

## **Organizational Ambidexterity Practices to Achieve Strategic Agility in Sports Clubs**

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### **Research Problem and Important:**

Under current developments and their effects, many organizations face accelerated and successive changes in their internal and external environments which requires a management characterized by organizational Ambidexterity to predict changes and respond to swiftly to achieve survival and continuity.

**Zabiegalski** (2015) indicates that Ambidexterity may achieve balance between explorative and usable activities coincidentally (49:21).

**Jacobsson, Oesterbeck** (2018), **Julian Allen, Samuel Hunter** (2018) define organizational Ambidexterity as an attempt to use current resources and exploring new capacities (43:17), (47:270).

**Michael Tushman et al** (2016) identify dimensions of proficient organizations as follows:

Structural Ambidexterity, use Ambidexterity, and exploration Ambidexterity (46:163)

**Bettina Buchel, Rhoda Davidson** (2019) agreed with **Amanda Setili** (2017) on defining strategic Agility as the ability to reshaping the organizational strategy dynamically in the variable environment, through observation and continued sensation of the organization's environment and adapting with customers' desire. (38:7), (37:36)

**John P. Kotter** (2014), **Yves Doz, Mikko Kosonen** (2008) identify main factors of strategic Agility in: strategic sensibility, joint responsibility, resources flow (42:38), (48:29)

The researcher reached the research problem through supervising department of sports administration and contributing to executing many activities as the researcher found that these clubs developed many buildings and updated many services and activities where these clubs able know opportunities available to meet beneficiaries' needs and guaranteeing survival.

Also the researcher interviewed (12) persons represented by members of clubs board's under research, executive managers and administrators to identify organizational Ambidexterity practice whose most important results were strong club's attempt to be involved in new sports activity in markets and keenness to offer new services to meet beneficiaries' needs and desires and through looking into many literature results such as results of study of **Gawad Mohsen Rady, Masna Tawfik Abdel Hassan El Mosowy** (2019) (13), **Mahmoud Abdel Aziz Mansy** (2018) (16), **Lamis Aref Abdrabou El Mahsna** (2017) (15), **Adel Hady El Boghdad, Heidar Gassem El**

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**Gaboury** (2015) (4), **Daniel Lee et al** (2015) (40), **Chu et al** (2011) (39), **Menguc, Bulent & Auh, Seigyoung** (2008) (45), which indicates the availability of usable activity practice more than exploration activities, statistical significant effect of organizational Ambidexterity in achieving strategic swiftness, which study of **Mohamed Ibrahim Sowis, Ibrahim Abd Selim Abdeen** (2019) (26), **Youssef Hagim El Taei, Amer Abdel Karim El Zabhawy, Aly Hamid Hendy El Aly** (2016) (35) recommended the importance of holding workshops to inform employees of organizational Ambidexterity concept and its importance.

Accordingly, the researcher could formulate this thesis subject titled:

## **Organizational Ambidexterity Practices to Achieve Strategic Agility in Sports Clubs**

### **Research Objective:**

Identifying effect of organizational Ambidexterity practice for achieving strategic Agility in sports clubs through:

- Organizational Ambidexterity "Structural Ambidexterity, Use Ambidexterity, Exploration Ambidexterity.
- Strategic Agility Factors " strategic sensibility, joint responsibility, resources flow,

### **Research Procedures:**

**Research Method:** Survey Descriptive Method was used

**Research Community:** The research community is represented in chairman, board's members, executive managers, sports activity managers and administrator of some sports clubs in Egypt.

**Research Sample:** The total main research sample reached (224) subjects at (71.33 %) of the whole research sample totaling (314) subjects.

**Data collection Tools:** Questionnaire Form designed by the Researcher

### **Scientific Coefficients of Questionnaire Form**

**First: Questionnaire Form Reliability**

## Calculating Internal Consistency Reliability Coefficient

Table (1) Correlation Coefficients between each statement degree and its related dimensions and every statement and the total degree of questionnaire (N = 43)

First Factor Correlation Coefficient of the First Dimension statement				First Factor (continued) Correlation Coefficient of the Third Dimension statement				Second Factor (continued) Correlation Coefficient of the Second Dimension statement (continued)			
S	With First Dimension	With First Factor	With Total Degree	S	With Second Dimension	With First Factor	With Total Degree	S	With Third Dimension	With First Factor	With Total Degree
1	0.375	0.452	0.435	25/1	0.479	0.372	0.439	43	0.541	0.663	0.400
2	0.449	0.375	0.509	25/2	0.579	0.647	0.439	44/1	0.493	0.598	0.712
3	0.367	0.324	0.327	25/3	0.486	0.633	0.546	44/2	0.683	0.398	0.902
4/1	0.452	0.404	0.412	25/4	0.459	0.587	0.519	44/3	0.304	0.446	0.559
4/2	0.585	0.659	0.445	26	0.515	0.406	0.475	44/4	0.533	0.678	0.752
5	0.655	0.509	0.315	27	0.391	0.625	0.651	45/1	0.539	0.348	0.758
6	0.687	0.507	0.447	28/1	0.385	0.588	0.645	45/2	0.354	0.475	0.387
7	0.561	0.429	0.521	28/2	0.433	0.421	0.707	45/3	0.398	0.454	0.617
8/1	0.404	0.504	0.636	28/3	0.316	0.627	0.724	46	0.658	0.356	0.877
8/2	0.540	0.479	0.700	29	0.491	0.543	0.451	Correlation Coefficient of the Third Dimension statement			
9	0.571	0.347	0.531	30	0.530	0.460	0.510	47	0.694	0.809	0.654
10/1	0.404	0.426	0.636	31/1	0.694	0.415	0.654	48	0.570	0.654	0.530
10/2	0.555	0.482	0.515	31/2	0.485	0.541	0.745	49	0.550	0.530	0.510
Correlation Coefficient of the Second Dimension statement				31/3	0.524	0.462	0.684	50	0.551	0.510	0.511
11	0.496	0.411	0.456	31/4	0.631	0.714	0.691	51	0.882	0.360	0.842
12	0.450	0.631	0.510	Second Factor				52	0.817	0.672	0.777
13	0.375	0.565	0.335	Correlation Coefficient of the First Dimension statement				53	0.617	0.862	0.577
14	0.522	0.492	0.482	32	0.450	0.343	0.310	54/1	0.665	0.519	0.625
15	0.498	0.443	0.658	33/1	0.457	0.341	0.317	54/2	0.897	0.712	0.857
16	0.474	0.497	0.434	33/2	0.553	0.321	0.313	54/3	0.567	0.718	0.527
17	0.291	0.313	0.591	34	0.478	0.308	0.338	54/4	0.694	0.347	0.654
18/1	0.391	0.516	0.351	35	0.447	0.834	0.707	54/5	0.387	0.577	0.347
18/2	0.367	0.429	0.327	36/1	0.552	0.425	0.412				
18/3	0.423	0.492	0.483	36/2	0.427	0.305	0.313				
19	0.497	0.414	0.457	36/3	0.425	0.308	0.315				
20/1	0.522	0.679	0.482	36/4	0.484	0.336	0.344				
20/2	0.457	0.700	0.517	36/5	0.390	0.652	0.650				
20/3	0.306	0.592	0.366	36/6	0.316	0.614	0.576				
21/1	0.403	0.401	0.463	36/7	0.342	0.632	0.602				
21/2	0.320	0.375	0.480	36/8	0.367	0.724	0.627				

First Factor Correlation Coefficient of the First Dimension statement				First Factor (continued) Correlation Coefficient of the Third Dimension statement				Second Factor (continued) Correlation Coefficient of the Second Dimension statement (continued)			
21/3	0.586	0.487	0.546	37/1	0.452	0.704	0.312				
22	0.432	0.451	0.408	37/2	0.485	0.859	0.345				
23/1	0.495	0.495	0.555	37/3	0.455	0.809	0.415				
23/2	0.502	0.498	0.462	38	0.587	0.707	0.447				
23/3	0.557	0.490	0.417	Correlation Coefficient of the Second Dimension statement							
24/1	0.311	0.350	0.571	39	0.603	0.475	0.849				
24/2	0.457	0.441	0.417	40	0.475	0.351	0.694				
24/3	0.485	0.544	0.445	41	0.351	0.331	0.570				
24/4	0.328	0.483	0.588	42	0.331	0.332	0.550				

**R<sub>g</sub> value (41, 0.05) = 0.288**

## Second: Questionnaire Form Validity

### a. Calculation Questionnaire Form Validity Coefficient

**Table (9) Validity of Questionnaire Form by Split Half Method and Cronbach Alpha**

Factors & Dimensions		Split Half - Method		Cronbach Alpha
		Spearman - Brown	Guttman	
First Factor	Structural Ambidexterity	0.740	0.740	0.754
Second Factor	Use Ambidexterity	0.747	0.734	0.783
Third Factor	Exploration Ambidexterity	0.830	0.834	0.760
<b>First Factor: Organizational Ambidexterity</b>		<b>0.753</b>	<b>0.772</b>	<b>0.877</b>
First Dimension	Strategic sensibility	0.707	0.700	0.717
Second Dimension	Joint Responsibility	0.745	0.707	0.775
Third Dimension	Resources Flow	0.753	0.772	0.783
<b>Second Factor: Strategic Agility Values</b>		<b>0.730</b>	<b>0.775</b>	<b>0.828</b>
<b>Total Questionnaire Degree</b>		<b>0.798</b>	<b>0.760</b>	<b>0.807</b>

### Statistical Treatment:-

"Repetition and percentage, correlation coefficient, validity coefficient by split half method, validity coefficient by Cronbach alpha method, value ( $K^2$ ), analyzing contrast and effect range results by using ( $\eta^2$ ) domination percentage, valid significant differences test for Tukey (H.S.D), correlation matrix and effect results by using determination coefficient ( $r^2$ ).

## Results Discussion

**Table (9) Results of Repetition Percentage, predominance percentage, ( $K^2$ ) value for responding on the first factor: Organizational Ambidexterity – First Dimension: Structural Ambidexterity**

S	Statement Content	Chairman (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			$K^2$ value
		Agreeing (%)	Disagreeing (%)	predominance percentage	Agreeing (%)	Disagreeing (%)	predominance percentage	Agreeing (%)	Disagreeing (%)	predominance percentage	
	The sports club organizational structure has the following characteristics:										
1	Authority's lines flows clearly inconformity with an effective communication between all the club's departments	86.84	13.16	93.42	82.76	17.24	91.38	75.31	24.69	87.65	4.303
2	The clarity of occupational description of different administrative level employees.	89.47	10.53	94.74	75.86	24.14	87.93	48.15	51.85	74.07	40.971
3	Work tasks are suitable for number of employees in sports activity department and this responsibilities	77.19	22.81	88.60	72.41	27.59	86.21	41.98	58.02	70.99	26.503
4	The club's administrative units are sufficient for:										
4/1	Achieving the club's objectives	78.95	21.05	89.47	86.21	13.79	93.10	49.38	50.62	74.69	23.941
4/2	Covering all the club's different activities	80.70	19.30	90.35	79.31	20.69	89.66	70.37	29.63	85.19	2.955
5	Each administrative unit has a minor	79.82	20.18	89.91	75.86	24.14	87.93	40.74	59.26	70.37	33.546
6	There is an organizational regulation clarifying the relationships between different administrative levels employees	86.84	13.16	93.42	68.97	31.03	84.48	45.68	54.32	72.84	37.959
7	Forming committees and team works from all departments to study the club's needs permanently	73.68	26.32	86.84	68.97	31.03	84.48	44.44	55.56	72.22	17.868
8	Creating new departments to suit the increase:										
8/1	Work Tasks	71.93	28.07	85.96	89.66	10.34	94.83	85.19	14.81	92.59	7.292
8/2	Number of employees	71.05	28.95	85.53	82.76	17.24	91.38	69.14	30.86	84.57	2.038
9	Combining some departments to avoid specialties duality	78.95	21.05	89.47	82.76	17.24	91.38	72.84	27.16	86.42	1.583
10	The club's supreme management tries to repair and develop according to changes in										
10/1	Internal environment	81.58	18.42	90.79	65.52	34.48	82.76	48.15	51.85	74.07	24.145
10/2	External environment	85.96	14.04	92.98	62.07	37.93	81.03	41.98	58.02	70.99	41.783

Value of  $K^2_{g(2, 0.05)} = 5.99$

**From table No. (9)** there are statistical significant differences between the research sample response on all the dimension statements as calculated  $K^2$  value was higher than tabular value at significant level (0.05) and ranged between (7.292:41.783) except for statements (1, 4/2, 8/2, 9) as calculated  $K^2$  value was less than its tabular value and ranged between (1.583:4.303)

This agrees with results of *Maged El Fera, Mahmoud El Shanty* (2008) (19) and *Mahmoud Ibrahim* (2006) (17) that any organizational structure disorder may affect methods of decision making.

As it is clear from statements number (2, 3, 4/1) how far research sample opinions are disagreeing as responses of chairmen and executive managers were agreeing by agreement percentage between (72.41: 89.47 %) on that the club's organizational structure is characterized by clarity and job description, while work tasks are suitable for number of employees, we find that administrators' responses were (non agreeing) as agreeing percentage ranged between (41.98:49.15 %).

This agrees with study results of *Mohamed Abdelfattah* (2019) (25) *Mohamed Hanfy Tibidi* (2014) (24) that integration and cooperation between activities and different administrative units in the organization may assist in executing strategies efficiently and effectively.

From Statements number (5, 6, 7, 8/1) it is clear that as responses of chairmen and executive managers were agreement at percentage from (68.97:89.66 %) upon that there is a minor for every administrative unit, there is a regulation organizing the relationship between employees, we find that administrators responses was non agreement with an agreement percentage between (40.74: 85.19 %).

In this respect results of study of *Rola Gawad* (2018) (32), *Ahmed Ghonim* (2004) agree upon that manpower size increase over actual manpower size represents one of the most important occupational organizational problems (5:34)

Study of *Khedwi Khalifa* (2013) (14), *Abbas Youssef* (2005) (1) recommended the importance of administrative leadership's familiarity with strategic administration concept.

The researcher believes that structural Ambidexterity enable all club's leaderships and employees to optimal use of available opportunities and looking for new ones.

**Table (10) Results of Repetition Percentage, predominance percentage, (K<sup>2</sup>) value for responding on the first factor:**

**Organizational Ambidexterity – Second Dimension: Use Ambidexterity**

S	Statement Content	Chairmen (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			K <sup>2</sup> value
		Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	predominance percentage	
11	The club's management used certain strategies to support the club's objectives	79.82	20.18	89.91	75.86	24.14	87.93	60.49	39.51	80.25	9.048
12	The club's management confirms making permanent amends to improve the provided activities and services	92.98	7.02	96.49	89.66	10.34	94.83	66.67	33.33	83.33	24.316
13	The club's management focuses on increasing number of activities and services provided currently to beneficiaries	87.72	12.28	93.86	86.21	13.79	93.10	55.56	44.44	77.78	28.713
14	The club's management focuses on developing employees' skills to fulfill their tasks proficiently	78.07	21.93	89.04	72.41	27.59	86.21	48.15	51.85	74.07	19.556
15	The club's supreme administration follows up results of employees' development and training.	85.96	14.04	92.98	75.86	24.14	87.93	45.68	54.32	72.84	37.189
16	The club's management focuses on reducing costs of internal operations	93.86	6.14	96.93	82.76	17.24	91.38	44.44	55.56	72.22	62.133
17	The club's management considers achieving relative balance between usable and explorative performance	94.74	5.26	97.37	82.76	17.24	91.38	43.21	56.79	71.60	67.454
18	The club has a suitable compensation regulation to motivate employee to:										
18/1	Do the best to achieve objectives	91.23	8.77	95.61	93.10	6.90	96.55	45.68	54.32	72.84	58.221
18/2	Optimal use of available resources	90.35	9.65	95.18	79.31	20.69	89.66	44.44	55.56	72.22	50.666
18/3	Work development	87.72	12.28	93.86	86.21	13.79	93.10	41.98	58.02	70.99	51.856
19	Information technology and modern techniques are used to improve performance in all departments of the club	73.68	26.32	86.84	62.07	37.93	81.03	35.80	64.20	67.90	28.164
20	The club management focus on compiling training programs according to the following:										
20/1	Their training needs	74.56	25.44	87.28	93.10	6.90	96.55	30.86	69.14	65.43	52.373
20/2	Evaluation results	78.07	21.93	89.04	79.31	20.69	89.66	37.04	62.96	68.52	37.994
20/3	Occupational Task Nature	79.82	20.18	89.91	79.31	20.69	89.66	39.51	60.49	69.75	36.848



S	Statement Content	Chairmen (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			K <sup>2</sup> value
		Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	predominance percentage	
21	The club's management is keen to permanent measurement of:										
21/1	Beneficiaries' Satisfaction	97.37	2.63	98.68	96.55	3.45	98.28	81.48	18.52	90.74	16.484
21/2	Employees' Satisfaction	94.74	5.26	97.37	86.21	13.79	93.10	35.80	64.20	67.90	85.373
21/3	Financial Aspects achievement	96.49	3.51	98.25	89.66	10.34	94.83	39.51	60.49	69.75	85.828
22	The club's supreme management has a hot line to receive complaints and answer any questions	42.98	57.02	71.49	41.38	58.62	70.69	29.63	70.37	64.81	3.752
23	Supreme management uses electronic administration in:										
23/1	Players' registration in different activities	42.98	57.02	71.49	41.38	58.62	70.69	29.63	70.37	64.81	3.752
23/2	Informing beneficiaries of all the club's activities	96.49	3.51	98.25	96.55	3.45	98.28	97.53	2.47	98.77	0.181
23/3	Facilitating work inside the administrative unit	78.07	21.93	89.04	72.41	27.59	86.21	43.21	56.79	71.60	26.068
24	The club's supreme management keenness to:										
24/1	Allowing employees to take a part in planning for sports activities and programs	78.95	21.05	89.47	93.10	6.90	96.55	41.98	58.02	70.99	39.474
24/2	Discussing with employees all problems of work and suggesting solutions according to their views	89.47	10.53	94.74	96.55	3.45	98.28	35.80	64.20	67.90	76.799
24/3	Fulfilling employees needs	93.86	6.14	96.93	93.10	6.90	96.55	39.51	60.49	69.75	79.172
24/4	Fulfilling beneficiaries needs	86.84	13.16	93.42	89.66	10.34	94.83	91.36	8.64	95.68	0.996

It is clear from table number (10) that there are statistical significant differences between the research sample on all statements of dimension as  $K^2$  ranged between (9.048:85.373) and except for statements number (22, 23/1, 23/2, 24/4) as they were less than their tabular value and ranged between (0.181:3.752). It is clear from statements number (11:17) how far the research sample opinions differed where as responses of chairmen, executive managers agreed at (75.86:94.74 %) about the fact that the club management uses certain strategies to support objectives, making amends on a permanent bases to improve activities and services level while responses of administrators were (disagreeing) as agreement percentage ranged between (43.21:66.67 %).

Results of Studies of **Reham Hamza** (2015) (31) prove that sports clubs focus on developing activities on a permanent basis which may increase the provided services quality.

**Moamen Shrafeldin** recommends in his study (2012) (28) the importance of amending or correcting any disorder in the organization's process through permanent improvement. Also and from statements number (181, 18/2, 18/3, 19) contrast between the research sample opinions were proved as responses of chairmen and executive managers were agreement ranging between (62.07: 93.10 %) provided the club has a suitable compensation regulation to motivate employees to achieve objectives and optimal use of resources while responses of administrators were (disagreeing) at agreement percentage (35.80: 45.68 %).

**Hend Roushdy** (2014) indicates that training strategy enhance individual skills (12:139), also **Shawki Fouda** (2005) (33) recommends the importance of measuring and rectifying financial and non financial performance.

But statement number (22, 23/1) proves the research sample agreement upon the supreme management's failure to avail a hot line to receive complaints and answer questions, non using electronic management in players' registration at low percentage from (29.63: 42.98).

Result of Study of **Haitham Akl** (2016) (9) proves disability to reserve and player's registration in sports activity service on the website.

The researcher believes that use Ambidexterity is the ability of using available opportunities efficiently.

**Table (11) Results of Repetition Percentage, predominance percentage, ( $K^2$ ) value for responding on the First Factor: Organizational Ambidexterity – Third Dimension: Exploration Ambidexterity**

S	Statement Content	Chairmen (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			K <sup>2</sup> value
		Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	
25	The club's supreme management follow scientific method in compiling future strategies through:										
25/1	Enhancing strong points	90.35	9.65	95.18	79.31	20.69	89.66	97.53	2.47	98.77	9.540
25/2	Identifying and treating weak points	92.98	7.02	96.49	82.76	17.24	91.38	48.15	51.85	74.07	52.345
25/3	Seizing opportunity available in the clubs external environment	95.61	4.39	97.81	93.10	6.90	96.55	90.12	9.88	95.06	2.287
25/4	Dealing with risks and threats	87.72	12.28	93.86	68.97	31.03	84.48	45.68	54.32	72.84	39.942
26	The club's management creates new activities and services for beneficiaries	93.86	6.14	96.93	96.55	3.45	98.28	79.01	20.99	89.51	12.527
27	The club's management is able to market new activities and services efficiency	100.00	0.00	100.00	93.10	6.90	96.55	97.53	2.47	98.77	6.608
28	There are laws and regulations to support the club's investment represented in:										
28/1	Using many distribution channels	89.47	10.53	94.74	96.55	3.45	98.28	95.06	4.94	97.53	2.923
28/2	Allowing the sponsoring company's posts to be fixed during championships	93.86	6.14	96.93	93.10	6.90	96.55	97.53	2.47	98.77	1.648
28/3	Allowing the sponsoring companies to promote their products during championships and sports events.	86.84	13.16	93.42	79.31	20.69	89.66	98.77	1.23	99.38	12.044
29	The club tries to attract new beneficiaries through permanent development of services and activities	98.25	1.75	99.12	93.10	6.90	96.55	97.53	2.47	98.77	2.366
30	Employees are motivated towards creation and producing new ideas supporting exploring new opportunities and performance development	88.60	11.40	94.30	89.66	10.34	94.83	32.10	67.90	66.05	76.832
31	Sports club budget allows to:										
31/1	Motivating players to develop local and international level	92.11	7.89	96.05	93.10	6.90	96.55	62.96	37.04	81.48	29.793
31/2	Attracting skilful and experienced persons	88.60	11.40	94.30	86.21	13.79	93.10	64.20	35.80	82.10	18.203
31/3	Using foreign experiences	67.54	32.46	83.77	62.07	37.93	81.03	48.15	51.85	74.07	7.482
31/4	Carrying out permanent researches to expect future beneficiaries needs	93.86	6.14	96.93	89.66	10.34	94.83	35.80	64.20	67.90	84.737

**Value of  $K^2_{g(2, 0.05)} = 5.99$**

It is clear from table number (11) that there are statistical significant differences between all the dimension statements as the calculated  $K^2$  value was higher than tabular value at significant level (0.05) and ranged between (6.608: 84.737) except for statement number (25/3, 28/1, 28/2, 29) as the calculated  $K^2$  value was less than its tabular value as it ranged between (1.648:2.923)

From statements number (25/2, 25/4, 30) it is clear how far research sample opinions are contradicting; while responses of chairmen and executive managers tended to agreement between (68.97:92.98 %) about that the club's management shall follow scientific method of compiling strategies while we find that administrators' responses tended to (non agreement) as agreement percentage ranged between (32.10:48.15 %).

**Abdel Rahim Mohamed** (2012) states that identifying strong points may assist in optimal use of while identifying weak points may assist in getting rid of. (2:39)

Study of **Fadia Gaghobi** (2016) (8) recommends the importance of reviewing the establishments' strategic plans on a permanent basis and updating the same.

Statements number (25/3, 28/1, 28/2, 29) indicates the importance of research sample by a percentage between (89.47, 98.25 %) on following scientific method by the supreme administration in compiling strategies.

This agrees with results of **Mohamed Fawzy** (2018) (23) of weak promotion of programs, activities and advertising campaigns of sports events.

Also study of **Mohamed Alamin Boushair** (2017) (22) recommends the importance of amending the legal aspect so that it encourages sports care.

**Hassan Ahmed El Shafei, Yousria Ibrahim Moussa** (2007) (11) indicates the importance of permanent attempt of achieving beneficiaries satisfaction by providing unique services.

The researcher believes that explorative Ambidexterity is represented in practices and creation sequence made by the club for providing new services to satisfy beneficiaries' needs.

**Table (12) Results of Repetition Percentage, predominance percentage, ( $K^2$ ) value for responding on the Second Factor: Factors of Strategic Agility – First Dimension: Strategic Sensibility**

S	Statement Content	Chairmen (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			K <sup>2</sup> value
		Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	
32	The club management has a clear view for future activities and how to deal with challenges internally and externally	93.86	6.14	96.93	72.41	27.59	86.21	85.19	14.81	92.59	10.943
33	The club's strategic objectives are consistent with:										
33/1	Strong and weak points in internal environment	95.61	4.39	97.81	86.21	13.79	93.10	66.67	33.33	83.33	29.546
33/2	Opportunities and threats in external environment	87.72	12.28	93.86	82.76	17.24	91.38	67.90	32.10	83.95	11.754
34	Strategic objectives were completed according to the club's mission view	96.49	3.51	98.25	93.10	6.90	96.55	69.14	30.86	84.57	31.065
35	The club management's ability to compile an alternative strategy to adapt with environmental changes in community	97.37	2.63	98.68	89.66	10.34	94.83	51.85	48.15	75.93	63.082
36	The club's strategy enables it to:										
36/1	Represent the state in Arab and international forums	85.96	14.04	92.98	96.55	3.45	98.28	81.48	18.52	90.74	3.973
36/2	Activating the role of commercial organizations in sponsoring the club's championships and sports events	78.07	21.93	89.04	89.66	10.34	94.83	92.59	7.41	96.30	8.362
36/3	Competitive advantages continuity in terms of activities and services it offers.	94.74	5.26	97.37	89.66	10.34	94.83	79.01	20.99	89.51	11.464
36/4	Establishing a club's website to provide a good information system	87.72	12.28	93.86	72.41	27.59	86.21	72.84	27.16	86.42	7.974
36/5	Providing supported aware leaderships for creative thinking	92.11	7.89	96.05	86.21	13.79	93.10	35.80	64.20	67.90	76.628
36/6	Reviewing the organizational structure dimensions and carries out all required amends to attend variable circumstances and new strategies.	85.96	14.04	92.98	93.10	6.90	96.55	39.51	60.49	69.75	57.171
36/7	Adopting new administrative systems availing effective participation to guarantee decisions efficiency.	87.72	12.28	93.86	75.86	24.14	87.93	37.04	62.96	68.52	56.747
36/8	Adopting the basis of giving authorities and responsibilities to prepare new future leadership cadres	88.60	11.40	94.30	79.31	20.69	89.66	41.98	58.02	70.99	50.758
37	The club's management is keen to employees participation when having:										
37/1	Strategic view, mission and objectives	92.98	7.02	96.49	75.86	24.14	87.93	41.98	58.02	70.99	61.756
37/2	Strategic plans	95.61	4.39	97.81	79.31	20.69	89.66	45.68	54.32	72.84	64.009
37/3	Strategic decisions	74.56	25.44	87.28	62.07	37.93	81.03	48.15	51.85	74.07	14.261
38	The club's management profits from corresponding competing clubs when planning strategy	86.84	13.16	93.42	79.31	20.69	89.66	86.42	13.58	93.21	1.123

**Value of  $K^2_{g(2, 0.05)} = 5.99$**

From table number (12) it is clear that there are statistical significant differences between research groups responses to all the dimension statements as the calculated  $K^2$  value was higher than the tabular value at significant level (0.05) and ranged between (7.974: 76.628) with the exception statements number (36/1, 38).

It is clear from statements number (32, 33/1, 33/2, 34, 35) how far the research sample opinions are contradictory while responses of chairmen and executive managers tended to agreement between (72.41: 97.37 %) provided the club's management has a clear view of future activities and how to deal with challenges while we find that administrators responses tended to agreement at low percentages between 51.85:85.19 %).

**Mansour Mohamed El Ariki** (2014) indicates that identifying the organizations strategic position through analyzing SWOT matrix (20:117).

**Ayman El Derawy** (2017) (6) recommends the importance of authorizing agents when preparing strategic plans.

It is clear from statements number (36/5, 36/6, 36/36, 7/8, 137/1, 37/2, 37/3) how far the research sample opinions are contradictory provided the club's strategy avails the supported aware leaderships to creative thinking, reviewing the organizational structure dimensions to attend the variable circumstances with an agreement percentage between (62.07: 95.61 %) for board's members and managers while we find administrators responses refer to non agreement at percentage between (35.80: 48.15).

Results of study of **Yasser Khalil** (2017) (34) indicates that achieving the organizations competitive advantage and maintaining its survival can take place via developing organizational climate.

**Matthias Nkuda** (2017) (44) indicates that strategic Agility is a factor motivating rapid and instant response with selecting suitable strategy.

The researcher concludes that the club leaderships' strategic sensibility may avail an effective environment able to strategic prediction and permanence achievement.

**Table (13) Results of Repetition Percentage, predominance percentage, ( $K^2$ ) value for responding on the Second Factor: Factors of Strategic Agility – Second Dimension: Joint Responsibility "Group Obligation"**

S	Statement Content	Chairmen (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			K <sup>2</sup> value
		Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	
39	The club depends on joint responsibility to achieve its works and objective in an integrated way	92.11	7.89	96.05	82.76	17.24	91.38	46.91	53.09	73.46	52.159
40	The club's management considers the employees agreement with the club's strategy	86.84	13.16	93.42	79.31	20.69	89.66	45.68	54.32	72.84	40.076
41	There are work rules and clear instructions for all club's departments	93.86	6.14	96.93	75.86	24.14	87.93	50.62	49.38	75.31	48.398
42	The club's management is able to execute the added value operations regarding provide activities and services.	87.72	12.28	93.86	79.31	20.69	89.66	61.73	38.27	80.86	18.274
43	The club's management considers the beneficiaries feedback as a learning opportunity	92.98	7.02	96.49	75.86	24.14	87.93	66.67	33.33	83.33	22.161
44	Supporting mutual trust between the club's department and beneficiaries through:										
44/1	Discussing their opinions according to their needs in a democratic climate	93.86	6.14	96.93	68.97	31.03	84.48	48.15	51.85	74.07	52.025
44/2	Participating in planning sports program and submitted services systems	87.72	12.28	93.86	72.41	27.59	86.21	39.51	60.49	69.75	51.103
44/3	Solving the problem and amending sports programs in order to suit their desires	90.35	9.65	95.18	79.31	20.69	89.66	40.74	59.26	70.37	57.704
44/4	Holding friendly meetings to discuss and respond to their answers regarding provided and future activities	86.84	13.16	93.42	82.76	17.24	91.38	58.02	41.98	79.01	22.352
45	Considering declaration and transparency in obtaining information with:										
45/1	Beneficiaries	87.72	12.28	93.86	72.41	27.59	86.21	41.98	58.02	70.99	46.650
45/2	Investors	92.98	7.02	96.49	75.86	24.14	87.93	40.74	59.26	70.37	64.194
45/3	Partners	93.86	6.14	96.93	79.31	20.69	89.66	45.68	54.32	72.84	58.341
46	Compiling time tables to execute all the club's tasks and activities	89.47	10.53	94.74	93.10	6.90	96.55	91.36	8.64	95.68	0.439

Value of  $K^2_g(2, 0.05) = 5.99$

From table number (13) there are statistical significant differences between the research sample responses to all the dimension statements as the calculated  $K^2$  value was more than the tabular value at significant level (0.05) and between (18.274: 64.194) and except for statement number (46) indicating that there should be time tables to fulfill all tasks and activities in the club with agreement percentage between (89.47:93.10) for all the research groups.

In this respect **Adel Borkan** (2011) (3) indicates the importance of compiling the time table under objectives execution priorities.

While it is clear from the remaining statements from (39:45/3) how far the research sample opinions are contradictory as responses of chairmen and executive managers tended to agreement between (68.97: 93.86 %) provided the club depends on joint responsibility for achieving its works, there are work rules and clear instructions, supporting mutual trust between the club's management and beneficiaries through discussing their opinions, participating in planning sports programs, holding friendly meetings to discuss and answer their questions regarding provided and future activities, declaration and transparency shall be considered to obtain information while we find that administrator's responses tended to agreement at low percentage between (39.51: 66.67 %).

**Hassan Ahmed El Shafei, Abdellatif Ibrahim Bokhary** (2007) mentions that sports organizations development aims at increasing their abilities to adapt with environment. (10:53)

**Reham Hamza** (2015) (31), **Alady Ammar** (2010) (7) recommends the importance of availing an effective database inside clubs to guarantee transparency and declaration.

Study of **Nasira Allawy** (2011) (29) indicates that effective and competent execution of the study represents the most critical and important stage.



**Table (14) Results of Repetition Percentage, predominance percentage, ( $K^2$ ) value for responding on the Second Factor: Factors of Strategic Agility – Third Dimension: Resources Flow "Intrinsic"**

S	Statement Content	Chairmen (N = 114)			Executive Managers (N = 29)			Administrators (N = 81)			K <sup>2</sup> value
		Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	Agreeing (%)	Disagreeing (%)	Predominance percentage	
47	The club has enough financial resources to cover all its operative needs.	74.56	25.44	87.28	72.41	27.59	86.21	50.62	49.38	75.31	12.715
48	The club management has a flexibility of distributing its resources to different departments and profiting from the capital to achieve strategic objectives.	88.60	11.40	94.30	93.10	6.90	96.55	34.57	65.43	67.28	74.056
49	The club's management has dynamic administrative mechanisms to avail new resources	87.72	12.28	93.86	89.66	10.34	94.83	85.19	14.81	92.59	0.470
50	There are general rules focused on by the club's management to allocate their resources	85.96	14.04	92.98	86.21	13.79	93.10	88.89	11.11	94.44	0.380
51	The club's management rationalize expense and controls operative costs	95.61	4.39	97.81	93.10	6.90	96.55	86.42	13.58	93.21	5.475
52	The club's management focuses on a permanent administrative control to improve mechanisms of providing services to beneficiaries.	89.47	10.53	94.74	93.10	6.90	96.55	81.48	18.52	90.74	3.766
53	The club's management adopts permanent improvement operations to develop performance.	92.11	7.89	96.05	89.66	10.34	94.83	41.98	58.02	70.99	65.728
54	The are cooperative relationships between the club's management and:										
54/1	Partners	87.72	12.28	93.86	75.86	24.14	87.93	97.53	2.47	98.77	11.903
54/2	Different clubs	99.12	0.88	99.56	96.55	3.45	98.28	97.53	2.47	98.77	1.209
54/3	Sports leagues	99.12	0.88	99.56	96.55	3.45	98.28	98.77	1.23	99.38	1.167
54/4	Youth and sports directorate	99.12	0.88	99.56	96.55	3.45	98.28	98.77	1.23	99.38	1.167
54/5	Ministry of youth and sports	98.25	1.75	19.22	93.10	6.90	96.55	96.30	3.70	98.15	2.160

**Value of  $K^2_{g(2, 0.05)} = 5.99$**

Table number (14) proved that statistical significant differences between a research sample responses to the dimension statements as  $K^2$  ranged between (11.903: 74.056) and except for statements number (49, 50, 51, 52, 54/2, 54/3, 54/4, 54/5) as the calculated  $K^2$  value was less than it tabular value.

From statements number (47, 48, 53) research sample's opinions are contradictory while responses of chairmen and executive managers tended to agreement ranged between (72.41:92.11 %) on that the club shall have enough financial resources to cover all occupational needs, the club management adopt permanent improvement while we find that administrators' responses tended to low percentage agreement that reached (34.57, 50.62 %).

Results of study of **Mohamed Badr** (2015) (21), **Mahmoud Darwish** (2011) (18) agreed upon weak governmental finance provided to sports organizations.

Study of **Kassem Mazloum** (2011) (30) recommends the importance of forming a team to clarify the mechanism of applying permanent improvement.

Statements number (49, 50, 51, 52, 54/2, 54/3, 54/4, 54/5) prove the agreement of the research sample opinion agreement with percentage (85.19: 99.12 %) on that the club's management shall have dynamic administrative mechanisms to avail new resources, the club focuses on having a permanent control.

**Mohamed El Khatib** (2010) mentions that the optimal use of resources can't be achieved unless by means of rational management (27:47).

Study of **Mohamed Badr** (2015) (21), **Zainb Aboud** (2014) (36) recommends that organizations management requires high human capacities in addition to change in method of administration and organizational structures and availing sufficient financial resources to be able to develop their services.

Also the researcher concludes that strategic sensibility, joint responsibility, resources flow are characteristics that should be enjoyed by organizations specially sports clubs to reach strategic swiftness.

## **Conclusions:**

### **First Factor: Organizational Ambidexterity**

- Clubs management no care of reducing internal operations costs and lack of relative balance between usable performance and explorative performance.
- The club's supreme management non keenness to employees' participation in activities planning.
- Employees are not motivated towards inventions and having unique ideas supporting exploring new opportunities and performance development.

### **Second Factor: Factors of Strategic Swiftness**

- Compiling strategic objectives according to the club's mission view, but the clubs management ability is limited in terms of having alternative strategies to adapt with environmental variables.
- The club's management is not keen to employees' participation when compiling view, mission, objectives, plans and strategic designs.
- Non considering declaration and transparency when obtaining information with all beneficiaries, investors and partners.

### **Recommendations:**

The researcher advises of sports clubs managements to achieve balance between structural Ambidexterity, investment Ambidexterity and exploration to reach the strategic Agility case with focusing on individual as the first stage of achieving organizational Ambidexterity which reflects on the club strategic Agility through the following:-

- Holding training courses to increase leaderships' awareness inside the club of concept and importance of organizational Ambidexterity, strategic Agility and how to develop inside the club.
- Making environmental analysis to "internal and external environment" to identify and invest available opportunities and external threats to compile a strategy to reduce their effects.

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