



**THE MEDIATING ROLE OF THE WORK LIFE QUALITY IN
ENHANCING THE RELATIONSHIP BETWEEN MARKETING
AMBIDEXTERITY AND STRATEGIC NICHE**

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A B S T R A C T	KEYWORDS
<p>The importance of the current study was demonstrated by the possibility of addressing the administrative problems and obstacles that the Iraqi Sports League suffers from by introducing administrative approaches that enhance the position of its sports clubs at the strategic level, by providing an encouraging work climate to achieve sporting achievements, which in turn requires intensifying the marketing activities supporting them, which work to Sustaining its success in the Iraqi environment and launching regionally and then globally . The study aimed to test the mediating role of the work life quality (WLQ) in enhancing the relationship between marketing ambidexterity (MA) and the strategic niche (SN) of Iraqi sports clubs. The Ministry of Youth and Sports was chosen as an applied field for the study, by distributing a questionnaire that included (300) respondents from the administrative, scientific, and training leaders of the directorates affiliated with the Ministry, as well as About the boards of directors of Iraqi sports clubs. A five-point Laser scale was used, and in order to conduct descriptive and analytical tests of the respondents' data, the programs (SPSS, AMOS) and the (Sobel) test were relied upon to ensure the significance of the mediation of the work life quality. One of the most important results reached is the presence of an effective mediating role for</p>	<p>Marketing Ambidexterity, Work Life Quality, Strategic Niche, Exploration, Exploitation, Sports Clubs, Iraq.</p>

the work life quality in enhancing the relationship between marketing Ambidexterity and strategic niche, according to the study sample's point of view. One of the most important conclusions reached is that adopting the marketing ambidexterity approach has an effective impact on enhancing the strategic niche of the sports clubs in the study sample in light of the growing competition in the Iraqi sports sector, and therefore there is a need to employ the mediating role of the work life quality in enhancing the positive relationship between marketing ambidexterity and strategic niche, in line with providing new training services and consultations that add value to these clubs.

INTRODUCTION

Today's work environment has become a threat to the SN of any organization, regardless of its size, activity, or any other standard of survival and sustainability, due to the continuous changes and increasing cases of environmental uncertainty, as well as the effects that cannot be predicted and prepared for, such as the repercussions of the Corona pandemic that has afflicted the world collect paralysis. Hence, the role of the WLQ in enhancing the SN of organizations is highlighted. Thus, contemporary organizations need to enhance their exploratory and exploitative activities towards available and future opportunities efficiently, effectively, and with MA, enhanced by WLQ practices that sustain the organization's success and its strategic Orientation in its business sector.

The WLQ is one of the important variables that aims to achieve job satisfaction and the well-being of employees while striving to achieve a balance between work and personal life under safe and healthy working conditions and low stress. In addition, the world today is witnessing many intellectual, social and economic complexities and differences in visions and cultures, and under this shadow complexity. It was necessary for organizations to think about how to follow modern organizational methods that would raise employees' financial and psychological returns. MA was one of the methods that helped in this new trend, which is one of the topics of marketing management and market research that is compatible with these complexities and developments that have occurred and will occur. In the future. The concept of SN is one of the modern administrative concepts that contribute to achieving the organization's goals efficiently, which confirms its importance in the life of organizations and their continuity, which in turn leads to developing the performance of the organization as a whole. Organizations that want to achieve a distinguished SN tend to pay attention to the WLQ. Developing and developing marketing capabilities to achieve its goals with a high level of efficiency and effectiveness.

Thus, the study included conducting statistical tests on a sample of managers in the Ministry of Youth and Sports and its affiliated directorates, as well as members of the Iraqi sports club councils, to identify the most prominent indicators of accepting or rejecting the study's hypotheses, answering the questions of the study's problem, and determining the impact of MA with its dimensions in enhancing the SN. For the organization through intermediate indicators of the WLQ.

The study concluded with a set of conclusions that determined the nature of the relationship and influence between the independent and dependent variables and concluded with a set of appropriate recommendations that could benefit researchers and stakeholders in this field.

LITERATURE REVIEW

Marketing Ambidexterity (MA)

It is the organization's ability to adopt an investment strategy that enables it to challenge and confront competitive pressures, reduce their negative effects, and enhance economic growth (Vila et al., 2015). It is defined as a combination of exploration and investment activities with scarce resources, marketing, and dynamic capabilities necessary to build marketing performance to achieve strategic goals (Josephson et al., 2015).

While (Martin et al., 2019) suggests that the successful management of ambidexterity depends on creating an organizational context in which extension and discipline interact, and its characteristics are extension, discipline, support, and trust. When these four characteristics are combined in an organization, its performance will be high, and it creates two contexts of Excellence performance management and social support. It is defined as preserving and unifying the specific marketing image and the meanings associated with it across time and place (Moussa & Barnier, 2020). In addition, it has a dual and balanced focus towards simultaneous exploration and exploitation across marketing activities including product design, promotion, segmentation, and targeting (Osiyevskyy et al., 2020). It also represents the endeavor to invest current resources, explore new possibilities, and reconcile operations that focus on the organization's investment of its resources to enhance its competitive position, and exploration that focuses on new opportunities in the future. Benefiting from current competencies and exploring future capabilities in marketing activities to achieve outstanding performance (Freihat, 2020). The topic of organizational ambidexterity has received more attention in recent years, as successful organizations rely in all their fields on knowledge, science, and strategy to face challenges, focus, follow-up, innovation, and exploitation, which is the positive link of organizational ambidexterity to exploitation and exploration activities (Amjad & Nor, 2020). It indicates that successful organizations need to exploit current opportunities to achieve efficiency while at the same time exploring new opportunities to achieve innovation (Magnusson et al., 2020).

Organizations also need administrative competence to deal with these methods effectively, and they also need qualified individuals, that is, with experience and talents, for the purpose of dealing with the tensions that arise between the goals of competition and the allocation of resources (Christmas, 2020). From the above, we can define MA procedurally as the (Marketing Ability That Revolves Around Exploring The External Environment And Exploiting Available Opportunities, In Addition To Investing In Internal Resources And Knowledge To Achieve Superior Performance And Maintain A Competitive Position. This Requires Acquiring New Knowledge, Analyzing The Environment, Forecasting Future Opportunities, As Well As Taking Advantage Of Organizational Resources And Capabilities. Available, It Is A Strategic Advantage Necessary For Sustainable Growth And Success In The Modern Business Environment, And This Ability Enables Organizations To Outperform Competitors And Stand Out).

Work Life Quality (WLQ)

It is defined as the degree to which employees are able to comprehensively meet various personal needs that are important for their performance in their workplace while achieving the organization's goals (Ki-Joon, 2015). Chanana & Gupta (2016) defined it as including employees who have the ability to make valuable contributions to the organization and pioneer the ability to improve. Easton & Vin (2018) stated that it consists of multiple activities practiced by the organization in order to

develop and advance the career, which reflects positively on improving the performance of the two employees and leads to increasing their productivity. It is defined as the totality of organizational inputs that seek to achieve employee satisfaction and enhance organizational effectiveness by developing the job, working conditions, and economic recovery (Habeeb & Rashmi, 2018)

It is also one of the organization's methods through which it ensures the safety of workers instead of focusing on daily work aspects (Babjohn et al., 2019). It is also a process that enhances employees' readiness to contribute optimally towards achieving their personal goals along with organizational goals (Rita et al., 2020). Susilaningsih et al., (2021) also defined it as the state in which individuals feel satisfied with their personal and work needs through their participation in their work environment. In terms of the importance of the quality of work life (Chanan & Gupta, 2016) explained its importance in the sustainable development of employees in several areas of individual development, namely the quality of personal life on the job, the development of work teams, and personal and environmental relations. It is one of the techniques that contribute to the progress of organizations if they provide several factors, such as motivation, job satisfaction, responsibility, and commitment to work. The quality of work life is applied in the organization by providing a more democratic workplace that encourages the direct participation of employees in decision-making, which... Reverse changes in most aspects of the organization, but its main impact contributes to improving productivity (Salimi & Seaidian, 2015).

Rao et al., (2018) stated that it contributes to the process of organizing a workplace that enables workers at all levels to actively participate in shaping the organization's environment, methods, and results. It appeared to end exploitation and injustice by the owners. It is an indication of how society can be liberated from exploitation. By providing good quality of working life, one can eliminate exploitation, injustice, inequality, oppression and restrictions ensuring continuous growth of human resources which in turn leads to their comprehensive development. Akter et al., (2019) stated that it contributes to reducing conflict between employees and management, by building a more positive work environment, creating a good work climate, and striving to solve all the problems that employees suffer from. It also works to increase loyalty and belonging to the organization, create reassurance, and achieve Balancing personal goals and the organization's goals, as well as improving and supporting human relations in the organization, contributing to reducing turnover rates as well as investing human resources optimally. Ehido et al., (2019) added that it affects the interrelationships between the work environment and the external environment, as it is related to the employees' relationship with the employer, in addition to its connection to job well-being and reflects satisfaction and freedom from stress when sharing work. From the above literature review, we can define the WLQ procedurally as (A Set Of Events, Operations, And Coordinated Programs That Each Organization Is Looking For The Purpose Of Providing Them To Employees In Order To Increase Production, Achieve Employee Satisfaction, Improve Work, And Deepen Belonging And Loyalty To The Organization).

Strategic Niche (SN)

Raven (2006) pointed out that it is the most appropriate tool for supporting societal innovations and working to make them more sustainable. Loorbach & Van Raak (2007) indicated that its main idea revolves around the use of new technology and social processes that lead to the stimulation and development of participants, which leads to new results and more sustainable patterns of organization.

The SN literature has focused on understanding early adoption of new technologies with high potential to contribute to sustainable development. A core assumption of the SN approach was that sustainable innovation mobility can be facilitated by modifying technological domains, that is, protected spaces that allow for care and experimentation with the co-evolution of technology, user practices, and organizational structures (Schot & Geels, 2008). It is a marketing strategy to differentiate products offered to a specific group of customers by focusing on a specific group of needs that the organization best meets (Toften & Hammervoll, 2010).

Toften & Hammervoll (2010) mentioned that it is the strategy that is used to distinguish products that are provided to a limited group of customers, whether they are goods or services. It is characterized by focusing on a group of needs that can be best met by customers. On the other hand, (Wheelen, 2012) believes that it is usually suitable for large organizations that are able to meet the demand at the present time, and therefore competing organizations try to enter the market in order to obtain an appropriate market share in order to maintain their survival. Karama (2013) stated that it is a method that carries a fundamental idea that stipulates the introduction of radical innovations, whether social, economic, or even environmental, into operations. This is a long and complex process and includes a high possibility of failure, although the use of new technology may be considered promising.

Stiles (2020) defined it as a clear effort to support the development of emerging technologies that offer a more sustainable alternative to existing technological systems.

In terms of its importance, Cuthbert (2011) showed that it emerges when the size of the organization and its purchasing power is large, and it achieves profit and creates barriers to the entry of competitors, and this reflects well on its work environment, as it has an attractive place that reduces competition. This requires providing the necessary resources to maintain its sustainability. Witkamp et al., (2010) believe that its importance appears through the technological position that the organization possesses, which is based on a group of partial or radical innovations that help create new rules and practices that lead to the development of the organization and increase its creativity and thus reduce risks. Which it can be exposed to within the market and increase its performance, and this development process establishes new rules for the organization and increases its stability.

Its importance is also embodied in the fact that it helps organizations find characteristics that make systems very useful, as they represent the means that helps local organizations compete and carry out creative experiments that can guide performance and activities in a way that leads to the organization being distinguished and reaching the stage of stability. The goal of the strategic positioning experience is to reduce risk, improve performance, focus on future development and creativity, and find new rules or ways to solve problems or implement processes (Witkamp et al., 2011).

Cuthbert (2011) pointed out that it is attractive, and is considered a mechanism to limit competition, and thus requires many resources to maintain sustainability. It also determines where the organization is located compared to its counterparts in the industry, or is the organization's ability to create value in a way that differs from its competitors (Dimitrova, 2017). Rantala et al., (2020) stated that it supports new technological paths capable of penetrating prevailing socio-technical systems, destabilizing or replacing unsustainable technologies. From the above, we can define the SN procedurally as (The Organization's Ability To Enhance The Goods Or Services It Provides To The Target Market In A Way That Achieves A Prestigious Position Among Other Organizations In Its Business Sector In Response To The Constantly Changing Desires And Needs Of Customers).

METHODOLOGY

Study Problem And Its Questions

The problem of the study, within its general framework, sheds light on the challenges of the Corona virus globally, which has paralyzed all different businesses, causing major financial losses as well as losses in the lives of individuals, which necessitated finding new entrances to continue work again at an increasing pace, which is represented by ambidexterity. Marketing ambidexterity that enhances creativity and innovation in the field of marketing for various fields, especially sports clubs and their players, and the extent to which the management of these clubs is aware of it. And its role in enhancing its strategic niche in light of these current competitive conditions and through the mediating role of the work life quality prevailing in the Iraqi sports environment and its ability to face and overcome these challenges through its ingenious methods and tools in the field of marketing its players and sports clubs. The main question of the study is (What is the role of Marketing Ambidexterity in enhancing Strategic Niche through the mediating role of the Work Life Quality?) and it is divided into a set of the following sub-questions:

1. What extent is the study sample aware of the variables of the current study (Marketing Ambidexterity, Work Life Quality, Strategic Niche) and their sub-dimensions?
2. What is the nature of the relationship and influence between the variables of the current study (Marketing Ambidexterity, Quality Of Work Life, Strategic Niche) and its sub-dimensions?
3. Do Marketing Ambidexterity and Work Life Quality contribute to enhancing the Strategic Niche of Iraqi sports clubs?
4. Is there a mediating role for the Work Life Quality that enhances the relationship between Marketing Ambidexterity and the Strategic Niche in Iraqi sports clubs?

Study Importance

The significance of the study is to highlight the importance of adopting the elements of WLQ within the management philosophy of Iraqi sports clubs and their impact on the relationship between adopting the MA of distinguished players within the clubs of the study sample. And enhancing the SN of managing their sports clubs and strengthening the communication of fans to their favorite sports clubs in light of the current challenges imposed by the Corona pandemic, not only in the Iraqi environment, but also on the entire world. Thus, the importance of the study is highlighted in how to enhance the strategic role of the position of sports organizations by adopting a brilliant marketing approach in implementing sports marketing activities at the level of players and club management alike, by realizing the importance of providing an appropriate climate that encourages the performance of tasks at a level of quality that achieves the effectiveness of implementing strategies and achieving specific competitive goals.

Study Objectives

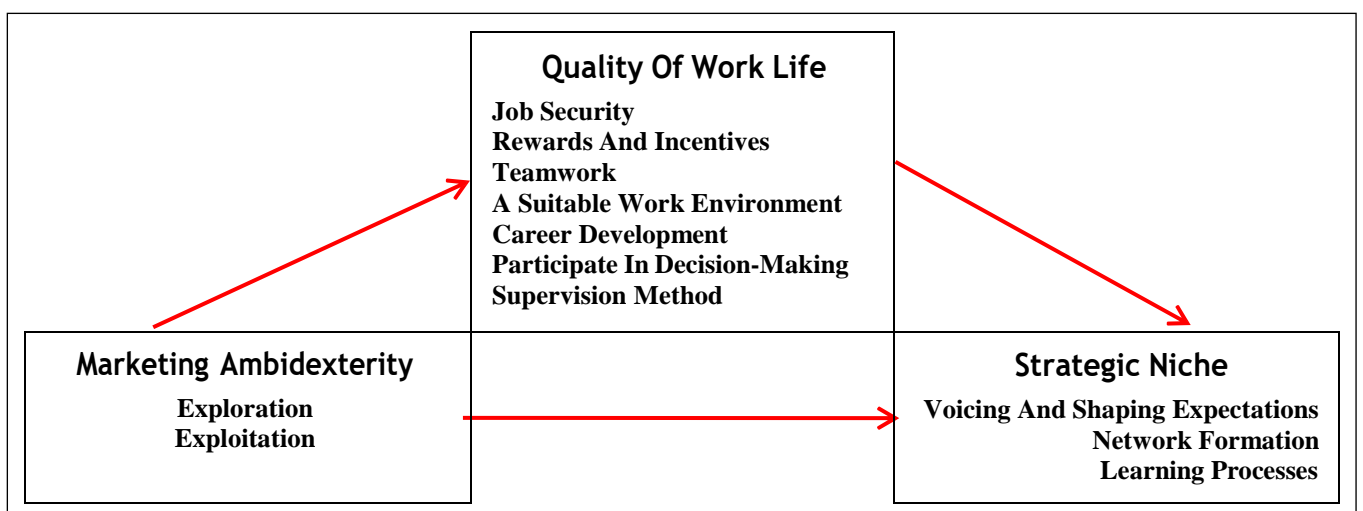
1. Building a cognitive framework for the philosophy of the study topics (MA, WLQ, and SN) and their sub-dimensions, by following the intellectual paths of solid administrative literature, rooting the knowledge it contains, then providing a conceptual foundation that describes the interpretive tendencies of those variables, and classifies the opinions of theorists regarding them according to the field of treatment. And their level of analysis of its contents and dimensions.

2. Establishing the logical relationship between the study’s main and subsidiary variables. This is achieved by scrutinizing and examining the knowledge accumulations related to the variables and extracting what establishes the intellectual and conceptual structure that logically supports and strengthens this relationship.
3. Determining the extent of the study sample’s awareness of the concept of (MA , WLQ and SN) and its dimensions in the Iraqi sports environment.
4. Testing correlations between study variables.
5. Testing direct and indirect effect trends between study variables.
6. Determine the extent to which the independent variable (MA) and the mediator (WLQ) contribute to enhancing the dependent variable (SN).
7. Providing a set of recommendations to the Ministry and the management of sports clubs in light of the results of the study.

Study Model and Hypotheses

The current study is a mediating effect model represented by the influential relationship between MA and SN through the mediating role of the WLQ at the level of the Iraqi Ministry of Youth and Sports, and its affiliated sports club departments, and Figure (1) showing its variables and the relationships between them, as follows:

1. There is a significant correlation between Marketing Ambidexterity with its dimensions and Quality of Work Life.
2. There is a significant correlation between Marketing Ambidexterity with its dimensions and Strategic Niche.
3. There is a significant correlation between Quality of Work Life with its dimensions and Strategic Niche.
4. There is a significant impact of Marketing Ambidexterity in its dimensions on Quality of Work Life.
5. There is a significant impact of Marketing Ambidexterity in its dimensions on Strategic Niche.
6. There is a significant impact of Quality of Work Life in its dimensions in Strategic Niche.
7. There is a significant impact of Marketing Ambidexterity in Strategic Niche through the Mediator role of the Quality of Work Life.



Study Standards

- 1. Marketing Ambidexterity Scale:** The researchers tried to describe marketing Ambidexterity through a set of dimensions, which came after processes of analysis and interpretation of all aspects related to it for the purpose of giving it an objective picture according to their vision of its content and content. They agreed on two main dimensions: (exploration prowess, investment prowess). based on the following: (He&Wong,2004; Prieto et al.,2007; Prange&Schlegelmilch,2009; Li Yong-Hui&Huang, Jing-Wen,2012; Wei et al.,2013; Adler&Heckscher,2013; Josephson et al.,2015; Shahhoseinl&Ramezani, 2015; Nezakati&Sharifirad,2015; Tokgöz et al.,2016). This variable is measured by (10) items that obtained a Cronbach's alpha value of (0.921), which is an acceptable percentage in social-administrative studies.
- 2. Work Life Quality Scale:** The opinions of researchers and writers have varied in defining the dimensions of quality of work life, but they agree on the most common and widely used as measures for this variable. In our current study, the researchers adopted the scale (Al-Ashrifi and Al-Dulaimi, 2013) to measure the quality of work life variable, as it is one of the most common measures that It is compatible with the sports environment of the current study population and includes (job security, rewards and incentives, work team, appropriate work environment, job development, participation in decision-making, and the method of supervision followed(. This variable is measured by (70) items that obtained a Cronbach's alpha value of (0.947), which is an acceptable percentage in social-administrative studies.
- 3. Strategic Niche Scale:** In measuring this variable, researchers have relied on a scale (Vanheule et al., 2006; Mourik & Raven, 2012), which includes (visions and forming expectations, building social networks, and learning processes(. This variable is measured by (17) items that obtained a Cronbach's alpha value of (0.886), which is an acceptable percentage in social-administrative studies.

The standards adopted to measure the three main study variables included twelve sub-dimensions that were measured in (97) items.

Study Population & Sample

1. Study Community: Every study has a spatial community to which its results can be generalized and the future suggestions it finds have scientific benefit at the field level. Thus, the Iraqi Ministry of Youth and Sports represents the community that can be identified spatially (spatial community). The administrative body is divided into (head of the administrative body, first vice president, second vice president, club secretary, financial secretary, team supervisor, team manager, social researcher, nutrition officer), while the technical body includes the following (team coach, first assistant coach, Second assistant coach, goalkeeper coach, fitness coach, analyst, physician, physician assistant(.

2. Study Sample: To determine the type and size of the sample for the current study, the researcher took into account the service specificity that some previous studies brought about, taking into account that the rest of the variables do not conflict in their measurement with what the study will adopt in selecting its sample. Thus, the current study sought to select a purposive sample of (300) respondents from general managers, directors of departments and divisions, and unit officials in the ministry, the study population, as well as members of the boards of directors of Iraqi sports clubs. After the number of sample members has been determined, it is necessary

to determine an accurate scientific description of their demographic characteristics and personal nature.

Data Collection Tools

In preparing it, the researcher relied on the questionnaire form, which is the main tool in collecting data and information about the variables of the study. In formulating the questionnaire, consideration was given to its ability to diagnose and measure the main and sub-study variables. In preparing and determining it, the researcher relied on a set of solid ready-made standards (Arab and foreign), in addition to Benefiting from the opinions of experts and specialists in this field. In all questionnaire measures, a five-point Likert scale was used, arranged from the phrase (I completely agree), which was given a weight of (5) to the phrase (I completely disagree), which was given a weight of (1) and with a response range of (5-1), noting that most of the questionnaire items are Positive and some negative paragraphs with a reverse direction (1-5) were confirmed based on and guided by the opinions and observations provided by the experts and arbitrators.

RESULTS

Description Of The Study Variables And Their Sub-Dimensions and Correlation

Table (1) presents a description of the Marketing Ambidexterity variable. It obtained an overall weighted mean of (3.890) and was of a high level with a deviation of (0.771). This requires that the coefficient of variation reach (19.81%) and achieve relative interest (77.80%). Of course this is The sample agreement confirms what the dimension includes at a high level at the level of the Iraqi Ministry of Youth and Sports, the study sample.

As for the variable of Work Life Quality, it obtained an overall weighted mean of (4.054) and was of a high level with a deviation of (0.365). This requires that the coefficient of variation reach (9.00%) and achieve relative interest (81.08%). Naturally, this confirms the agreement. The sample includes what the dimension includes at a high level at the level of the Iraqi Ministry of Youth and Sports, the study sample. "It is clear from Table (2) that the order of the sub-dimensions of the work life quality was as follows (career development, followed supervision method, participation in decision-making, team work, Suitable work environment, job security, rewards and incentives) according to the answers of the sample in the Iraqi Ministry of Youth and Sports, the study sample.

As for the Strategic Niche variable, it obtained an overall weighted mean of (4.114) and was of a high level with a deviation of (0.468). This requires that the coefficient of variation reach (11.38%) and achieve relative interest (82.28%). Naturally, this confirms the agreement of the sample. On what the dimension includes at a high level at the level of the Iraqi Ministry of Youth and Sports, the study sample. It is clear from Table (1) that the order of the sub-dimensions of the Strategic Niche was as follows (forming expectations and visions, learning processes, and building social networks) according to the answers of the sample in the Iraqi Ministry of Youth and Sports, the study sample.

Table (1) / Description Results And Correlation Values

	Variables	Descriptive Analysis				R	
	Dimensions	M	SD	CV	RI	WLQ	SN
1	Exploration	3.876	0.829	21.39	77.52	.526**	.489**
2	Investment	3.905	0.759	19.43	78.10	.413**	.363**
Overall Weighted Mean Of The MA Variable		3.890	0.771	19.81	77.80	.623**	.567**
1	Job Security	3.940	0.410	10.41	78.80	-	.484**
2	Rewards And Incentives	3.919	0.502	12.81	78.38	-	.418**
3	Teamwork	4.070	0.444	10.90	81.40	-	.431**
4	Suitable Work Environment	3.971	0.457	11.52	79.42	-	.441**
5	Career Development	4.256	0.511	11.99	85.12	-	.280**
6	Participation In Decision Making	4.091	0.471	11.52	81.82	-	.296**
7	The Method Of Supervision Followed	4.132	0.553	13.39	82.64	-	.316**
Overall Weighted Mean Of WLQ Variable		4.054	0.365	9.00	81.08	-	.637**
1	Forming expectations and visions	4.195	0.509	12.12	83.90	-	-
2	Building social networks	4.026	0.559	13.87	80.52	-	-
3	Learning processes	4.122	0.520	12.62	82.44	-	-
Overall Weighted Mean Of The SN Variable		4.114	0.468	11.38	82.28	-	-

On the other hand, it is clear from Table (1) that a strong positive and significant correlation level was achieved between the independent variable (MA) and the mediating variable (WLQ), as the level of the correlation coefficient here reached (0.623**) and this value is acceptable at a significant level (1%) and this proves A high confidence rate in the correlation results amounted to (99%), and this confirms the availability of a level of harmony between the two variables in the field, according to the sample’s answers at the level of the Iraqi Ministry of Youth and Sports, the study sample. Processes and procedures for exploring opportunities and investing in them in the best possible way, relying on the expertise available in the Ministry, deepening their understanding of the variables affecting its decisions and plans, and rationalizing the processes of attracting skilled players in various games with the aim of benefiting from their skills and investing them in a way that achieves the best environment and place for them to work.

As can be seen from Table (1), a strong positive and significant correlation level was achieved between the independent variable (MA) and the dependent variable (SN), as the level of the correlation coefficient here reached (0.567**), and this value is acceptable at a significant level (1%), and this proves a high level of confidence. The correlation results amounted to (99%), and this confirms the availability of a level of harmony between the two variables in the field, according to the sample answers at the level of the Iraqi Ministry of Youth and Sports, the study sample. This result can be explained by the fact that the more the ministry’s administration, the sample of the study, pays attention to its ingenious marketing activities and adopts advanced marketing strategies,

especially with regard to marketing services and marketing relationships, in order to deal with team spirit, support social relations between employees, and enhance the efforts of players in harnessing their professional capabilities in supporting the ministry’s directions in achieving general goals. For the Ministry, this in turn improves the level of the Ministry’s strategic position.

Finally, it is clear from Table (1) that a strong, positive and significant correlation level was achieved between the mediating variable, (WLQ), and the dependent variable, (SN), as the level of the correlation coefficient here reached (0.637**), and this value is acceptable at a significant level (1%), and this proves a percentage of confidence. High correlation results of (99%), and this confirms the availability of a level of harmony between the two variables in the field according to the sample answers at the level of the Iraqi Ministry of Youth and Sports, the study sample. This result can be interpreted that the more the ministry’s administration, the sample of the study, pays attention to the dimensions of the (WLQ) in terms of providing a safe and suitable environment for work based on trust, cooperation, helpful behavior with others, good citizenship, providing the necessary work requirements of infrastructure and material supplies, and supporting employees by allowing them to express their opinions and be heard. For their suggestions, paying attention to their efforts in solving problems, and treating them in a manner based on friendliness and sympathy, this would enhance the (SN) of the Ministry.

Testing Hypotheses

It appears from Figure (2) that the explanatory value of the coefficient of determination (R^2) has achieved a high level of (38%). This confirms the size and level of change that occurs in the WLQ, of which (38%) is due to changing MA, while it was The remainder of the explanation rate (62%) is due to the influence of other factors not included in the study. It also appears that the level of influence of the MA variable on the WLQ was a good level, and this is indicated by the standard parameter index, as its value was (0.62) Thus, the MA variable affects the WLQ variable by (62%) at the level of the Iraqi Ministry of Youth and Sports, the study sample. The influence factor here is a significant value because the level of the (C.R.) indicator has achieved a very high level of moral significance through its extreme value. (11.703) at the level of significance (0.000), which is as shown in Table (2). Thus, a positive change of one unit from improving MA in the field at the level of the application environment will lead to an increase in the level of WLQ by (62%). “In light of From the above, it is clear that there is a significant effect of the MA variable on the WLQ at the level of the Iraqi Ministry of Youth and Sports, the study sample.

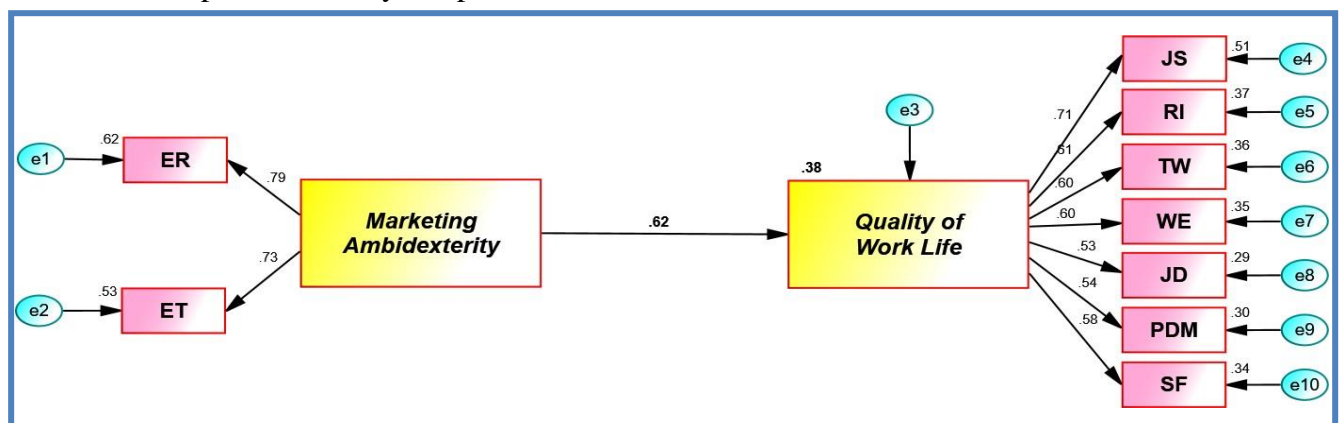


Figure (2): The effect of MA on the WLQ

Table (2): Paths and parameters for testing the effect of MA on the WLQ

Paths			S.R.W	Estimate	S.E	C.R	P-value
MA	→	WLQ	.620	.575	.049	11.703	***
MA	→	ER	.787	1.094	.058	18.891	***
MA	→	ET	.726	.906	.058	15.635	***
WLQ	→	TW	.607	.997	.088	11.301	***
WLQ	→	WE	.599	.915	.083	11.063	***
WLQ	→	JD	.525	.874	.096	9.123	***
WLQ	→	JS	.721	1.270	.082	15.418	***
WLQ	→	SF	.634	1.014	.084	12.132	***
WLQ	→	RI	.627	1.025	.086	11.911	***
WLQ	→	PDM	.532	.906	.097	9.298	***

As shown in Figure (3), the explanatory value of the coefficient of determination (R^2) has achieved a high level of (32%). This confirms the size and level of change that occurs in the SN, of which (32%) is due to changing MA, while The remaining percentage of interpretation (68%) is due to the influence of other factors not included in the study. It also appears that the level of influence of the MA variable on SN was a good level, and this is indicated by the standard parameter index, as its value was (0.57) Thus, the MA variable affects the SN variable by (57%) at the level of the Iraqi Ministry of Youth and Sports, the study sample. The influence factor here is considered a moral value because the level of the (C.R.) indicator has achieved a very high level of moral significance through its extreme value (10.179) at the level of significance (0.000), which is as shown in Table (3). Thus, a positive change of one unit of improving MA in the field at the level of the application environment will lead to an increase in the level of SN by (57%). In light of the above, it is clear that there is a significant effect of the MA variable on the SN at the level of the Iraqi Ministry of Youth and Sports, the study sample.

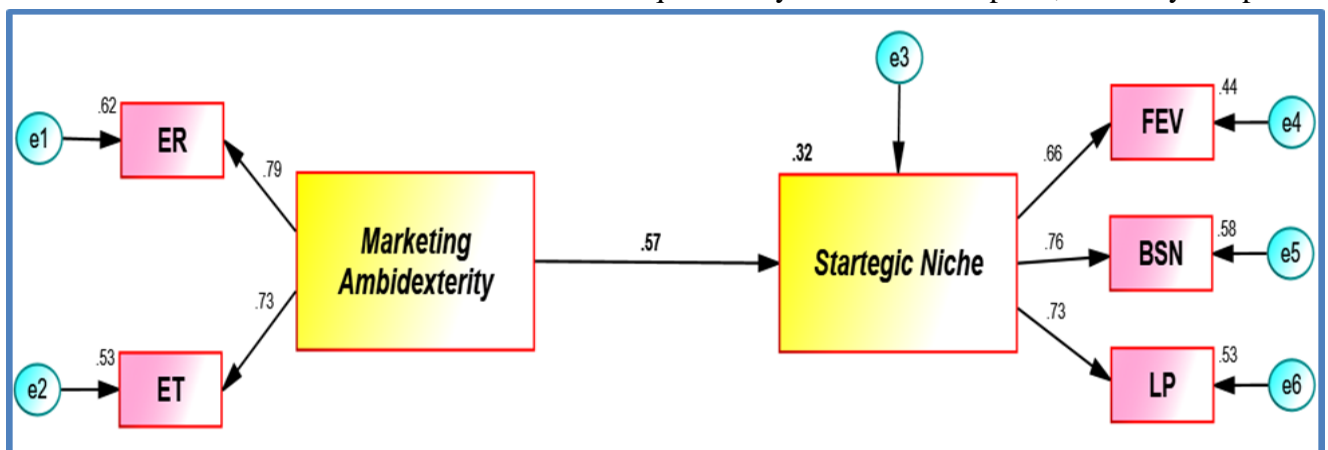


Figure (3): The effect of MA on SN

Table (3): Paths and parameters for testing the effect of MA on SN

Paths			S.R.W	Estimate	S.E	C.R	P-value
MA	→	SN	.567	.635	.062	10.179	***
MA	→	ER	.787	1.094	.058	18.891	***
MA	→	ET	.726	.906	.058	15.635	***
SN	→	BSN	.760	1.114	.064	17.289	***
SN	→	FEV	.663	.904	.069	13.097	***
SN	→	LP	.727	.982	.063	15.659	***

It appears from Figure (4) that the explanatory value of the coefficient of determination (R^2) has achieved a high level of (41%). This confirms the size and level of change that occurs in the SN, of which (41%) is due to a change in the WLQ, while it was The remainder of the explanation rate (59%) is due to the influence of other factors not included in the study. It also appears that the level of influence of the WLQ variable on the SN was a good level, and this is indicated by the standard parameter index, as its value was (0.64) Thus, the variable of WLQ affects the variable of SN by (64%) at the level of the Iraqi Ministry of Youth and Sports, the study sample. The influence factor here is considered a moral value because the level of the (C.R.) indicator has achieved a very high level of moral significance through its extreme value. (12.006) at the level of significance (0.000), which is as shown in Table (4). Thus, a positive change of one unit in improving the WLQ in the field at the level of the application environment will lead to an increase in the level of SN by (64%). “In light of From the above, it is clear that there is a significant effect of the variable “WLQ” on the SN at the level of the Iraqi Ministry of Youth and Sports, the study sample.

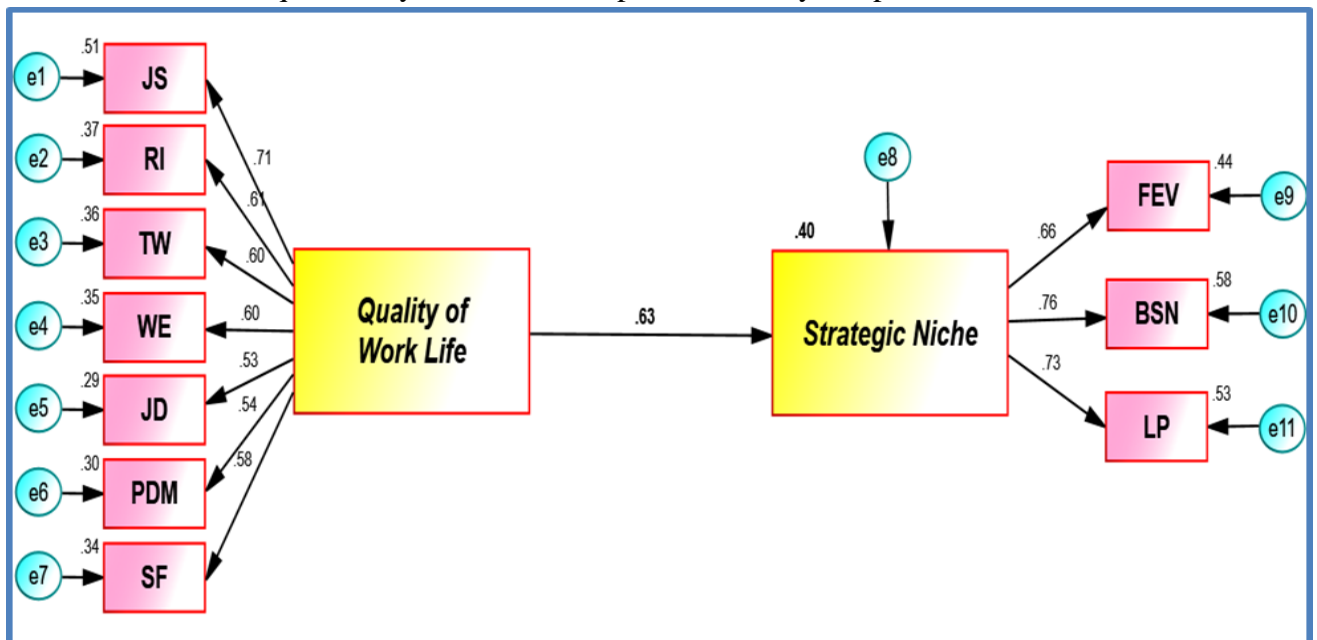


Figure (4): The effect of WLQ on SN

Table (4): Paths and parameters for testing the effect of WLQ on SN

Paths			S.R.W	Estimate	S.E	C.R	P-value
WLQ	→	SN	.630	.761	.063	12.006	***
WLQ	→	TW	.607	.997	.088	11.301	***
WLQ	→	WE	.599	.915	.083	11.063	***
WLQ	→	JD	.525	.874	.096	9.123	***
WLQ	→	JS	.721	1.270	.082	15.418	***
WLQ	→	SF	.634	1.014	.084	12.132	***
WLQ	→	RI	.627	1.025	.086	11.911	***
WLQ	→	PDM	.532	.906	.097	9.298	***
SN	→	BSN	.760	1.114	.064	17.289	***
SN	→	FEV	.663	.904	.069	13.097	***
SN	→	LP	.727	.982	.063	15.659	***

Testing the indirect effect hypothesis is determined by what the test achieves in terms of standard regression paths and ratios (R²) for evaluating the direct and indirect relationship of the three study variables, that is, presenting an explanation of the direct effect between the independent variable (MA) and the dependent variable (SN) and the indirect effect through the mediating variable (WLQ). It is clear from Figure (5) that there is a direct positive effect of MA on the WLQ, as the standard regression coefficient reached (0.62). It also became clear that there is a direct positive effect of the WLQ on the SN, as the standard regression coefficient reached (0.46), while There is a direct effect of MA on the SN, as the standard regression coefficient reached (0.28), and all of these effects were significant percentages because the critical ratio (C.R) values shown in Table (5) amounting to (11.794, 7.269, 4.338) respectively are values Moral”.

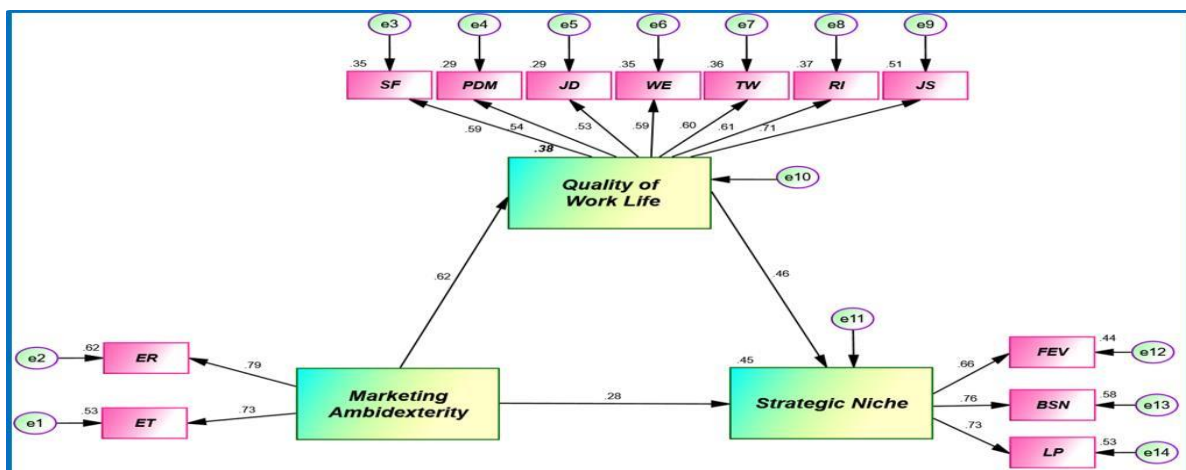


Figure (5): The structural model for testing the seventh main hypothesis

Table (5): Paths and parameters for testing the seventh main indirect effect hypothesis

Paths			S.R.W	Estimate	S.E	C.R	P-value
MA	→	WLQ	.623	.568	.048	11.794	***
MA	→	SN	.277	.311	.072	4.338	***
WLQ	→	SN	.465	.571	.079	7.269	***

Thus, we note that the value of the indirect effect is deduced through the two paths in which the mediating variable, WLQ, mediates between the independent variable, MA, and the dependent variable, SN. Thus, the indirect effect reached (0.290), and this is what appeared in Table (6), and thus it is clear that the total direct effect The indirect rate reached (0.277). As it is clear from Figure (5) and Table (6), the value of the interpretation coefficient (R2) for the SN reached (0.45), which means that the changes that enhance the SN are due to the change in the value of MA and the WLQ by (45%) The remaining percentage (55%) is due to the influence of other variables not included in the study model”.

Table (6): Direct and indirect effect paths for the seventh main hypothesis

Paths	Direct Effect	Indirect Effect	Total Effect	R ²
MA → SN	.2770	-	.5670	.450
MA → WLQ → SN	-	0.290		

To test the moral significance of the results of the indirect effect of the independent variable (MA) on the dependent variable (SN) through the mediating variable (WLQ), the Sobel test was relied upon, through which the significance of the indirect effect introduced by the variable can be confirmed. Mediator . The value of (Sobel Test) can be reached through a computer program that depends on the value of four basic parameters, as shown in Table (7).

Table (7): Sobel test results

Model	In Put	Sobel Value	P-Value
MA → SN	a = 0.568	6.168	0.000
MA → WLQ → SN	b = 0.571 S _a = 0.048 S _b = 0.079		

It is clear from Table (7) that the p-value was significant, and this confirms the moral significance of the results of testing the indirect effect of MA on SN through the mediating variable, WLQ, at the level of the Iraqi Ministry of Youth and Sports, the study sample.

Thus, the researchers answered all the questions of the study, achieved all its objectives and hypotheses, proved its model, and became a measured and applied model in the Iraqi environment within the sports sector.

CONCLUSIONS

1. The importance of marketing ambidexterity is evident through the two dimensions of exploring and investing in real talent that helps sports clubs move the sporting reality forward.
2. Club management is highly aware of the variable of marketing ambidexterity, and this is evident through its focus on introducing mechanisms to develop and improve its services to remain as long as possible in sports fields and competitions.
3. Club management strives to exploit marketing opportunities, the most important of which is related to improving marketing activities and services to create value.
4. It was found that the marketing ambidexterity variable contributed to enriching the dependent variable, strategic niche, through its sub-dimensions.
5. It turned out that the level of importance of the marketing ambidexterity variable was at “moderate” levels, and these results indicate a fairly good level of agreement among the members of the sample studied. This indicates some shortcomings in the practice of marketing activities provided by the clubs and their need to enhance interest in exploration and investment operations. For marketing opportunities.
6. The individuals in the study sample had a positive attitude towards the fact of the existence of a suitable work environment, as it is clear that sports clubs have a fair focus on activities and policies that can enhance the requirements of the training environment that must be available to achieve success in their field of work despite the surrounding obstacles and the lack of financial allocations. However, the current situation did not prevent the club management from working as much as possible to provide a work environment of acceptable quality.
7. The results of the description of the dimensions of the work life quality variable showed that individuals have a high level of perception of the extent of club management’s interest in respecting and appreciating what they provide in implementing work requirements. There is also a moderate level of conviction in the appropriate conditions for doing work and achieving psychological stability, and thus they have a strategy to achieve A balance between what is required of them at work and what is required by the nature of their family and social lives, and this is generally reflected in a feeling of lack of psychological and physical pressure at work and thus lower levels of stress, which achieves a good level of interaction and performance.
8. The work life quality contributes to modifying the relationship between marketing ambidexterity behaviors and strategic niche in a positive direction, meaning that the availability of the requirements of the appropriate physical environment for work in the club is reflected positively in improving the role of the availability of behaviors adopted by leadership within the framework of effective interaction in bringing about a positive change in the level of performance among individuals. .
9. It was found that the variable of work life quality contributed to enriching the dependent variable, strategic quality, through its sub-dimensions.
10. The work life quality variable plays a mediating role in strengthening the relationship between adopting exploratory and investment marketing ambidexterity behaviors and building the strategic niche of Iraqi sports clubs through its sub-dimensions that contributed to enriching that relationship as a whole.

11. The strategic niche starts from forming expectations and expressing the level of capabilities and capabilities of Iraqi sports clubs, and it may be ambiguous. Then that strategic niche is integrated when those visions are combined among those interested to form a high and accurate value.
12. The strategic niche has come to be seen as a fundamentally dynamic concept, and it is located in the area sandwiched between two contradictory concepts: change and stability. Therefore, if an organization desires to achieve a lead over its competitors in an environment characterized by continuous change, this requires it to express expectations and future narratives that touch upon the desires and wishes of its society and her fans.
13. Social networks work to enhance the strategic niche of sports clubs in society by mobilizing community support and creating a general climate that helps their departments participate and allows the expression of expectations and visions regarding the social networking activities they practice.
14. Organizations' view of the strategic niche is positive, with competition and distinction, but others see it as an obstacle, and this means that they are far from their local communities, which confirms the need for them to pay attention to the strategic direction through integration and interconnection between leadership and the strategic niche, in a way that contributes to drawing up a strategic direction. For club administrations.
15. The possibility of combining social networks and shaping expectations for organizations in the clubs sampled by the study appears to be the correct path in directing the strategies adopted by decision makers by spreading creative and cognitive awareness among its employees and society to find new opportunities and innovative solutions to existing problems to reach effective competitiveness that contributes to their exit. From the scope of its local environment to an international scope.

RECOMMENDATIONS

1. It is necessary to focus on adopting the combined dimensions of marketing ambidexterity, as they lead to strengthening the strategic niche of Iraqi sports clubs in the local market by activating all their capabilities, resources and capabilities for this purpose.
2. It is necessary to be aware of good investment of human and technological resources within the clubs investigated and to try to exert the best efforts of the operating departments by taking real measures to achieve levels of marketing ambidexterity by exploring favorable opportunities and strengths and exploiting what exists on the ground and managing it for the benefit of all parties.
3. Enhancing the exploration of opportunities with the aim of preparing and adapting to volatile changes. This is done through the interest of the club management in directing towards the use of advanced methods to explore external opportunities, so that the club has the ability to continuously adapt to impose its survival for the longest possible period. Various marketing methods must be used to help attract financiers and advertisers alike.
4. H. Improving the investment of opportunities with the aim of using the club's capabilities to reconsider the external challenges that affect the exploitation of opportunities, by providing services that are distinguished by a high level.
5. Club management should pay more attention to the work life quality by realizing its dimensions in the work environment in a way that enhances the achievement of teamwork in it, especially

focusing on the dimension of the supervision method followed, since it did not achieve its role in enhancing the strategic position from the sample's point of view.

6. The need to focus on participating in decision-making in the work environment by involving employees in decision-making and meetings and adopting their creative ideas and implementing them in a way that enhances the team performance in the club and the study community.
7. Clubs should encourage their employees to raise their morale and reduce work pressures in order to improve job performance and provide a suitable climate that increases job satisfaction.
8. The need to focus on adopting all dimensions of work life quality, as they lead to strengthening the company's strategic niche in the local market by activating all its capabilities, resources and capabilities for this purpose.
9. The need to focus on strengthening the dimensions of the strategic niche through communicating with members of Iraqi society as potential supporters and making effective use of learning from the work environment and previous mistakes to strategically advance its local and global position.
10. The necessity of building an effective communication network between club management, staff and players, and examining the possibility of adopting proposed solutions to problems and addressing them in order to avoid them in the future.
11. Obstacles related to overlapping powers and bureaucracy that hinder employees' work, speed of response, and flexibility in action must be overcome.
12. It is important for club administrations to be aware that a strategic niche is more necessary than an obligation imposed by competitive challenges, and this requires motivating their administrations to increase their capabilities, capabilities, resources, and expertise to face challenges, achieve sporting achievements, and reach a prominent strategic niche.
13. The departments should conduct a quarterly and periodic evaluation to determine the level of their position in their local and international markets to avoid falling behind the leading clubs, which will lead to improving our competitive capabilities.
14. Activating the role of social networks and supporting them financially and morally and making them a major source for building a distinctive position for clubs and being a vital part and artery for expressing the values, ideas, directions and principles of clubs towards their community and customers in their work environment.
15. In order for clubs to improve their strategic niche, they must combine their increased interest in marketing ambidexterity with an increase in their interest in the work life quality, which supports each other in the overall effect.

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