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Supplementary Table 1. The questionnaire used in the descriptive study with the hypothesis correlated to each question

| Correlated hypothesis | Question |
|-----------------------|---|
| H1 | Have your skills and experience been developed during your supervisor's time? |
| H1 | Is your manager primarily interested in sharing staff and contributing them in university's affairs? |
| H1 | In your opinion, how much does your manager allow you express your opinion? |
| H1 | In your opinion, what is the power of understanding staff needs and manager's preparedness to deal with it? |
| H1 | In your opinion, to what extent does your manager care about intimate relationships with employees? |
| H1 | To what extent does your manager advise you on decisions that are relevant to your job? |
| H1 | To what extent does your manager insets and concentrates on teamwork? |
| H2 | Do you consider your manager flexible in handling your problems? |
| H2 | To what extent do you think university's staff is flexible? |
| H2 | In your opinion, how flexible is your manager in dealing with issues and staff? |
| H2 | To what extent do you think employee flexibility can help improve Payame Noor University's performance? |
| H3 | Do you have a thorough understanding of the way Payame Noor University of Isfahan operates? |
| H3 | In your opinion, how do you evaluate your ability to perform organizational work and discover new solutions? |
| H3 | In your opinion, how do you evaluate your manager's ability to handle the affairs of the university? |
| H3 | In your opinion, to what extent does the manager consider and act on your suggestions in organizational behavior? |
| H4 | How much risk do you think your manager welcomes? |
| H4 | Does your manager have the ability to solve problems in different situations and benefit from the experienced staff members? |
| H4 | To what extent do you think managers within university's frame are effective in providing appropriate solutions to problems? |
| H4 | Do you consider yourself motivated to solve problems? |
| H4 | How is the manager's behavior in communicating informally with staff? |
| H4 | To what extent do you think employees can save costs? |
| H4 | Do you think staff copes with the routinely university's extracurricular conditions? |
| H4 | To what extent do you consult the manager in dealing with the organization's obstacles? |
| H4 | How much do you want to improve your performance and collaborate with the organization? |
| H4 | Does your manager seriously believe that students should be involved in their own affairs? |
| H4 | Does the manager make practical use of your feedback? |
| H4 | How effective is the ability of Payame Noor University of Isfahan managers to communicate with the senior executives of Payame Noor University? |

This questionnaire is derived from a study by [14] who conducted similar research in the hospitality industry in Spain

The questionnaire is based on the Likert design, which consists of five options ranging from very low to very high, equivalent to completely irrelevant to completely relevant.

