statistical population of this research included all sports management experts in the country, and all of them had teaching positions in sports management in universities or had macro sports management experience in recent

years in the country. In the selection of the statistical sample to conduct semi-structured interviews, prominent people who have knowledge of sports management or had valuable experiences in sports management were used by the purposive sampling method and snowball sampling technique. In this technique, an initial group was selected for the interview. Then, the next groups were introduced for interviews by the same group and the sampling continued until the research reached theoretical saturation and sufficiency (15 interviews). In other words, the process of conducting interviews and collecting data continued until the stage of theoretical saturation of the categories, and to put it more clearly, until it was not possible to obtain more recent data (two interviews were also conducted to reach saturation). In-depth individual interviews with each of the participants lasted between 45 and 70 minutes. In order to analyze the data in the

qualitative part of the research, coding was done in two stages, open and inferential, and the classification concepts were categorized into 14 main components. To measure the reliability in this section, the agreement percentage index (Cohen's kappa coefficient) was used. In this way, after the end of the coding, about 30% of the codes were selected and coded again by the researchers. The frequency of code similarity was calculated using this index, which was higher than 72% for all components.

Results

The description of the demographic information in the qualitative and quantitative section is given in Table 1. In the qualitative part, to have our sample, it was attempted to select people who, while having practical records in the subject of the research, also have relevant education and theoretical knowledge.

Table 1. Demographic information of participants in the qualitative section

Frequency	Work history and scientific background	Level of Education	of Row
2	A faculty member of Sports Management at State University	Ph.D.	1
2	Manager working in the Ministry of Sports and Youth	Ph.D.	2
3	Manager working in sports clubs	Ph.D.	3
1	The executive board of the National Olympic Committee	Ph.D.	4
3	Secretary of the Sports Federation	Ph.D.	5
1	Director of physical education of the province	MSc	6
2	Sports club board of directors	MSc	7
1	Sports business manager	MSc	9

In the data analysis, the findings were first done using primary coding (open coding). At this stage, the resulting data were carefully examined and the main categories and subcategory concepts were determined; In other words, after conducting each interview, concepts were searched and suitable labels were

chosen for them. The second stage of the findings was inferential (central and selective) coding. At this stage, the concepts were put together based on commonalities or homogeneity and meaning. In other words, the primary codes and categories that were created in open coding were compared with each other

and while merging the codes that were conceptually similar to each other, the categories that were related to each other were also located

around a common axis. Table 2 presents the process of converting open codes to axial ones.

Table 2. Categories and concepts related to the dimensions of ambidexterity of managers of the Ministry of Sports and Youth

Concept	Category	Dimensions
Honesty; Patience, resilience, value-emotional attitude, adherence to society's values, the spirit of service, responsibility, commitment	Personality traits	Individual characteristics
Getting to know the sports organization, Familiarity with international laws and regulations, Up-to-date and professional technical ability, sports background	Technical features	
Mental health, mental agility, decision-making power, attractive leadership, emotional intelligence, and self-control	Mental-psychological abilities	
ideation and creativity, innovation, readiness for changes, curiosity, and exploration	Foresight and strategic thinking	
Knowledge and understanding of today's technology, familiarity with virtual services, knowledge of specialized software, ability to use information, knowledge, and technology related to activity	Attention to modern technology	
Positive thinking, personal development, self-awareness, continuous learning, and administrative and financial health	Mental health and perfectionism	
Environmental education, Knowledge of public and amateur sports, knowledge of professional sports, understanding the competition, attention to competition requirement	Knowledge of sports businesses	
Management knowledge, academic degrees, understanding of capabilities, application of learning, belief in scientific-research achievements, work experience and gaining experience, scientific acceptability.	Scientific abilities	
The desire to do things effectively, creating motivation, directing towards the goal, and continuing the motivation to finish the activity	Intrinsic motivation	
Improving the supervision process, gaining the trust of employees and customers, close communication with employees, knowledge sharing, clear and correct information flow, developing accountability, respect, and discipline	Trust	Interpersonal features
Creating a culture of participation, making people participate in decisions, using people's experimental achievements and knowledge, paying attention to suggestions	Participation	
Attention to common values, belief in the goal, ethics, sense of dependence and belonging, attention to individual and social identity, loyalty to the organization	Social values and identity	

Reasonable interactions and relationships, negotiation skills, mutual respect and understanding, networking ability, virtual interactions, communication with the media	communication skills
Being a role model, taking criticism, being accountable, paying attention to human dignity, judging, being encouraging, and daring to express the existing realities	Behavioral skills
Customer relationship management, understanding fan needs, managing expectations, focusing on customer needs	Customer attention and communication

Continuation of Table 2. Categories and concepts related to the dimensions of ambidexterity of managers of the Ministry of Sports and Youth

Concept	Category	Dimensions
formulation of realistic strategies, strategic alignment with decisions, understanding of collective cooperation, ability to set goals, systematic thinking, strategic thinking, collaborative management, and teamwork	Favorable prospects	Organizational characteristics
Understanding the organizational structure, meritocracy, planning and organizing human resources, empowerment, delegation of authority, supporting new ideas, creating integrated organizational networks, management stability, unambiguous management, the existence of alternative forces in special conditions and retirement, discovering and paying attention to people's talents and interests, talent search and talent cultivation	Human resources management	
Legal and administrative awareness, salary and contract awareness, budgeting ability, marketing management, ability to use existing financial capacities	Management of financial resources and facilities	
Organizational dynamism (preparation and response to events in emergency), continuous regulation, agile and favorable structure, pioneering in accepting change, eliminating inefficient relationships based on law.	Adaptable and flexible organization (efficient)	
The ability to attract employees, create a knowledge-based environment, and continuously acquire knowledge, strengthen feedback loops, central research in sync with changes towards development, development of education, creativity, and interest in innovation, strengthen the spirit of researchers, and understand the technology chain and processes, research and productivity	Continuous learning organization (Research-oriented)	
Promoting long-term communication, two-way interaction and win-win, inter-departmental cooperation, correct competition, creating a balance between different department	Good organizational communication	
Time management, risk, and crisis management, information management, technology management,	Management skills	

change management, conflict management, ability to apply knowledge and experience, scientific mentoring, needs assessment, project finding

Paying attention to the relationship between work and organizational wages and the fair reward system in the organization, non-discrimination, staying away from corrupt structures, fair incentive system, paying attention to the promotion and development of employees

Supervising the formulation and implementation of organizational guidelines, continuous performance evaluation, receiving timely feedback and response, the ability to evaluate and control the organizations under observation, time, and cost control.

Applying the appropriate leadership style, having a guiding, supportive, and supervisory role

Organizational justice

Continuous monitoring and evaluation

Management and leadership style

Discussion

Today, one of the relative, important and fundamental advantages of organizations in a competitive and uncertain environment is the management factor. Behind every leading organization with the characteristics of exploration and productivity (ambidextrous) is the name of a successful manager with unique characteristics. Undoubtedly, the application of ambidextrous management is the guarantee of the organization's success in achieving its goals and strategies. The purpose of this research was to identify the dimensions and components of ambidextrous management competencies in the Ministry of Sports and Youth of Iran. Regarding the explanation of the research findings, three dimensions of individual, interpersonal and organizational characteristics were identified with 25 categories and 171 concepts, with each of these categories containing several concepts. As the output of the current research was to present a qualitative model including the dimensions, categories, and concepts of the competencies of ambidextrous management in the Ministry of Sports and Youth, therefore, the main issues raised in the discussion and conclusions are about these dimensions and categories that are presented separately for each

dimension. One of the dimensions identified in this research is the individual characteristics of employees. Having individual skills is necessary for success in any field, including job and profession. There are many personal characteristics that help to be more successful in any job. In this research, after conducting interviews and checking other sources, nine categories of individual characteristics that are of great importance in ambidextrous management were obtained, and these categories were: personality, technical, mental abilities, foresight, and strategic thinking, paying attention to modern technology, intellectual health, and perfectionism, knowledge of sports business, scientific abilities and motivation. It seems that for an organization that wants to carry out innovation (exploration) and maintenance activity (productivity) at the same time, or in other words, to be ambidextrous, the existence of such indicators is necessary and inevitable. Management with unique characteristics can create and manage an ambidextrous organization. Organizations that seek ambidexterity acknowledge that their employees and management are the most important resource for success in exploration and productivity activities (Al-Kardawi, 2016).

Therefore, the more the management of an organization has positive characteristics, the more successful the organization is in achieving its goals. Ghorbani and Vahdani (2016) put individual characteristics as one of the five dimensions of competence of entrepreneurial managers. Alidoost Qahfarkhi and Asadi (2021) have considered individual skills as one of the important dimensions of the competence of sports club managers, and one of the reasons for the lack of success in sports organizations is the selection of people who do not have these characteristics and are selected on a political basis. One of the categories of the individual dimension is personality traits, which include concepts such as honesty, patience, tolerance, resilience, value attitude, and adherence to society's values, the spirit of service, responsibility, commitment, and administrative and financial health that can have a major contribution to ambidextrous management. The existence of personality traits can make a person stand out from competitors. Managers with the mentioned personality traits can easily react to environmental changes and can save their sports organization from the whirlwind of environmental changes and be more successful in organizational discovery and productivity. Khorrami (2012) and Alidoost Qahfarkhi (2021) have named this feature as merit in their research.

The category of psychological and mental characteristics, including mental health, mental agility, decision-making power, positive thinking, the attractiveness of leadership, emotional intelligence, and self-control, are also important concepts that can strengthen an ambidextrous manager. In the research of Bejani (2017) and Fattahpour (2016) and Alidoost Ghafarakhi (2014), psychological characteristics are one of the most important indicators in measuring competence. Foresight and strategic thinking are concerned with concepts such as ideation and creativity, innovation, readiness for changes, curiosity, and exploration. Intense competition and technological changes have

made creativity and innovation more important in the environment of competition. Creativity and innovation have different benefits for organizations and managers at different levels, which can lead to the effectiveness of organizational ambidexterity. Paying attention to technology such as knowing and understanding today's technology, familiarity with virtual services, and Knowledge of specialized software, the ability to use information, knowledge, and modern technologies related to the activity can have a major contribution to the ambidexterity of managers. Managers' lack of familiarity with these features reduces managers' ability to grow in the two fields of exploration and productivity at the same time. Intellectual health and perfectionism with concepts such as positive thinking, personal development, self-awareness, and continuous learning cause the growth of managers in the organization to develop ambidextrous managers. Knowing sports businesses is another category of the individual dimension.

One of the criteria for understanding the sports business is understanding the competition and paying attention to the requirements of the competition. Using technology and facilities for sports organizations is common and even inevitable. The rules and regulations of most sports disciplines and the holding of sports competitions and the making of decisions are compiled and regulated in international institutions. All these cases require that sports managers have a comprehensive understanding of sports and related businesses so that they can use the various experiences and abilities available in all parts of the world for the benefit of their organization when necessary. Scientific abilities are another feature of ambidextrous management in sports organizations examining the records of sports club managers in Iran shows that people who have worked according to the principles of scientific management have been more successful, and on the other hand, traditional managers are doomed to failure. In

the research of Ryan et al. (2012), knowledge is one of the seven main categories of entrepreneurs' competencies and Alidoost Ghafarakhi (2021) considers it one of the most important characteristics of managers. Cohen and Leventhal (1990) believe that in order to acquire new knowledge and use it, a person must have previous knowledge. A person who has a wider range of knowledge can better prepare for the two activities of exploration and productivity. Intrinsic motivation is also one of the important characteristics of ambidextrous management. It seems that motivated managers have good mental strength and ability. Job motivation shows a person's desire and interest in doing a job, arranging his material, spiritual and social environment, overcoming obstacles, surpassing others, and competing with them through great effort to do things better. Another competence of ambidextrous management is interpersonal characteristics. The process by which people's information and feelings are shared through verbal and non-verbal messages includes methods of effective communication with others (Alidoost Ghafarakhi, 2021).

All people have some kind of ability to communicate with others, but some can influence people better than others. The research data showed that there are seven categories of interpersonal characteristics that are prominent in ambidextrous management, which include trust, participation, social values, social identity, communication skills, behavioral skills, and customer orientation. Alidoost Qahfarkhi (2021), Jason and et al (2012), and Schlesinger et al. (2016) mentioned the interpersonal field as the most important competence of successful sports managers. Managers of sports organizations, as the main decision-makers, have a significant and decisive role in the field of exploration and productivity (ambidexterity). Trust as a category is one of the most important needs of employees and managers. The existence of high levels of trust in the organization will cause low costs of evaluation and other control mechanisms.

Ambidextrous managers should move towards trust because, in today's competitive conditions, most organizations seek to attract capable people who can take steps toward the goals of the organization by creating mutual trust. Participation along with concepts such as creating a culture of participation, sharing people in decision-making, using people's experimental achievements and knowledge, and paying attention to suggestions are other categories of the interpersonal dimension. Collaborative decision-making and cooperation between people in the organization leads to the creation of individual commitment in the organization and consequently increases beliefs, and self-efficacy and contributes to the effectiveness of the organization. Bartlett and Ghoshal (1989) concluded in their research that socialization, recognition, and team-building activities and participation help a person to think ambidextrously. Khani-Jazni and et al (2013) state that today's society and workforce do not accept traditional and authoritarian methods, because today there is a great emphasis on quality and customer orientation, and its realization requires the participation of the workforce. The collaborative approach in the organization is an effective approach for the transformation of the organization, productivity, and acquisition of new opportunities (Khani-Jazni, 2013).

Another effective category in the interpersonal dimension is value and social identity with concepts such as attention to common values, belief in the goal, ethics, sense of dependence and belonging, attention to individual and social identity, and loyalty to the organization. Communication skill with concepts such as interaction and logical relations, negotiation skill, mutual respect and understanding, networking ability, virtual interactions, and communication with the media, is another category of interpersonal dimension. Ambidextrous managers need communication skills to get the necessary information and take timely decisions in the field of exploration and

productivity in the organization. A manager with good communication skills can create the necessary effectiveness in the organization in line with the goals of the organization. Al-Hayari and et al (2014), Alidoost Qahfarkhi and et al (2014) have stated the set of communication abilities of people as one of the skills of managers in their model. In their research, Farter and Shotoff (2019) consider communication skills and concepts such as negotiation, interaction, respect and mutual understanding to be the main characteristics of managers' competence. Behavioral skills with concepts such as being a role model, acceptance of criticism, accountability, and attention to human dignity, judgment, encouragement, and boldness in expressing existing realities are among the other categories of the interpersonal dimension in this research. Personality and behavioral characteristics are potential factors in the success of managers, and the personality characteristics of extroversion, along with a collaborative management style, are the factors in the success of many managers (Alidoost Ghafarakhi, 2021).

A review of past experiences shows that managers who have the personality trait of extroversion have far better relationships with employees, are confident in their decisions and feel responsible for their decisions, and accept criticism graciously, and when their decisions and opinions are opposed, they do not get discouraged. Salimi et al. (2018) consider behavioral characteristics as skills and competencies of managers in successful sports organizations. Paying attention to customers can lead to understanding the needs of customers and improving the level of service quality. Whenever a customer proposes new services according to his taste, the management takes steps to create new services and optimal productivity by planning.

The third dimension of ambidextrous management competencies is the organizational characteristics of managers. Organizational

characteristics are said to be skills that enable a person to move the components of a set in order to move all the components toward the determined goals. Organizational characteristics are not subject to the tastes or behaviors that define the habits of people, but they originate from the source of science and knowledge, and everyone knows very well that management is a science and this science follows logic and a system to which manager's behavior is subject, not the other way around (Alidoost Ghafarakhi, 2021). In this research, after the interviews, ten categories of organizational characteristics that are highly needed in ambidextrous management were obtained, which include formulation of a realistic and desirable vision, management of strong human resources, management of financial and facility resources, management skills, management and leadership style, adaptable and flexible organization, continuous learning organization, optimal organizational communication, justice-oriented organization, continuous monitoring and evaluation and providing feedback. An ambidextrous manager in the organization should be able to develop realistic strategies, strategic alignment with decisions, understand collective cooperation, the ability to set goals, and apply systemic thinking, strategic thinking, collaborative management, and teamwork in the field of discovery and benefit to reach its goal at the same time in the organization. The role of managers and leaders in ambidexterity has many manifestations. They play a role in all the processes of ambidexterity. Although the research shows that ambidextrous management and leadership have and have an active role in dealing with complexities and environmental changes, these changes in ambidextrous space are usually strategic changes (O. Reilly and Tushman, 2004).

Other categories of organizational features, human resource management include Understanding organizational structure, meritocracy, planning and organization, empowerment, delegation of authority, support for new ideas, creation of integrated

organizational networks, stability of management, unambiguous management, the existence of alternative forces in special circumstances and retirement, discovering and paying attention to people's talents and interests in talent search and talent cultivation. Strong management in the organization by considering all the concepts can create an effective role in the ambidexterity of the organizational ability. Key managers play an important role in creating and promoting ambidexterity. Tushman and Reilly (1996) believe that ambidexterity is facilitated by processes within the senior management team. Gibson and Birkinshaw (2004) emphasize the important role of management in developing and creating ambidexterity. Management of financial resources and facilities with concepts such as legal and administrative knowledge, knowledge of wages and contracts, ability to write budgets, marketing management, and ability to use available financial capacities are among the categories of this dimension. Yadalahi Farsi (2013) showed in her research that ambidextrous management should know the ability and financial skills well in order to be able to make decisions at the appropriate time. Other categories such as adaptive and flexible organization, continuous learning, optimal organizational communication, managerial skills, justice orientation, continuous monitoring and evaluation, and leadership style with specific and numerous concepts are the characteristics of this dimension. In explaining this finding, it can be said that organizations should play a key role in empowering and developing the conditions required for organizational ambidexterity.

As various studies in the field of ambidexterity show, if an organization becomes an ambidextrous organization, i.e., in exploitation and exploration capabilities, they will perform better, reach the best level of performance, and find competitive power and long-term survival. Senior management teams in ambidextrous organizations identify differences, ambiguities, and conflicts and turn them into practical

strategies. Resolving conflicts and tensions among employees and managers is a critical element in a company's ability to create integration and contributory value between exploration and exploitation activities and achieve organizational ambidexterity and superior performance. Also, conducting studies in the field of management and its role in creating organizational ambidexterity and the effect it has on the performance of organizations is necessary for their growth, progress, profitability, and survival. Based on the results of this research, it can be concluded that to identify the variables, components, and indicators of ambidextrous management in the Ministry of Sports and Youth of the Islamic Republic of Iran, the opinions of sports management experts in universities and sports organizations should be used. The results obtained in this research were an attempt to identify the factors affecting the ambidextrous management and leadership in the Ministry of Sports and Youth. It seems that by applying this model, the managers of the Ministry of Sports and Youth can identify the components and their role in achieving ambidexterity and observe the relationships and interaction between these components in order to implement them. According to the findings, it is suggested that in sports organizations, in addition to paying attention to exploitation, real attention should be paid to the field of research and the design of the process of attracting and retaining experienced managers and associates in line with the interests of the ambidextrous organization. The results of this study can provide suitable solutions for sports managers to achieve more success. Although this research was carried out in the field of the Ministry of Sports and Youth, from the researcher's viewpoint, many of the findings of this research can be considered and exploited in other organizations.

Conclusion

Based on the results of this research, it can be concluded that to identify the variables,

components and indicators of organizational ambivalence in the Ministry of Sports and Youth of the Islamic Republic of Iran, the opinions of sports management experts in universities and Sports and youth organization is suitable.

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