

The effect of virtualization of organizational performance on organizational stability through the synergy of human capital and organizational wisdom organization in sports organizations

Case study (municipality)

Noushin Javidi¹, Younes Mohammadzadeh²

Master of Physical Education, Sports Event Management, Islamic azad university, Iran¹

Assistant Professor of Islamic Azad University, Arsanjan Branch, Iran, Islamiz azad university ²

Abstract

This study aimed to investigate the effect of virtualization of organizational performance on organizational sustainability with the mediating role of the synergy of human resources and organizational wisdom. The type of research is applied in terms of purpose and descriptive survey in terms of implementation. The statistical population of this study consisted of all employees of the Municipal Sports Organization N=480 and also the statistical sample of the study was selected using Morgan sampling table and stratified randomly from the Municipal Sports Organization n= 215. To collect data from one personal information questionnaire and four questionnaires of organizational virtualization (William Stride, 2007), organizational wisdom-questionnaire (Brown and Green, 2006) and human capital synergy questionnaire (Ahmadi et al., 2017), and organizational sustainability questionnaire (Dick et al., 2012) were used. The validity of these questionnaires was confirmed by seven professors of sports management of Islamic Azad University, Arsanjan Branch, and also the reliability of the questionnaires was 0.92, 0.87, 0.94, and 0.89 using Cronbach's alpha test, respectively. In this research, to analyze the collected data, first, the questionnaire questions are described at the descriptive level using statistical indicators and then at the inferential level to examine the accuracy of the hypotheses and the relationships between the research variables of the technique. Path analysis was used using Smart PLS software version 3. The most important results of the study indicated that the virtualization of organizational performance has a significant effect on organizational stability with the mediating role of synergy of human resources and organizational wisdom.

Keywords: Structural virtualization, organizational wisdom, organizational sustainability, manpower synergy, organizational technology

Introduction

Today's competitive world has caused organizations to constantly seek to restructure, acquire new resources, increase capabilities and achieve a diverse and sustainable competitive advantage and use different methods to do so (Ahmadi et al., 2014). The main difference between the performance of successful and unsuccessful organizations is achieved through the methods used. Among these, sports organizations also have a competitive and dynamic environment, and methods based on structural and behavioral aspects of the organization focus more than the other aspects of sports Managers (Maltese & Associates 2018). Because these two factors are directly related to human resources, as living and active functional roles of the organization. However, these assumptions are made in a situation, due to the rapid growth of information and communication technology, all dimensions of organizations and their performance are overshadowed. Undoubtedly, one of the challenging areas of management is bedding to eliminate problems and obstacles to the growth of organizations. Generally, the basic structure of organizations is built in such a way that a fundamental change to facilitate their growth process requires significant costs and time. The reason for this is the initial assumption that there is no need to change the structure of the organization at the beginning of the formation of organizational foundations. However, several reasons, such as changing attitudes and changing behavior and relationships within the organization, the constant change of information platforms, and increasing the volume of information, make it necessary to design dynamic organizational structures. The impact of the emergence and function of virtual structures, dual capabilities, knowledge, and work culture as factors determining the success of organizations in the new era interact with each other (Tabatabai Far et al., 2017). But the extent and manner of this interaction vary depending on the organization. In this study, the interaction between these factors in executive sports organizations will be examined. One of the new concepts in the field of knowledge of the organization that has been influenced by information technology is the virtualization of the organization and virtual organizations. Although the definition of units that is accepted by all experts has not yet been obtained from the virtualization of the organization or virtual organization. Virtualization is mainly related to structural and functional aspects (Bayer and Kozgi, 2013). This concept has been created due to the need of today's organizations to respond more quickly to environmental needs and effectively deal with the phenomenon of globalization. In the literature on virtual organizations, there are four different approaches to expressing the concept of the virtual organization (Yohyung Shin, 2014). In the first approach, some consider a virtual organization to be essentially an electronic or online organization. Proponents of her case have been working to make the actual transcript of this statement available online. In the second approach, virtual organizations are considered as organizational structures that are based on mutual cooperation and to share capabilities, skills, knowledge, and resources or to produce specific goods or services by taking advantage of a special opportunity. In these organizations, IT and telecommunications are essential organizational components rather than organizational features. The third approach, perhaps more than the others, causes a kind of confusion (Qalipour and Amiri, 2009). This approach is, in fact, a mixture of the previous two approaches in which the authors for the concept of virtual organization, the concept of the electronic organization, and the concept of a temporary network of people, ideas, abilities, and resources that come together alone or for a specific purpose. They use each other instead. In the fourth approach, the view that is considered more than others is to look at the virtual organization as a temporary network of companies - suppliers - customers, and competitors that are

interconnected with the help of IT technology, skills, costs, and risks. They share their interests and gain access to the market. With the help of information technology, such organizations can overcome the constraints of time, place, and fixed organizational forms. In this special type of organization, each company intends to capture its main competitive advantage, such as core products, core processes, core competencies, etc. (Abedi Jafari et al., 2010). In the transition to virtual structures, the organization provides many of its activities from external sources and creates a structure in which, instead of performing traditional tasks in each internal unit, external units are responsible for performing those tasks. Very few organizations can have all the features of a virtual organization, but instead many of them have some of the characteristics of a virtual organization, and with this in mind, the concept of gradual virtualization is introduced. This concept states that any organization can adopt a degree of virtualization on the continuum that exists between a non-virtual organization and a fully virtual organization. They propose an evolutionary model for going through the stages of virtualization and divide this path into four levels that continue from non-virtualization to full virtualization (Tabatabai Far et al., 2017). Organizational sustainability is an issue that has received more attention in recent years and means maintaining and developing the performance of the organization in the long run so that the satisfaction of stakeholders can be achieved over time. The World Committee on Environment and Development defines sustainable development as: the development that meets the needs of the current generation, without compromising the right and ability of the next generation to meet its environmental and natural resource needs; Simply put, it refers to a form of development in which different dimensions are examined and considered in a balanced and comprehensive manner. These dimensions can be summarized in three categories: social, environmental, and economic, which in addition to the "sustainable" dimension. Economic development, its environmental and social consequences are also positive and managed. With such a view, the exploitation of the natural resources and human capital of today's planet Earth should not jeopardize the life, benefit, and happiness of present and future generations (Hitchcock and Willard, 2018). In general, if an organization wants to remain stable, it must work well not only now but also in the future and always try to gain the satisfaction of various stakeholder groups. In sustainable organizations, the goal is to balance financial, economic, social, and environmental benefits in the long run. Sustainability factors of organizations fall into two general categories of internal factors and external factors: Internal factors including the development and implementation of employee motivational mechanisms to develop sustainable creativity and increase sustainable performance, improve employee health, improve working conditions, identify and minimize harmful environmental effects, achieve energy efficiency, reduce costs, Refers to technology innovation and commitment to stakeholders. External factors of sustainability, on the other hand, include factors such as the supply of different products, the promotion and institutionalization of a culture of proper consumption, acceptance of international labor laws and regulations, and commitment to stakeholders (Ahnart et al.). As mentioned, the commitment factor to stakeholders is placed in both internal and external sustainability factors. Stakeholders in internal stability factors are shareholders, employees, and managers. While the concept of stakeholder in external factors of sustainability includes the general public. The sustainability of the organization pays attention to the long-term interests of the organization and that the organization can satisfy the stakeholders in the long run. Sustainability management, on the other hand, deals with how to secure the interests of stakeholders. The governance system is a set of methods, policies, and laws governing the proper management and control of organizations that affect organizational

management patterns. Organizations have had a governance system since their inception, and because the interests of different stakeholder groups differ, sustainability reporting is necessary to clarify the extent to which each stakeholder group's expectations are met (Ghasemi And Kalantar, 2016 and Movahedi et al., 2014). According to the principles of management science, synergy or human capital synergy is one of the requirements for the implementation of virtual structures and organizational stability (Rafighi, 1394). When we say synergy is created, we mean that several resources or several capacities are put together and a new resource or new capacity is created that goes beyond the sum of those resources or capacities. Separate collaboration of several factors so that their overall impact is greater than the sum of their independent scores. In general, synergy is a phenomenon that intensifies the impact or activity and in the field of management studies, this term is used to express the impact of group activities and increase team efficiency. Empowerment in addition to organization and management, in the field of politics (such as improving the activities of parties and the press to create a balance in the distribution and use of power) and society (such as improving the activities of NGOs such as charities and public Benefit, and support organizations (such as welfare and rehabilitation) are also used. But what is the subject of our discussion in this article is the empowerment of human resources in the "empowerment" organization (Farjvand, 1396). What is empowerment? It is the process of continuous improvement of the performance of the organization by creating and expanding influence based on the competence of individuals and working groups on all areas and tasks of the organization that affects their performance and the overall performance of the organization. Accordingly, the goal of empowerment is to create and expand influence through continuous improvement of organizational performance. To fully understand the concept of competency-based empowerment, we must become familiar with the concept and characteristics of competence and influence. What is competence? Competence is defined as a quality based on having the ability, training, and experience necessary to take on specific tasks. Jurisdiction is also seen as a situation in which action can be taken without consultation or special permission or violation of regulations. The genius of collective innovation or systemic innovation is greater than the sum of individual innovations. The concept of increasing genius in collecting and analyzing textual data and theoretical sampling of the work and text of interviews with management experts and thinkers such as Gary Hamel, Ralph Stacey, and Tom Peters emerged using the Foundation's data theorizing approach. The term was coined against synergy (J et al., 2018). Synergy implies that the outcome of collective work goes far beyond the outcome of individual work, or, to put it more clearly, "the whole is greater than the sum of its components." It is synergistic and leads to increasing innovations, and the senior management of the organization must provide the necessary conditions for the synergy of innovations and the ingenuity of employees to cope with the new conditions of the business environment. If in the past organizations planned to make the best use of staff arm power, today they must think about making the best use of human genius; Because, in addition to the core competencies, namely the power of thinking, genius, invention, and innovation of humans, robots and machines are superior to humans (Solanski, 2017). If until now the manager's task was to convert energies into synergies, today the most important mission of the manager is to turn individual innovations into organizational innovations. If before the second half of the twentieth century, efficiency was considered as a distinguishing feature of companies, today it is creativity, innovation, and new ideas that have a competitive advantage (Asgari Anaraki and Hashemi Fesharaki, 2015). With the emergence of dramatic environmental change in the present era, knowledge management issues in organizations were

promoted and the concept of organizational wisdom as the highest level of knowledge in the organization was discussed and considered. Wisdom has been a vague and deceptive structure of scientific research for the past two decades, which has emerged largely due to the attention of human development researchers. Although there is no clear consensus about it, ie its meaning and how to develop it, but different concepts and applications have been proposed for wisdom (Shahrokhi et al., 2015). Wisdom is the supreme power and manifestation of human superiority and one of the important personality powers identified by the positive psychology movement. However, the concept of organizational wisdom shifts wisdom from the individual to the organizational level (Sook O, Kim, At this level, organizations can learn how to reinforce constructive and group thinking from individuals who advise on a variety of topics and aspects, sacrifice personal interests for organizational interests, and think creatively. Are leading in strategic issues, use them (Mousavi et al., 2013). and Lee, 2014). Training the emergence of wisdom in the organization can be described as follows: data, information, knowledge, and wisdom. Data are facts and numbers from which information is obtained. When data is logically organized for a specific purpose, it becomes information. Knowledge is also created by analyzing and symbolizing information, and when knowledge is used to make decisions and improve decisions, processes, and productivity or profitability, it becomes wisdom (Chatterjee et al., 2015). To better study the research variables, it is first necessary to review previous research in this field. (Gholipour and Amiri, 2009) In the study of the impact of information technology on organizational behavior and the study of identity challenge in virtual sectors and its impact on the behavior of team members showed that between organizational identity in virtual teams with the intended dimensions of organizational behavior such as satisfaction Occupational; Organizational Citizenship Behavior and Organizational Commitment There is a strong causal relationship. According to this research, the higher the degree of virtualization of the organization, the more the virtual organization will face the challenge of organizational identity. Abedi Jafari et al. (2010) in examining the relationship between the degree of virtualization of the organization and organizational commitment concluded that there is an inverse relationship between the degree of virtualization of the organization and organizational commitment. Mousavi et al. (2013), in measuring and evaluating organizational and managerial wisdom at different levels of government organizations with a view to philosophical dimensions showed that philosophical dimensions of wisdom at three levels of interpersonal, organizational, Shahrokhi et al. (2015) in examining the impact of organizational wisdom on the effectiveness of education staff in Markazi province showed that the impact of organizational wisdom and its components including self-knowledge, emotion management, altruism, inspiration, judgment, life knowledge, life skills, and desire Learning affects the effectiveness of education staff in Markazi province. Tabatabaeifar et al. (2017) in examining the effect of organizational structure virtualization on knowledge management of employees of the Export Development Bank of Iran showed that the degree of virtualization of the organizational structure of the Export Development Bank of Iran affects knowledge management performance. Also, the relationship between the three components of organizational virtuality (focus on competitive advantage, network trust, and the use of information and communication technology) with knowledge management performance was confirmed in this study. and strategic have a positive and significant effect on managerial and organizational wisdom. However, the philosophical dimensions of wisdom at the individual level do not have a significant effect on managerial and organizational wisdom. Bayer and Kozgi (2013) about the structure and main areas of virtual organizations concluded that the

main and structural areas in virtual organizations include four areas of distinction; Integrity; Its configuration and information technology; In constructing the model of the main structure and constituent of virtual organizations, they differentiate the dimension into two sub-dimensions, including 1- creating value virtually 2- focusing on competitive advantages and configuration into three sub-dimensions 1- general characteristics of the virtual network 2- Independence of partner companies 3. Formalities and commitments between partner partners and for the aspect of integration dimension of trust and coordination mechanism and for the aspect of information technology sub-dimension of using information technology were selected and separated. Yohyung Shin (2014) conducted extensive research on the degree of the virtue of organizations and its relationship with human resource management, and in this study, the dimensions of the degree of the virtue of the organization, including the temporality of culture; Employee location, and geographical distribution were examined and then its relationship with factors such as individual and organizational fit and individual and group fit and individual fit and job characteristics and for human resource management, the dimensions of job performance; Job Satisfaction; Organizational commitment and leave rate were determined and then all hypotheses were evaluated and concluded that considering the positive relationship between individual fit with job and group and organization and organizational commitment and its inverse relationship with job leave rate concluded that The degree of virtualization of the organization affects the mentioned cases. Joshi and Islam (2018) in designing a technology management maturity model for sustainable government services from the perspective of developing countries reported that there is a correlation between the level of technology management maturity and the degree of increasing sustainability of service quality. In a review of the analysis of the interaction between organizational sustainability, knowledge management, and open innovation, Maltik et al. (2018) reported that the company's experiences in adopting strategic organizational sustainability using open knowledge and innovation management to promote sustainable innovation by the organizational model for collaboration. Economics and development for environmental innovation as a driver for significant changes in the culture of organizational stability have been deeply explored. Lee (2017) in examining the relationship between technology management development and environmental sustainability in small countries showed that there is a significant relationship between these two components but mediating variables can largely moderate this relationship. Wang et al. (2017) in examining the role of project management in the sustainable organizational growth of technology-based companies showed that project management at the individual, team, and organizational levels has an impact on sustainable organizational growth. Despite the mentioned researches, but in the field of sports of the country, no significant research has been done on these variables so far. In one of the specialized researches of Aybaghi Esfahani et al. (2000), in examining the role of green human resources management in the organizational stability of the General Directorate of Sports and Youth of North Khorasan Province, showed that the activities carried out in the General Directorate of Sports and Youth of North Khorasan Province as a case study, They are most in line with green human resource management standards at 63%. Awareness of green human resource standards is below average. Based on the results of structural equations, it can be seen that green human resources standards are effective on sustainability by 0.89 in this organization. In foreign sports research, these variables have been considered to a limited extent. Wolf et al. (2005), in examining the synergy of structural and content dimensions in sports organizations, reported that the synergy between these two aspects of the organization depends on the category of leadership. Harsion and Chalip

(2005), Xiax and Costa (2011) in evaluating the synergy between different dimensions in sports tourism marketing showed that there is the most synergy between destination characteristics and social spaces. Jackson et al. (2014) in a study of synergy in sports teams showed that the coach-athlete relationship is the most synergistic. In a microscopic study of sports managers, Fitzgerald et al. (2014) showed a five-position model based on two approaches of knowledge and experience and mental ability and creativity and showed that young managers and female managers have more similar positions. In examining the challenges of virtualization in sports organizations and the role of human capital, Hong and Shao (2015) reported that the main goal of sports organizations in virtualization is to promote autonomy and self-care. The role difference between online and offline human resource interaction and participation was significant. Today, sport is considered as a physical and mental need in different societies and this social phenomenon should be seen as a value in society and also city managers should try to create sports facilities in the city to deal with social harms and crime. In cities, with the increasing development of technology, physical activity has decreased and mental activities and mental occupations of people have increased, which is itself the cause of many nervous tensions and mental illnesses. The best treatment for this problem is exercise, which is perhaps not as a pastime, but as a necessity alongside the problems of life in the age of industry and technology. One of the most important measures for the development and expansion of sports centers is to realize the potential human need for sports. The municipal sports organization is the main trustee of this matter. Municipalities are one of the busiest and most important public organizations and have a wide scope and scope of the function in sustainable urban development. Municipalities have multifaceted welfare, educational, cultural, artistic, economic, political, and environmental measures, and services. Sports facilities are part of the city services that are directly related to the health of citizens and the social vitality of the city. The municipal sports organization in the provinces is in charge of managing and developing citizen sports. These organizations have extensive sports organizations in multiple areas and organize and support large-scale sports activities. Various evidence shows that the management of municipalities faces many challenges and political and destructive behaviors in this organization have caused many problems in municipal services. Although the municipal sports organization has fewer political and administrative challenges than some other areas of the municipality, the sensitivity of staff performance and its organizational culture is of great importance due to the characteristics of citizen sports and the need to attract people to sports. This large organization needs an efficient system to fulfill its mission, and like other organizations, the functionality department in this organization plays a pivotal role in achieving proper performance. Despite the public announcement of these needs, but based on various organizational and media evidence, the administrative system and performance management in this organization, like most other sports organizations in the country, is not in a good situation and there is a lot of challenges in these organizations. Shiraz Municipality Sports Organization should also provide an efficient system for training human resources and improving its organizational culture so that they can solve problems well and use their resources and capabilities properly. To analyze the situation of these organizations, some key components and factors can be examined. Virtualization of structure is one of the emerging but pervasive approaches that are necessary to address both in scientific circles and executive meetings in the field of sports. Because the rapid growth of information and communication technology creates the technical foundations of globalization and causes decentralization in doing things from a spatial and temporal point of view. Therefore, we are increasingly

witnessing the redesign of traditional organizations in the form of dynamic and flexible organizations based on the structure of virtual organizations in the world around us. The need for flexibility, adaptability and increasing development are considered influential factors in the design of organizations with virtual structure (Shabani Bahar et al., 2014). In moving towards virtualization, it should be noted that the virtual organization is not a flower that is suitable for any situation. In this regard, the advantages and disadvantages must be considered together. Considering that one of the reasons for the existence of a virtual organization is the need for creativity and innovation, according to one of the researchers in this category, only if independent and individual innovations are desirable for the organization and there is no necessary force and capability for this within the organization. The use of virtual organizations is recommended. It should be noted that successful virtual organizations have been organizations that have strong common values among their members and have used this culture as a mechanism to control profit. On the move to virtualization, it should also be noted that reliance on technology alone - even if it is highly advanced - will not work at all unless this technological infrastructure is established and used within a proper cultural structure. Organizational sustainability is a concept closely related to organizational responsibility that expresses the responsibility of the organization to society and the environment in the long run. Accepting sustainable performance, in the long run, leads to improved financial performance, increased competitive advantage, and long-term success of the organization. To achieve the above goals, it is necessary that organizations, especially sports organizations such as municipal sports organizations with a clear understanding of the demands of different groups of stakeholders, in their decisions to consider the interests of different groups of stakeholders and therefore Gain their satisfaction, guarantee their survival and stability in the future (Ghasemi and Kalantar, 2016). Sustainability reporting, with all the benefits mentioned, is a document that organizations pay attention to the interests of various stakeholders, which, unfortunately, the position of this type of reporting is empty among sports organizations in the country. Organizational wisdom is also one of the key components of successful organizations today and has a significant impact on success at various individual, organizational and social levels and improves the results of knowledge management activities; Organizational wisdom can also be an effective tool for responding to an uncertain environment. Organizational wisdom is important for organizational value creation and therefore organizations with high levels of reported organizational wisdom can achieve better results. Organizational wisdom includes the collection, transfer, and integration of individual wisdom as well as the use of institutional and social processes (such as structure, culture, and day-to-day affairs) for storage. This study studies the literature presented in the field of organizational micro by studying the literature in this field and using the library method. In general, a greater understanding of wisdom and related concepts such as organizational wisdom, managerial wisdom, and micro-management can create valuable ground and lead to improved knowledge management theory and practice. In addition, it can play a role in achieving a set of organizational benefits that can support performance and success. Synergy or synergy of human capital is also one of the key factors for any organization, including sports organizations, Accordingly, the discussed variables have a key role in the performance of sports organizations in today's environment, and considering that in previous research none of these variables have been considered in sports management studies in the country, it is necessary to pay attention to sports management researchers and information. Enough to provide managers. Shiraz Municipality Sports Organization is one of the largest sports organizations in the country, which due to the

importance of urban sports services, needs an efficient and appropriate management system for today's conditions. Therefore, by analyzing the situation of the four variables of virtualization, micro, synergy, and stability in this organization, in addition to the pathology of specialized and less obvious dimensions, it is possible to provide appropriate solutions. In general, research has shown that virtualization of organizational structure is related to major organizational variables such as wisdom, sustainability, synergy, etc., but the nature and intensity of communication vary according to different conditions. because 1- Creating synergy in organizations helps to distribute the workload evenly and increases the balance of the organization. 2- Coordination of activities and non-uniform distribution of activities on the shoulders of other units prevents boredom of members and failure of activities. 3- Synergy prevents the occurrence of crisis in the organization. 4 - Crises in organizations are often the responsibility of a particular sector (without coordination and systemic vision) that reprimand or threaten a particular sector not only is not beneficial but also causes improper functioning of that sector. The manager prevents these crises by creating coordination and using the benefits of synergy. 5- And finally, we should not forget that increasing overall efficiency, preventing the division of departments, and increasing the capacity of the organization depend on synergy. Despite research in the country, these variables have so far received limited attention from domestic researchers. On the other hand, sports organizations have not been considered in research. In addition, the relationship between these variables has not yet been specifically tested in sports research. In addition to these gaps mentioned in domestic research, despite the knowledge produced in foreign research, but this information alone is not enough to analyze and manage the structural-functional aspects in the country's sports organizations and requires local and specialized research in this field. Take place. For this purpose, the researcher must first look at the content dimensions of sports organizations; The philosophy of their origin, Therefore, the purpose of this study is to investigate the effect of functional virtualization on organizational sustainability with the mediating role of human capital and organizational micro-synergy in the municipal sports organization. The reason for choosing this organization to study its large size, its governmental nature, and the existence of abundant evidence based on the effects of these variables in this organization. Specifically, about the main issue and research question, the following specialized questions are raised: - What is the status of performance virtualization, human capital synergy, organizational wisdom, and organizational stability in the municipal sports organization - Is performance virtualization with the mediating role of human capital synergy? And does organizational wisdom have a significant effect on organizational stability in Shiraz Municipality Sports Organization? and then seek to find the answer to the research question and find the appropriate structural approach and arrangements to adapt to the conditions affected by the transformation and form and nature of existing organizations to virtual and electronic organizations and their impact on variables such as organizational micro. Synergy of human capital and organizational sustainability.

Research Methods

Since the present study describes the current situation and the effect of organizational virtualization variables on organizational sustainability through the synergy of human capital and organizational wisdom in the municipal sports organization, so this study is descriptive and survey. It is also applied research in terms of purpose and quantitative research in terms of data collection. The present study is a cross-sectional study in which data were collected and analyzed over several months. The statistical population of the present study consists of all

Table 1. Validity indicators, reliability

	Cronbachs Alpha	CR	AVE	
0.849	0.898	0.688		Structural stability
0.813	0.890	0.730		Green managment
0.794	0.813	0.523		Synergy of perfomance
0.835	0.802	0.575		Team culture
0.809	0.876	0.639		Functional maturity
0.919	0.930	0.687		Organizational sustainability
0.820	0.881	0.650		Social maturity
0.765	0.864	0.681		Professional knowledge
0.735	0.850	0.655		Knowledge culture
0.860	0.889	0.576		Synergy of human capital
0.731	0.847	0.649		Participatory managment
0.929	0.940	0.587		Virtualization of organizational performance
0.886	0.905	0.614		Organizational wisdom
0.702	0.839	0.640		Management expertise
0.783	0.808	0.514		Information flow
0.845	0.907	0.765		Virtual communication network
0.819	0.880	0.648		Virtual management system
0.837	0.891	0.672		Electronic culture
0.839	0.903	0.757		Resource sustainability

Validity indicators, reliability

Table 1 shows the validity indicators for reliability for all research variables. Diagnostic validity is also considered in the present study in the sense that the markers of each structure ultimately provide a suitable separation in terms of measurement relative to other structures in the model. In other words, each indicator only measures its structure and its composition is such that all structures are well separated from each other. With the help of the extracted mean-variance index, it was found that all studied structures have the extracted mean-variance above 0.5. Combined reliability indices (CR) and Cronbach's alpha are used to evaluate the reliability of the questionnaire and it is necessary to confirm the reliability. These indices are higher than 0.7. All these coefficients are higher than 0.7 and indicate the reliability of the measuring instrument.

Calculate divergent validity and correlation coefficient

Table 2. Correlation coefficient and separate validity index

	1	2	3	4
Organizational wisdom	0.783			
Synergy of human capital	0.732	0.759		
Virtualization of human performance	0.823	0.639	0.830	
Organizational sustainability	0.740	0.695	0.657	0.828

Table 2 examines the correlation coefficients and divergent validity. The main diameter of this matrix shows the second root of the mean. Validity confirmation (AVE) of the explained divergent variance is greater than the value of the second root mean of the explained variance

of all the correlation coefficients of the relevant variable with other variables. For example, the second root of the mean-variance explained for the organizational wisdom-variable is 0.873, which is greater than the correlation value of this variable with other variables. As shown in the table, the value of the second root of the explained mean-variance index, for all variables, is the correlation of that variable with other variables. Below the main diameter is the Pearson correlation coefficients. A positive coefficient indicates a positive and direct relationship and a negative coefficient indicates a negative and inverse relationship between two significant variables. All coefficients at the error level are less than 0.05.

Research hypotheses

- 1- Virtualization of organizational performance affects organizational stability in Shiraz Municipality Sports Organization.
- 2- Organizational wisdom affects organizational stability in Shiraz Municipality Sports Organization.
- 3- Synergy of human capital affects organizational stability in Shiraz Municipality Sports Organization.
- 4- Virtualization of organizational performance affects organizational wisdom in Shiraz Municipality Sports Organization.
- 5- Virtualization of the organization's performance affects human capital synergy in Shiraz Municipality Sports Organization.

Table 3. Path coefficients and t statistics

Research hypotheses	Path coefficients	t statistics
Hypotheses 1	0.401	3.548**
Hypotheses 2	0.411	3.319**
Hypotheses 3	0.323	2.881**
Hypotheses 4	0.823	22.520**
Hypotheses 5	0.639	9.928**

** p< 0.01

* p< 0.05

With the path coefficient of 401 and also the t-statistic to the value of 3.548 obtained from the partial least squares method, it can be said: at the 99% confidence level (considering that the t-statistic is more than 2.57), virtualization of organizational performance on organizational stability It has a positive and significant effect on Shiraz Municipality Sports Organization; Therefore, the first hypothesis of the research is meaningful and is confirmed. 3 With a path coefficient of 0.411 and also at-statistic of 3.319 obtained from the partial least squares method, it can be said that at the 99% confidence level (given that the t-statistic is more than 2.57), organizational wisdom Organizational stability in Shiraz Municipality Sports Organization has a positive and significant effect; Therefore, the second hypothesis of the research is significant and is confirmed.

With a path coefficient of 0.323 and also at-statistic of 2.881 obtained from the partial least squares method, it can be said that at the 99% confidence level (given that the t-statistic is more

than 2.57), human capital synergy has a positive and significant effect on organizational stability in Shiraz Municipality Sports Organization; Therefore, the third hypothesis of the research is meaningful and is confirmed.

With the path coefficient of 0.823 and also the t-statistic to the value of 22.520 obtained from the partial least squares method, it can be said: at the 99% confidence level (considering that the t-statistic is more than 2.57), the virtualization of the organization's performance Organizational wisdom has a positive and significant effect on Shiraz Municipality Sports Organization; Therefore, the fourth hypothesis of the research is significant and is confirmed.

With the path coefficient of 0.639 and also the t-statistic to the value of 9.928 obtained from the partial least squares method, it can be said: at the 99% confidence level (considering that the t-statistic is more than 2.57) virtualization of the organization's performance The synergy of human capital in Shiraz Municipality Sports Organization has a positive and significant effect; Therefore, the fifth hypothesis of the research is meaningful and is confirmed.

To test hypotheses 6 and 7, which had mediating variables, the Sobel test was used as follows:

In general, in the Sobel test, a normal estimation can be used to examine the significance of the relationship. By estimating the standard error of the indirect effect, we can test the null hypothesis against ab equal to the Z ratio of the opposite hypothesis. Z-Value statistics to its standard error. In other words, the value is obtained from the following relation:

6- Virtualization of organizational performance has an effect on organizational stability with the role of organizational micro mediator in Shiraz Municipality Sports Organization.

Considering that the value of the Sobel test is more than 1.96 (value 2.817), it can be said that virtualization of organizational performance has a significant effect on organizational stability with the mediating role of human capital synergy in Shiraz Municipality Sports Organization.

$$Z - \text{Vlue} = \frac{0823*0.411}{\sqrt{(0.411^2*0.038^2)+(0.823^2*0.126^2)+ (0.038^2*0.126^2)}} = 3.225$$

Good measure of GOF fit

The GOF criterion depends on the general part of the structural equation models. This means that by this criterion, the researcher can control the fit of the general part after examining the fit of the measurement part and the structural part of his research. The GOF standard was developed by Tenenhaus et al. In 2004 and its formula is as follows: For this index, the values of 0.01, 0.25, and 0.36 have been introduced as a weak, medium, and strong values.

$$\text{GOF} = \sqrt{R^2 + \text{COMMUNALITY}}$$

Table 4. results of R² and communality

COMMUNALITY		R ²	
0.650		0.730	Social maturity
0.639		0.794	Functional maturity
0.514		0.710	Information flow
0.688	0.234	Structural stability	
0.730	0.718	Green managment	
0.523	0.794	Synergy of perfomance	
0.575	0.844	Team culture	
0.687	0.602	Organizational sustainability	
0.681	0.602	Professional knowledge	
0.655	0.721	Knowledge culture	
0.576	0.409	Synergy of human capital	
0.649	0.721	Participatory managment	
0.587	--	Virtualization of organizational performance	
0.614	0.677	Organizational wisdom	
0.640	0.767	Management expertise	
0.765	0.806	Virtual communication network	
0.648	0.857	Virtual management system	
0.672	0.888	Electronic culture	
0.757	0.763	Resource sustainability	

Considering that the obtained value of the goodness-fit index is 0.672 (more than 0.36), it can be said that the model has a strong fit.

Discussion and conclusion

Speed is perhaps the most important wealth in the third millennium and the new age called the information age. To reduce response time and improve flexibility, a whole new form of organization must be created. Virtual organizations that are emerging rapidly today can be the answer to these new needs. Electronic developments have changed business practices in various ways; traditional organizational structures can no longer adapt to these developments. The increasing pace of globalization and drastic changes have necessitated the need for a new business structure that can make the most of these conditions. The new business environment requires constant adaptation and immediate reactions. Speed is now a competitive advantage, and as a result, old and classic business models will lose color. Undoubtedly, one of the most challenging areas of management is creating a platform to solve the problems and obstacles to the growth of organizations. Mainly, the basic structure of organizations is built in such a way that a fundamental change to facilitate their growth process requires significant costs and time. The reason for this is the initial assumption that there is no need to change the structure of the organization at the beginning of the formation of the foundations of the organization. However, various reasons such as changing attitudes and changing behavior and relationships within the organization, the constant change of information platforms, and increasing the volume of information, the design of dynamic organizational structures are necessary. Therefore, in this article, we have tried to look at virtual organizations from the perspective of organizational structure and especially its content dimensions and solutions to use opportunities, how to use new mechanisms in resolving crises, using new management methods. And to come up with

solutions to deal with problems and issues. The new era will be associated with complex, dynamic, and evolving organizations. In these organizations, existing boundaries will disappear, different cultures will merge, and the foundations of richer cultures will disappear. Many jobs will be about design, and the advent of information technology will change the structure of the organization. According to Lipnke and Stumps (1997), the four great periods each involved in their time a breakthrough for social forms and organizations:

The result of the first period was the formation of small social groups. In the second period, the cornerstone of the formation of hierarchy was laid in organizations, and the development of industry in the third period followed the emergence of bureaucracy in organizations. The fourth period or century of information also led to the development of organizational boundaries (border crossings), the creation of extensive work networks, and the creation of virtual organizations. Therefore, the achievement of the century of information, in general, can be considered as the creation of virtual organizations and in particular the development of information technology (computer science). In the meantime, structures are being formed that did not exist before. Many of these developments, and the main underpinning of all these changes, are the tendency to create integrated computer systems that are accompanied by the introduction of complex hardware and communication devices around the world. These findings are consistent with the findings of Jay et al. (2018), Joshi and Islam (2018), Solanski (2017), Wang et al. (2017), Chatterji et al. (2015), Farjvand (2015), Rafighi (2015), Afrazeh et al. (2010), Azam Sadegh (2017), Abedi Jafari et al. (2010), Tabatabai Far et al. (2017), Mousavi et al. (2013), Shahrokhi et al. (2015), Rafighi (2015), Scholes (2006), Bayer and Cosgi, (2013), Yohyung Shin (2014), Maltese et al. (2018) Lee (2017), Sook O, Kim and Lee (2014), are in harmony.

Virtual organizations have an innovative, collaborative, growing, and dynamic nature in the form of network operations among members, which also manifests itself in a specific organizational culture in the performance of the organization as a whole. In a virtual organization, a shared management perspective and sharing management activities, leadership, There is shared ownership, collective planning and decision-making, consensus, trust-based performance, co-fate, and group risk-taking. A virtual organization is based on technology and information systems, and on the other hand, information technology is one of the dynamic and constructive factors of the organization and the appropriateness of different levels of operational decision-making, the basic activity of the organization, and the result of its acceptable performance. It crystallizes in the form of managed organizational knowledge. In a virtual organization, the general tendency is to eliminate the transverse hierarchy and also to reduce the need for physical operations and structures to increase productivity among network members. The possibility of the geographical dispersion of members and the dependence of organizational charts and the shape of relationships on the conditions of network formation due to the importance of improving the effectiveness of its operations are structural features of such organizations. In this study, management and organization were viewed from a new perspective. A look that seems to encompass the full dimensions of the organization. Wisdom, which is a new instrument in the field of management and organization, can greatly help managers and organizations. In this research, managerial and organizational wisdom is defined as a type of behavior that is based on the five pillars of logic, ethics, aesthetics, cognition, and metaphysics. On the other hand, the field of organizational and managerial studies represents a set of ideas that analyze the management function of social systems both at the micro and

macro levels. But looking at the macro level and having a systemic perspective is of particular importance. That is before the individual is a priority, the organization is a priority. Today, organizations are in a situation full of information and environmental uncertainties have caused organizations, including service organizations, to make every effort to achieve sustainable competitive advantage. Organizational wisdom is also an important factor that affects the self-awareness and emotion control of service organization members. If we look at man as a system and consider him as a kind of system, we can only reach the fact that the unity and integrity of this system are realized when all its components and forces are in harmony with each other, in harmony and harmony. This fact is true not only of man but also of society and all its constituent units and institutions. Companies, industrial organizations, and businesses are human. The need to form organizations in their growth and development and change has so far created institutions in human society that, while having a single identity, is composed of different components and units. Production, engineering, training and sales, marketing, finance, personnel, purchasing, research and development, and planning that each organization has units like them depending on the goals of the establishment, employees, type of work process, and many other factors. These organizational units can be considered as human members and organizational and communication culture can be considered as human forces. A successful organization is an organization that establishes coordination and cooperation between its separate and independent units and creates an alien spirit of organizational culture in all of them. This is a task and even art that today we consider the mission of the organization leadership. In many organizations, when it comes to structural issues and redesigning or optimizing the structure of the organization, the focus is on the human resources unit and human resources specialists or consultants. It is common practice for human resources experts to review organizational processes with the participation of consultants from the same field, categorize these processes into job tasks, and then define homogeneous job groups as organizational units. The next step is to define the job description, the conditions for obtaining it, and the mechanism of horizontal and vertical coordination between jobs and units. Even when the organization is organized in the form of service-based structures, the same process operates at the second level and after the organization is divided into several major groups. I mainly disagree with this view of structure and believe that structural issues are more related to the field of strategy than to human resources, and therefore decisions about structural patterns, optimization, and redesign of the structure should be left to strategists.

REFERENCES

- [1] Abedi Jafari, Hassan; Jam Par Mi Mi Mona, Sadat, Beyhanieh. The Challenge of Human Resource Management in Virtual Organizations -Investigating the Relationship between Organizational Virtue and Organizational Commitment, *Information Technology Management*; 2010, 2 (5): 64-76, [Persian]
- [2] Ahmadi, Sirous; Movahedi Behrooz, Roohullah; Sulimani, Ghasem (2014), A study of the parameters of organizational eminence model in the sports federations of Iran, *Advances in Environmental Biology*, 308-312.
- [3] Fitzgerald, M. P., Sagaria, M. A. D., & Nelson, B. Career patterns of athletic directors: Challenging the conventional wisdom. *J. of Sport Management*, 2014; 8(1): 14-26.
- [4] Gholipour Arian, Amiri Behnam. Investigating the Impact of Information Technology on Organizational Behavior and Investigating Identity Challenges in Virtual Sections and Its Impact on the Behavior of Team Members,] .2009Persian[□ Harrison-Hill, T.,

- & Chalip, L. Marketing sports tourism: Creating synergy between sport and destination. *Sport in Society*, 2005; 8(2): 302-320
- [5] Huang, Y. L., & Shao, Y. J. Development of Network Sports Organization: Challenge of Virtualization and Reality. *Journal of Beijing Sport University*, 2015; 11: 001.
- [6] Jackson, B., Gucciardi, D. F., & Dimmock, J. A. Toward a multidimensional model of athletes' commitment to coach-athlete relationships and interdependent sport teams: A substantive methodological synergy. *Journal of Sport and Exercise Psychology*, 2014; 36(1): 52-68.
- [7] Ji, W., Zhang, S., Yukawa, S., Nomura, S., Sasaki, T., Miyazawa, K. I., & Zhang, Y. Regulating Higher-Order Organization through the Synergy of Two Self-Sorted Assemblies. *Angewandte Chemie International Edition*, 2018; 57(14): 3636-3640.
- [8] Joshi, P. R., & Islam, S. E-Government Maturity Model for Sustainable E-Government Services from the Perspective of Developing Countries. *Sustainability*, 2018; 10(6): 2071-1050.
- [9] Lee, Y. Exploring the relationship between eGovernment development and environmental sustainability: A study of small island developing states. *Sustainability*, 2017; 9(5): 732
- [10] Lopes, C. M., Scavarda, A., Hofmeister, L. F., Thomé, A. M. T., & Vaccaro, G. L. R. An analysis of the interplay between organizational sustainability, knowledge management, and open innovation. *Journal of Cleaner Production*. 488-476 :142 ;2017
- [11] Maletič, M., Maletič, D., & Gomišček, B. The role of contingency factors on the relationship between sustainability practices and organizational performance. *Journal of Cleaner Production*, 2018; 171: 423-433.
- [12] Mousavi, Mohammad; Mohammad Ali Sarlak, Saeed Abbasi, Morteza Moradi. Assessment and evaluation of organizational and managerial wisdom at different levels of government organizations with an attitude to philosophical dimensions. *Management Improvement Quarterly*, 2013; 21: 127-141. [Persian]
- [13] Navidi Amir; Shoghi Behzad; Asgarani Morteza; Ranjbari Mohammad. The relationship between leadership styles and organizational wisdom of education staff in Markazi province, 2017; 11 (1): 149-162 [Persian]
- [14] Paliokaitė, A., & Pačėsa, N. The relationship between organizational foresight and organizational ambidexterity. *Technological Forecasting and Social Change*, 2015; 101: 165-181.
- [15] Shahrokhi Farzaneh; Navidi Amir; Shoghi Behzad. The effect of organizational wisdom on the effectiveness of education staff in Markazi province. *Journal of Educational Management Innovations*, 2015; 1 (41): 75-61. [Persian]
- [16] Solansky, S. T. To fear foolishness for the sake of wisdom: A message to leaders. *Journal of business ethics*, 2017; 122(1): 39-51.
- [17] Sook Eo, Yong, Young-Hae Kim, Nae-Young Le. Path Analysis of Empowerment and Work Effectiveness among Staff Nurses, *Asian Nursing Research*, 2014; 8(1): 42-48.
- [18] Rafighi, Mohammad. Synergy of Interactive Thermodynamic Patterns in the Quality of Human Capital Education, First International Conference on Management, Economics, Accounting and Educational Sciences, Sari, Ayandeh Saz Research and Consulting Company, Payame Noor Neka University, 2015. [Persian]
- [19] Rezaei Sufi, Morteza, Khodaparast, Siavash, Ghorbandoost, Mina. Developing a model for the impact of intellectual capital with the mediating role of knowledge management

- and cultural capital on the performance of employees of sports and youth departments in Guilan province. *Journal of Organizational Behavior Management Studies in Sports*, 2019; 7 (2): 41-50. [Persian]
- [20] Tabatabai Far Seyed Mohammad, Ahmadi Habib, Qaisari Alireza. The effect of virtualization of organizational structure on knowledge management of employees of the Export Development Bank of Iran. The third conference on management and accounting and economics of scholars with an emphasis on resistance economics, 2017. [Persian]
- [21] Wang, N., Yao, S., Wu, G., & Chen, X. The role of project management in the organizational sustainable growth of technology-based firms. *Technology in Society*, 2017; 51: 124-132.
- [22] Wolfe, R. A., Weick, K. E., Usher, J. M., Terborg, J. R., Poppo, L., Murrell, A. J., & Jourdan, J. S. Sport and organizational studies: Exploring synergy. *Journal of management inquiry*, 2005; 14(2): 182-210.
- [23] Yahya Zadeh Far, Mahmoud; Abolhassan Hosseini and Abuzar Aghaei Kordshami. Analysis of Organizational, Individual and Social Factors Affecting Organizational Sustainability, National Conference on New Approaches in Business Management, Tabriz, Tabriz University and Industrial Management Organization, 2014. [Persian]
- [24] Yati, Behnam, Soleimani, Majid, Ahmadi, Sirus. The effect of organizational inertia on organizational hypocrisy mediated by underemployment and social wear of employees (Case study of Tehran Municipality Sports Organization). *Journal of Organizational Behavior Management Studies in Sport*, 2019; 6 (2): 85-99. [Persian]
- [25] Ziakas, V., & Costa, C. A. The use of an event portfolio in regional community and tourism development: Creating synergy between sport and cultural events. *Journal of Sport & Tourism*, 2011; 16(2): 149-175.