



## **The Effect of Digital Marketing Capabilities on Organizational Ambivalence in the Information Technology Sector (Case of Study: Employees of Companies Providing Internet Services in Isfahan)**

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### **ABSTRACT:**

The purpose of this research is to investigate the impact of digital marketing capabilities on organizational ambivalence, focusing on the information technology sector. The research method is descriptive-survey and practical in terms of purpose. The statistical population includes the employees of companies providing Internet services in Isfahan city, which was selected as a statistical sample of 93 by simple random sampling. The data collection tool was done using a standard questionnaire whose validity was checked by experts' opinion and its reliability was checked by Cronbach's alpha coefficient. In order to analyze data and results, spss21 and S3 Smart-PL software were used. The obtained results clarify the culture and marketing structure of digital marketing and then the digital marketing technology has an impact on two organizations.

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## 1. Introduction

In the new age, the changes in the business environment are so successive and irregular that every day the world of business and technology faces confusion and new challenges. It will be teaching and learning and changing behavioral patterns (Kaviani et al., 2017). Therefore, it is necessary to focus on the emergence, growth and institutionalization of organizational duality in order to properly face the aforementioned challenges. In other words, in the case of the fulfillment of two organizational principles in the information society, these institutions can efficiently manage and maintain their current information cycle and circuit while adapting to changes and new threats (Hao et al., 2015). The idea of organizational ambivalence is rooted in the topics of adaptive systems and facing environmental and technological changes. This strategic capability includes two main approaches of exploration and exploitation. In exploiting the expansion and development of current knowledge, more efficiency and gradual innovation are considered, while in the exploration of the fabric of the existing knowledge, innovation and fundamental changes are emphasized to meet the needs of the emerging market and customers (Kaviani et al., 2018). which refers to the simultaneous ability to use the opportunities in the exploration and exploitation sectors and to create a balance between these two organizational aspects at the same time (Pour Abedi and Ghafari, 2015). Dualist thinkers acknowledge that a simultaneous commitment to exploitation and exploration processes is critical for the survival and sustainable success of an organization. In fact, an organization needs two-dimensional organizational capability to survive, grow, improve performance, innovate and compete in today's dynamic environment. Organizations must differentiate themselves by simultaneously exploring and exploiting opportunities in the field of learning processes. Hence, organizational ambidexterity is about exploiting existing opportunities and discovering new opportunities (Marks and Dollar, 2015). And because it can lead to job enrichment, it is very important (Moghadam et al., 2019). Today, 21st century companies have understood the value of greater flexibility and are looking for ways to better change direction. Therefore, many organizations have tried to find many ways to achieve their strategic superiority as a result of extraordinary technological advances in order to achieve strategic success in the industry and market together (Al-Hawari and Al-Siyasaneh, 2020). One of these methods is the exploitation of digital marketing capabilities, which represent the company's capabilities that empower it to adapt its resources and develop new skills in dealing with stakeholder communications in real time. They tend to improve the efficiency of social networks and market analysis about employees (Al-Rajah, 1400). Digital marketing capabilities focus on 7 core capabilities, which are strategic approach, performance improvement process, purchasing management, resources and structure,



data and infrastructure, integrated customer communications, and customer experience in order to disseminate marketing in the digital and Internet environment. To create integration between different departments and sectors, so that this method is a helpful tool in achieving two-way organization, market and industry (Al-Hawari and Al-Hajri, 2020). The degree of success of technology-oriented organizations depends on their skills in predicting and facing the future challenges of industries and the speed of measured reactions in providing technological solutions.

Organizations based on technology and information technology such as Telecommunication industries, mobile phone manufacturing companies, software companies and computer industries, etc., must always keep an eye on current activities (exploitation-exploitation) and an eye on the surrounding environment (exploration); They should pay attention to the development of technological solutions for the current and future issues and problems known in the Industry and support the technological capabilities of the industry by developing and presenting technological innovations and in search of the unknown current and future challenges of the industry and new technological opportunities and to implement technological competitive intelligence (Membini et al., 2014). Because everything in today's business world depends on technology, and organizations use information technology to improve organizational performance and achieve competitive advantage, which is done by reducing costs, increasing income, and facilitating processes (Nikkhah Takmeh Dash and colleagues, 2018). Considering that Internet service provider companies are one of the country's key industries from an economic and technological point of view and can be the driving force of many other advanced technologies in the country, it is very necessary to pay attention to service innovation. Internet service provider companies as a company involved in rapid and tangible innovation compared to other companies and undoubtedly have accepted innovation and initiative as a competitive advantage, because neglecting innovation leads to the destruction and death of the organizational life cycle and the possibility Their business success is small. Due to the fact that Internet communication is equipped with up-to-date and modern systems, it cannot be without service innovation. Therefore, due to the lack of studies in this field, the need to exploit digital marketing capabilities and the existing research gap in this field, the researchers of this research were led to investigate the impact of digital marketing capabilities on organizational ambivalence in the information technology sector of Internet-related companies. With the hope that the companies providing internet services in Isfahan city will inform the results of this research in an organized way to all the relevant units for exploitation in the field of increasing

performance. Digital is an organizational duality with a focus on the information technology sector.

## **2. Literature review and hypothesis development**

Digital marketing capabilities: E-commerce through the Internet started in the second half of the 1990s and has grown rapidly due to the increasing growth of Internet users and online shopping. In fact, the emergence of the Internet has led to the rapid growth of e-commerce, and the term e-commerce was once Organizations began to understand the role of the Internet as a powerful medium for doing business. Some researchers believe that e-commerce is the buying and selling of information, products and services through computer networks. However, some people are of the opinion that Internet-based e-commerce goes beyond electronic buying and selling and covers a wide range of pre- and post-sale activities such as advertising, maintaining business relationships and improving business communication. Sadeghi Mal Amiri, 2018). In fact, digital marketing is a part of e-commerce that includes all marketing efforts that use an electronic device or the Internet. Businesses use digital channels such as search engines, social media, email, and their websites to communicate with current and potential customers. It can also be called as "online marketing", "internet marketing" or "web marketing" (Desai, 2019). Organizations are interested in the concept of digital marketing based on their interest in routine and strategic decisions and its reflection on the organizational performance of companies, and this interest is due to the amount of competition and the challenges that these companies face in meeting the needs of customers. Especially, the global markets have attracted the attention of all the companies in the world. This interest is also due to the need for a set of systems that analyze and present daily reports that help managers make decisions in addition to monitoring the work of organizational units, especially strategic units. In fact, digital marketing capabilities are one of the intelligent systems necessary to understand the mechanisms of achievement, work and decision-making, which increases the possibility of predicting the future strategic direction of the organization (Emad, 2021). However, digital marketing capabilities are dynamic capabilities that are capable of changing during resource combination processes. They are also useful when there is a need to address issues related to the business enterprise and its shareholders. Similarly, digital marketing capabilities help companies digitally coordinate and manage supplier relationships, customer relationships, and channel members. As a result, the company's performance improves. In addition, it can be seen that digital marketing capabilities increase organizational performance by changing positive behavior for online shopping by customers (Al-Rajah, 1400). Digital marketing capabilities represent a company's capabilities that empower it to adapt its resources to the situation and develop new skills in dealing with stakeholder

communications in real time (Wang, 2021). Digital marketing capabilities help companies digitally coordinate and manage supplier relationships, customer and channel member relationships, knowledge, practices, programs, and technologies. As a result, the company's performance improves. In addition, it can be seen that digital marketing capabilities increase organizational performance through positive behavior change for online shopping by customers, the goal of which is to adopt effective and efficient management activities and make improved business decisions at the right time (Farrow and Abi Eskara, 2016). In this scenario, the role of digital marketing capabilities can affect the organizational duality. Digital marketing capabilities consist of three dimensions: digital technology, digital marketing structure, and digital marketing culture.

**Digital Marketing Technology:** refers to the level of technological readiness for adopting digital marketing in the organization, such as data communication systems, digital marketing systems models, and interconnected information systems that support linkage, integration, data flow, and intelligence across teams. It helps the work and departments of the organization and helps the organization. **Digital marketing** technology is a structure that is organized in a smooth and favorable way for decision making. The technology dimension can also include digital marketing, collaboration, distributed learning, discovery, mapping, opportunity identification and production, as well as data privacy policy and analytics (Lesik et al., 2013). With the first server/client architecture and the popularity of personal computers, customer relationship management (CRM) applications became an important part of digital marketing technology. Intense competition forced vendors to include more services in their software, for example, marketing, sales, and service applications (Desai, 2019).

**Digital Marketing Structure:** The structural component of digital marketing infrastructure refers to the modular organizational design that helps facilitate the engineering of capabilities, functions, and subsequent innovations related to digital marketing. In many cases, organizational structures are logical structures that include functions or units and departments within the organization. However, logically constructed structures may sometimes lead to a rigid organization, where information exchange and cooperation between different departments, units and departments may not occur. and lead to sub-optimal performance of effective digital marketing organizational structure, although previous research is compatible with different organizational structures, such as product or function-based structure design, hypertextual organization that enables easy information exchange and collaboration through a non-hierarchical organization. have been. However, the impact of these structures on digital

marketing has not yet been discovered, however, the adaptation of a structure that includes a formal hierarchical structure, with the possibility of achieving a digital marketing structure, - coordination and cooperation to collect and use data, information and intelligence - It is direct. The impact on the organization's motivation for an effective digital marketing organization (Tariq et al., 2022) Digital marketing culture: In line with technology and structure, digital marketing culture facilitates the organization's ability to manage organizational data, knowledge and intelligence. Interaction between people and groups is the basis for creating new ideas and creativity. Therefore, the existence and stabilization of a more interactive and collaborative culture can transform real data or implied information into meaningful intelligence and transfer it from the individual level to the organization. Employees in such cultural links within the organization can develop the ability to self-regulate knowledge and practices to find solutions to new or existing problems and thus promote innovative activities (Isik et al., 2013).

**Organizational duality:** The word duality is composed of two Latin words *Ambi* meaning two sides (two sides) and *Dexterity* meaning mastery and skill (agility). At the psychological and behavioral level, people who have the ability to use both hands with equal skills are called ambidextrous people (Kaviani et al., 2018). The concept of ambivalence was proposed for the first time by March (1991) in the field of management and in order to create a balance between the two activities of exploitation and exploration in learning. The idea of organizational ambivalence is rooted in the discussions of adaptive systems and facing environmental and technological changes (Hughes , 2018). Researchers define duality as an organizational capability in the simultaneous coordination of exploration and exploitation throughout the organization, which requires joint responsibility among the organization's employees (Haqiqi et al., 2016). A dual-purpose organization is said to be an organization that simultaneously has the ability to focus on current functions and responsibilities as well as future opportunities as a key to the company's survival (Membini et al., 2014). Gibson and Bear Kinshaw (2004) define two organizational capabilities as an organizational ability in alignment and efficiency in response to market demands and at the same time adapting to changes in the environment (Moradi et al., 2013). Organizational dualism is divided into two parts: exploration and application, which exploration is related to research, testing and increasing differences, while application increases productivity and efficiency through improving implementation and reducing differences and dispersion. (Jamshidi, 2016). Although researchers argue that it is difficult or even impossible to achieve simultaneous exploration and exploitation in several different structures, three promising approaches have been identified in the management literature for organizational ambivalence. including organizational design approach; This approach can be defined as the ability of the



organization through the structural mechanism to synchronize for the contradictory demand that the organization faces for the alignment of adaptability (Trag et al., 2022). This approach suggests that organizations can create specific structures to reduce tensions between exploration and exploitation, and that the irregular process can be enhanced by spatial separation or parallel structures. Spatial separation means creating separate business units that either explore or exploit and hold these subunits together through organizational culture, common visions and strategies, or management teams (Gibson and Birkinshaw, 2014). Also, the contextual or contextual approach increases the behavioral ability of employees to show coordination and adaptability in the whole unit of a business. Contextual solutions are proposed to achieve organizational skill, although structural approaches separate exploitative and exploratory activities, and skill in this context is defined as the ability to process and adapt at the same time in a business unit (Zimirman et al., 2016). Leadership-based antecedents have been adopted as a third approach in the literature to achieve organizational ambivalence. Key managers play an important role in creating and promoting ambidexterity. Smith and Tashman (2005) pointed out the important role that managers play in ambivalence and believe that ambivalence is facilitated by the processes within the senior management team (Majidi and Moradi, 2013). Bilateral researchers have argued that commitment and participation in exploration and exploitation processes are critical to the long-term survival and success of organizations, and that a single-minded focus on exploitation may improve performance in the short term, but when firms gradually They improve their main capabilities, but they don't respond properly to environmental changes, which may cause long-term problems. The relationship between organizational ambidexterity and company performance has shown different results, some studies have found positive relationships between organizational ambidexterity and performance (Gibson and Birkinshaw, 2014). While there is a negative relationship in some studies. However, research shows that ambidexterity has a positive effect on company performance. Organizational ambidexterity includes exploration of opportunities: related to search terms, variance, risk, experiment, action, adaptability and creative discovery. (Refers to learning from processes, coordinated differences and planned experiences in the organization. Exploitation of opportunity: to learning obtained through scientific research, experimental improvement, innovation, reuse of existing procedures and reuse of It refers to existing knowledge without any additional learning. It also refers to step-by-step continuity and gradual benefit of what organizations have (Trag et al., 2022). Therefore, according to the logic of explaining the hypotheses and research literature, the hypotheses of this

study and measurable causal relationships can be presented in the conceptual framework in Figure (1).

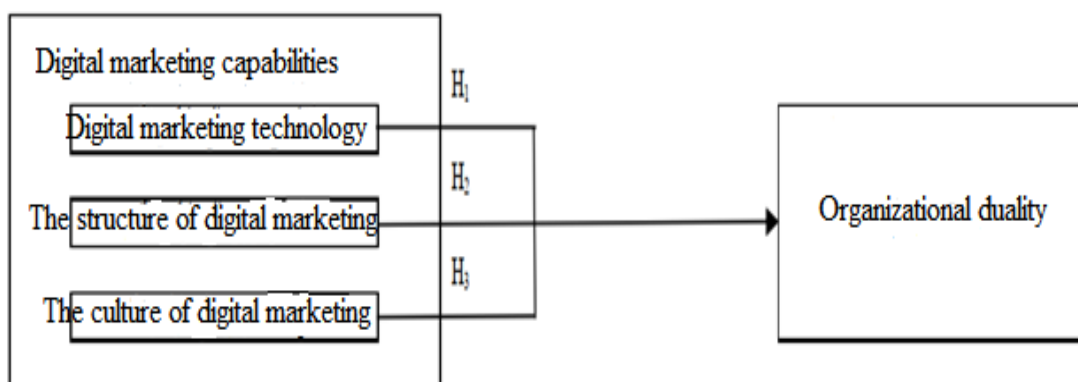


Figure (1). Conceptual model of the research

### 3. Research Method

The current research is practical in terms of purpose. In terms of data collection method, it is descriptive-survey. The current research examines data related to a period of time, so it is a cross-sectional research and is considered a correlational research. The statistical population in this research is made up of employees of internet service providers in Isfahan city. The data were collected mainly through online and offline questionnaires and distributed in a simple random manner at different levels. Research data was collected using a standard questionnaire. A standard questionnaire was used, and the first part of the questionnaire contains 13 questions to measure the variable of digital marketing capabilities based on (Lesik et al., 2013). These questions were distributed in the following dimensions 5 items are assigned to measure digital marketing technology, 4 items are assigned to measure digital marketing structure, and 4 items are assigned to measure digital marketing culture. While the second part includes ten items that were developed to measure organizational ambidexterity based on what was pointed out by Boudeville and Chirmak (2010). Content validity, construct validity and convergent validity have been used to measure and verify the validity of this questionnaire. In order to construct validity (factor analysis), the average variance index was extracted and the Fornell-Larcross criterion was used. SPSS 21 and smart PLS3 software were used to check the research data and test the hypotheses.



**Table (1). Validity and reliability of research structures**

Variables	Reliability coefficient	AVE	Alpha
Digital technology	0/855	0/546	0/785
The structure of digital marketing	0/892	0/673	0/837
Digital marketing culture	0/899	0/690	0/850
Organizational ambivalence	0/940	0/940	0/930

According to Table 1, the average extracted variance of each dimension of the model has more than .2. It can be concluded that the questionnaire of this research has an acceptable validity. Cronbach's alpha coefficient was used for the reliability of the questionnaire. This coefficient was equal to 0.7 for the entire questionnaire, which shows the validity and reliability of the research constructs. As the results show, the reliability and validity of the questionnaire have been evaluated favorably.

#### 4. research findings

The research findings were analyzed at two levels of descriptive statistics and inferential statistics. Descriptive statistics indicators have been used to check the demographic characteristics of the sample as well as the specialized questions of the questionnaire.

**Descriptive statistics:** a total of 93 responses were received. Two main sections along with a section related to control variables were used as measurement tools. The control variables that were considered as classification criteria included gender and age group. All variables were measured using a 5-point Likert scale. 30.1% of gender was women and 69.9% were men. 9.6% were between 30 and 35 years old. 49/5 had ages between 36 and 40. 9/40 were more than 40.

**Inferential statistics:** In order to confirm or reject the hypotheses, smart PLS3 software was used and each research hypothesis was tested and analyzed separately using the partial least squares technique. In the partial least squares technique, several points are very important: the relationship between the factor (hidden variable) and the observable variable is shown by the factor load. Factor load is a value between zero and one. If the factor load is less than 0.3, the

relationship is considered weak and it is ignored. A factor load between 0.3 and 0.6 is acceptable, and if it is greater than 0.6, it is very desirable. When the variable correlation is identified, a significance test should be performed. At the confidence level of 0.5, if the t-value is greater than 1.96, the observed correlations are significant (Galiç and Taher, 2015). The research model is shown in the estimation modes of the path coefficients and the significance of the t-value path coefficients.

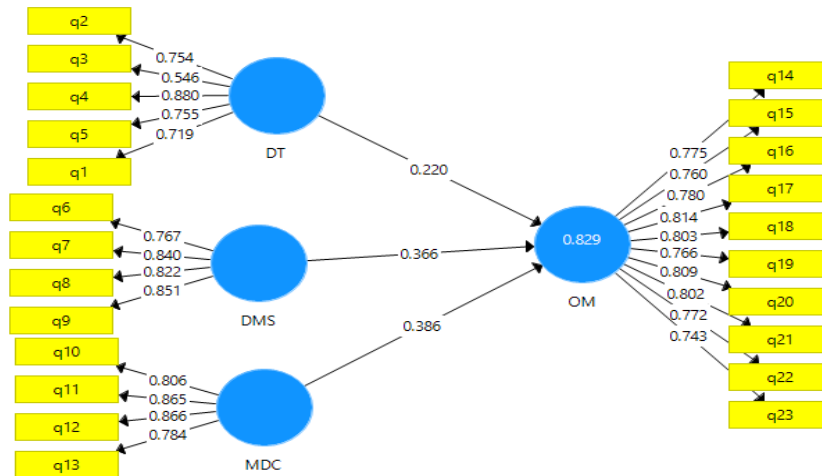


Figure (2). The research model in the case of standard coefficient

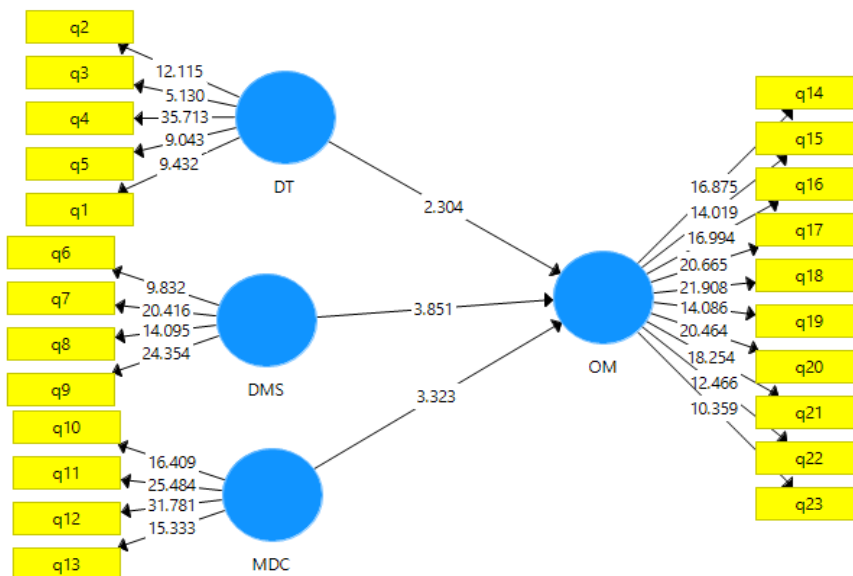


Figure (3). Research model in the mode of significance test

Hypothesis 1. Digital technology has a significant impact on organizational duality. According to the figure (2 and 3), it can be said; Since the absolute value of the t statistic is equal

to 2.304 and greater than 1.96, then the first hypothesis is concluded, that is, digital technology has a significant effect on organizational ambivalence, and the effect value is equal to 0.22.

Hypothesis 2. The structure of digital marketing has a significant effect on the ambivalence of the organization. It can be said according to figure (2 and 3); Because the absolute value of the t statistic is equal to 3.851 and more than 1.96, then the second assumption is concluded, that is, the digital marketing structure has an effect on ambivalence, and the effect value is equal to 0.366.

Hypothesis 3. Digital marketing culture has an effect on ambivalence. It can be said according to figure (2 and 3); Because the absolute value of the t statistic is equal to 3.323 and more than 1.96, then the third hypothesis is concluded that the impact value is equal to 0.386.

## 5. Discussion and conclusion

In today's era, in order to create a transformation, we need technology-oriented companies that simultaneously operate in high-tech businesses and that the company's assets allow them to develop new necessary capabilities and compete. On the one hand, advanced technologies have significantly expanded the e-business process to create value, new technologies have allowed marketers to penetrate deeper into the new market space of digital marketing, thus sensing changing customer needs. The purpose of this research was to investigate the impact of digital marketing capabilities on the ambivalence of the organization. The results showed that digital marketing capabilities (digital marketing technology, digital marketing culture and business structure) have a statistically significant effect on organizational ambivalence. According to the research results, digital marketing culture has a high impact on the ambivalence of the organization. In fact, companies that have a digital marketing culture have a higher two-way capability. Therefore, in order to create a Cultural adjustment of the employees in the investigated companies, especially with regard to their understanding of the importance of digital marketing culture in Internet service providers in terms of increasing the capabilities and success of the employees of the investigated company with the developments of the new era, to strengthen intelligence Cultural digital marketing encourage employees to discover cultural intelligence and support senior management in these companies and strengthen cultural capabilities using digital software packages to support this culture. They also participate in the development and exchange of digital marketing experiences through training in the field of digital marketing with job learning and try to use its capabilities to achieve the vision and goal of digital marketing so that the vision and goals of the organization are clear and understandable for

them. According to the second hypothesis, it was found that the level of digital marketing structure is average, because companies can promote the exchange and sharing of information between employees based on digital marketing software through the existing structure between different departments. It was found that internet companies can exchange and share information between employees based on digital marketing software through the existing structure between different departments. Digital technology is usually based on the motivation that strengthens the transfer of information through digital marketing, and by applying digital marketing technology, it tries to discover and develop any new intelligence with software in different units and departments. The results indicate that the company's management is able to use the opportunities to excel in the presentation of its products and by adapting to the demands of customers to satisfy them in an effort to find simple and uncomplicated products that improve the existing products, to modify the products. Currently, the added value naturally increases the expansion of its markets and increases the market share by relying on the continuous improvement of services. The results of the assumptions of this research are consistent with the results of the studies of Al-Saweer (2017) and Shabeer(2015). According to the results obtained from the research, it is suggested; by using digital marketing capabilities, managers have moved all tasks, roles and work procedures in Internet service providers to organizational friendliness (exploitation and exploration) and improved the poor performance of services, and they should use a set of examples of activity. Be aware of exploration and exploitation related to the development of new services and use appropriate strategies to improve the efficiency of service development performance.

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