

The Analysis of Effective Factors Affecting Organizational Ambidexterity in the Ministry of Sports and Youth with an Interpretive Structural Modeling Approach

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Abstract

Purpose: The goal of this study was the analysis of effective factors affecting organizational ambidexterity in the ministry of sports and youth with an interpretive structural modeling approach.

Methods: The research methodology was mixed method and the plan was exploratory. The statistical population of this study consisted of experts who were selected purposefully based on theoretical saturation of 15 of them. In-depth and semi-structured interviews were used to collect data in the qualitative study and a questionnaire was used to collect data in the quantitative study. In order to evaluate the quality and validity of the findings, validation, transfer, reliability and verification, and for analyzing qualitative study data, coding and quantitative study of interpretive structural modeling (ISM) and software ISM software were used.

Results: As a result of qualitative data analysis, 14 factors affecting organizational ambidexterity were identified and as a result of quantitative data analysis these factors were classified into five levels, and in the meantime, organizational culture, job characteristics and organizational capabilities were in the most rich layer,

Conclusion: This shows that cultural, organizational and job capacities needed for this phenomenon to move in the complex path of organizational dualism at the beginning. Adapting from the findings, it is suggested to the Ministry of Sports and Youth to prepare the field for entrepreneurship and innovation in order to accept the duality and in their policies, the ability to use the existing situation (exploitation) and use the opportunity, for growth and survival in the future (exploration) as the two wings of the movement of organizations to predict two disadvantages in their plans.

Keywords: Organizational ambidexterity, Organizational culture, Organizational capabilities, Interpretive structural modeling, Job characteristics.

Introduction

Today's organizations face increasing pressure to effectively pursue a set of opportunities and better serve customers by innovating in providing products and services and increasing productivity. In this regard, the strategic orientation of an organization reflects managers' attitudes toward identifying and evaluating various opportunities that affect a wide range of performance. Therefore, organizations should be able to manage innovation and productivity simultaneously (Khosravi & Shahroudi, 2017). This coincidence between these two competing objectives is known as an organizational ambidexterity. Organizational ambidexterity can be defined as the organization's ability to focus on two activities of exploratory and exploitative (Silva, González-Loureiro & Braga, 2021). Also, organizational ambidexterity refers to the ability of an organization to both explore and exploit—to compete in mature technologies and markets where efficiency, control, and incremental improvement are prized and to also compete in new technologies and markets where flexibility, autonomy, and experimentation are needed (O'Reilly & Tushman, 2013). Furthermore, organizational ambidexterity, defined as an organization's ability to be aligned and efficient in its management of today's business demands while simultaneously being adaptive to changes in the environment, has gained increasing interest in recent years (Raisch & Birkinshaw, 2009). Organizational ambidexterity is a new subject that has been considered by researchers in management and organization sciences and recently in sports organizations and fields (Masoom & Norouzi, 2020; Nazarian Samani & Askari, 2018; Shehab 2019). In the discussion of organizational

ambidexterity, the problems that exist and somehow the main goal and mission of the organizational ambidexterity Concept in different organizations is how the organization use its capabilities and how to do its past duties accurately. Currently, successful organizations in a dynamic environment are looking to become ambivalent in order to manage their businesses and at the same time be able to adapt to the developments that have emerged around them (Azar et al., 2020). Based on the categories of Jansen et al. during 2006 and 2009, the organizational ambidexterity consist of two first-order reflective structures called exploratory and exploitative innovations that reflect different aspects and when they emerge together, they create organizational ambidexterity (Úbeda – García et al; 2018). The argument of researchers in the ambivalent field is that companies or organizations involved in exploitation and exploration through equilibrium or composition are more likely to achieve higher performance than companies that emphasize one dimension (Junni, Sarala, Taras & Tarba, 2013). Considering the advantages that organizational ambidexterity creates for different organizations and institutions, it can be seen that over the past decade, researchers' interest has increased in investigating this phenomenon and its analysis of what factors and issues are formed. For example, Masoom & Norouzi research (2020) showed which by studying new product development through the development of a culture of supporting innovation and organizational ambidexterity (case study: manufacturers of sports equipment) the culture of supporting innovation has a positive and significant effect on organizational ambidexterity and new product development performance. Also, organizational ambidexterity has a

positive and significant effect on the performance of new product development. Azar et al. (2020) by examining the effect of organizational agility on increasing organizational ambidexterity skills showed that flexible organizational structure, rapid response to customer needs, rapid allocation of resources, rapid adaptation to changes, integration of processes and activities, multi-skilled staff, sharing knowledge and information and improving employees' skills and expertise have an impact on ambidexterity. In another research, Basaghzadeh, Moradi and Tamimi (2020) by studying the competitive advantage of Iranian export companies with dynamic capability theory approach and organizational ambidexterity concluded that the dimensions of dynamic capabilities (including the ability to understand opportunities, use opportunities and reshape resources), both directly and indirectly through organizational dualism, have a positive and significant effect on competitive advantage. Hassanpour, Yousefi Zenouz and Ghorbani (2020) in a study focused on identifying and prioritizing factors affecting employees' ambidexterity reported that general self-efficacy, learning tendency, personality traits, intrinsic motivation and personality traits, psychological ownership, experience and expertise Social climate, culture and knowledge sharing, empowerment culture, previous cultures, adhocracy culture, psychological access, psychological security, management support, conflicting leadership, effectiveness of senior management teams, external motivation, human resource flexibility, high performance work systems and structure Organically, affect the employees' ambidexterity. In addition, Samani and Askari (2018) in a research titled Designing a Communication Model of Organizational Intelligence and

employees' ambidexterity with the Mediating Role of Knowledge Management Process in The General Directorate of Sport and Youth of Chaharmahal and Bakhtiari Province showed that organizational intelligence has a positive and significant effect on ambidexterity and knowledge management acts as a mediating variable in relation to organizational intelligence and ambidexterity. Zhao, Feng, Xin & Hao (2021) showed that organizational ambivalence has a positive moderating role in the effects of green supplier integration on financial and environmental performance. Gürlek (2021) in a study titled the effects of high performance work system on intellectual capital, organizational ambidexterity and knowledge absorption capacity showed that intellectual capital establishes the relationship between high performance and organizational ambidexterity and organizational absorption capacity. In a study, Jiang, Wang & Wei (2021) also discovered that strategic flexibility (resource flexibility and coordination flexibility) are important factors affecting organizational ambidexterity. Eraslan & Altindag (2021) investigated the effects of organizational ambidexterity and organizational justice on organizational learning and concluded that organizational ambidexterity and organizational justice have a direct impact on organizational learning. Tariq et al (2022) discovered that the highest impact on organizational ambidexterity was for strategic approach and data content infrastructure, followed by integrating customers with employees, and finally the lowest impact belonged to the process of improving performance. Also Jain & Dhir (2022) discovered that strategic orientation, top management, manager, HR policies, organization culture, individual characteristics, organization structure,

procedures & policies, and informal routines affecting are on organizational ambidexterity. Venugopal et al. (2020) in a research titled finding the organizational ambidexterity contexts and foundations- understanding the role of behavioral integration of high-level managers, concluded that more behavioral integration processes increase the combined ambidexterity of the organization and the combined ambidexterity balances the relationship between behavioral integration and organizational performance. In spite of the information that has been produced in relation to organizational ambidexterity and the factors affecting, and the policies that organizations have adopted to promote their organizational ambidexterity, achieving that remains challenging. Because in the use of ambidexterity in organizations, theoretical use is more focused rather than practical use and it is not surprising that organizational ambidexterity is not considered as an important concept by managers. On the other hand, existing researches on organizational ambidexterity antecedents have drawn a boundary between structural & contextual factors. (e.g Kang & Snel, 2009; Patel et al, 2013; Simsek, 2009; Heavey, Veiga, & Souder, 2009; Úbeda – García et al,2017; Zhao, Feng, Xin & Hao, 2021 researches) And yet they have not provided information about their complex and multiple relationships. In other words, in previous studies, the relationships between organizational ambidexterity infrastructural variables have not been identified and it is not clear how the variables affecting organizational ambidexterity affect each other. Meanwhile, in the current study, while filling this void, while recognizing the effective factors, its levels are also stratified. On the other hand, literary studies shows that ambidexterity propellants are not necessarily

the same, even though there is a commonality between them. In addition, more organizational ambidexterity in the field of non-sport companies and organizations have been studied except for a few exceptions. However, sports organizations always tend to move towards efficiency and certainly sports organizations, like other organizations, are not and will not be safe from environmental changes. Consequently, with the absence of ambidexterity in sports organizations, structural coordination will be rigid with change and adaptation to threats and opportunities. It seems that the Ministry of Sports and Youth needs more ambidexterity as the main custodian of sports in the country than any other organization. Because the ministry's ambidexterity, enables them to adapt to dynamic environmental changes more easily, align and implement organizational inconsistencies in the ministry, respond to the demands of stakeholders as well as a better environment, and ultimately create the ability for the ministry to control incremental and revolutionary changes. Therefore, it is necessary to use a comprehensive approach to measure the relationship between factors affecting organizational ambidexterity, which, while filling these gaps, makes it possible to develop an organizational ambidexterity model. It seems that using the exploratory plan of interpretive structural modeling can help to solve this problem. Because interpretive structural modeling is based on interpretive paradigm which by using this method, while identifying the factors affecting the phenomenon of organizational ambidexterity, it can provide relationships between these factors and the way to achieve progress in organizational ambidexterity by these factors. In addition, in interpretive structural modeling, interactions and the impact between criteria and the

relationship between organizational ambidexterity criteria at different levels are well demonstrated and this can lead to a better understanding of the organizational ambidexterity decision-making space in the Ministry of Sports and Youth by its managers.

Materials and Methods

The present study seeks to present a theoretical model, but at the macro level, it is an applied research. This research uses inductive-deductive research and a combination of quantitative and qualitative methods. Since literature and research background have not been found in relation to the title of research, the approach of this study is Exploratory hybrid method. In the exploratory hybrid method, first qualitative data are collected and then by collecting and analyzing quantitative data, the type of relationships between variables is determined. In this study, first, using the data theory method of Glazer Approach Foundation, factors were identified affecting organizational ambidexterity in the Ministry of Sports and Youth. Then, using Interpretive structural modeling, the leveling and the relationship between effective factors were drawn. It should be noted that due to lack of theoretical foundations and lack of methodical research in relation to research subject and also feeling the need for a systematic process for collecting information to achieve reliable results, in this research, the grounded theory method was selected to achieve research objectives and answer research questions. The statistical population of this study was experts who were the headquarters and operational managers of the Ministry of Sports and Youth. The method of

selecting these subjects was purposeful and based on the theoretical saturation obtained in the qualitative part of the research, 15 people were selected to participate in the qualitative and quantitative section of the research. Semi-structured interviews were used to collect data in the qualitative study and a questionnaire was used to collect data in the quantitative study. It should be noted that the structure and content of the questionnaire in the quantitative study were in accordance with the qualitative findings that had been confirmed earlier. It is worth noting that Lincoln & Guba (1985) evaluation criteria including four criteria of validity, transfer, reliability and verifiability were used to assess the quality and validity of qualitative results in this study. Validity: In order to achieve this criterion, various sources and aspects have been used in this research to collect data and information and select research samples for interviewing and designing interview questions; Interview transcripts and extracted codes were sent to participants in the interview and their points of view were applied. Transferability: In order to achieve this criterion, all stages of the research were presented in detail for the possible use of other researchers in the form of documenting and demographic conditions of the interviewees. Reliability: For this purpose, one of the management experts was assisted in the research coding process. Two interviews were randomly selected and after the necessary training, performed coding. In each of the interviews, the codes that were similar in terms of two persons were identified as agreement and non-similar codes were identified as non-agreement and the percentage of agreement between the two coders is calculated and the results are presented in the form of table (1).

Table1- results of reliability between two coders

Interview number	All codes	agreements	disagreements	Reliability percentage
5	11	5	1	0/909
8	7	3	1	0/857
total	18	8	2	0/888

As the data of the table above shows, the total reliability between the two coders is 88%. Since the reliability is more than 60%, the reliability of the coders was confirmed. Verifiability: In order to achieve this criterion, the results of this study were presented to several university professors outside the research process. After studying and reviewing their opinions, the research stages including data collection, analysis and

Results

In this research, to achieve the objectives and answer the research questions, the following

formation of themes were described in order to provide the possibility of auditing the research for audiences and readers. Finally, two overlapping processes of open and axial coding were used for analyzing the data of qualitative study, and interpretive structural modeling (ISM) and ISM software created by Warfield used to analyze the quantitative study data.

people whose demographic characteristics are presented in table (2) format were used.

Table 2- Demographic Information of Participants

number	Sex	education	Study field	Service Experience
1	Female	Ph.D. Student	Sport Strategic Management	16 years
2	Male	MA	Physical education	11 years
3	Male	Ph.D. Student	Sport management	15 years
4	Female	Ph. D	Sport management	17 years
5	Male	Ph. D	Sport management	8 years
6	Female	Ph.D. Student	Sports Sociology	9 years
7	Female	Ph. D	Public Administration	21 years
8	Female	Ph. D	Motion behavior	19 years
9	Male	Ph. D	Sport management	22 years
10	Male	Ph. D	Physical education	18 years
11	Male	Ph. D	Sport management	13 years
12	Male	MA	Sport management	14 years
13	Female	Ph.D. Student	Sport Strategic Management	27 years
14	Male	Ph.D. Student	Sport Strategic Management	11 years
15	Male	Ph.D. Student	Sport management	26 years

In order to answer the first question of the research, coding method was used and according to the findings of qualitative study, 77 primary concepts and 14 categories were obtained as human resource flexibility, knowledge capacity, job characteristics, organizational agility, organizational culture, social capital, organizational capabilities,

resource constraints, organizational complexity, organizational coaching, transformational leadership, organizational transformation management, strategic knowledge management and human resources talent management. The results of this section of the analysis are indexed in table (3).

Table 3- Factors Affecting Organizational Duality in the Ministry of Sports and Youth

Sub-category	Concepts	Interview Source
human resource flexibility	Behavioral flexibility	P1, P3, P6
	Skill flexibility	P2, P4, P8, P11, P13
	Functional flexibility of human resources	P2, P7, P10, P11f
Knowledge capacity	Attracting knowledge	P4, P5, P13
	Applying knowledge	P4, P5, 15
	Knowledge Conversion	P4, P9
	Understanding the value of knowledge	P4
	Ability to transfer knowledge	P4, P5, P14
job characteristics	Adaptation of job and employees' characteristics	P2, P5, P6, P9, P10, P11, P12
	Using different skills and abilities in a job	P8, P12, P13, P14
	Giving employees the authority, responsibility and supervision of job duties	P3, P7, P9, P10, P15
	Job design tailored to innovative organization	P7, P11, P13
Organizational agility	Effective reaction to variable environment	P7
	Using changes as opportunities for organizational progress	P7
	Detection of environmental changes	P1, P2, P5, P7, P8, P10, P11, P12, P13
	Close alignment of the organization with variable working needs	P1, P2, P4, P5, P8, P10, P11
Organizational caulture	Culture supporting innovation	P10, P13
	Transferring intergenerational values in the organization	P10
	Shared Vision	P6, P10, P14
	Positive organizational behaviors	P5, P6, P8, P13
	Organizational Norms Reinforcing Values	P6, P13
Social capital	Stable and firm trust for the effectiveness of joint cooperation	P4, P7, P8
	Track shared values	P1, P3, P4, P6, P11
	Continued presence of managers	P1, P2, P3, P5, P6, P8, P9, P11
	Personnel dependence on each other and managers	P2, P3, P5, P6, P8, P9, P11
	Proper communication among senior members of the ministry	P1, P3, P4, P11, P14
Organizational capabilities	The ministry's ability to integrate tangible and intangible resources	P9, P13
	Performing a harmonious set of tasks	P7, P11, P13, P15
	Innovation capability	P1, P2, P5, P10, P11
	Adaptive capability	P4, P5, P6
	Learning capability	P2, P3, P5, P8, P13
	Identifying and managing infrastructure	P8, P13
	Managing the ministry's relationship with the external resources it needs	P8, P13
resource constraints	Resource constraints in the ministry	P1, P2, P3, P4, P7, P10, P11, P12, P13, P15
	Limited management capabilities	P5, P6, P8, P11, P15

Sub-category	Concepts	Interview Source
	Reducing resources available to the ministry	P6, P7, P9, P11
Organizational complexity	Un responding to environmental changes	P9, P13
	High environmental dynamics	P9
	Increasing organizational hierarchy	P4, P6, P9, P10, P11, P13
	Lack of appropriateness and efficient alignment between the nature of the environment and internal-organizational mechanisms	P2, P3, P8, P10
	The large body of the ministry	P11
Organizational coaching	Emphasis on non-inaccessible behavior in the ministry	P2, P11
	Implementation of leadership participatory styles	P4, P5, P6, P11, P13, P14
	Registration of organization's abilities	P4, P5, P8, P10
Transformations leadership	Cooperation of high managers with employees to carry out infrastructure changes	P9, P11, P13
	Creating a vision for change from top managers	P3, P4, P6, P11
	Creating a dynamic organizational vision by the high managers of the ministry	P4, P11
	Development-oriented support from top managers	P4, P13
Organizational evolution management	Improving organizational capabilities	P4
	Gradual transformation in the organization	P4, P6, P7, P10, P11, P12, P13
	Acceptance of change	P3, P5, P6, P7
	Changing beliefs, attitudes, values in line with deistic	P2, P4, P6, P10, P11
	Aligning the behavior of ministry staff with new needs	P3, P5, P11
Strategic knowledge management	Creating the required knowledge of the organization	P1, P3
	Faster and wider access to the required knowledge	P11
	Flexible and consistent knowledge	P8, P9
	The reward of sharing knowledge with others	P11
	Knowledge Development	P3, P8, P10, P11, P13
Human resource talent management	Identifying the individual talents of all employees	P4, P6, P8, P11, P12, P13
	Empowering forces and optimal use of them	P4, P7, P15
	Evaluation and matching of talents	P9, P7, P8, P6
	Talent Development	P4, P6, P7, P10

Then, in order to investigate the relationship between sub-categories, a structural self-factor matrix questionnaire was set up. At this stage, respondents were asked to specify V or 1: If variable i affect the creation of the variable j

A or -1: If the variable j affects the creation of variable i

the type of two-to-two-factor communication according to the codes introduced (V, A, X, O).

X or 2 = If variable i affects the creation of the variable "j", and vice versa.

O or 0= if variable i does not affect the creation of the variable "j", and vice versa.

Table 4- Structural Self-Trading Matrix

Influential Factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Human Resource Flexibility	-	-1	-1	-1	2	-1	-1	0	0	-1	-2	-2	-1	0
2. Knowledge capacity	1	-	-1	0	-1	-1	-1	0	0	-1	-1	-1	-1	0
3. Job Characteristics	1	1	-	-1	2	0	2	0	0	0	1	1	1	1
4. Organizational Agility	1	0	1	-	-1	0	-1	0	0	-1	2	2	2	-1
5. Organizational Culture	2	1	2	1	-	1	2	0	0	1	1	1	1	1
6. Social Capital	1	1	0	0	-1	-	0	0	0	0	1	1	1	0
7. Organizational Capabilities	1	1	2	1	2	0	-	1	1	0	1	1	1	1
8. Resource constraints	0	0	0	0	0	0	-1	-	1	0	1	1	1	1
9. Organizational Complexity	0	0	0	0	0	0	-1	-1	-	0	0	0	0	1
10. Organizational Coaching	1	1	0	1	-1	0	0	0	0	-	1	1	1	0
11. Transformational Leadership	2	1	-1	2	-1	-1	-1	-1	0	-1	-	2	-1	-1
12. Organizational Transformation Management	2	1	-1	2	-1	-1	-1	-1	0	-1	2	-	-1	1
13. Strategic Knowledge Management	1	1	-1	2	-1	-1	-1	-1	0	-1	1	1	-	1
14. Human Resource Talent Management	0	0	-1	1	-1	0	-1	-1	-1	0	1	-1	0	-

Then, by converting the symbols of SSIM matrix relationships to zero numbers and a primary received matrix according to The

- If the input of j,i in the matrix is structural self-actualization V, it is placed in the input i,j in the accessibility matrix, one and in the j,i zero input.
- If the input of j,i is in the structural self-actualization matrix A, it is placed in the j,i input in the accessibility matrix, zero and in the input j,i one.

Gorani and Kant Law (2013), it was prepared.

- If the input j,i is in the structured self-actualization matrix X, it is placed in the j,i input in the accessibility matrix, one and in the j,i input one.
- If the input is j,i in the structural self-actualization matrix O, it is placed in the j,i input in the accessibility matrix, zero and zero in j,i input.

Table 5- Initial Received Matrix

Influential Factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Human Resource Flexibility	1	0	0	0	1	0	0	0	0	0	1	1	0	0
2. Knowledge capacity	1	1	0	0	0	0	0	0	0	0	0	0	0	0
3. Job Characteristics	1	1	1	0	1	0	1	0	0	0	1	1	1	1
4. Organizational Agility	1	0	1	1	0	0	0	0	0	0	1	1	1	0
5. Organizational Culture	1	1	1	1	1	1	1	0	0	1	1	1	1	1
6. Social Capital	1	1	0	0	0	1	0	0	0	0	1	1	1	0
7. Organizational Capabilities	1	1	1	0	1	0	1	1	1	0	1	1	1	1
8. Resource constraints	0	0	0	0	0	0	0	1	1	0	1	1	1	1
9. Organizational Complexity	0	0	0	1	0	0	0	0	1	0	0	0	0	1
10. Organizational Coaching	1	1	0	1	0	0	0	0	0	1	1	1	1	0
11. Transformational Leadership	1	1	0	1	0	0	0	0	0	0	1	1	0	0
12. Organizational Transformation Management	1	1	0	1	0	0	0	0	0	0	1	1	0	1
13. Strategic Knowledge Management	1	1	0	1	0	0	0	0	0	0	1	1	1	1
14. Human Resource Talent Management	0	0	0	1	0	0	0	0	0	0	1	0	0	1

After the initial received matrix was obtained, their internal consistency was established. For this purpose, if variable 1 leads to variable 2 and variable 2 leads to variable 3, variable 1 lead to variable 3. And

in a situation where the received matrix had no such state, the matrix was modified. The results of the final received matrix are presented in table (6).

Table 6 - Final Received Matrix

Influential Factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Human Resource Flexibility	1	1	1	1	1	1	1	0	0	1	1	1	1	1
2. Knowledge capacity	1	1	0	0	1	0	0	0	0	0	1	1	0	0
3. Job Characteristics	1	1	1	1	1	1	1	1	1	1	1	1	1	1
4. Organizational Agility	1	1	1	1	1	0	1	0	0	0	1	1	1	1
5. Organizational Culture	1	0	1	1	1	1	1	1	1	1	1	1	1	1
6. Social Capital	1	1	0	1	1	1	0	0	0	0	1	1	1	1
7. Organizational Capabilities	1	0	1	1	1	1	1	1	1	1	1	1	1	1
8. Resource constraints	1	0	0	1	0	0	0	1	1	0	1	1	1	1
9. Organizational Complexity	0	1	0	1	0	0	0	0	1	0	1	0	0	1
10. Organizational Coaching	1	1	1	1	1	0	0	0	0	1	1	1	1	1
11. Transformational Leadership	1	1	1	1	1	0	0	0	0	1	1	1	1	1
12. Organizational Transformation Management	1	1	1	1	1	0	0	0	0	1	1	1	1	1
13. Strategic Knowledge Management	1	1	1	1	1	0	0	0	0	1	1	1	1	1
14. Human Resource Talent Management	1	1	1	1	0	0	0	0	0	1	1	1	1	1

Then, after forming the final received matrix, the variables were leveled to plot the pattern. For this purpose, output and input parameters for each variable were determined. It is worth noting that input variables are variables that

originate from that component, the numbers "1" of each row show what variables are out of it. In addition, the output variable is the variables from which that component originated, it should be noted that the

numbers "1" of each column indicate what variable is out of the question. In addition, after determining the input and output sets

and common elements of variables, the level was leveled.

Table 7- Leveling the Factors Affecting Organizational ambidexterity in the Ministry of Sports and Youth

Variables	Outputs	Inputs	Accounts	Leveling
Human Resource Flexibility	1-2-3-4-5-6-7-10-11-12-13-14	1-2-3-4-5-6-7-8-10-11-12-13-14	1-2-3-4-5-6-7-10-11-12-13-14	1 st Level
Knowledge capacity	1-2-5-11-12	1-2-3-4-6-9-10-11-12-13-14	1-2-11-12	1 st Level
Job Characteristics	1-2-3-4-5-6-7-8-9-10-11-12-13-14	1-3-4-5-7-10-11-12-13-14	1-3-4-5-7-10-11-12-13-14	5 th Level
Organizational Agility	1-2-3-4-5-7-11-12-13-14	1-3-4-5-6-7-8-9-10-11-12-13-14	1-3-4-5-7-11-12-13-14	2 nd Level
Organizational Culture	1-3-4-5-6-7-8-9-10-11-12-13-14	1-2-3-4-5-6-7-10-11-12-13	1-3-4-5-6-7-10-11-12-13	5 th Level
Social Capital	1-2-4-5-6-11-12-13-14	1-3-5-6-7	1-5-6	3 rd Level
Organizational Capabilities	1-3-4-5-6-7-8-9-10-11-12-13-14	1-3-4-5-7	1-3-4-5-7	5 th Level
Resource constraints	1-4-8-9-10-11-12-13-14	3-5-7-8	8	4 th Level
Organizational Complexity	2-4-9-11-14	3-5-7-8-9	9	3 rd Level
Organizational Coaching	1-2-3-4-5-10-11-12-13-14	1-3-5-7-10-11-12-13-14	1-3-5-10-11-12-13-14	3 rd Level
Transformational Leadership	1-2-3-4-5-10-11-12-13-14	1-2-3-4-5-6-7-8-9-10-11-12-13-14	1-2-3-4-5-10-11-12-13-14	1 st Level
Organizational Transformation Management	1-2-4-11-12-14	1-2-3-4-5-6-7-8-10-11-12-13-14	1-2-4-11-12	1 st level
Strategic Knowledge Management	1-2-3-4-5-10-11-12-13-14	1-3-4-5-6-7-8-10-11-12-13-14	1-3-4-5-10-11-12-13-14	2 nd Level
Human Resource Talent Management	1-2-3-4-10-11-12-13-14	1-3-4-5-6-7-8-9-10-11-12-13-14	1-3-4-10-11-12-13-14	2 nd Level

In addition, after determining the relationships and the level of variables, the interpretive structural model of factors affecting organizational didacticism is presented in response to the question that the

factors affecting organizational dualism in the Ministry of Sports and Youth are composed of several levels and which of them is far more important.

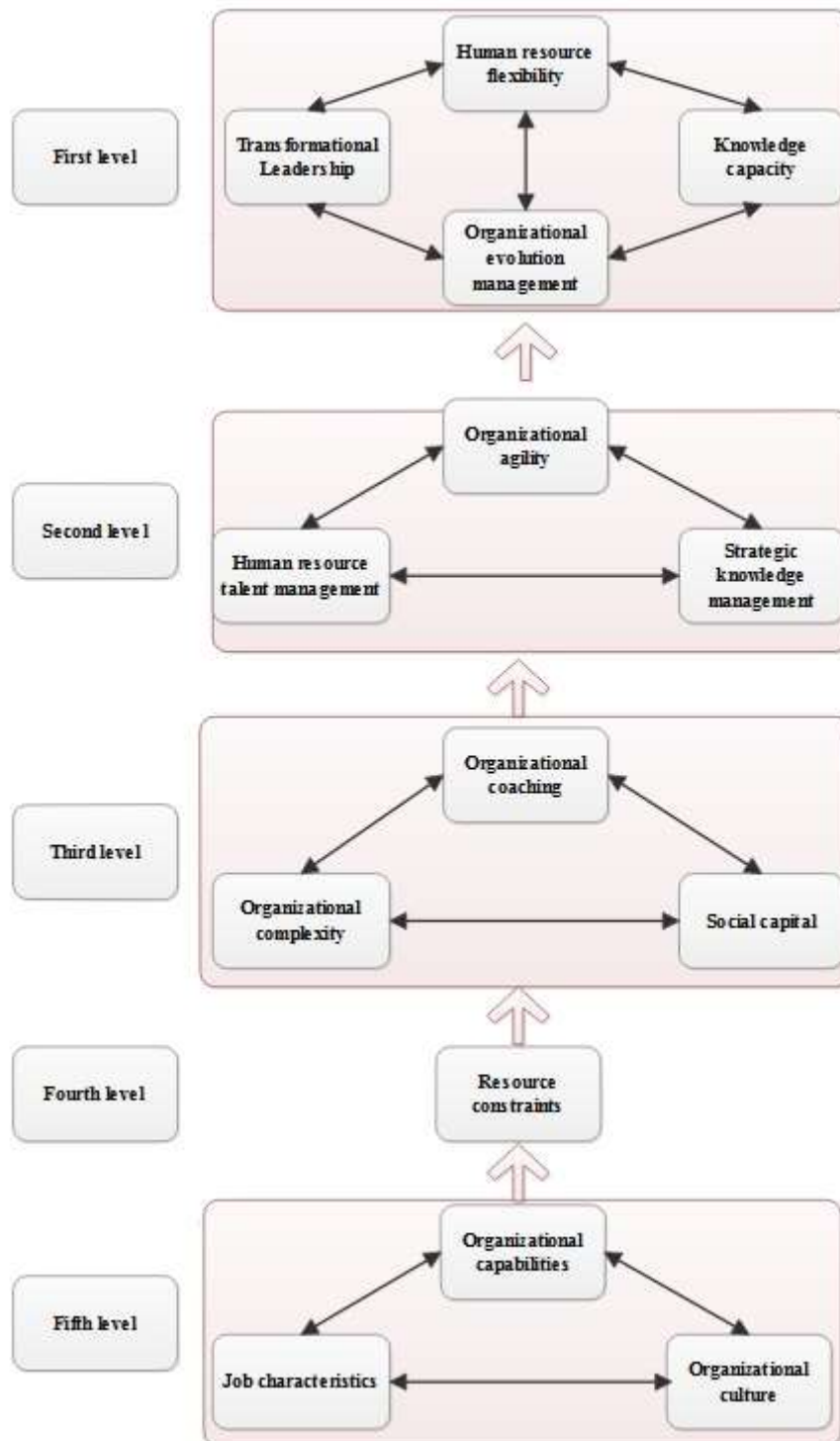


Figure 1- Leveling of factors affecting organizational duality in the Ministry of Sports and Youth

Based on figure (1), it can be said that the factors affecting organizational ambidexterity in the Ministry of Sports and Youth can be categorized in five levels, the most fundamental factor affecting Finally, in order to identify the systemic analysis of effective factors, their influence

organizational ambidexterity is organizational culture, job characteristics and organizational capabilities, and their correct formation can lead to the correct formation of other model layers. and dependence were calculated using a help, the results of which were as follows (2).

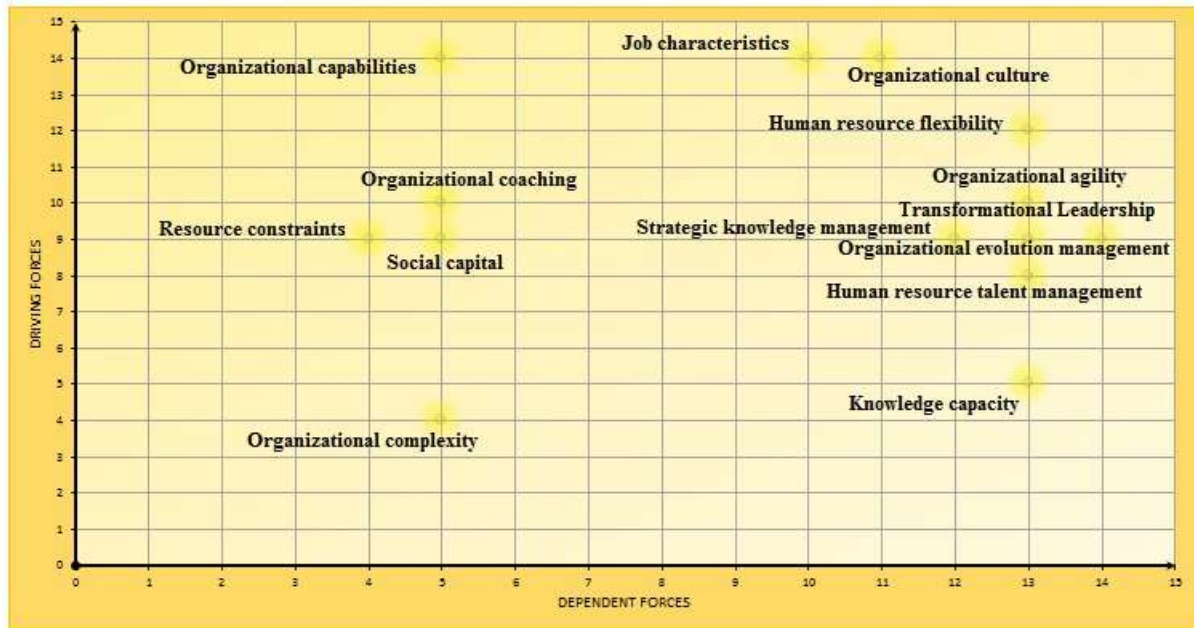


Figure 2 - The degree of influence and dependence of factors affecting organizational duality in the Ministry of Sports and Youth

Based on the results of quantitative analysis, organizational capabilities, organizational coaching, social capital and resource constraints are among the variables affecting the system. Human resource talent management and knowledge capacity were among the dependent variables of the system

Discussion

The goal of this study was the analysis of effective factors affecting organizational ambidexterity in the ministry of sports and youth with an interpretive structural modeling approach. As a result of qualitative data analysis, 14 factors were calculated including human resource flexibility, knowledge capacity, job characteristics, organizational agility, organizational culture, social capital, organizational capabilities, resource constraints, organizational complexity, organizational coaching, transformational leadership, organizational transformation management, strategic knowledge management and human resource talent management affecting organizational ambidexterity. This finding was consistent with the results of Hassanpour et al.'s (2020) studies that pointed to the categories of knowledge and flexibility of human resources, culture of knowledge sharing and

and finally organizational culture, human resource flexibility, job characteristics, organizational agility, transformational leadership, organizational transformation management and strategic knowledge management were among the link variables of the system.

empowerment, Samanid and Askaris (2018) which pointed the knowledge management discussion, Gulerks (2021), who had reported the capacity to absorb knowledge, and Jiang et al. (2021) which pointed to strategic flexibility (resource flexibility and coordination flexibility). Additionally, Also, the research was not found to be inconsistent in this regard. As a result of quantitative data analysis, it was found that the factors affecting organizational ambidexterity in the Ministry of Sports and Youth have several levels or layers. Meanwhile, organizational culture, job characteristics and organizational capabilities were in the most important layer, which shows that in order to move in the path of organizational dedicate complexity in the Ministry of Sports and Youth, cultural, occupational and organizational capacity needed for this phenomenon should be created. The subject has been emphasized earlier in the Study of Dishper and Sotrido

(2018).

The reason that organizational culture affecting organizational ambidexterity was identified as one of the most bearded layers is because the culture of ambidexterity presents organizational values and norms as “organizational diversity” and “shared vision”. In this regard, organizational diversity will be a set of organizational values and norms that encourages and tolerates individual differences in terms of opinions, skills and knowledge and rewards them. As a result, sports ministry employees are encouraged to think innovatively, behave independently and innovatively, and create multiple perspectives and opinions. In contrast, the common vision is considered as a set of organizational values and norms which plays an active role in the formation of organizational ambidexterity. Also, the reason that organizational capabilities affecting organizational ambidexterity was identified is that the utilization ambidexterity is used to utilize existing capabilities and increase the efficiency of the organization in the short term. Perhaps that's because O'Reilly and Tushman (2013) describe ambidexterity as a dynamic capability that enables the organization to lead itself toward exploration and exploitation. Consequently, organizational ambidexterity can be considered as one of the key capabilities that help organizations to achieve high performance. In addition, the reason that job characteristics was recognized affecting organizational duality is that these characteristics affect the understanding of the employees of that ministry from the job they belong to, increase their responsibility and significantly improve the way they look at any tasks they have to do in their job.

In addition, the reason that human resources flexibility was at the first level is that the organization can adapt more easily to changes in environmental protrusion, affecting organizational ambidexterity. Behaviors become inflexible when employees who employ a series of actions choose the same series of actions to deal with

new situations in response to recurring situations. Conversely, employees with flexible behaviors tailor their responses according to newly created conditions and contexts, rather than following predefined action patterns. In fact, flexible human resources can facilitate ambidexterity by improving Human resource system adaptability. However, Joni et al. (2015) stated that one of the most important aspects of human resources system in two-sided organizational capability research that has been paid less attention to is the flexibility of human resources. However, organizations that follow ambidexterity behavioral forms should adopt methods that can help develop resource flexibility. The capacity of knowledge was also recognized as the capacity to recognize the value of new information, attract and use it for the organization and help the organization to identify and acquire the knowledge provided externally, affecting the organizational ambidexterity in the Ministry of Sports and Youth. According to Zahra and George (2002) the capacity to absorb is a hybrid capability (combining the ability to acquire, absorb, transform and apply knowledge) that supports the integration of different sources of knowledge. By combining the dimensions of absorption capacity, organizations increase their innovations and develop their services without harming current trends. Finally, explaining that organizational transformation management was at the first level is that the mentioned management is a continuous process of identifying, planning, implementing and evaluating with the aim of improving organizational capabilities. This area of management knowledge of the organization is very closely related to the management of change and improvement of the organization. This area of organizational knowledge is also associated with organizational innovation. Transformation management is one of the most important responsibilities of managers. Organizations need to be fast and agile to succeed in practice. Of course, the term “transformation” mostly implies the concept

of radical and fundamental changes, but developments can be implicit and gradual. There is not always a need for revolutionary change, and sometimes we need to change slowly and Ventricular. Our key point is that organizational stability requires a continuous stream of changes in the organization.

It is worth noting that the factors of organizational capabilities, organizational coaching, social capital and resource constraints by being in the top left quadrant of the penetration and dependency map are specifically variables affecting the organizational ambidexterity system in the Ministry of Sports and Youth (with high effectiveness and low effectiveness). The obvious characteristic of the mentioned factors is that they have the most impact on the system and as the “most critical” indicators, the status of the system and its changes depend on them and are not so controllable by the organizational two-way system of the Ministry of Sports and Youth. Because their influence on the subject of research (organizational duality) is relatively low and their change depends on changes in many other factors. In general, these forces should be recognized as key environmental forces affecting future organizational activities and interactions and always observe their conditions for setting policies and programs.

In addition, it was found that organizational culture, human resource flexibility, job characteristics, organizational agility, transformational leadership, organizational transformation management and strategic knowledge management are among the link variables of the organizational ambidexterity system in the Ministry of Sports and Youth, because they have a great impact on both the two and the influential factors. It should be noted that these variables are located around the diagonal line of the matrix in the upper and right regions of the matrix of influences and their nature is mixed with insurmountability, because every action and change on them will lead to reaction and change on other indicators and can be the subject of the action

and reaction of policy makers and their situation in designing plans and actions in particular.

Therefore, these variables are sometimes referred to as target variables or “risk variables” because they are considered as an appropriate goal for focusing actions and programs because of their influence and lack of higher uncertainty (compared to effective and effective variables).

Finally, it was found that human resource talent management and knowledge capacity are influential factors of the system by being located in the lower and right side of the infiltration and dependency matrix. The obvious characteristic of the affected variables is that they are very sensitive to the development of other influential and bonded variables and are variables that have a higher verifiability and through coordination and effectiveness can be tried and planned for the realization of the desired future or their negative effects can be reduced. Therefore, these factors are a so-called output indicator for the organizational ambidexterity system in the Ministry of Sports and Youth. Based on the results, it can be said that organizational ambidexterity in the Ministry of Sports and Youth as the headquarters is subject to different institutions with different functions and the realization of organizational ambidexterity is not possible in the light of paying attention to these inputs, and this can only be achieved if the organizational culture, job characteristics and organizational capabilities are considered as the most radical layers of the organizational ambidexterity. Therefore, managers, officials and individuals at different levels are suggested to consider organizational culture and mentioned variables as the drivers of organizational ambidexterity growth and in future programs, part of the measures are allocated to the level at which the identified factors were located.

It is worth noting that this research has been accompanied by limitations that need to be considered in generalizing the results. The

first limitation is that this research has merely reflected the opinions of experts, so their opinions cannot be extended to all employees of the Ministry of Sports and Youth. Another limitation is that in this study, organizational ambidexterity with the focus of the Ministry of Sport and youth have been investigated, so it is not easy to generalize the identified indicators and effective factors to other sports organizations. Therefore, future researchers are suggested to examine the viewpoints of the employees of the Ministry of Sports and Youth on the subject of organizational ambidexterity and to identify the differences and similarities of each group's viewpoints using a comparative study. From a comparative study, they identified

differences and similarities between each group's viewpoints. Furthermore, future researchers are suggested to identify indicators affecting organizational ambidexterity for other sports organizations.

Adapting from the findings, it is suggested to the Ministry of Sports and Youth to prepare the field for entrepreneurship and innovation in order to accept the duality and in their policies, the ability to use the existing situation (exploitation) and use the opportunity. For growth and survival in the future (exploration) as the two wings of the movement of organizations to predict two disadvantages in their plans.

Conclusion

This shows that cultural, organizational and job capacities needed for this phenomenon to move in the complex path of organizational dualism at the beginning.

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