



# The Impact of National Culture on Organizational Inertia in Governmental Organizations of Khuzestan Province: A Structural Equation Modeling Approach

S. Khorshid<sup>1,\*</sup>, Z. Karamolachab<sup>2</sup>

<sup>1</sup> Associate Professor of Systems Management, Faculty of Management and Economics, University of Qom, Qom, Iran

<sup>2</sup> M.A. in Performance Management, University of Qom, Qom, Iran

ARTICLE INFO	ABSTRACT
<p>Article History:            Received 18 May 2024            Received in revised form 19 June 2024            Accepted 28 August 2024            Available online 8 September 2024</p>	<p>This study aims to investigate the influence of national culture on organizational inertia within governmental organizations in Khuzestan Province, Iran. Recognizing that cultural values shape managerial attitudes, decision-making styles, and resistance to change, this research adopts a descriptive–correlational approach to examine these dynamics in the public sector. Data were collected through a structured questionnaire distributed to a sample of 217 managers and experts from 17 selected public organizations and state-owned enterprises. The unit of analysis is the organization, enabling an assessment of cultural and inertia-related variables at a collective level. National culture is operationalized using Hofstede’s four dimensions: masculinity versus femininity, power distance, individualism versus collectivism, and uncertainty avoidance. Organizational inertia is measured through three dimensions: cognitive, psychological, and behavioral inertia. Structural equation modeling (SEM) was employed to test the hypothesized relationships between these constructs. The results reveal that different cultural dimensions exert both significant positive and negative effects on the forms of organizational inertia, suggesting that certain cultural traits may reinforce resistance to change, while others may facilitate organizational adaptability. These findings contribute to the literature on organizational behavior in the public sector and provide practical insights for policymakers and managers seeking to foster reform and innovation in culturally embedded institutional environments.</p>
<p>Keywords:            National Culture,            Organizational Inertia,            Structural Equation Modeling (SEM)</p>	

## 1. INTRODUCTION

The national culture of any land is shaped by its unique historical, geographical, religious, ideological, and contextual characteristics attributes that imbue a nation with a distinct identity. Human beings are impressionable and adaptable; whenever exposed to new conditions, they tend to adjust accordingly. Given the nature of the modern

\* Corresponding Author: [s.khorshid@qom.ac.ir](mailto:s.khorshid@qom.ac.ir)

Associate Professor of Systems Management, Faculty of Management and Economics, University of Qom, Qom, Iran



world, which is continuously evolving, it is evident that constant exposure to change can lead to the erosion of individual identity [1].

The concept of culture is so vast and multifaceted that achieving a comprehensive, unified definition is virtually impossible. Culture is rooted in human civilization, emerging in various forms and meanings throughout history [2]. It plays a central role in individual, social, and organizational life indeed, it is the foundation of human existence [3]. Each country's culture, due to its inherent dynamism, significantly influences organizational work culture and management practices [4]. Due to its complexity, scholars from disciplines such as sociology and anthropology have offered diverse definitions of culture.

### **1.1. Key Characteristics of Culture**

According to [5], culture has the following essential features:

**Acquired Nature:** Culture is not hereditary but acquired. It is learned and developed through education and experience.

**Collective Character:** Culture is inherently social and shared among members of a group, organization, or society. No individual possesses a culture in isolation.

**Transferability:** Culture is transmitted from one generation to the next through socialization processes.

**Adaptability:** Culture evolves in response to environmental changes, akin to genetic adaptation in living organisms.

### **1.2. Types of Culture**

Experts categorize culture into various types or levels based on different conceptual frameworks. One classification based on temporal and societal coverage includes:

- National Culture
- General Culture
- Professional Culture
- Organizational Culture

### **1.3. National Culture**

The concept of national culture is both ambiguous and contested [6]. National cultural values influence individual and group beliefs and behaviors through social processes and significantly affect workplace behavior, organizational culture, and managerial styles [7]. Hofstede's studies indicate that national culture alone can explain 25% to 50% of performance differences among organizations and societies [8]. He defines national culture as "the collective programming of the mind" distinguishing members of one group from another.

A research team at the GLOBE project used nine dimensions uncertainty avoidance, group and institutional collectivism, power distance, gender egalitarianism, future orientation, humane orientation, performance orientation, and assertiveness to measure national culture [9].

Hofstede also emphasized that national culture significantly impacts work values and attitudes, often explaining employee behavior based on differences in age, gender, specialization, and organizational status [10]. According to [11], organizational values are shaped by national culture, while symbolic aspects are adapted through organizational processes in response to environmental pressures.

National culture is likened to an iceberg: while the visible tip may melt under sunlight (i.e., change), the submerged mass remains largely intact. Hofstede asserts that although organizational culture is vulnerable to change, transforming national culture may take generations [12].

National culture is also considered a vital determinant of foreign policy. Cultural tools influence political and governmental actors to achieve political, security, and social objectives [13]. Individual and national cultures are derived from personal values and contribute to effective leadership and organizational success [14]. These cultural values are often shaped by demographic factors such as age, education, gender, and socioeconomic status, which reflect cultural change at both individual and national levels [15].

#### **1.4. Dimensions of National Culture**

This study adopts Hofstede's model, which initially included four dimensions: uncertainty avoidance, power distance, individualism–collectivism, and masculinity–femininity. Later, long-term vs. short-term orientation (pragmatism vs. normativeness) was added, and eventually, indulgence vs. restraint was incorporated based on the World Values Survey led by Minkov in 2007, bringing the total to six [16].

**Uncertainty Avoidance:** The extent to which individuals feel threatened by ambiguous situations. In high uncertainty avoidance cultures, people prefer structured rules and predictable scenarios.

**Power Distance:** The degree to which less powerful members accept and expect unequal power distribution. In high power distance societies, leaders are granted privileges and independence, reducing the link between performance and compensation [17].

**Individualism–Collectivism:** Individualism reflects a preference for personal autonomy and family care, whereas collectivism emphasizes group membership and mutual obligation [16].

**Masculinity–Femininity:** Masculine cultures value success, money, and competition, whereas feminine cultures prioritize job satisfaction, cooperation, and quality of life [18].

**Pragmatism–Normativeness:** Normative societies interpret events through tradition, while pragmatic cultures are future-focused and adapt norms as needed [19].

**Indulgence–Restraint:** Indulgent societies value happiness and leisure, while restrained societies emphasize hard work and suppress gratification [19].

#### **1.5. Inertia (Organizational Inertia)**

The term "inertia" originates from the Latin word *iners*, meaning idle or inactive [20]. Though initially a physics concept, scholars across disciplines have adopted it to examine resistance to change, particularly in social structures like organizations [21].

##### *1.5.1. Organizational Inertia*

Organizational inertia refers to an entity's tendency to persist with established routines and resist strategic transformation [22]. It is considered a major antecedent to poor performance or organizational decline [23]. According to Bardwick (1998), individuals typically master a job within three years, after which the work becomes monotonous and uninspiring, potentially leading to disengagement and psychological distress [24]. In public organizations, inertia is fueled by fear, conservatism, job entrenchment, stress, cognitive rigidity, and lack of awareness about the need for change [25].

##### *1.5.2. Dimensions of Organizational Inertia*

**Cognitive Inertia:** This refers to a failure to accurately perceive environmental changes. Poor internal and external scanning hinders organizational adaptation [26].

**Psychological Inertia:** Characterized by stress, anxiety, and resistance to change due to perceived threats to personal or group interests. Resistance stems from fear of loss, not change per se, and is influenced by autonomy concerns [9].

**Behavioral Inertia:** This dimension arises when organizational responses to change are sluggish or misaligned due to inadequate or poorly utilized information. Goodkin and Alcorn, drawing on March and Olsen, identified contributing factors such as:

- *Role-limited learning:* inability to translate new knowledge into action;
- *Audience learning:* failure to influence others despite individual adaptation;
- *Illusory learning:* misjudging the impact of actions on the environment [14].

**Structural and Economic Inertia:** As noted by Haug [27], structural inertia pertains to an organization's inability to alter internal processes, while economic inertia arises from cost-saving measures that resist investment in new systems or reforms.

## 2. CONCEPTUAL MODEL AND RESEARCH HYPOTHESIS

Drawing upon the literature related to the constructs of national culture and organizational inertia, this study aims to test a conceptual model (Figure 1). According to this model, the primary hypothesis examines the influence of national culture on organizational inertia.

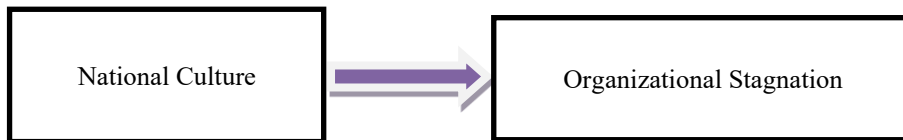


Fig. 1. Conceptual Model of the Study

### 2.1. Research Methodology

The primary objective of this research is to investigate the effect of national culture on organizational inertia. The study employs a descriptive-correlational approach using structural equation modeling (SEM). The data collection instrument is a structured questionnaire comprising 81 items, developed based on validated scales from prior studies. Among these, 40 items measure the national culture variable, while 13 items are dedicated to assessing organizational inertia.

The statistical population includes governmental organizations, offices, and state-owned companies located in Khuzestan Province, Iran. A multistage random sampling method was used. In the first stage, five cities Ahvaz, Shushtar, Shush, Dezful, and Haft-Tappeh were selected randomly from the province. In the second stage, 17 governmental organizations were randomly chosen from these cities. These included:

- Ministry of Industry, Mining, and Trade
- Fire Department
- Department of Fisheries
- Municipalities
- Meteorological Organization
- Labor and Social Welfare Office
- Department of Natural Resources and Watershed Management
- Ministry of Education
- Rural Cooperative Management
- Government-Owned Enterprises
- Foundation of Martyrs and Veterans Affairs
- Public Banks (Tejarat, Maskan, Saderat)
- Ministry of Roads and Urban Development
- Social Security Organization

- Water and Power Authority
- Southern Railway Company
- Western Water Authority

In the third stage, using a non-probability convenience sampling technique, 217 managers and experts from the selected organizations participated in the survey and completed the questionnaire.

Descriptive analysis of the respondents' demographic information revealed that 79.3% were male and 20.7% were female. In terms of age:

- 45.6% were between 36 and 45 years,
- 33.6% were between 26 and 35 years,
- 19.4% were over 45 years old, and
- 1.4% were under 25.

Regarding educational attainment:

- 46.5% held a bachelor's degree,
- 33.6% held a master's degree,
- 5% held a PhD, and
- 14.7% had an associate degree or lower.

### 3. DATA ANALYSIS AND RESEARCH FINDINGS

To analyze the data, normality of the main research constructs was first assessed. The Kolmogorov-Smirnov test (Table 1) indicated that the variables of national culture and organizational inertia, as well as their respective dimensions, did not follow a normal distribution.

**Table 1.** Results of the Kolmogorov–Smirnov Test for Assessing the Normality of Distribution of Research Constructs

Construct	National Culture	Uncertainty Avoidance	Individualism /Collectivism	Power Distance	Femininity/Masculinity	Organizational Inertia	Action Inertia	Psychological Inertia	Cognitive Inertia
Mean	2.07	3.83	2.17	2.21	1.89	2.90	3.88	3.00	2.77
Standard Deviation	0.44	0.58	0.57	0.72	0.57	0.69	0.62	0.79	0.88
Most Extreme Differences									
- Absolute	0.07	0.11	0.11	0.17	0.13	0.07	0.09	0.09	0.12
- Positive	0.07	0.10	0.11	0.17	0.13	0.07	0.09	0.09	0.12
- Negative	-0.11	-0.11	-0.11	-0.14	-0.10	-0.07	-0.09	-0.07	-0.10
Test Statistic (K-S)	0.11	0.11	0.11	0.17	0.13	0.07	0.09	0.09	0.12
Significance (2-tailed)	0.0001	0.0001	0.0001	0.0001	0.0001	0.006	0.0001	0.0001	0.000001

Note: a. Test distribution is normal; b. Values were calculated from the data; c. Significance values are based on the Kolmogorov–Smirnov test.

Following the confirmation of non-normal distribution of the research variables, validity and reliability of the measurement tools were evaluated using measurement model fit in SmartPLS software. Reliability was assessed using Cronbach's alpha and Composite Reliability (CR).

Items with critical t-values below 1.96 (at a significance level of  $\alpha = 0.05$ ) were eliminated. Subsequently, the reliability of the main constructs national culture and organizational inertia, as well as their sub-dimensions was analyzed.

As shown in Table 2, Cronbach’s alpha coefficients for the main constructs fall within the acceptable range of 0.70 to 0.74. In addition, composite reliability (CR) values for all constructs exceeded the recommended threshold of 0.70, as per academic literature.

In summary, the obtained values for Cronbach’s alpha and CR provide strong evidence for the internal consistency and reliability of the constructs used in this study.

### 3.1. Convergent and Discriminant Validity

To assess convergent validity of the research constructs, the Average Variance Extracted (AVE) metric was used. AVE indicates the average amount of variance shared between a construct and its indicators. In other words, AVE reflects the degree of correlation between a construct and its respective items higher correlations signify better model fit.

According to Fornell and Larcker, an AVE value above 0.50 confirms convergent validity. As shown in Table 2, the AVE values for the main constructs of national culture and organizational inertia, along with their respective dimensions, exceed the recommended threshold, thereby affirming the convergent validity of the research model.

**Table 2.** Cronbach’s Alpha ( $\alpha$ ), Composite Reliability (CR), and AVE Values

AVE	Cronbach’s Alpha ( $\alpha$ )	Composite Reliability (CR)	Dimension	Main Structures
0.525	0.546	0.765	Individualism/Collectivism	National Culture <b>AVE = 0.5</b> $\alpha=0/74$ <b>CR = 0.89</b>
0.616	0.685	0.827	Uncertainty Avoidance	
0.620	0.391	0.764	Power Distance	
0.500	0.657	0.793	Masculinity/Femininity	
0.625	0.696	0.832	Cognitive Inertia	Organizational Stagnation <b>AVE = 0.5</b> $\alpha=0/7$ <b>CR = 0.88</b>
0.528	0.115	0.683	Action Inertia	
0.533	0.704	0.819	Psychological Inertia	

To assess discriminant validity, the Fornell and Larcker criterion was applied. According to this method, the square root of each construct’s AVE must be greater than the shared variance (i.e., the squared correlations) between that construct and other constructs. This ensures that a construct is more closely related to its own indicators than to those of other constructs.

As shown in Table 3, the square roots of AVE values for each construct exceed the inter-construct correlation coefficients, indicating acceptable discriminant validity.

Furthermore, the means and standard deviations of the constructs and their respective dimensions were calculated (see Table 3). The correlation coefficient between national culture and organizational inertia was found to be significant and negative ( $r = -0.29, p < 0.01$ ), indicating an inverse relationship between these two variables.

**Table 3.** Correlation Coefficients Between Research Constructs and Square Roots of AVE

	Mean	SD	1	2	3	4	5	6	7
1. Cognitive Inertia	0.881	2.772	0.79	**0.363	**0.789	0.125-	-0.216**	-0.193**	-0.233**
2. Psychological Inertia	0.791	3.000		0.73	**0.859	**0.230-	-0.197**	-0.195**	-0.281**
3. Organizational Inertia	0/686	2.905			0.71	**0.220-	-0.249**	-0.235**	-0.313**
4. Masculinity vs. Femininity	0.565	1.900				0.71	-0.228**	0.427	0.801**
5. Power Distance	0.717	2.209					0.79	0.230**	0.556**
6. Individualism vs. Collectivism	0.574	2.171						0.72	0.806**
7. National Culture	0.445	2.065							0.86

Note:

1. \*\*Correlation is significant at the 0.01 level (two-tailed); \*correlation is significant at the 0.05 level (two-tailed).
2. Diagonal values represent the square root of the AVE (Average Variance Extracted), which are used to assess discriminant validity.

### 3.2. Structural Model Assessment and Hypothesis Testing

To test the conceptual model and hypotheses, Structural Equation Modeling (SEM) was employed. The model was analyzed using PLS-SEM. The results are illustrated in Figures 2 and 3.

As shown, the latent construct national culture specifically its dimensions masculinity vs. femininity, power distance, and individualism vs. collectivism demonstrated a significant and inverse effect on the latent variable organizational inertia, particularly on its dimensions cognitive inertia and psychological inertia.

The structural path coefficients indicated the following:

- Path coefficient ( $\beta$ ): -0.29
- t-value: 1.98
- Significance level:  $p < 0.05$

These findings confirm the main hypothesis of the study:

“National culture has a significant inverse effect on organizational inertia in public organizations.”

This outcome suggests that specific cultural characteristics can either mitigate or exacerbate resistance to change, depending on how power, uncertainty, and social orientation are manifested in the organization.

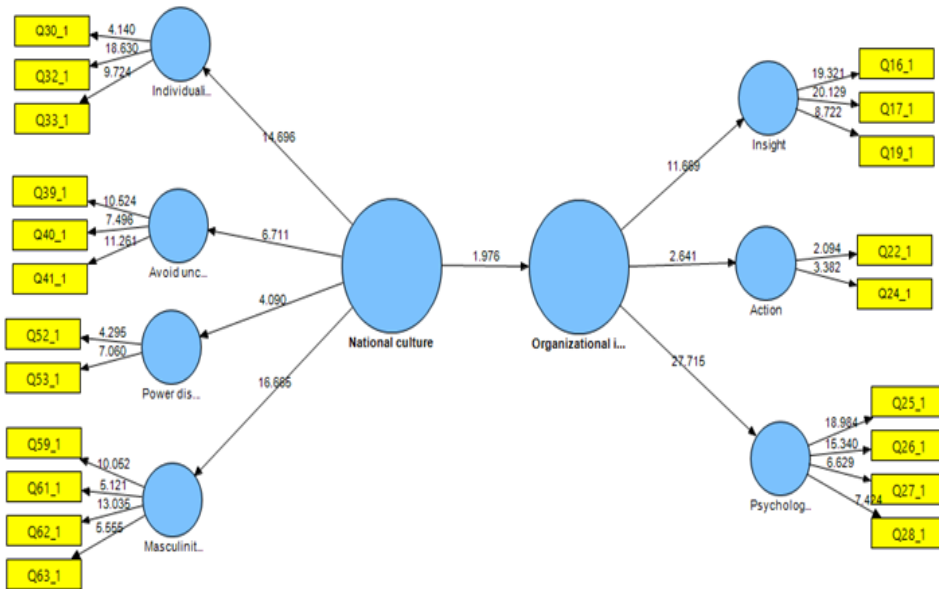


Fig. 2. The Confirmed Structural Model with Critical t-values

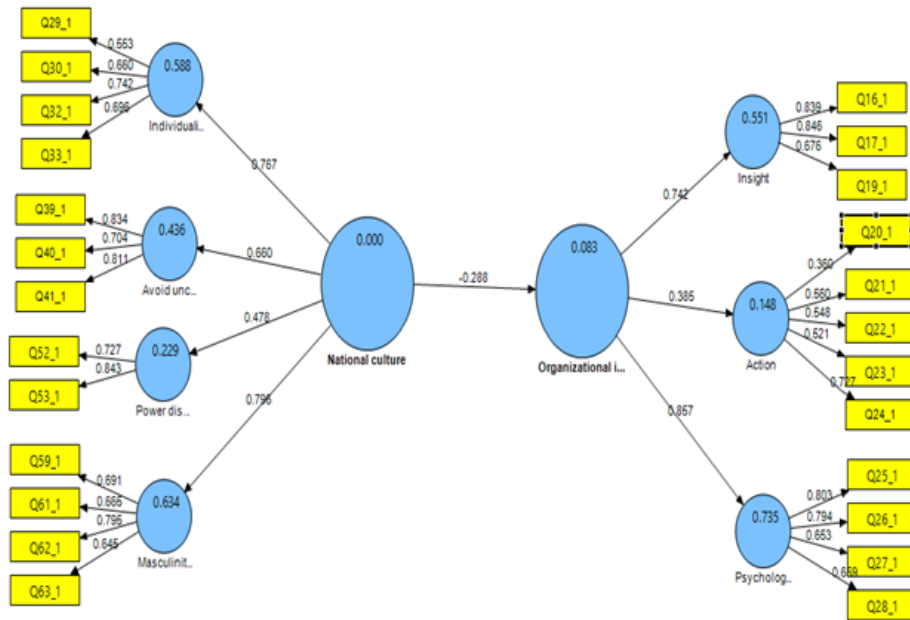


Fig. 3. Confirmed structural model with standardized beta coefficients

The structural model fit was assessed using key indicators including t-values,  $R^2$ ,  $Q^2$ , and redundancy indices. Based on the results, the t-value for the path from national culture to organizational inertia exceeded the critical threshold of 1.96, indicating statistical significance and adequate model fit. The second criterion used to evaluate the structural model is the coefficient of determination ( $R^2$ ) for endogenous latent variables. This indicator reflects the predictive power of the exogenous constructs on the endogenous ones. According to Chin (1998), the following thresholds are generally used:

- $R^2 = 0.19 \rightarrow$  Weak
- $R^2 = 0.33 \rightarrow$  Moderate
- $R^2 = 0.67 \rightarrow$  Strong

As presented in Table 4, the  $R^2$  values support the explanatory power of the proposed model.

Table 4. R-Squared ( $R^2$ ) Coefficient Values

Variable Name	Subcomponents	$R^2$	Variable Name	Subcomponents	$R^2$
<b>National Culture</b> $R^2 = 0$	Individualism Vs. Collectivism	0.560	<b>Organizational Inertia</b> $R^2 = 0.050$	Cognitive	0.594
	Uncertainty Avoidance	0.463		Behavioral	0.120
	Power Distance	0.213		Psychological	0.730
	Masculinity Vs. Femininity	0.647			

The third criterion is the  $Q^2$  statistic.  $Q^2$  values must be calculated for all endogenous constructs in the model. A  $Q^2$  value equal to or less than zero indicates that the relationships between the exogenous constructs and the endogenous construct are not well established and, therefore, the model requires revision. According to the literature, the predictive relevance of the model for endogenous constructs is classified as follows: 0.02 (weak), 0.15 (moderate), and 0.35 (strong). The  $Q^2$  values for the two constructs national culture and organizational inertia along with their corresponding subcomponents were computed and are presented in Table 5.

**Table 5.** Coefficients of Predictive Relevance ( $Q^2$ )

1 - SSE/SSO	SSE	SSO	Construct/Subcomponent
0.033	419.64	434	Behavioral Inertia
0.279	469.20	651	Uncertainty Avoidance
0.283	466.46	651	Individualism vs. Collectivism
0.356	413.03	651	Cognitive Inertia
0.301	606.18	868	Masculinity vs. Femininity
0.014	1925.59	1953	Organizational Inertia
0.123	380.25	434	Power Distance
0.383	535.18	868	Psychological Inertia

The fourth criterion is the Redundancy index. This index indicates the extent of variability in the indicators of an endogenous construct that is explained by one or more exogenous constructs. It is calculated by multiplying the communality value of an endogenous construct by its corresponding  $R^2$  value. The Redundancy values are presented in Table 6. The higher the average Redundancy ( $Red\bar{}$ ) value, the better the structural model fit. Overall, the average Redundancy value in this study is 0.257 ( $Red\bar{}$  = 0.257), indicating a relatively good model fit.

Finally, the overall goodness-of-fit (GOF) of the validated structural model was assessed. The results show that the GOF value for the final structural model is 0.52, which, considering the recommended threshold values in the literature (0.01 = weak, 0.25 = moderate, 0.36 = strong), indicates a strong overall model fit.

**Table 6.** Redundancy Coefficient Values

Variable Name	Subcomponents	$R^2$	Communality	$Red\bar{}$
National Culture $R^2 = 0$ Communality = 0.271	Individualism vs. Collectivism	0.560	0.525	0.294
	Uncertainty Avoidance	0.463	0.616	0.285
	Power Distance	0.213	0.620	0.132
	Masculinity vs. Femininity	0.647	0.492	0.318
Organizational Inertia $R^2 = 0.050$ Communality = 0.311	Cognitive	0.594	0.625	0.371
	Behavioural	0.120	0.528	0.063
	Psychological	0.730	0.533	0.389

#### 4. CONCLUSION

This study aimed to investigate the impact of national culture on organizational inertia within the public management system. The findings revealed that national culture exerts a significant and inverse influence on organizational inertia. Specifically, it can be inferred from the results that collectivism, low power distance, and femininity are negatively associated with organizational inertia particularly cognitive and psychological inertia. In fact, a lower power distance, strong collectivist orientation, femininity, and greater risk-taking tendencies within organizations contribute to a reduction in organizational inertia.

Based on these findings, it can be argued that in order to prevent organizational inertia, the following cultural values should be encouraged within organizations:

- Maintaining a low power distance between managers and subordinates;
- Promoting and institutionalizing feminine and collectivist values;
- Encouraging risk-taking, especially among public sector employees and managers.

From this, three key conclusions can be drawn:

First, the dominance of masculine values contributes to organizational inertia, whereas feminine cultural values inhibit it. Masculine values emphasize advancement, income, reputation, and competition. Individuals in such

cultures tend to make decisions independently. In masculinity-dominated cultures, managers often believe that employees dislike work and therefore require strict supervision. Benevolence is undervalued, and routine behavior is the norm, making individuals resistant to change and unlikely to be agents of organizational transformation. Masculine values, often embedded in bureaucratic systems, foster institutionalized dependency between leaders and followers. According to critics of patriarchal systems, such values emphasizing unconditional obedience, egocentrism, reliance on others, and satisfaction with male-dominated authority instill a sense of powerlessness and fear of authority among subordinates. Conversely, traditional feminine values prevail in non-bureaucratic organizations. These values align with creativity and innovation, replacing hierarchical authority with development, promotion, networking, integration, and consensus.

Second, the cultural value of low power distance leads to lower levels of organizational inertia. Organizations characterized by high power distance typically exhibit autocratic leadership, centralized power, paternalistic management styles, rigid hierarchical structures, entitlement to power-based privileges, an abundance of supervisory staff, and acceptance of inequality and authority. In contrast, organizations with low power distance exhibit participative or consultative management styles, decentralized decision-making, flat organizational structures, fewer supervisory roles, accountability of power, rejection of privilege, an emphasis on equality, and awareness of individual rights.

Third, collectivist values are inversely related to organizational inertia. This means that a stronger presence of collectivist values within an organization corresponds to a lower likelihood of organizational inertia, while the dominance of individualistic values is associated with increased inertia. Individualistic cultures are characterized by:

- a) Contractual relationships based on the principles of exchange, with emphasis on cost-benefit calculations before engaging in behavior;
- b) Focus on oneself or close others, and prioritizing personal goals, interests, and needs over collective concerns;
- c) Emphasis on personal happiness, entertainment, and enjoyment over duties and social norms;
- d) Self-sufficiency, independence, and preference for personal gain over collective welfare;
- e) Horizontal relationships (e.g., between spouses) instead of vertical ones (e.g., between parent and child);
- f) Belief in personal uniqueness and autonomy.

In contrast, collectivist cultures exhibit the following characteristics:

- a) Behavioral norms are shaped to maintain social harmony among group members;
- b) Attention is given to broader social implications of actions;
- c) Willingness to share resources and sacrifice personal gain for collective benefit;
- d) Loyalty and protection of certain groups (such as friends and family);
- e) Strong group membership influencing individual lives;
- f) Greater tendency to conform rather than behave independently;
- g) Increased concern for in-group members, and often indifference or hostility toward out-group members;
- h) Emphasis on intra-group harmony and order;

i) Behavior regulated by group norms.

Finally, risk-taking is fundamentally at odds with organizational inertia. In organizations where risk-taking is valued and encouraged, there is greater flexibility and openness to change, which helps to overcome inertia and stimulate innovation and growth.

### **Declaration**

We acknowledge that we used ChatGPT to enhance the academic writing of our manuscript while ensuring the originality and integrity of our work.

### **Transparency Statement**

The data supporting this study are available upon reasonable request to the corresponding author, subject to ethical and confidentiality considerations.

### **Acknowledgments**

We would like to express our gratitude to all individuals who contributed to this project.

### **Declaration of Interest**

The authors declare that they have no competing interests.

### **Funding**

This research received no specific grant from any funding agency, commercial, or not-for-profit sectors.

### **REFERENCES**

- [1] Kavousi, E., & Hosseinzadegan, Z. (2011). Preserving Iranian-Islamic identity in the process of globalization. *Research Article*, 2(3), 37–63.
- [2] Khadivi, A. (2006). Understanding national culture and managing organizational culture. *Management Articles*, 115–116.
- [3] Pifeh, A., Zarei, H., & Jafari Jam, H. (2016). Do Hofstede's national culture dimensions influence public sector budgeting? *Governmental Accounting*, 3(5), 19–34.
- [4] Aycan, Z., Kanungo, R. N., & Sinha, J. B. (1999). Organizational culture and human resource management practices: The model of culture fit. *Journal of Cross-Cultural Psychology*, 30(4), 501–526. <https://doi.org/10.1177/0022022199030004006>
- [5] Rashidpour, A., Shahnorouzi, M., & Iranpour, S. (2014). *The economics of culture and globalization: Concepts and theories* (1st ed.). Tehran: National Center for Globalization Studies.
- [6] Hajir, J. A., Obeidat, B. Y., & Aldalahmeh, M. A. (2015). The role of knowledge management infrastructure in enhancing innovation at mobile telecommunication companies in Jordan. *European Journal of Social Sciences*, 50(3), 313–330. (In Persian)
- [7] Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35(2), 286–316. <https://doi.org/10.2307/2393392>
- [8] Hofstede, G., & McCrae, R. R. (2004). Personality and culture revisited: Linking traits and dimensions of

culture. *Cross-Cultural Research*, 38(1), 52–88. <https://doi.org/10.1177/1069397103259443>

- [9] House, R., Javidan, M., & Dorfman, P. (2001). Project GLOBE: An introduction. *Applied Psychology*, 50(4), 489–505. <https://doi.org/10.1111/1464-0597.00070>
- [10] Robbins, S. (2000). *Foundations of organizational behavior* (A. Parsaian & S. M. Arabi, Trans.). Tehran: Cultural Research Bureau.
- [11] Rodríguez, C. (2001). *Management in the international arena* (Sh. S. Zahedi & H. Danaeefard, Trans.). Tehran: Safar Publications.
- [12] Schneider, S. C., & Barsoux, J. L. (2000). *Managing across cultures* (S. M. Arabi & D. Izadi, Trans.). Tehran: Cultural Research Bureau.
- [13] Dehghani, R. (2012). Structural and executive patterns of Turkey's cultural diplomacy. *Islamic World Political Research Quarterly*, 2(4), 15–39. <https://doi.org/10.20286/priw-020415>
- [14] Godkin, L., & Allcorn, S. (2008). Overcoming organizational inertia: A tripartite model for achieving strategic organizational change. *The Journal of Applied Business and Economics*, 8(1), 82–91.
- [15] Stone, D. L., & Stone-Romero, E. F. (2004). The influence of culture on role-taking in culturally diverse organizations. In M. S. Stockdale & F. J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 78–99). Blackwell Publishing.
- [16] Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1–26. <https://doi.org/10.9707/2307-0919.1014>
- [17] Werner, S., & Tosi, H. L. (1995). Other people's money: The effects of ownership on compensation strategy and managerial pay. *Academy of Management Journal*, 38(6), 1672–1691. <https://doi.org/10.2307/256849>
- [18] Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations* (2nd ed.). Sage Publications.
- [19] Tahmasebi, R. (2015). *Organizational theory: Constructivism, agency, structuration* (1st ed.). Tehran: Nas Publications, Gisoom Comprehensive Publishing Network.
- [20] Huang, H. C., Lai, M. C., Lin, L. H., & Chen, C. T. (2013). Overcoming organizational inertia to strengthen business model innovation. *Journal of Organizational Change Management*, 26(6), 977–1002. <https://doi.org/10.1108/JOCM-04-2012-0047>
- [21] Gholipour, A. (2009). *Sociology of organizations: A sociological approach to organizations and management*. Tehran: SAMT Publications.
- [22] Shahabi, M., & Jalilian, H. (2011). Investigating the relationship between knowledge inertia, organizational learning, and organizational innovation: Case study of West Oil and Gas Production Company. *Scientific-Research Quarterly of Management and Human Resources in the Oil Industry*, 4(15), 137–158.
- [23] Gresov, C., Haveman, H. A., & Oliva, T. A. (1993). Organizational design, inertia, and the dynamics of competitive response. *Organization Science*, 4(2), 181–208. <https://doi.org/10.1287/orsc.4.2.181>
- [24] Manzari, A. R., & Shojaei, A. (2009). Investigating the relationship between career plateau in job development path with career burnout in the Economic Affairs and Finance Organization of Kerman Province. (In Persian)
- [25] Sepahvand, R., Arefnejad, M., & Shariatnejad, A. (2017). Identifying and prioritizing factors contributing to

organizational inertia using the fuzzy Delphi method. *Scientific-Research Journal of New Research in Decision Making*, 1, 95–118.

- [26] Hedberg, B., & Wolff, R. (2001). Organizing, learning, and strategizing: From construction to discovery. In M. Dierkes, A. B. Antal, J. Child, & I. Nonaka (Eds.), *Handbook of Organizational Learning and Knowledge* (pp. 535–556). Oxford University Press. <https://doi.org/10.1093/oso/9780198295839.003.0030>
- [27] Haag, S. (2014). *Organizational inertia as a barrier to firms' IT adoption: Multidimensional scale development and validation*. (Unpublished doctoral dissertation or report – publisher information missing)